

Successful Fundraising

A MONTHLY REPORT OF SUCCESSFUL FUNDRAISING IDEAS, STRATEGIES AND MANAGEMENT ISSUES

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NURTURING YOUR VOLUNTEER LEADERS

Four Ways to Inspire and Elevate Your Board

Too many nonprofits are getting too little out of their boards, says Patton McDowell, founder, PMA Nonprofit Leadership (Charlotte, NC).

"I hear it all the time," he says. "Board engagement is a challenge. But if your board's not engaged, then they're not giving nor are they helping you generate philanthropy."

He suggests four methods to engage your board:

1. Give clarity about your organization's purpose and board members' roles in advancing it. Take them from passive listeners to active promoters by making them ambassadors for your group who communicate its mission to others. Role playing during meetings is a good way to do this.
2. Rather than nominating a few new board members as replacements once a year, create a leadership pipeline by developing a year-round nominating process for current and future board members. "You should have as many people on your wish list for board members as you do current board members," McDowell says. There won't be enough open slots on your board for all the new ones, of course, but you can assign them to committees, invite them to events and meetings and involve them in initiatives in the meantime.
3. Use the five-part fundraising cycle to find a place in it for each board member to exercise his or her talents: identifying good donor prospects, communicating with them, cultivating them, making the ask and stewarding. Don't force board members into slots they don't want. For instance, many are reluctant to ask for money, so "plug them into" one of the other four categories where they can use their skills more effectively.
4. Have better meetings. "I'm convinced that we in the nonprofit sector often have bad meetings," McDowell says. "There's no greater way to disengage a busy but talented board member than to have terrible meetings." To liven things up, encourage active participation by including brainstorming and discussion sessions. Bring in leaders from other nonprofits as guest speakers. Do an "agenda audit" to see how much of each meeting consists of staff members talking and how much allows for board members to contribute. Although Zoom meetings can add to apathy, digital meetings are probably here to stay and offer some advantages, McDowell notes. But try to schedule at least one in-person meeting a year for closer contact, he suggests. ♦

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BRIEFS

Find Out if Prospects' Objections Are Real

It's important to know if a prospect's objection to giving is genuine or not. To know that you may need to ask a question or two.

If a prospect says she won't give because what you're asking for is too much, respond with, "What if the cost of this funding project were exactly what you are willing to invest? Would you make that commitment today?"

Or if you're seeking a business or corporate gift, and your contact says he will need to discuss it with his supervisor, consider asking, "If you were to speak with your supervisor who then said it was up to you, would you be willing to make a commitment today?"

Responding to an objection with a question can uncover both clues and next steps. ♦

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CAPITAL CAMPAIGN PLANNING

Practical Preplanning Campaign Steps

By Kim Pawlak

Capital campaign preplanning, which can take three months to one year, is a process of gathering together vital documents you'll need to be successful in your campaign, says Frances Roen, founder of Fundraising Sol (Minneapolis, MN).

Preplanning takes place twice, she says. The first is the moment someone says, "I think we should consider a capital campaign for this," and the second is the post-feasibility study, when you tweak things as needed based on what you found out.

She shares seven key preplanning campaign steps:

1. **Develop a project plan.** What are you doing, and why do you need to do it?
2. **Determine your objectives.** If you're planning to expand your programming, for example, one of your objectives might be hiring four new staff to do that work.
3. **Establish your working goal.** What are your estimated dollar amounts? If you're building a building and expanding programming, for example, it may cost \$10 million to build the building and then about \$2.5 million to expand programming, hire staff, etc., so the working goal for your campaign is \$12.5 million.
4. **Consider your financing options.** If you have a \$12.5 million goal, for example, what revenue streams will you be able to leverage? "Your fundraising goal and your project budget are not always the same thing," she says. "Often you can't fundraise for your entire project budget, and that's what you're going to find out during your feasibility study."
5. **Draft the case for support.** This is the key message of why you're doing the project and what a difference an investment will make.
6. **Develop a gift chart and a depth chart.** If your goal is to raise \$12.5 million, a gift chart shows you need X number of gifts at \$1 million, X number at \$500,000, X number at \$10,000, etc. "That's really helpful because if you need 410 gifts, and you only have 400 people in your donor database, you know already that this isn't a realistic goal. and you might need to spend more time building up your donor database before you embark on a large campaign," she says. A depth chart involves taking the gift chart and plugging in the names of people in your community who might be able to make gifts at those different levels, which gives you a good sense of where you might have gaps.
7. **Assess capacity, readiness and infrastructure.** How robust is your team, and what skill sets do they have, or do they lack? How invested is your board? Do you have the right systems and processes in place?

Gathering these documents and information together, says Roen, provides some insight into whether you can move forward with a feasibility study or whether you need to spend some time getting your ducks in a row. ♦

Source: Frances Roen, Founder, Fundraising Sol, Minneapolis, MN. Phone (612) 516-0797.

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Have a topic for a story? Email scott.c.stevenson@gmail.com.

Track Key Annual Fund Performance Indicators

There's no shortage of data in the fundraising industry. But which numbers are the most meaningful? Which figures should you focus on as you make planning decisions?

Colin Hennessy, vice president for alumni and donor engagement at University of Iowa Center for Advancement (Iowa City, IA), suggests keeping an eye on three key indicators:

1. **Time to gift.** How many gifts do people make before they make their first major gift? "Once you know that number," says Hennessy, "you can focus on efforts to reduce that number." This can happen with A/B testing. Split your audience and try different tactics to move that needle. Discover if certain types of engagements, events or touchpoints accelerate the time to a major gift. While "ask sooner" may seem like an obvious solution, it's more likely that efforts to demonstrate donor impact and make donors feel like insiders are more effective at shrinking the time-to-gift number.

2. **Retention.** "Look at these numbers based on both dollar amounts and years of giving," says Hennessy. "For example, how are your \$25 donors retaining differently than your \$50 or \$1,000 donors? And how are first-time donors retaining after 5 years, 10 years, etc.?" Those two things can shed different lights on performance."

3. **Reactivation.** "At times, we can focus too intently on bringing new donors in and miss the opportunity to bring short-lapsed donors back," notes Hennessy, "when the fact is, it's often easier to reinvite someone to the party than get them to show up in the first place." Keep reactivation on your dashboard. Consider what is happening with lapsed donors and how you can bring them back. Combined, reactivation and retention are typically more important metrics than acquisitions. ♦

Source: Colin Hennessy, Vice President for Alumni and Donor Engagement, University of Iowa Center for Advancement, Iowa City, IA. Phone (319) 467-3347. Email: Colin.Hennessy@foriowa.org. Website: <https://www.foriowa.org>

PLANNING PROCEDURES

Use Strategic Visioning Principals To Improve Planning Procedures

Are you applying best practices to your planning procedures? Kerri Mollard, CEO of Mollard Consulting (New Albany, OH), says, "For strategic visioning, we follow Peter Drucker's wisdom. We use his *Five Most Important Questions* as a framework for planning." Mollard offers five specific strategies based on Drucker's questions:

1. What is our mission?
2. Who is our customer? (Be very focused and clear with this answer.)
3. What does the customer value?
4. What are our results? (How are we going to measure success?)
5. What is our plan?

Mollard notes, "Too often, when fundraising professionals are busy and need to come up with a plan, they go straight to question number 5. This is a mistake. Don't start getting tactical and miss the power of the first four questions."

Second, determine whether your organization has clear mission, vision and values statements. "If not," says Mollard, "this is job number one. If you don't have these, you'll get pulled in multiple directions and lack guidance for your efforts."

Once you have your statements, use those to build your case for support. This case should always demonstrate how a donor's philanthropy will help you fulfill your mission, realize your vision and live out your values.

Now you're ready for Drucker's third question. "We often see development professionals working on a lot of assumptions," reports Mollard, "for example, that every donor wants a naming opportunity. But in reality, donors value different things. Understand your donor base and be clear on what they value."

Lastly, to answer question 4, incorporate meaningful measures that go beyond X dollars raised. "Measuring success by how much money was raised is short-sighted," advises Mollard. "Use measures such as the health of donor relationships, donor retention or average gift size." In the long term, these measures that consider donor loyalty can be more meaningful than, "Did we raise X to meet our immediate fundraising goal?" ♦

Source: Kerri Mollard, Founder and CEO, Mollard Consulting, New Albany, OH. Phone (614) 484-1600. Email: kerri@mollardconsulting.com. Website: <https://mollardconsulting.com>

MODELS YOU CAN ADAPT

Establish a Women's Giving Circle

"Our goal was to fund scholarships for women," explains Lesa Brandt, director of alumni giving for Parkland College (Champaign, IL). "To accomplish that goal, we brought 200 women together to give \$100 each. All in one night, they networked, had fun, raised \$20,000 and chose scholarship recipients." How did they make this happen? Brandt notes three keys to a successful women's circle event: a solid committee, simplicity and brevity.

"We needed a strong group of women who were going to hit the ground running for this grassroots fundraising," notes Brandt. Staff chose 20 women for the committee, who would each bring 10 other women to the circle. Staff clearly defined expectations and were intentional in recruiting women who had diverse networks of women they could draw to the event. They also ensured the committee itself was diverse, to fully represent their constituents.

"At the event, our goal was to be quick and to the point," reports Brandt. "These women are coming from work and have other responsibilities." To successfully execute everything in a two-hour time frame, staff paired down the list

of scholarship applications to 25, then sent out the information about the candidates in advance for the women to review.

Programming for the 5 to 7 p.m. event was limited to 15 minutes, which included a video of previous scholarship recipients explaining the impact of donations. Attendees voted for scholarship recipients through their phones using a Survey Monkey poll. Participants who could not attend in person could vote virtually in advance. This method allowed staff to tally the results with just one click.

Women had until 6:30 to further review candidates' application essays and cast their votes. During the event, attendees also enjoyed hors d'oeuvres, wine and networking. "We think of this as a fun, productive happy hour," explains Brandt. "Participants raise money, network and give the money away, all in two hours. We keep it simple from a time and resources standpoint, making it something easily executed by a small shop." ♦

Source: Lesa Brandt, Director of Annual Giving and Alumni Relations, Parkland College, Champaign, IL. Phone (217) 351-2458. Email: lbrandt@parkland.edu. Website: <https://www.parkland.edu>

PLANNED GIVING ESSENTIALS

Encourage Constituents to Inform You Of Charitable Plans

At nonprofits, it's common to discover the organization has been included in someone's estate plans after the donor's death.

While such bequests are welcome surprises, it is in the best interest of both the recipient and donor that charity officials be informed during the donor's lifetime — not after his or her death — of a planned gift intent. By confidentially informing staff of charitable plans in advance, the donor can be sure his or her gift will be used as intended and that it will be most effectively meeting the needs of the charity as well.

Advance knowledge of estate plans also enables nonprofit officials to recognize the donor during his or her lifetime (if so desired) and make the donor more aware of the charity's services and plans.

The charity's advance knowledge of a bequest, on the other hand, alerts officials to the likelihood of the eventual gift — to ensure proper cultivation happens — and provides time to learn of the donor's intended use of the gift.

To encourage donors to inform you of charitable plans while they are still alive:

- ❑ Establish a planned gifts club or society that recognizes those who have included your charity in their estate

plans. Include an annual event that formally inducts new members.

- ❑ Give donors the option of having their names listed as members of the planned gifts club — in your annual report, on a club plaque, etc. — on an annual basis. Tell them that doing so also encourages others to consider similar gifts.
- ❑ Point out in planned gifts newsletters and other materials the benefits of sharing such information in advance.
- ❑ Cite examples (from other charities) in which the nonprofit was uninformed, and the bequest was not used to its best or fullest capacity because of lack of advance communication.
- ❑ Create a challenge gift to match new planned gifts established over a specified period of time. Knowing their bequests will be matched may encourage some to step forward and notify appropriate officials of their plans.

The more informed you are of existing planned gifts, the better you can assist these donors and recognize their generosity during their lifetimes. ♦

How to Supercharge Your Planned Gifts Program

By Daniel Lindley

If planned giving at your nonprofit is in the doldrums, consider taking a page from the playbook at Ohio Northern University (Ada, OH). In three years, it revamped its approach and grew its planned giving pledged expectations 10-fold to nearly \$22 million.

Ellie McManus, director of planned giving, attributes the growth to a three-part strategy: creating a timeline, coming up with a plan and putting it into action.

The planned giving timeline came automatically with the launch of a \$100 million fundraising campaign. Creating the plan involved looking backward as well as forward. McManus and her team of seven frontline fundraisers and four advancement-services staff focused on “cleaning up” existing planned gifts as well as creating strategies and tactics to bring in new ones.

Key to the cleanup was auditing existing planned gifts to ensure all documentation was complete. This included identifying donors for follow-up meetings as well as creating a detailed statement of intent form for past and future gifts; obtaining copies of will, trust or estate documents; and designating gifts, including fund agreements for new funds.

“This year we are additionally focusing on making us the beneficiary of the RMDs that we’ve been receiving.”

Ellie McManus

Development officers broadened their focus to include planned giving asks in all of their major gifts proposals. To boost their confidence, McManus and others worked with them to increase their knowledge of trusts and estates.

Development officers set aside a half-day a week to delve into planned giving topics and “putting that

knowledge into an actionable program with their donors,” McManus says. She scheduled weekly 15-minute meetings with each officer to address specific issues, give updates on planned giving topics and create to-do lists. Monthly one-on-one meetings reviewed officers’ portfolios, produced new leads and offered coaching. In addition to McManus, the university’s general counsel and a trusts and estates professor at the university’s law school were available to answer questions.

“This year we are additionally focusing on making us the beneficiary of the RMDs that we’ve been receiving,” McManus says. “So it’s like, ‘For the past five years, you’ve been giving us your required minimum distribution. Would you consider naming us as the beneficiary so that we can continue to go on funding the project that you’ve been so passionate about?’ We’ve seen a lot of success with that.”

“People tend to overcomplicate this,” she adds. “What they fail to grasp is that when seeking a major gift, it’s not just about asking for a one-time contribution. It’s also about ensuring continued funding and identifying revenue sources for the donor’s specific area of interest. If I ask you to fund a project you are passionate about, and you make a gift of cash, I’m confident you’d also be willing to provide additional support through planned giving to ensure its sustained success beyond your lifetime.” ♦

Source: Ellie McManus, Director of Planned Giving, Ohio Northern University, Ada, OH. Phone (419) 772-2073. Email: e-mcmanus.1@onu.edu. Website: <https://www.onu.edu>

Aim for Relevance Over Clickbait

Instead of presenting “clickbait-y” subject lines, grab your donor’s attention with a relevant detail that’s meaningful to them. “Try crafting emails that offer some info within the subject that references their previous giving,” says Nonprofit Communications Consultant Lisa Agabian (Los Angeles, CA). “Or mention something specific the organization has accomplished that they are likely to care about, such as a recent victory.” Taking this extra step acknowledges the donors’ involvement and helps them be seen as valuable and individual. ♦

Avoid the Premature Ask

While many fundraising professionals experience call reluctance — the fear of asking for gifts — asking prematurely for what could have been a major gift is also a common problem.

Recognize that you may be asking for a gift too soon if the prospect:

- Responds by saying he or she is far more involved with charities other than yours.
- Makes a token gift or pledge you consider to be far less than the prospect is capable of giving.
- Continues to avoid repeated attempts to discuss the issue.
- Seems indifferent to the funding opportunities you have shared. ♦

Time Management Tips

Ongoing personal correspondence is an important part of the cultivation and stewardship process. To allow adequate time for this function:

- Purchase a variety of special occasion cards to have on hand.
- Set aside a half-hour or more of correspondence time at the end of each day.
- Maintain a calendar of prospects/donors scheduled to receive a card or letter during the next 30 days. ♦

Establish Processes That Leverage Data And Drive Fundraising Growth

By Kerry Nenn

Having the right data systems in place and using them to create solid, efficient processes will help drive revenue. Tiffany Legington Graham, chief marketing and development officer, National Civil Rights Museum (Memphis, TN), suggests the following six steps:

1. **Identify all sources of data.** “You may have more data than you think,” says Legington Graham. “Be sure to incorporate data from cross-functional partners. This includes working with the marketing team, programming team and box office (if applicable) to gather constituent data.”
2. **Use key CRM features.** Are you leveraging all the tools your CRM offers? Automation, built-in widgets and standardized reporting can ensure you have the right data at your fingertips.
3. **Invest in wealth screening.** Legington Graham notes, “If there is one technology to invest in, in addition to a CRM, it’s wealth screening software. Then, build a systemized process to screen all new and existing donors through this software to continually identify top prospects.”
4. **Look for missed opportunities on the donor journey.** Make sure you’re securing contact information and additional gifts at every potential point. Legington Graham suggests, “Walk through your donor journey from the moment they engage with you online. For example, when someone signs up for your newsletter, are they automatically taken to a donation page and asked to give? When someone purchases tickets for your event or to visit your institution, is there a built-in ask for an add-on

donation? Are you following up automatically after each visit/event with a thank-you and an ask? This can be accomplished through email marketing software that is scheduled in advance and/or integrated with your existing systems.”

5. **Complete a baseline assessment.** What is your average gift size? If you create a histogram by giving band (\$1 to \$250, \$250 to \$500, etc.), how many donors are in each band? What is your revenue in each band? What is the mix of individual, corporate and foundation giving? Examine this data to determine what is driving your fundraising outcomes and where opportunities exist for growth.
6. **Share insights with staff.** “Chances are, folks in your organization don’t know this detailed information about what is actually driving your fundraising outcomes,” says Legington Graham. “Share the data so they can be more mindful about helping you reach specific goals.” Create ongoing metrics dashboards of the key drivers and share often throughout your organization. This can be done through PowerPoint, with updates each month. Ensure fundraising updates based on these metrics are a key component of team meetings, from leadership to other cross-functional teams. ♦

Source: Tiffany Legington Graham, Chief Marketing and Development Officer, National Civil Rights Museum, Memphis, TN. Phone (901) 527-1219.
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 Website: <https://www.civilrightsmuseum.org>

BRIEFS

Team Solicitation Tips

When partnering to make a call on someone, be sure team members can answer “yes” to these budget questions prior to the visit:

- Is everyone on the solicitation team familiar with the project budget?
- Is there someone on the team who can answer the donor’s questions about specific budget items?
- Does everyone on the team know to direct questions to that person?

If solicitation team members show any hesitation with regard to budget questions, it will lessen their credibility in the eyes of the prospect. ♦

Help ‘SYBUNT’ Make a Habit of Giving

SYBUNT: an individual who gave “some years but not this” year.

What are you doing to encourage regular contributions among this group? Begin by:

- Identifying who they are. It will help to develop specific strategies, if you know how many of them exist and who they are.
- Developing direct mail and telesolicitation strategies for those who have given below a certain threshold and customized face-to-face approaches for those who have contributed at higher levels — face-to-face calls with special requests.

It’s a longstanding fundraising principle that the cost of retaining donors is far less than securing new ones. ♦

STUDENTS ENGAGED IN FUND DEVELOPMENT

Four Ways to Build Your Student Philanthropy Ambassador Team

At Worcester Polytechnic Institute (Worcester, MA), 30 trained and enthusiastic student philanthropy ambassador (SPA) members are readily available each year to communicate messages of gratitude to donors and demonstrate the impact of donor support. Sira Frongillo, director of advancement, shares four key strategies she used to build this program:

- 1. Develop a clear SPA mission statement, program scope document and description of student responsibilities.** Educate colleagues on the benefits and limitations of the SPA role. For example, SPA members are trained to provide examples of donor impact. They are not necessarily qualified to offer formal campus tours during an SPA/donor visit.
- 2. Be strategic when recruiting SPA members.** The most effective SPA members are passionate about the school and their university experience. Frongillo notes, “I recruit from pools of students who have already demonstrated interest in being involved with the university. For example, I invite students who have applied for campus Resident Advisor and Community Advisor positions. If your school has students write donor thank-you letters for scholarship support, this could also serve as a pool from which to recruit.”
- 3. Properly train SPA members.** Offer training at the beginning of each school year and retraining and refreshers as needed. “Elements of my SPA training include a very clear description of SPA responsibilities as

well as a comprehensive description of the university advancement mission, policies, procedures and goals,” explains Frongillo. SPA members are encouraged to reflect on how donor support has impacted their university experience and that of their peers — and to practice talking about that impact/telling their story. SPA members are also trained on topics to avoid while meeting with a donor, which include financial discussions of any kind.

- 4. Take care of your SPA team.** “The best thing I can do for the SPA team is to ensure they are completely prepared before meeting any donors or prospects,” says Frongillo. “Beyond the training provided at the start of each school year, I offer refresher training. This can be especially helpful following term or semester breaks. I have developed mini versions of communications courses I teach and offer them to SPA students throughout the school year.” Frongillo offers these one-hour mini classes during a lunch hour with pizza and dessert. She covers topics including interpersonal communications, intercultural communications and conflict management. These nonmandatory sessions offer bonus opportunities for students to gain professional development in the form of communication skills. ♦

Source: Sira Frongillo, Director of Advancement Strategic Content Development, Worcester Polytechnic Institute, Worcester, MA. Phone (508) 831-5000. Email: snaras@wpi.edu. Website: <https://www.wpi.edu>

TOOLS YOU CAN USE

AI's Increasing Connection to Fundraising

Fundraisers can now use artificial intelligence to their advantage for both content creation and delivery. Ken Miller, president of Denali Fundraising & Grant Consultants (Anchorage, AK), explains how:

“First, check your customer relationship management (CRM) platform for AI options,” says Miller, “or you can go directly to ChatGPT or Bard. Type in keywords to generate large volumes of content you can use for a series of emails or posts — for example, ‘planned giving in 2024’ or ‘individuals 70+ who like animal welfare.’ AI will produce planned giving or legacy gift verbiage you can use for your content. But never take exactly what AI provides. AI provides the batter to bake the cake. Take that batter and mix and decorate it to fit your needs. This can allow you to quickly generate content for an entire quarter.”

A good strategy is to ask AI the same question three different ways. Include terms such as proper nouns that will produce specific content rather than generic. With practice, you'll learn how to ask better questions to generate higher quality results.

Next, use AI to optimize delivery of that content. The software can provide the best day, time and frequency to deliver your emails and posts. Miller notes, “If you can learn to use AI, it can be a game changer. It can save time on these tasks, so you have time to do other things that AI can't do, like meet with donors.” ♦

Source: Ken Miller, CFRE, President, Denali Fundraising & Grant Consultants, Anchorage, AK. Phone (907) 250-8488. Email: ken@denalifsp.com. Website: <https://denalifsp.com>

Drive Fundraising Communications Efforts With Social Proof

By Megan Venzin

Are you the type of person who reuses your towel at the hotel? Perhaps the signage on the wall stating that “75 percent of guests choose to reuse their towels and help us in our sustainability efforts” made you think twice about asking housekeeping for a new one. There’s a reason for that. It’s called “social proof,” and it is a phenomenon in which people copy the behaviors of others they perceive to be correct or appropriate. The term, which was coined by Robert Cialdini in his 1984 book *Influence: Science and Practice*, has implications for fundraisers too.

“If nonprofits have a way to demonstrate that there are a significant number of people behind a certain cause, that can have a big impact on the success of their campaign,” says Jack Appleman, writing instructor and coach for Successful Business Writing. “Seeing testimonials and statistics may encourage prospective donors to take the next step, so they can feel important and as though they are part of something bigger themselves.”

He says these persuasive messages can be included in:

- Fundraising emails.
- Direct mail appeals.
- Social media posts.
- The donation page of the nonprofit’s website.
- Signage within the nonprofit’s space.

“It goes back to the idea that if you can get one person to buy in first, others will follow,” Appleman continues. So start convincing others to get on board to snowball your way to success. And the next time you go on vacation, consider recycling your towel — after all, your neighbors are doing their part. ♦

Source: Jack Appleman, Writing Instructor and Coach, Successful Business Writing, Monroe, NY. Phone (845) 782-2419. Email: jack@successfulbusinesswriting.com. Website: <https://successfulbusinesswriting.com>

TARGETED CULTIVATION

Cater to Accountants To Connect With Persons of Wealth

Want to cultivate a relationship with accountants in your community — many of whom have connections with persons of wealth and persons seeking to reach out philanthropically? Why not plan a business after hours with members of this prospect group as your honored guests, when tax season will be behind them?

Because of tax deadlines, most of these professionals work their hardest January through April, so now’s the time to plan a reception on their behalf.

In addition to getting a word in about your charity — and perhaps inviting them to become involved volunteers, donors and agents of wealth on your behalf — make the reception something they will look forward to year after year. For example:

- Have a drawing for several massages donated by local spas and therapists.
- Coordinate a roast of one well-known accountant, inviting friends and colleagues to toast the honoree.
- Coordinate a math bee for accountant guests with some impossible computations.
- Include accountants’ spouses and office assistants on your invitation list. They deserve some recognition as well, plus the more the merrier.

This targeted method of cultivating accountants can be directed to other professions as well. Explore the possibilities that best fit your circumstances. ♦

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