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HOW TO: Write your first fundraising strategy

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#IDPE19

IDPE 2019 Annual Conference

About us

Christiane Dickens: Cheltenham College



Cat Gransden: The Blue Coat School



► Why?

- Demonstrates to everyone that you know what you're doing!
- To manage expectations
- To use as an educational tool
- To demonstrate impact
- To clarify short-term and long-term priorities



1. Where are we now?

2. Where do we want to be?

3. How are we going to get there?

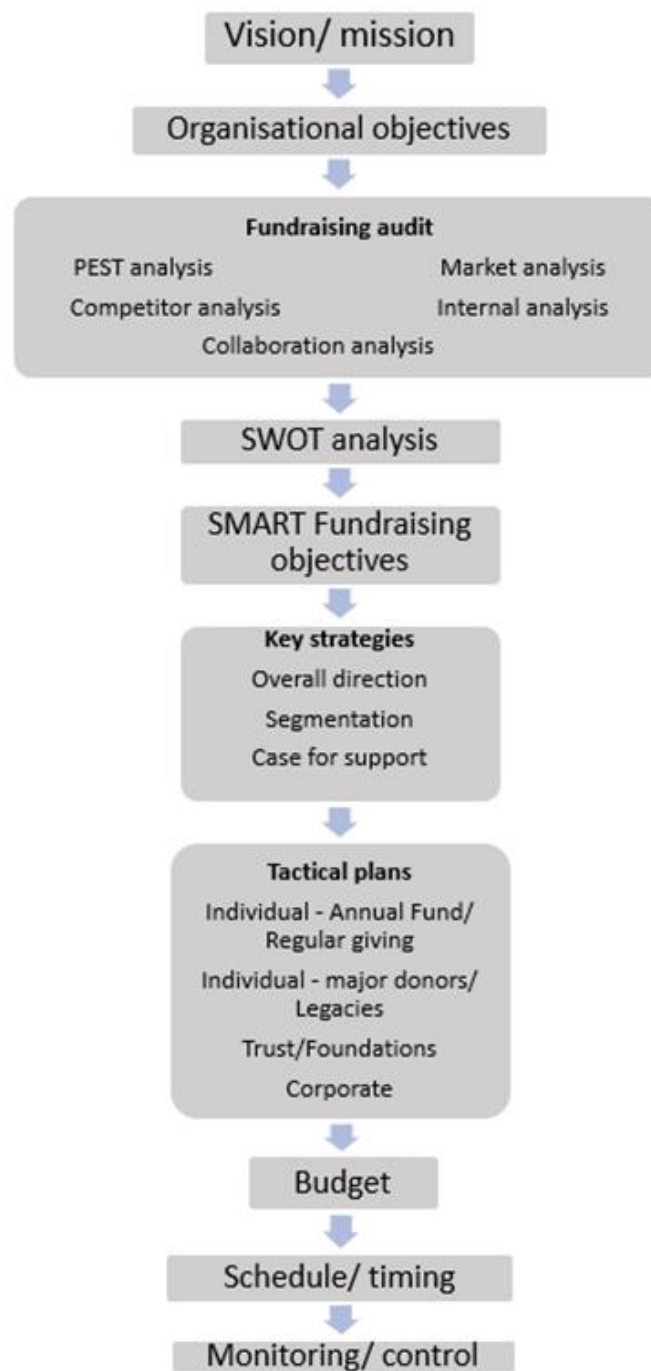
Development/
fundraising Audit

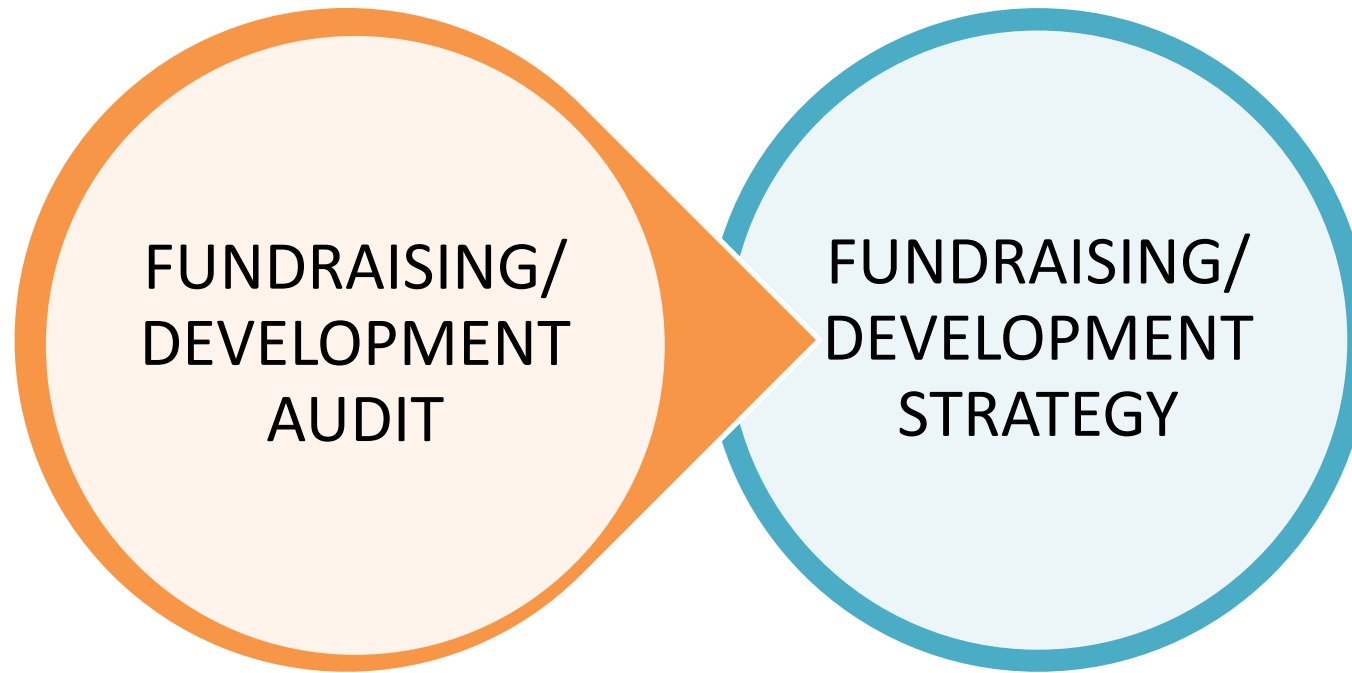
Development/
fundraising Strategy



... THE HOLY GRAIL!

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- Vision/ mission
- Organisational objectives
- Development Audit
 - (i.e. PEST/ competitor analysis/ internal analysis)
- SWOT analysis

- SMART development objectives
- Key strategies
- Tactical plans
- Budget
- Schedule/timing
- Monitoring/ control

WHERE ARE WE NOW? THE AUDIT

- ▶ Organisational vision/ mission
- ▶ Organisational objectives
- ▶ Audit
 - PEST
 - Competitor analysis
 - SWOT analysis
- ▶ Understanding of history of development and fundraising and current environment
 - Previous fundraising campaigns?
 - Stop-start approach?
 - Relationship with alumni association/ PTA?
 - Established alumni relations?
 - Database?

Use benchmarking data!

“Insanity... doing the same thing over and over again and expecting different results.”

Albert Einstein

WHERE DO WE WANT TO BE?

HOW ARE WE GOING TO GET THERE?

- SMART development/ fundraising objectives
- Key strategies
- Tactical plans
- Targets
- Resources/ budget
- Schedule/ timing
- Monitoring & evaluation

▶ SMART objectives

- Specific
- Measurable
- Attainable
- Realistic
- Timely

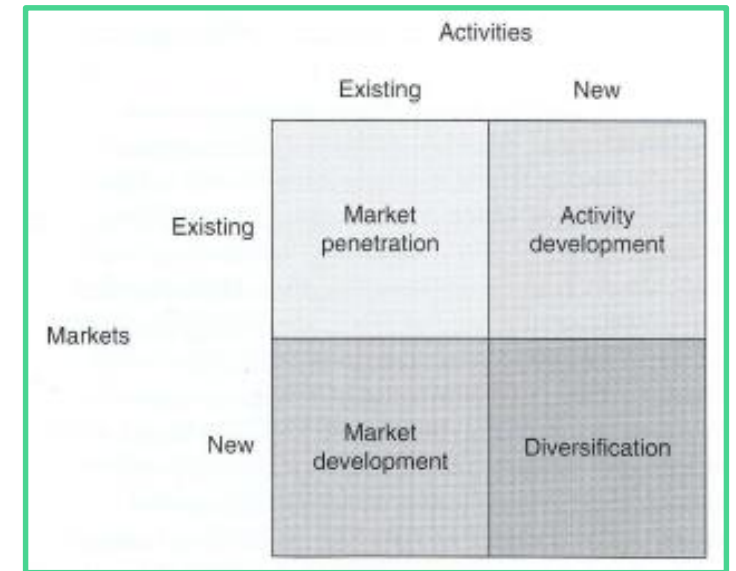
What are you going to achieve and at what cost?

▶ Key strategies

How are you going to achieve what you're setting out to do?

- Overall direction
 - Selection of fundraising methods that will be used to raise funds.
- Segmentation
- Case for Support
 - Who is your organisation and what do you do?
 - Why do you exist?
 - What is distinctive about your organisation?
 - What must be accomplished?
 - How will this campaign enable it to be accomplished?
 - How can the donor become involved?
 - What's in it for the donor? Why should they give to this effort?

(Association of Fundraising Professionals (2008))



► Tactical Plans

How are you going to achieve what you're setting out to do?

- Key audiences

- Alumni
- Parents
- Staff
- Friends
- Governors or Trustees
- Trusts
- Parents of alumni
- Students

- The fundraising mix

- Individual giving – annual fund/ regular giving
- Individual giving – major gifts and legacies
- Corporate fundraising
- Trusts

▶ Targets

- Financial
- Non-financial, i.e. number of meetings, tours of the School, event participants, active volunteers, new contacts added to database, prospects moved along prospect pipeline, internal engagement opportunities

What are you going to achieve?

▶ Resources/ budget

- Staffing (current and ideal)
- Other resources (database / materials / staff training/ subscriptions / events/ expenses / admin)

What do you need in order to achieve this?

▶ Schedule/ timing

When are you going to do everything?

▶ Monitoring and Evaluation

How are you going to measure everything?

Be ambitious, but also be realistic!

► Key pointers

- Educational tool for Governors/ Trustees/ Development Board
- Managing expectations - crucial
- Should be a working document with regular reviews and updates
- Use IDPE benchmarking data/ external sources on educational fundraising and fundraising in general – back up plans with stats and evidence
- Be ambitious, yet realistic – importance of fundraising being seen to be a success at the beginning
- Include non-financial targets in KPIs, i.e. number of meetings, contacts on database, volunteer support, internal engagement
- It's a long-term game...

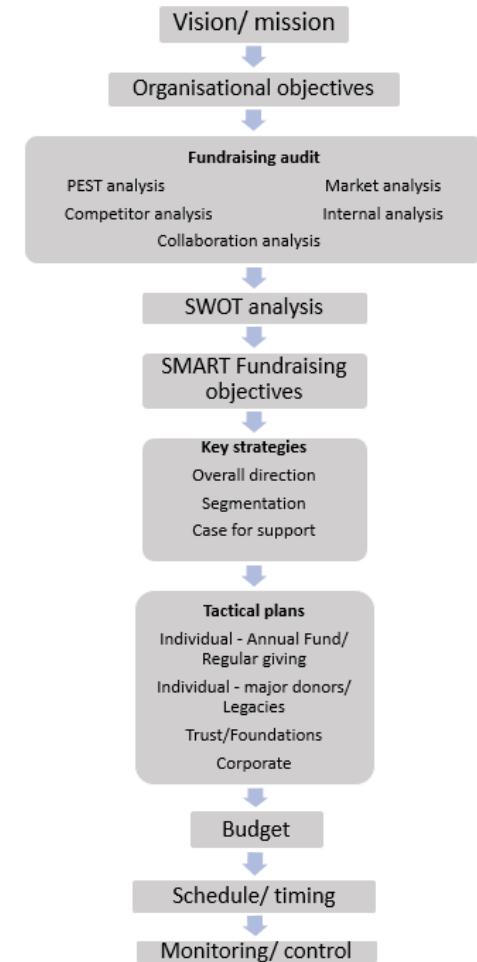
“The change (in the capacity of one American state university to raise substantial gifts) has not come because of windfalls from a few billionaires, but from the institution itself deciding that it needed to approach fundraising systematically, professionally and strategically – and invested accordingly.” The Thomas Report



“It takes a noble person to plant a tree that will one day provide shade for those whom he may never meet.” Anon

► Resources

- Fundraising Management, Analysis, Planning and Practice (Adrian Sargeant and Elaine Jay)
- IDPE benchmarking reports:
www.idpe.org.uk/#downloadpreviousreports
- www.cafonline.org/charities/fundraising/fundraising-fundamentals/getting-started
- www.institute-of-fundraising.org.uk/guidance/research/
- Handout



Any questions?