

Donor Development  
Strategies



Planned Giving  
& TRUST SERVICES

Donor  
Development  
Strategies  
Agenda

1. New Paradigm in Giving
2. Institutional Development
3. Marketing Development
4. Seminar Development
5. Donor Development

# Why Donor Development?

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# RELIGIOUS GIVING

## The Paradigm Shift in Religious Giving

### ***The Old Paradigm*** ***– Based on Scarcity***

- Moral Obligation
- Theology of Duty
- Institution Centered
- Institutions are to be Trusted
- Institutions are Autonomous
- Budgets are Need-Driven
- Financial Focus is Insular
- Giving is a Contribution
- Fundraising is Raising Money
- Income Sources are Limited
- The Gift as an End to Philanthropy
- Different from Business

### ***The Emerging Paradigm*** ***– Based on Abundance***

- Donor Cultivation
- Theology of Grace
- Donor Centered
- Institutional Trust must be Earned
- Donors are Collaborative Partners
- Giving is Value-Driven
- Financial Focus is Global
- Giving is Creating Change
- Fundraising is Nurturing Generosity
- Income Sources are Diverse
- The Gift as a Means to Philanthropy
- Embraces Business Principles & Practices

## Supply Side:

### The (new) Inclination Model

- Focus is on the individual and his/her passions
- Potential donor is guided through a process of discernment
- Goal: to inspire the donor's imagination
- Result: establishment of a relationship

## Demand Side:

### The (old) Scolding Model

- Focus is on the case or need
- Presentation is intended to awaken a sense of obligation or duty
- Goal: guilt, via psychological or spiritual inducements, awakens donor
- Result: contribution is secured



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# Institutional Development



## Development Starts with donors' Perception of your organization

- The messaging of the overall organization, and it's mission, has to resonate with the donor.
- Donors give to organizations they have a strong affinity for.
- Planned giving donors typically are long-time donors to the organization.



# In the New Paradigm

Donors give  
through their  
estate to  
organizations  
they feel

1

Aligns with  
their passions  
and practices

2

Will maintain  
the same  
culture and  
identity after  
they die

3

Will be a good  
steward of the  
gift they  
receive

Let Your  
Mission  
Shine!

Tell

Tell your constituency about your mission

Tell

Tell them how you are carrying out your mission

Tell

Tell them the impact of your mission

## Faith in the Organization's Leadership

- The donor typically has faith in the leadership of the organization.
- Wants the culture of the organization to carry on after the current leadership.





# To Have Faith in the Institution There Must Be

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- Clear communication from the leadership to the constituents and vice versa.
- The organization must be transparent and accountable for the stewardship of its assets.
- The organization must be clear on what it is trying to accomplish.



## **When Faith and Governance Meet:**

Mapping the Board's Role in Growing Givers' Hearts

Rebekah Basinger, "When Faith and Governance Meet", in *Revolution in Generosity*, edited by Wesley K. Willmer, p. 293.

# Institutional Development Exercise

List 5 ways your organization let's your constituents know what you are doing.

On a scale of 1 – 10 how transparent is your organization. How can your organization move up a notch or two?

List 3 procedures that ensure your organization is a good steward of the gifts they receive? How is this stewardship reported back to the donor or donor's family?

# Create a Culture of Giving

- It is important to develop a culture of giving, a culture that believes it is natural to give to your organization in order to support the mission, to become a partner of the mission.





# Systematic Giving

- A foundational element for a vibrant Culture of Giving is systematic giving, this can be in the form of
  - Tithes and Offerings
  - Volunteering
  - Gifts to Conference Advance fund



# Systematic Giving

- These are typically smaller gifts which establishes a connection between the donor and the organization.
- These gifts should be acknowledged and the donor thanked, once a year when they get their tax receipt is not enough.
- The donor needs feedback from the organization showing that these systematic gifts are used wisely and are making an impact. This can be accomplished through a narrative budget.





# Major Gifts

- Out of the pool of systematic givers there will be a group of people who give larger gifts from their savings.
- These gifts are typically for specific projects such as:
  - A capital project (building, purchasing of durable goods, establishing new programs)
  - Endowment funds (scholarships, annual funding of a program, etc.)

# Major Gift Donors Typically

- Care about the organization much more.
- Are more engaged with the organization.
- Need to be kept better informed.
- Like to be asked for the gift, they typically will not give the gift without being asked.



# Planned Giving



Bequests

Major Gifts

Annual Giving

- At the top of the pyramid are the planned gifts.
- These donors care very much about the organization.
- Will typically have been giving to the organization for many, many, years.



# Church Boards

(You Want to Work With Them)

- These are typically the most engaged people in the church (the very people who are more likely to leave an estate gift)
- They are usually the most influential people in the local church
- They are the leaders of the church and can help form the culture of generosity

# Church Boards Ideas

- Talk about messaging in the new paradigm
- Talk about how to receive an estate gift
- Give a presentation on endowments and how they can benefit mission
- Talk about current planned gifts, such as gifts of real estate or stock, and how they can help capital projects





# Donor Development



## Conversation on Values around Giving

- Most donors have no giving strategy
- They simply muddle through
- They follow their own rules of thumb
- Their cultural values pre-designate their giving



# Starting the Conversation Exercise

What is one of your earliest memories of giving or receiving a gift?

Was money discussed in your home when you were growing up?

Did you see your parents giving of their money or their time?

Who is someone who has greatly influenced you in your giving?

What is the basis for your principles of giving?

# Connect the Donor's Values to Your Mission

## Questions to Ask.....

- What are some of the organizations you are currently giving to? Why do you support these organizations?
- What is it about our organization that you have been giving to it for so many years?
- What do you hope to accomplish by giving to our organization?





# Don't Assume

- It is important to find out what the donor is thinking and what their beliefs are.
- You should not assume that they feel or believe in the same things you do.
- They may not be Seventh-day Adventist.
- They may not want to give money to support the Lord's work.
- But they may be interested in helping the homeless, or promoting good health, or financial responsibility, or some other initiative your organization engages in.



# Keep the Spotlight on the Donor

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Our job is to assist the donor so the donor may assist the organization. **The donor comes first!**

# Listening

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- Listening is more than just hearing – listen to discover what is being conveyed
- Resist the urge to jump in when there's a gap in the speaker's speech – welcome gaps and silence
- Extend open-ended invitations and cues to the speaker to share more if they wish – e.g.: “Tell me more...,” “I hear you...,” “I’m listening...”



# Listening

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- Don't "data mine." Data mining is asking questions to get answers or information from someone to meet your agenda or needs, thereby shifting the conversation to you, rather than holding space and keeping the focus on the person who is speaking
- If you find your mind wandering, use the speaker's voice to bring you back to the present moment



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# Listening Exercise

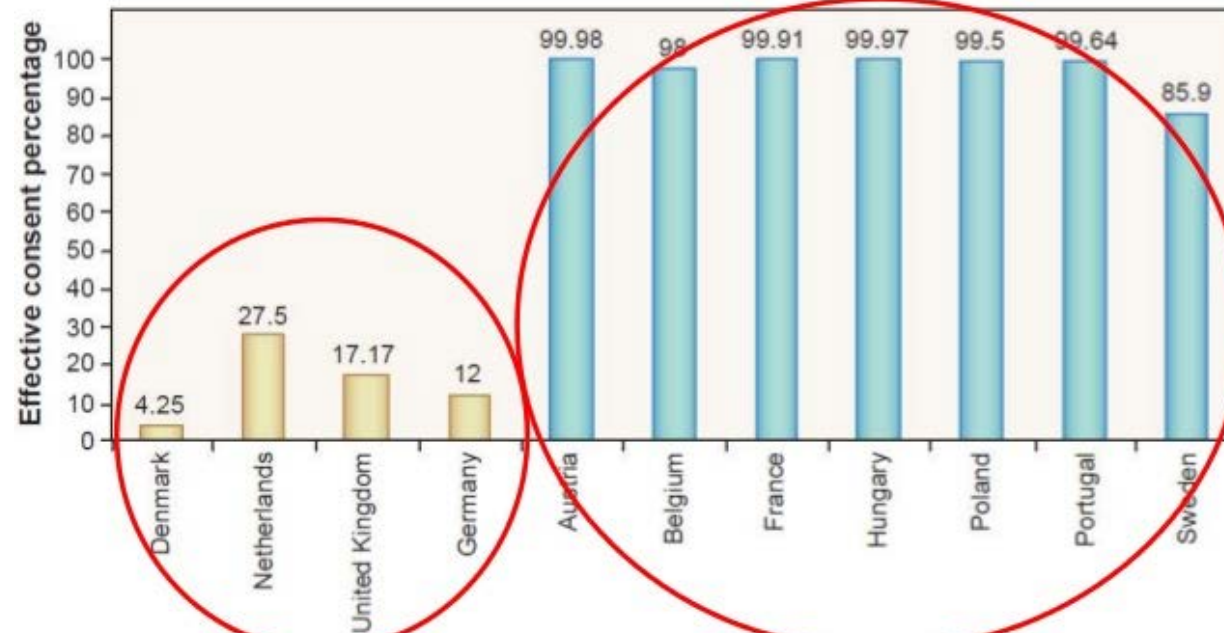
# Avoidance...



- Most people simply want to avoid doing any estate planning.
- People generally do not want to think about their own death and will take the route that is easiest for them to avoid it.



# Dr. Russel James Study on Organ Donation Participation Rates

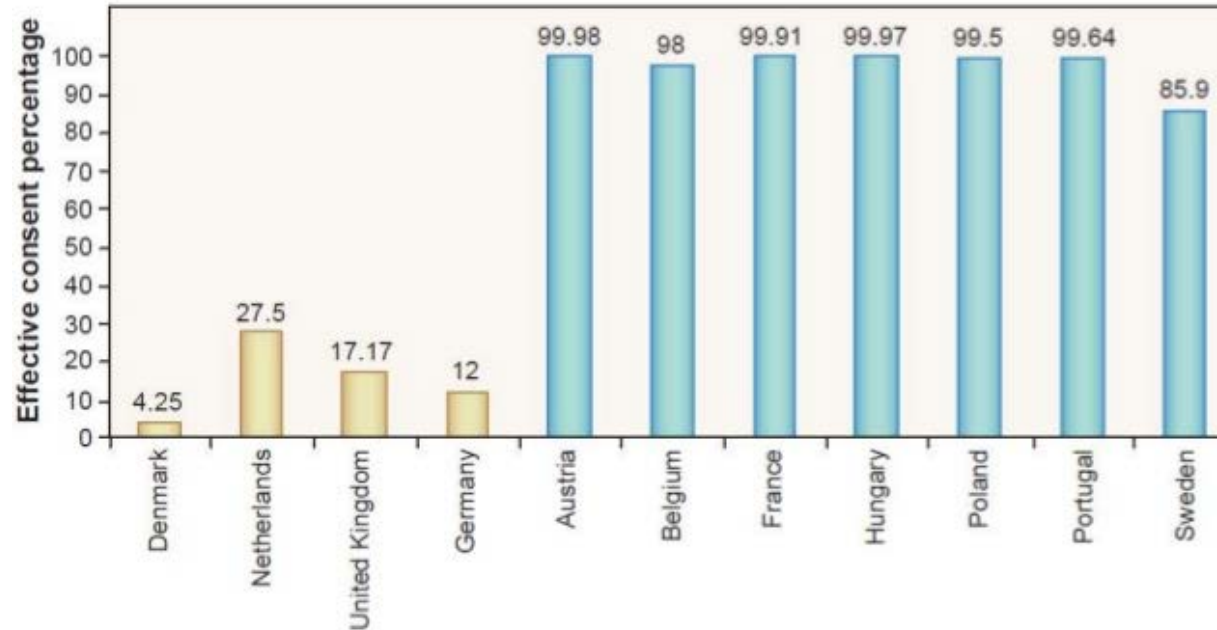


Effective consent rates by country.

**No, people don't want to donate organs**

**Yes, people do want to donate organs**

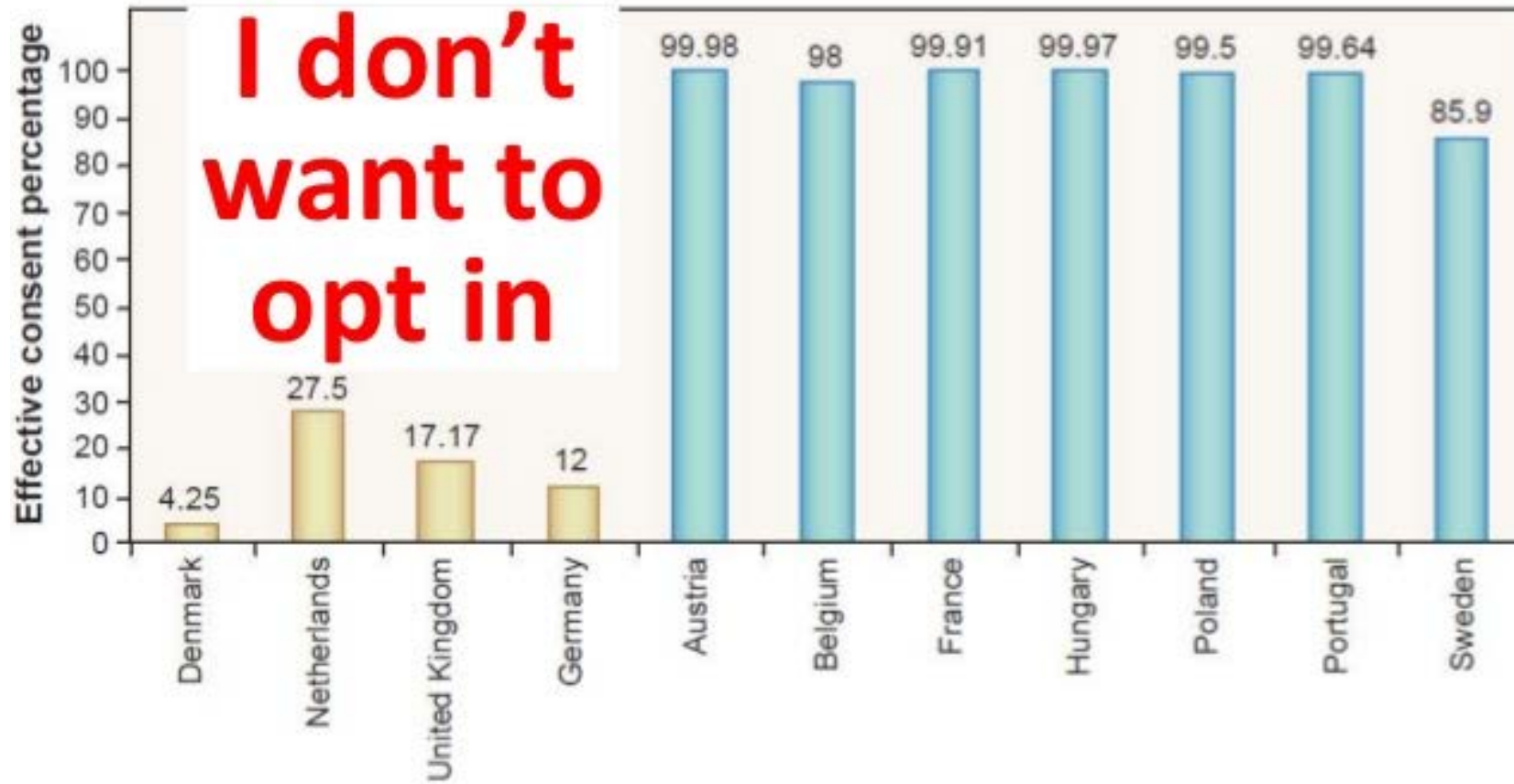
# Effectiveness of Opt-in Vs. Opt-out



Effective consent rates, by country.

“Opt-in”  
systems in Gold

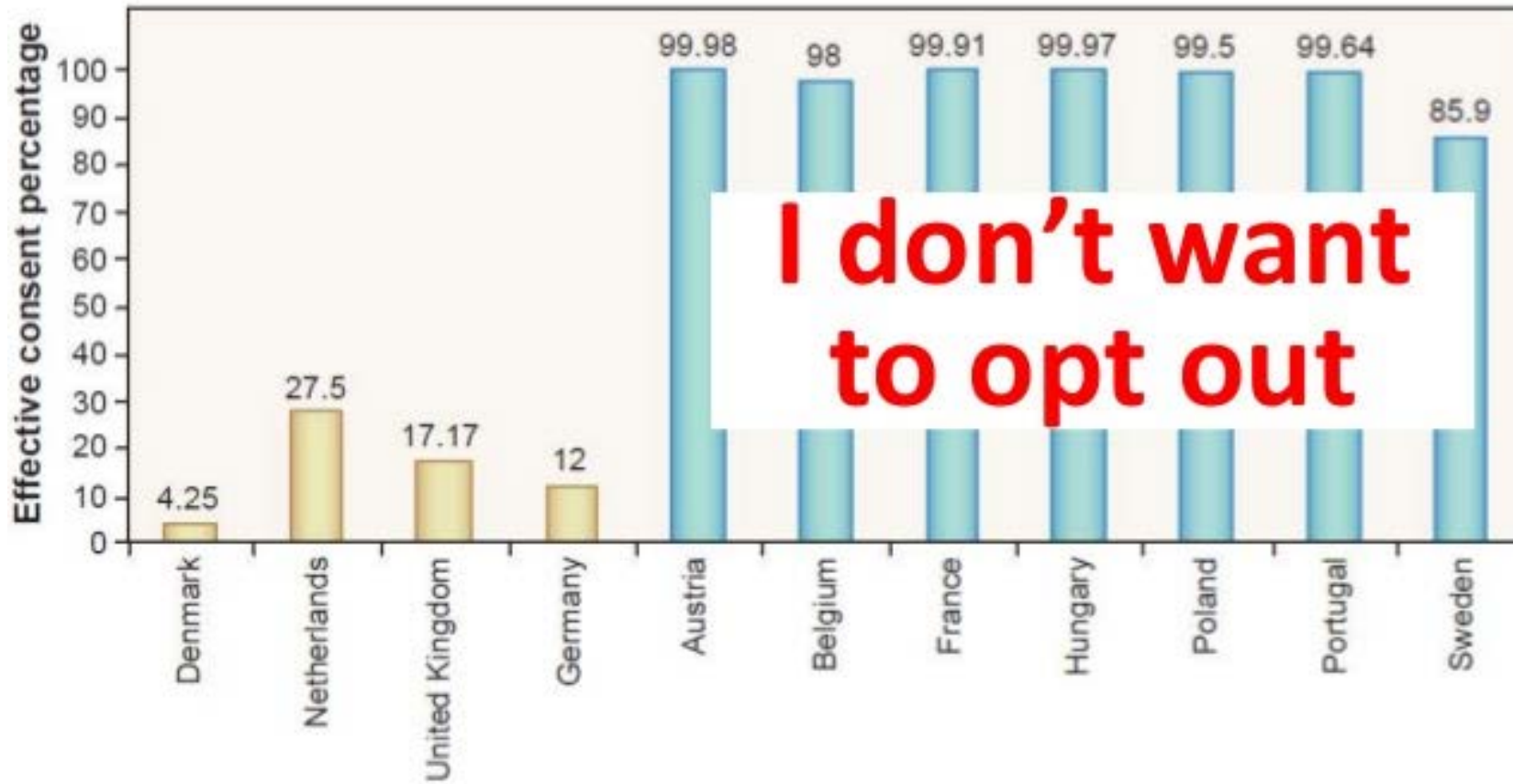
“Opt-out”  
systems in Blue



Effective consent rates, by country.

“Opt-in”  
systems in Gold

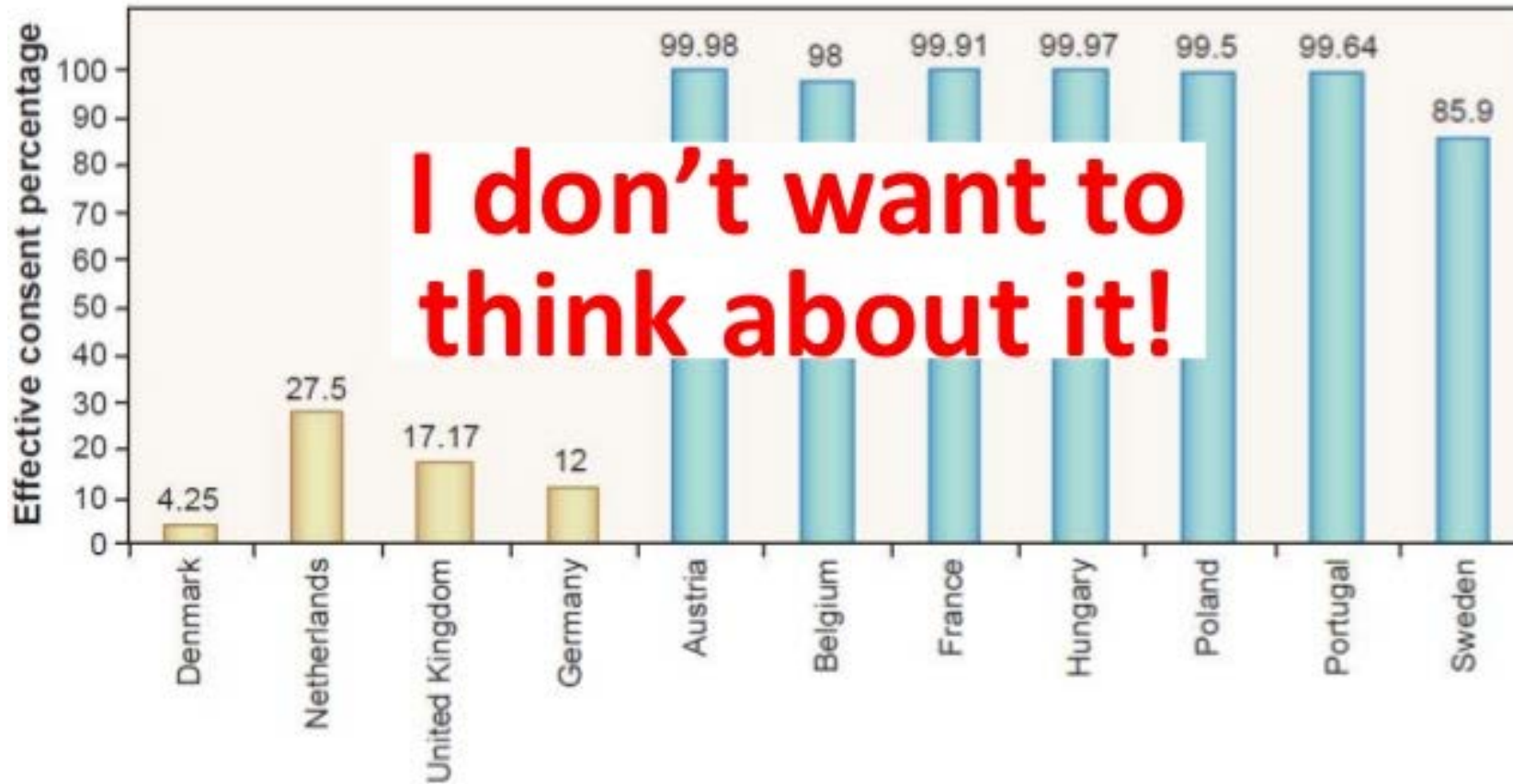
“Opt-out”  
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Effective consent rates, by country.

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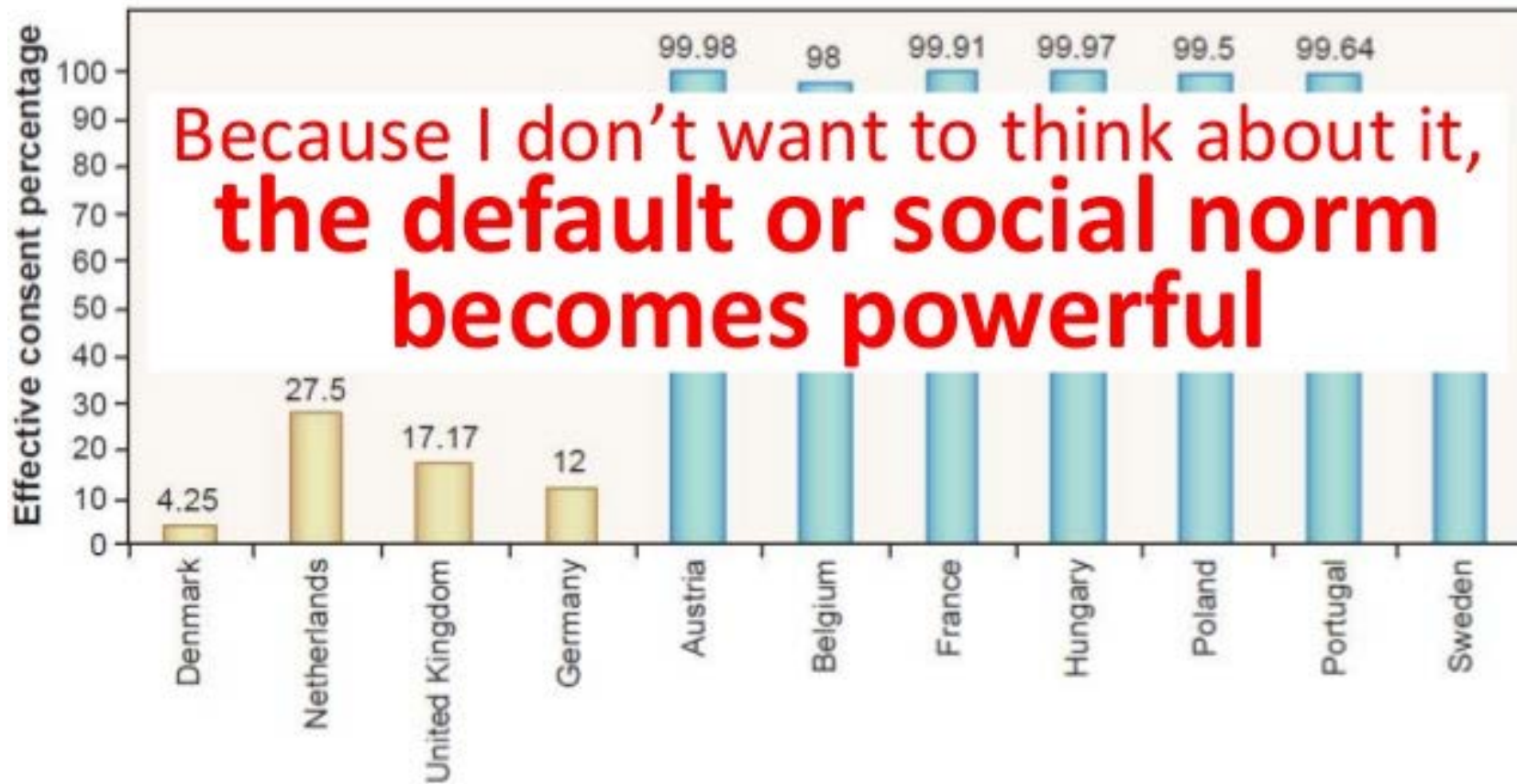
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Effective consent rates, by country.

“Opt-in”  
systems in Gold

“Opt-out”  
systems in Blue



Effective consent rates, by country.

“Opt-in”  
 systems in Gold

“Opt-out”  
 systems in Blue

# Because they do not want to think about it....

- Life happens and donors will let many things get in the way
- Often the urgent will dictate what gets done at the expense of what is important





# We Can Help...

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- Ask the donor if it is okay to follow up, giving them a specific time next week, next month, or next quarter.
- When you follow up do not be disappointed if they haven't done what they said they were going to.
- Listen to them.
- Help them with any difficulties they are experiencing.
- Give them encouragement.
- Ask them again if it is okay to follow up with them and give them a time.
- Keep repeating these steps until they tell you to stop calling them.