Making Your Case

How to Sell Your Vision to Donors

by Tom Ahern | www.aherncomm.com
U.Toronto’s Billion $ Campaign

• Began in 1997, ended 2004
• 217 donors gave $1 million or more
• Of them, 30 gave $5 million or more
U. Toronto’s Billion $ Campaign

- 95,000 donors gave less than $1,000
- 112,819 donors in total gave
- Almost half were first-time donors
What a case isn’t
Not a grant proposal.
Not an internal memo.
A sales brochure.
Emotionally gratifying, like a good new car brochure.
No specialists here!

Case readers are volunteers, giving you a few minutes of their valuable time.
And you can’t expect them to read deep.
The College

A laboratory for leadership

Yale College is thriving, perhaps as never before. Our faculty, distinguished for its scholarship, remains deeply committed to undergraduate education. Our students enjoy incomparable residential facilities, and they receive from their deans and masters the kind of personal attention normally found only in small colleges. The result is a student body that is intensely serious about the academic enterprise, even as it is well balanced with equal intensity in an almost unimaginable array of student activities—from athletics to debates, from building and racing a solar-powered car, from tutoring school children to assisting in soup kitchens, from protest to electoral politics to the Yale Entrepreneurial Society, from a cappella singing to the exceptional Yale Symphony Orchestra, from filmmaking to musical comedy and opera. With more than 250 student organizations, Yale College is a virtual laboratory for leadership.

Enriching the undergraduate curriculum

Recognizing that excellence is no excuse for complacency, we undertook a comprehensive review of the Yale College curriculum at the time of our bicentennial. The Committee on Yale College Education, chaired by the former Dean of Yale College, Richard Brodhead, recommended, among other things, substantial improvements in the teaching of science and quantitative reasoning, greater involvement of Yale’s professional schools in undergraduate teaching, especially in the arts, and a major commitment to increasing the opportunities for students to study and work abroad.

A principal objective of the Yale Tomorrow campaign is to provide permanent funding to support these initiatives.

Educating leaders for a science-rich world

To serve as responsible citizens and leaders for the twenty-first century, our students need to become sufficiently familiar with the basic scientific principles and methods that will enable them to form judgments about the quality of arguments and evidence in the many scientific disputes that affect public life. We intend to provide enhanced support for pedagogy in science and quantitative reasoning and to develop a variety of courses that meet this need more satisfactorily than comprehensive introductory courses, which are tailored to serve those who intend to continue in science.

Connecting the College and the arts

The arts play a central role in the life of Yale College, but the opportunities for formal study are limited. To satisfy student demand for courses in studio art, photography, filmmaking, theatrical and musical performance, and related fields, we need to create new faculty positions in the Schools of Art, Drama, and Music, as well as in Theater Studies and Film Studies.

Making excellent experiences possible for all

As nations become more interdependent and careers become more global in character, we need to ensure that every Yale College student has an opportunity to study or work abroad during his or her four years of enrollment. To this end, we are expanding the number of approved junior-year-abroad programs and creating our own in Beijing. Recognizing that many Yale students would prefer to spend summers abroad, we have created new summer school courses abroad taught by Yale faculty, as well as hundreds of new work internships around the globe. We have also committed to providing stipends and waiving the summer earnings requirement for those students on financial aid who study or take unpaid internships abroad.

Opening the doors of opportunity

Our commitment to providing full need-based financial aid for all admitted students—extended initially to U.S. citizens and permanent residents forty years ago and subsequently to international students five years ago—resonates with the best traditions of this land of opportunity. Yet we have found that many talented young women and men from lower-income families remain unaware that a Yale education is affordable.

To make it even simpler, we welcome students of great potential regardless of background, we announced in 2003 that parents with annual incomes below $45,000 would not have to contribute to the cost of their child’s education. We seek additional financial aid endowment to support this new commitment.

Investing in exceptional faculty

In the end, maintaining the unique quality of a Yale College education requires us to attract and retain a faculty of extraordinary talent and accomplishment. Endowed professorships and funds to support research will further our efforts to preserve our historic excellence in the humanities and social sciences and to add to the distinction of our faculty in science and engineering.
Jargon is an enemy.

The writer’s goal: Zero.
Words that have value, say, in education - words like “interdisciplinary” - are not understood off campus.
Displays of egregious erudition are annoying.
All fundraising copy should sound like someone talking.

-- George Smith, Tiny Essentials of Writing for Fundraising
XYZ University's strategic plan is designed to amplify the university's academic excellence. The result of a 13-month planning effort, the plan identifies strategies to enhance the university’s work for students on three fronts:

• Reinterpreting the liberal arts skills of communication and critical thinking to take into account 21st-century challenges and opportunities
• Multiplying connections between students and faculty members by building on the faculty’s record of original research and creativity
• Building on XYZ University’s strong sense of community, locally and globally

What’s wrong? Too much insider jargon. No worthy emotional goal. No donor in sight.
Emotionally worthy goals

Within a decade, if all goes according to plan, XYZ University will emerge as the top school in its class, leaving behind our ‘peer schools’ of today. Admittedly, the plan is ambitious. And it won’t be cheap: excellence in education at this level never is. But we will get there, thanks to your vision, your commitment, and your help.

The donor is the hero

Plain talk
What a case is
All cases, 3 things:

Make a promise.
Relate it to people.
Celebrate the donor.
Donor

“People give to people for people”

Promise

People give to people for people

Many of the people we see are like this man: desperate, seriously ill, and reluctant to seek treatment because they have no way to pay for it. He was “among the fortunate few to find a solution at Rhode Island Free Clinic,” as the Providence Phoenix wrote in 2004.
A case is not a description of what you do.
Just as good...
A case is a description of what you promise.
They are not giving to this, at least not initially

Memphis Child Advocacy Center

Helping Victims
Become Children Again

They are giving to this
We don’t reject.
We don’t punish.
We don’t judge.
We mend young lives.

The Bridge Family Center
Serving West Hartford and the region since 1969

Every family. Every child. Every time.
“What was so special about this? Oh, right.”
A campaign case talks about where you’re headed.
You’re at A.
People are living longer in America all the time. And for 3 out of 5, it’s a very bitter ending … for themselves and their families.

Why? Because 3 out of 5 Americans over the age of 85 today get Alzheimer’s.
What’s your B?
But this grim outlook could soon improve.

Our research could help shrink the number afflicted with Alzheimer’s significantly, maybe down to 1 in 5 -- within a decade.

We’re ready. But we can’t do it without your help.
A > B =
today > tomorrow
before > after
problem > solution
evil > good
What does a big bucks campaign case statement look like?
Tomorrow, everything will be different
Homes will generate their own energy

Every major corporation will have a Chief Sustainability Officer
Living cells will provide a blueprint for nano-engines

Life expectancy will exceed one hundred years

Robotics will make long-distance surgery routine

Nanotechnology will make salt-water drinkable

Quantum computers will crack some of the oldest riddles in physics

By midcentury there will be more Christians in East Asia than in the U.S.

Wireless technology will fine-tune the irrigation of individual plants

Eco-machines will help clean up the environment

Hit movies will premier online
This Is Yale Tomorrow

A message from
Yale President
Richard C. Levin

I invite you to participate in Yale Tomorrow, a five-year, $3 billion campaign to build the future of our University. I seek your support to ensure that the accomplishment of recent years is not remembered merely as a bright moment in Yale's long history, but rather as the foundation for a Yale of permanently greater breadth and strength, a Yale with the capacity to contribute—by means of its scholarship and its graduates—not only to the nation but also to the world.

The price of agility and excellence

Even our most loyal supporters might wonder, after examining the spectacular performance of our Investments Office these past two decades, whether Yale needs to augment still further its already abundant financial resources. It is important to recognize that most of our existing endowment funds were given by donors of the past and present to be used for specifically designated purposes. Thus, most of our endowment provides a strong foundation for our current activities, while the relatively small fraction of the endowment that is unrestricted permits only limited scope for innovation.
This Is Yale Tomorrow

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I invite you to participate in Yale Tomorrow, a three-year, $1.5 billion campaign to build the future of our University. I seek your support to ensure that the accomplishments of recent years are not remembered merely as a bright moment in Yale’s long history, but rather as the foundation for a Yale of permanently greater breadth and strength, a Yale with the capacity to contribute—by means of its scholarship and its graduates—not only to the nation but also to the world.

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But the work of building and sustaining a great institution is never done. To expand Yale beyond its current scale and scope, to build the Yale of tomorrow, we will need new financial resources. I hope that this statement will give you a sense of Yale’s current vitality and its ambition to improve itself.

This campaign will seek to enhance those Yale programs that are already among the nation’s best. We will reinvigorate the Yale College curriculum, support graduate education, strengthen our libraries and museums, invest in the humanities and social sciences, deepen the Law School’s involvement with international affairs and the legal profession, and augment the teaching and financial aid resources of each of our distinguished Schools of Art, Architecture, Drama, Music, Divinity, Nursing, and Forestry & Environmental Studies.

We will also seek to strengthen those programs that are vital to maintaining the University’s overall standing in the twenty-first century. To remain among the world’s great universities, we must invest in science and technology on an unprecedented scale. To keep our School of Medicine at the forefront, we need to translate advances in the biomedical sciences into improved clinical care. And to participate fully in the education of twenty-first-century leaders, we need the School of Management to take its place among the nation’s top business schools.

Above all, we need to complete the transformation of Yale from a local to a regional to a national to an international university. To prepare our students for leadership in an interdependent world, we need to augment the faculty resources devoted to international studies, and we need to make it possible for every undergraduate to have an overseas experience during his or her four years at Yale.

In the statement that follows, I highlight some of the most important objectives of the campaign under four headings:

The College
The Arts
The Sciences
The World

In this format it is possible to mention only a fraction of the many opportunities available to prospective donors. This is a comprehensive University-wide campaign, embracing all of the University’s schools and programs. A complete listing of gift opportunities is available online at www.givingcatalog.yale.edu.
Yale College is thriving, perhaps as never before.

Recognizing that excellence is no excuse for complacency...

...recommended substantial improvements in the curriculum...

Promise: building multinational graduates

Promise: bringing a Yale education within reach of anyone good enough to be admitted

Promise: perpetual glory. These are mostly named endowments.

In a nutshell: We researched. And we discovered weaknesses that this $3 billion campaign will fix. It’s just a matter of money.
Cases are written for the time-pressed.
> easy-to-use reference
> leave-behind
> publication for the masses
They walk readers through the argument in obvious steps.
The LGBT community faces a lifetime of challenges.
You can guarantee The HOPE Fund will be here to help, forever.

For a short time, a very special matching fund

In 1994, there were few LGBT-friendly services and fewer agencies able to provide them.
The solution? The HOPE Fund.

In 1994, concerned civic leaders collaborated with the Community Foundation for
Southeast Michigan to confront a challenge. The LGBT community desperately
needed external financial support and a program to raise the profile of its issues.

A $2 million endowment will guarantee The HOPE Fund's important work forever.
The good news? We're already halfway there!

The HOPE Fund has always welcomed annual gifts, which are immediately used for
operating costs. The HOPE Endowment Fund, which is invested for the future,
will guarantee funding for years to come.

A very special but time-limited opportunity:
the Community Foundation will match your Individual or business gift to the endowment.

Your tax advantaged gift to The HOPE Endowment Fund already means your
$100 gift returns $110; or your $1,000 gift only costs $500.*

The “forever” of your gift is assured by the
Community Foundation for Southeast Michigan.

It's a great partner. The Community Foundation is an independent nonprofit
organization board of LGBT civic leaders. It is committed to us.

The right time to give is now, before matching
dollars run out.

Take advantage of the Community Foundation’s generous matching offer before
it runs out. You will be investing in the future of our community.

Don’t forget your will! Take care of your
loved ones and the LGBT community, too.

If you don’t have a will or other estate plan in place, Michigan law will write
one for you, and the law favors your best, not that of the estate.”
Section 1: The welcome message. 72 words long. It explains the campaign theme.

Section 2: The introduction. 6 paragraphs totaling 288 words. Specifies the need: $30 million for "a number of significant capital projects."

Section 3: The organization's history. 10 paragraphs totaling 500 words.

Section 4: The organization's philosophy. 144 words. Explains the organization's concept behind a wonderful nursing/retirement home.
Section 5: Why our mission matters today. Brings reader up to date on what the organization is doing now. The midsection: at 1,600 words, the longest, too.

Section 6: The vision. The chair talks briefly about the vision, in 500 words.

Section 7: The call to action. The foundation chairman calls for gifts. Section devotes 1,200 words to what will be built with the $30 million.

Section 8: A closing thank you. 250-word wrap up opens with quote from the foundation president stressing the members' proud legacy of caring for others. It pleads, "Won't you give?"
The shape of a case: Word count
Ultimately, why do donors give? Pre-existing values, interests, emotions, and connections.
You don’t argue anyone into giving. Instead, you make matches. Assuming…
Trust and results.

“The research … found that trust in an organization (82%) and measurable community impacts (81%) are key to decision makers when determining which cause to support.”

Cone, Inc., January 2007
The Karen Possehl Women’s Endowment

The impact of the Karen Possehl Women’s Endowment (KPWE) is best described in the words of those it serves. “This program was the helping hand when I needed it most,” says Jan Grossberg, 2002 scholarship recipient. “It’s been an emotional and financial lifeline. Just knowing I had people to talk to was enough to help me change my life.”

Many talented women in our community have faced significant challenges in their quest of an education. KPWE scholarships give these women the tools they need to conquer the obstacles they face.

The scholarships do offer critical monetary support, but this is only the beginning. Strong community mentorships, caring emotional resources, peer counseling, and childcare options are woven into each scholarship, giving women the freedom to concentrate on their education. The results are impressive—graduation with honors is the norm.

Harnessing the Power of a Community

In 1998, Karen Possehl was approached with an innovative proposal for an endowed scholarship to advance women’s education. Although Karen and her family are Denver residents, they recognized UCCS’s unique need for this support. Karen was so impressed with the project that she took it on personally. Since she and her husband, Jim, made their generous initial gift in 1998, the community has adopted the program as its own. Many community
“Is 22 pages enough?”
The three B’s:
Be brief.
Be brilliant.
Be gone.
Case for Support | Tom Ahern | www.aherncomm.com

The Wheeler School

Be Exceptional

Campaign

3 things make an exceptional school:

**Exceptional teachers**
Our new Faculty Endowment
Goal: $4 million

**Exceptional young people**
Our new Student Financial Aid Endowment
Goal: $4 million

**Exceptional learning environment**
Our new Construction & Renovation Fund
Goal: $13 million

...that easy to

We look forward to
educational
entrepreneurship
they know.

The students
who teach here.

When you
attracts top peer
“Opportunity
academic exc

Unfor
curse. The
highest. On
years by
Stanford an

To at
package of s
new endowm
You should be able to skim a case, as you would a newspaper, and get the key points, without reading ANY of the long text. 

That’s reader convenient.
The endowment goal: $5 million minimum

A symphony is a tough business. Every time you perform, you lose money ... if you depend on ticket sales alone. Consider the National Symphony Orchestra, resident at the Kennedy Center in Washington, DC. The National Symphony earns just 60% of its income from ticket sales. And that’s pretty typical. In Rhode Island we do a bit better. Here, subscriptions and single-ticket sales earn back 65% of our cost.

Still, it’s clearly not enough.

THE HIGH COST OF CONTINUED EXCELLENCE

Nowhere among America’s quality symphony orchestras do ticket prices alone cover the costs of a renowned conductor, top professional musicians, world-class guest artists ... not to mention the technical staff, overhead and more. Annual charitable gifts, corporate contributions and the occasional bequest make up the rest.
If a prospect reads 500 words, you’re lucky.
My goal:
Whole thing in the first 50 words. The rest backs it up.
The Sierra Club and the end of global warming...
Give us your help and seven years.

Dear citizen of planet Earth,

Human activity caused the problem of global warming.

And human activity can stop it.

As Nobel Peace Prize winner, Al Gore, says in the Oscar-winning documentary, An Inconvenient Truth, "We already know everything we need to know to effectively address this problem."
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Donor importance recognized

The people at stake

The promise, part 1

The promise, part 2
The Sierra Club and the end of global warming...
Give us your help and seven years.

$500 million goal

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And human activity can stop it.

As Nobel Peace Prize winner, Al Gore, says in the Oscar-winning documentary, *An Inconvenient Truth*, "We already know everything we need to know to effectively address this problem."
$35 million raised

What's next?
Rhode Island’s house prices are the fastest rising in America.

Too bad about the salaries.

The affordable housing crisis in a nutshell…

Double-digit jumps in home values sound good if you already own, but the rapid acceleration of Rhode Island’s real estate market has left a lot of would-be owners and renters sitting in the dark.

In a single year – 2004 – the median house price in Rhode Island grew astonishing 12 percent. But median income in the Ocean State only rose about 2 percent a year.

The squeeze is on.

It’s getting harder every year for average-income Rhode Islanders to afford a first home. It’s just as bad for renters, especially those with the lowest paying jobs. And for the elderly and others on fixed incomes, forget about it. unless they live in subsidized housing.

They’re shortchanging their food and medical expenditures to keep a roof over their heads.

More than 50% of Rhode Island’s jobs do not pay enough to afford the current median rent. You’d have to work three minimum wage jobs to afford the rent for a decent average apartment here in the Ocean State.

The vast majority (78%) of Northern Rhode Island business owners now feel the lack of affordable housing locally will have serious negative consequences on economic growth. (From a 2006 survey of 1,206 business members of the Northern Rhode Island Chamber of Commerce.)

1. Source: Richard M. Matossian Foundation
2. This report is a 2005 planning study. To obtain the latest information, please contact the RI Chamber of Commerce, 180 Thayer Street, Providence, RI 02903. (800) 378-2460
3. Source: National Association of Realtors, Rhode Island Board of REALTORS
$50 million raised

THE AFFORDABLE HOUSING CRISIS IN A NUTSHELL...

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The three big questions
Why us?
Why now?
Why you?
Why us?

What are we doing that’s so uniquely wonderful that the world should want more of it and support our new plans?
“(Studies show that) bilingual children tend to do better academically than monolingual children.”

Reported by The International School of Boston

What parents have to say about the French-American School of Rhode Island

Brain development. “Often people ask us why we send our children to a French school when we, their parents, do not speak French. ...we know the value of second language acquisition with respect to the brain development of a young child is phenomenal.”

Multicultural. “We feel so lucky to have our daughter at FASRI. It’s not just that she speaks (and reads) French, and is so proud of herself, or that she’s getting an excellent education and learning strong study habits. Equally valuable to us is that her mind has been opened, in a very concrete way, to the fact that there is a whole wide world out there, with
Why now?

What’s the big hurry? What changed? Why is this crucial now?
Audiology. “People come to us from all over the world. And they ask, ‘Where’s the building?’”
Why you?

“You” is the donor. Why are donors critical to your vision? Have you made them the heroes? What are your emotional triggers?
Why the emergence of Stony Brook over the next decade depends so much on you

A brief look at the link between your philanthropy and this university's greatness
by Dr. Shirley Strum Kenny, President

First, let’s be grateful.

New York taxpayers deserve a special round of applause. In the 50 years since its founding, Stony Brook has gone from “Mudville” to world-class almost entirely on state funding.

We’ve kept our education affordable, relevant, and unsurpassed in quality (the rankings tell us). We’ve built an attractive, inviting learning environment out of the potato fields where we started and added satellite campuses in two great locations, Manhattan and Southampton. True to its mission, Stony Brook has nourished the research behind numerous world-altering discoveries like magnetic resonance imaging (with uses ranging from health care to oil exploration).

Stony Brook now owns a place in the top tier of American public research universities. We run nose to nose with some of the world’s most prestigious private universities, as well.

That’s today.

Tomorrow -- Stony Brook a decade from now, even higher in the rankings, vigorously competitive for the best faculty and students, making a transforming contribution to the region’s economy -- requires something more: a massive increase in philanthropic investment, led by people like you. That’s why we’re in this campaign.

The emerging importance of private support to Stony Brook

Among universities at our level, the competition for faculty and student talent, the raw materials of a great institution, is fierce.

Private universities have an advantage that public universities are only beginning to enjoy: philanthropic clout, both annually and to endowment.

Ample donor-contributed cash makes a difference in how big our dreams can be and how effectively we
The most important word in your case

“A brief look at the link between your philanthropy and this university’s greatness” ... signed by the president

“Tomorrow…requires something more: a massive increase in philanthropic investment, led by people like you….”

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So...
you tell opportunity stories.
“…the key motivator for giving is not need, but opportunity.”
An opportunity to express their values.
An Opportunity

Please join us in
Saving Babies for Jesus and Mary

ISABEL ZULLO
42 ALBANY AVE
HURST NY 11757-3630
Your gifts help Stony Brook attract diverse students with great SATs who just need a scholarship boost

Stony Brook is diverse in every way ... and proud of it. Your gifts in support of scholarships will guarantee that we can fill our classrooms with an unparalleled mix of promising and deserving students.
Opportunities to memorialize
An opportunity to be publicly recognized for contributing to the community.
Your gifts help Stony Brook turn new ideas into technologies the world needs (and our region will thrive on)

Stony Brook is the engine driving the emergence of the nation's latest “Silicon Valley,” this time on Long Island. In our laboratories and classrooms, thousands of productive minds are at work, bringing breathtaking new ideas to practical application: in medicine, in wireless technologies, in advanced energy alternatives, in nanoscale materials -- to name just a few pies we have our thumbs in.
The opportunity to feel like they’ve made a difference.
“Giving is not about a calculation of what you are buying,” Yale economics professor, Dean Karlan, proved. “It is about participating in a fight.”

The New York Times | March 9, 2008
Are you inviting your donors to a fight?
Case for Support | Tom Ahern | www.aherncomm.com
FIGHTING JUNK SCIENCE IN OUR SCHOOLS.
We are the primary resource for sexuality education in Maryland. We:
• Reached 12,600 adolescents, adults and professionals, an increase of 10% over the previous year.
• Provided 76 trainings to professionals who work with adolescents through our Training Institute.
• Graduated seven Peer Educators in the sixth annual Peer Education training.
• Conducted Back on the Dating Scene programs at every Baltimore County Senior Center.
• Expanded education, outreach and reproductive health care services to Spanish speaking clients.
Donors don’t give *to* your organization. They give *through* your organization to:

- fix a problem they worry about;
- sustain or expand a solution they believe in;
- get more of what they’re interested in;
- feel like they’ve made a difference.
What PROBLEM are …

your donors

… the SOLUTION to?
You tell recognition stories.
Donor-OPTIONAL:

“We did this. We did that. We were amazing. Oh, by the way, thanks.”
Donor-CENTRIC:

“With your help, all these amazing things happened. And without your help, they won’t.”
Make your donor the *real* hero of the story…

And shift the burden for achieving success to their shoulders
My process:
Baking the 5-7 day case
Days 1-4

Gather the ingredients
• Your mission
• Your vision
• Your values
• Your strategic plan (goals and objectives)
• Monetary goal and what that $ buys
• Data on those you serve
• Trends
• Info on emerging or increasing needs
• Organization’s history

• Every outbound communication
• News clippings
• Relevant position papers
• Descriptions of your programs and services (brochures)
• Proof your programs work
• Overview of your governance
• Staffing
• Financial information
Conduct interviews.
Take notes.
“Tell me again: Why does our work matter?”
You’re probing for proof.
The last teacher they had from Tennessee College that came here
Renee Ms. M. School of MA
For some reason, AM
Renee Ms. M. monogram group
For some reason, AM
Ms. M. monogram group
your questions answered ...

about the Philharmonic’s present and future

The Philharmonic already had a

permanent endowment?

No, it’s not nearly enough. We need far more
cash reserves set aside, and that’s what this cam-

paign is designed to do. We have received some larger unrestricted

gifts, but we still need more. Several years ago, we nearly depleted that reserve.

Why is the “permanent” endowment permanent?

It’s not one thing. According to the state, if

income. (See illustration below.) But if you increase spending
just one percent, to 6.5% annually, the endowment shrinks
over time, ultimately evaporating.

Q. I have to ask: Why not raise ticket prices if the

Philharmonic needs more income?

A. We’re already charging a premium price. The best seat

in Rhode Island ($75 in 2005) cost nearly as much as the best seat

at the New York Philharmonic ($90) and the Boston Symphony ($105). We perform in a market where people have a lot

of entertainment and cultural options (and Boston isn’t as

...evenings on the town! ...
You’re gathering concrete details.
Skim the cream.
Compile an internal case.
Doorways for Women and Families

Designated idiot questions

- If the newsletter says the rebuild takes one year, why is there funding requested for three years of operations?
- I don't get it: If you're cutting your capacity in half, while building's taking place, why do you need a full budget?
- Ditto: You're already raising this money every year. What's special about this campaign?

Why us

- "...to achieve independent, self-sufficient lives." In the study report, the bottom line. Is there proof of accomplishment? See annual report study, inside front cover.
- Interviewees said: it fills a gap, it fills a need, it meets an unmet need.
- Community awareness of doorways is low (except among the social crowd)
An “internal case” is a database YOU use. It is NOT for public consumption. Refer to it when you need to write letters, feasibility cases, draft cases, grant proposals, brochures, pitches, editorials, PowerPoints, newsletter articles, and such.
Get yourself
A couple of These.
Company: USP
Students want to be

Why choose Colgate?

Making candidates choose Colgate?

How do you explain Colgate's history and its
effectiveness in a way that is different from
its competitors?
Heath Bros. say:

Outsider eyes.
“Donors are staggeringly ignorant of the causes they support.”

-- Richard Radcliffe, dean of UK donor researchers
You hope to connect with an interest or a value.

Enchant. Surprise.
Find the perfect statistic.

(Not 25 perfect statistics. Trend-spot.)
Half the violent crime reported to the DC police consists of domestic and sexual violence against women. Clearly, two roofs are better than one.

For a $3 million domestic violence shelter
Have proof.

(Anecdotes. Testimonial. Endorsements from outside experts.)
When she entered our 3rd grade, she couldn’t spell “cat.” At the end of the year, she could spell “Tchaikovsky.”
Entertain: news, unique things, surprises, drama.
It was state of the art in 1949. Now?

The Center for Science, Business, and Religion will be Augsburg's first academic building in 70 years. It will, among other things, replace and expand on Science Hall, which Augsburg built in 1949.

In 1949, World War Two veterans on the G.I. Bill filled college classrooms to overflowing. They'd endured the Great Depression. Now, for them and for their children, the baby boomers, college was becoming a common goal, an elevator into America's middle class, and the educational prerequisite for a better life.

Where was science in 1949?

The first practical computer with a program stored onboard performed its initial calculations in England. It could add, subtract, and multiply. It couldn't yet divide. This Adam and Eve of computers used vacuum tubes. It was as big as a convenience store.

Radiocarbon dating was new. For the first time we could prove how old the dinosaurs really were. The Big Bang theory was new. It neatly explained why chemicals are evenly distributed across the universe. The transistor, the proto-semiconductor, was just a year old.
Neuroscience says…

“Coming across new information triggers a chemical reaction that makes us feel good, which in turns causes us to seek out even more of it.”

Source: Wall Street Journal article by Lee Gomes, on USC neuroscientist, Dr. Irving Biederman; published March 12, 2008
Unforgettable Africa: Never Closer

And...in our New Zoo:

- An elephant nursery
Also “new-ish”

Words like future, secret, hidden, hints, tips, update, private, confidential, mystery, discover, unveil, expose, reveal, divulge. Depts. like "Did you know?", "Myths and Facts," "Frequently Asked Questions."
RHOODE ISLAND FREE CLINIC: THE CASE FOR SUPPORT

Are you ready to see what the future of healthcare could look like?

You can do it online, from the comfort of your personal computer. At our website you’ll meet real patients; volunteer doctors, nurses and administrators; and our leadership team. You’ll read about the many programs we now run, all free of charge.


Or you can visit us in person. We guarantee you a warm welcome. Rhode Island Free Clinic is located at 655 Broad Street in Providence, next door to St. Joseph Hospital.

To set up a time for your visit, call executive director, Lisa Smolski, at 490-4437 ext. 205. Or email her at LSMolski@lifespan.org.
Salt with lots of emotional triggers.
Direct mail’s 7 favorite triggers

- Anger
- Exclusivity
- Fear
- Flattery
- Greed
- Guilt
- Salvation
Mal Warwick’s 5 positive triggers

- Hope
- Love
- Compassion
- Duty
- Faith
Negative and positive emotional triggers work in pairs.
“Strangely enough, developing a *structural deficit* is actually a good thing, in the world of top *professional orchestras*.”

Lowell Noteboom
President, LAO
Your gifts help Stony Brook answer today’s most perilous question: Can we save our environment?

Stony Brook’s Center for Wine, Food, and Culture is in Southampton (naturally). And our annual Southampton Writers Conference attracts A-list celebrities like Joyce Carol Oates, Amy Tan, and Frank McCourt. But most important is our new major in environmental studies (founded 2005), headquartered at the Southampton campus. Will our graduates save the world? Stay tuned.
How you prepare such leaders is a question much examined at [fill in college name]. The world changes. A successful college must change with it – yet hold onto the virtues expressed through its mission, its tradition, and its alumni.
Look for ways to show as well as tell.
Readers need something they can see…literally.
Endowed Chairs at Colgate University: Academic Leadership in the 21st Century
A leadership case statement

I can see me

I can see him

I can see this
Jerry Panas tip.

Make it bigger than you.
“Democracy has to be born anew every generation, and education is its midwife.” – John Dewey

Who Needs Campus Compact?

Let’s start with America.

Rockford College is one of 39 institutions of higher education that together make up the Illinois Campus Compact. From three member universities in 1985, Campus Compact has expanded into a major national movement, with more than 350 member institutions and 31 state offices.

“We know that connecting studies with problem-solving service in the community deepens, complicates and challenges students’ learning. They become citizen scholars who renew our democratic society.”

– Toni Murdock, President, Antioch University Seattle
www.aherncomm.com

a2bmail@aol.com