

Executive Directors and the Joy of Fundraising

August 2018

What We'll Explore Today

Introduction

- Thirty years in arts fundraising
- Head of Development at several top-tier orchestras before establishing RSC in 2006
- Helped dozens of organizations across the country achieve significant contributed revenue growth



Common Questions About Fundraising

- Where should I spend my time?
- What should I expect from my staff? My volunteers? Artistic?
- Where should fundraising fall in my list of daily priorities?
- How do I know if I'm being successful?

A Few Truisms of Fundraising

You Need To Raise Money. Every Day. Forever.

- Fundraising is the backbone of a successful performing arts business model
- It has near limitless inventory
- It helps you keep pace with even the most responsible operating budget

A Few More Truisms

- Raising money is the byproduct of doing everything else correctly
- A fundraising program doesn't define an organization, it's the reflection of the organization
- Fundraising is a team sport – and a tough sport – wear a helmet

A Few More Truisms (cont.)

- Event fundraising is not philanthropy
- The fish stinks at the head – leadership not involved in fundraising is failing

If Money Could Fix Your Problems, Why Haven't They Been Fixed Yet?

- It's not a *needs* issue ... it's a *value* issue
- It's not a *money* issue ... it's a *value* issue
- It's not an *arithmetic* problem to solve ... it's a *value* proposition to proclaim

Fundraising...
...It's All About You
...But It Isn't

I Should *Often* Spend My Time. . .

- High leverage/High return activities
- Building Relationships (100%)
 - Storytelling (45%)
 - Stewardship (45%)
 - Asking (10%)

Surprised?

I Should *Often* Spend My Time. . .

- Communicating
 - Listening
 - Adapting
- Perfecting a few communication points
 - Concert-centric
 - Mission-centric
 - Activity-centric
 - Artistic-centric

YOU are the lead Inspiration Officer

I Should *Rarely* Spend My Time...

- Organizing
- Researching
- Reviewing lists
- In other words...
 - Only do what only you can do
 - High-leverage/High-return activities

How Do I Do It? What Do I Need?

- The right mindset: value-focused *NOT* need-focused. You are *NOT* a Charity
- Resources (data, people, etc.)
- Systems (moves management process)
- Communication (talking *and* listening)

How Do I Do It? What Do I Need? (cont.)

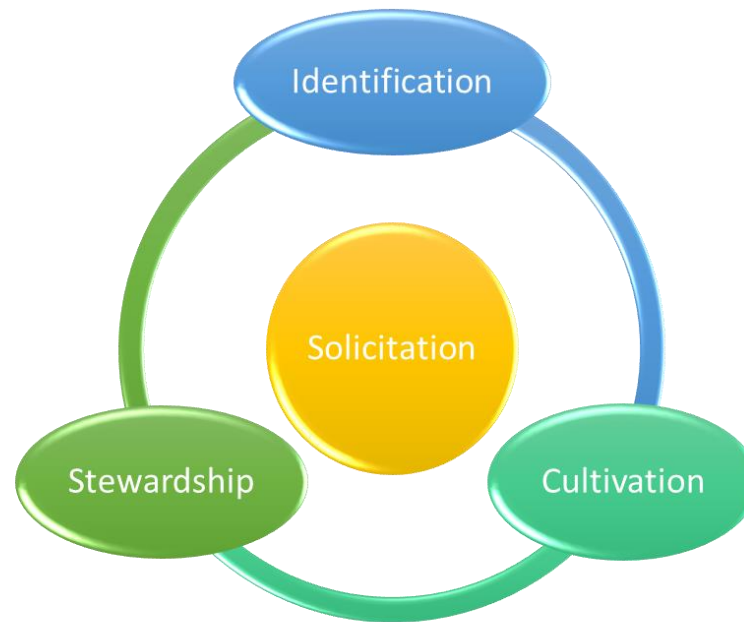
- Plan
- Overall Target
- Team
- Guts/Inspiration/Determination

What If I Don't Have a Development Director?

- Count your blessings
- Don't create a structure that relies on a DoD if you don't have one
- Focus on high-leverage/high-return activities
- Find an alternative to have some level of support

Asking and Stewarding

Not everyone *should* be involved in the *ACT* of fundraising, but everyone *must* be involved in the *PROCESS* of fundraising.



Board? Music Director? Musicians?

- You will seldom shame anyone into asking for money, and if you do, you'll wish you hadn't
- Proper recruiting and expectations
- Emulate what you want, but don't expect them to do your job
- Go in pairs
- Teach the roles (asking and stewarding)
- Support/Celebrate/Communicate

Your Portfolio

- Board
- Other individuals
- Corporate sponsors
- Other institutions

All high leverage, all high return

Your Common Distractions

- Unproductive relationships
- Competing priorities that seem more urgent
- The complainers and distractors

Your Fundraising Focus

- General operating vs. project support
- Events
- Guild activities

Why People Give

One of three reasons:

- What it does for the Orchestra
- What it does for the Community
- What it does for Them

Why People Give (cont.)

- The higher they give, the less they care about “stuff” and the more they care about “relationship”
- Guard your access: everyone wants to spend time with you – few should be able to do so frequently

Your Message

- Things people don't care about (your needs):
 - Your budget
 - Your fiscal year
 - How much of your budget is covered via ticket sales

Your Message (cont.)

- Things people do care about (your value)
 - Orchestra's impact on the community
 - Preservation and advancement of a beloved art form
- Make it relevant, simple, and repeatable
- People respond best to a mix of FACTS and FEELINGS

Annual Funds Need Urgency, Not Desperation

- If fundraising isn't urgent (internally), you will delay it often. Like exercise, you'll either get better or worse each day, depending on your frequency and level of effort
- Ask early, ask often...err on the side of asking

Don't Let the Well Run Dry

- Source new names by networking
- Entertain
- Educate
- Inspire
- Don't just talk....engage...ask good questions...learn

Pulling It All Together

Summary & Questions



FUNDRAISING IS YOUR
FISCAL CORNERSTONE.

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LET'S GET TO WORK AND BUILD IT TOGETHER.

We're RSC. We harness the power of solid fundraising fundamentals to provide superior results.

Our goal is to coach and partner with your organization so that your fundraising program becomes stronger and more capable.

Thank You for attending

For additional information, contact

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