

Fundraising

Board members secure adequate resources for the organization in ways that allow it to be sustainable over time. They conduct fundraising activities in a manner that upholds the public's trust in their stewardship of contributed funds.

Why?

When a board participates in fundraising for its organization:



It ensures that fundraising is conducted in an ethical, professional manner, in compliance with federal, state, and local law, as well as Association of Fundraising Professionals Code of Ethics.



It provides the resources needed for the organization to be strategic in how it fulfills its mission.



It expands the community supporting the mission, bringing a larger set of individuals into the cause in which it operates.

Know

Board members should understand these four elements of FUNDRAISING:

- ✓ **Roles & expectations:** Every board member has a role to play in raising funds, both in participating in the fundraising process of cultivation, solicitation, and stewardship and in donating themselves. They foster a culture of generosity.
- ✓ **Planning:** Planning helps a board to map out and eventually achieve its fundraising goals.
- ✓ **Communications:** Board members have the tools, systems, and stories they need to be effective ambassadors for the work of the organization.
- ✓ **Systems:** The board can implement policies and systems (depending on the size of the organization) to ensure that fundraising happens in compliance with the law and best practice.

Show

A board shows understanding of FUNDRAISING in these ways:

- Board members know what their role is generally and individually related to fund development.
- Board members “own” their role in fund development, whether it is in cultivation, solicitation or stewardship.
- Board members receive training and the information and resources they need to support fund development.
- Board has systems in place to support fund development.

Fundraising

Grow

Ask

- Why does it matter that your board commits itself to securing adequate resources for your organization?



How could greater engagement of the board in fundraising improve the oversight of funds received by your organization?



How could greater engagement of the board in fundraising allow your organization to be more strategic, both in terms of how it raises funds and what it does with the funds that it raises?



How can you use fundraising to grow a community committed to making a difference within your cause?

Act

- Board ensures that all members give a personally meaningful amount.
- The fund development cycle involves three major steps: cultivation, solicitation, and stewardship. Describe all of the different ways that these steps can be accomplished in relation to your mission. Invite board members to say which steps they feel most comfortable focusing on. Assign fundraising tasks based on their comfort area.
- No matter their skill level with fundraising, all board members can play a role in thanking donors. Organize thank-a-thons to call or write notes to donors, updating them on your organization and the impact of their gift.
- List all of the possible ways that this organization can bring in funds, including support (donations, grants, events) and revenue (admission fees, earned income, investments). In a chart, track what percentage of total income was received from each source over the past two years. What would you like those percentages to be in the next two years? Make a plan for how to get there.
- Dedicate time during a board meeting for storytelling. Invite staff members—and those served, if possible—to tell stories about how the organization has impacted them. Ask someone to be the scribe and write down the key elements of stories shared.

Key documents are:

- Board job description
- Budget
- Case for support
- Financial Plan
- Fundraising plan
- Gift acceptance policy
- List of current donors
- List of current members (if a membership organization)

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Pathway

A. Roles & expectations

<i>Needs work</i>	<i>Okay</i>	<i>Good</i>	<i>Great</i>
Few if any board members contribute.	Most board members contribute in meaningful ways.	Each board member contributes a personally meaningful amount of money to the organization.	Board members are treated like major donors as they make their meaningful financial and other gifts.
Board members do not have any individualized plan or understanding.	Most board members have an individualized plan or understanding for supporting the org.	Each board member has an individualized plan for how they can support the org's fundraising activities.	Board members celebrate each other's successes towards their fundraising plans.
Board members are not told that they will be expected to help raise funds.	Board members are told, but the role is downplayed.	Fundraising expectations are explicit and articulated.	Board members lean in to the fundraising role as a way to help the organization meet its mission.
Board members feel no connection to the budget, or there is no budget.	Board members understand that they have a role to play but do not "own" the budget.	Board members feel accountable for the budget and its fundraising implications.	Board members contribute to the fundraising line items in the budget.

B. Planning

<i>Needs work</i>	<i>Okay</i>	<i>Good</i>	<i>Great</i>
Board has not discussed its fundraising strategy.	Board has discussed its fundraising strategy but it is not written.	Board has adopted a fundraising plan or strategy that reflects the budget and organization's goals.	Board engages partners or others outside the organization to strengthen the plan.
Board has no understanding of what solicitations the organization is making.	Board has a sense of what solicitations the organization is making.	Board knows what kind of solicitations the organization is making.	Board guides existing and potential solicitations, with an eye on general operating funds.
Board has not reviewed the diversification of funds.	Board has reviewed the diversification of funds but is not working to ensure that funds are diversified as much as possible.	Board has reviewed where funds come from and is working to ensure that funds are diversified as much as possible.	Board has adopted a financial plan outlining how they will diversify funding over time.
Board is not working on building relationships as a part of its fundraising work.	Board is working on building stronger relationships but without focus.	Board anchors fund development in building relationships with current and potential donors.	Board plays an active role in strengthening relationships with current and potential donors.
Board members only know of one way to contribute, giving their own funds.	Board members can contribute in at least three ways.	Board members have at least five different ways to contribute to fundraising.	Board members have three kinds of opportunities based on their interests and connections.

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C. Communications

<i>Needs work</i>	<i>Okay</i>	<i>Good</i>	<i>Great</i>
Board members have no resources to use in donor outreach.	Board members have materials but maybe not current.	Board members have current print or other resources to use in donor outreach.	Board members receive materials customized to the individual or organization.
Board members cannot tell any stories or outcomes related to the organization.	Board members can tell at least one story or name one outcome of the organization.	Board members can articulate the stories and outcomes of the organization.	Board members can tap into a story bank for more stories. They receive regular updates about outcomes.
Board members are not given any information.	Board members are given general information about potential donors, but without any history.	Board members are given information about potential donors, including background and history.	Donor updates are a regular part of staff/board communication.
Staff and board members do not communicate after donor contact.	Staff and board members communicate informally after contact is made with a donor.	Staff or fundraising leader and board members communicate after donor contact to register the result of the exchange.	Staff/board have systematized communication related to donors.

D. Systems

<i>Needs work</i>	<i>Okay</i>	<i>Good</i>	<i>Great</i>
Board has no systems in place.	Board has some systems in place to support fundraising, but not tied to a plan.	Board has systems and policies in place to operationalize the fundraising plan.	Board or committee reviews systems and policies on an annual basis.
Gifts are not being acknowledged, or board is not sure.	Board is pretty sure that gifts are being acknowledged.	Board ensures that gifts are acknowledged properly, including that all gifts of \$250 or more are acknowledged in writing.	The board is actively involved in acknowledging donors.
Board does not discuss gift acceptance policies.	Board talks about gift acceptance as issues arise but has no policy.	Board adopts gift acceptance policies that set out conditions under which it would decline funds or in-kind donations.	Board members know to bring certain gifts for review before they are accepted.
Board does not track restricted funds separately from unrestricted funds.	Board tracks restricted and unrestricted funds but without a direct connection to donors and the systems used to communicate with them.	Board reviews financial statements monthly with a commitment to honor donor intent and comply with conditions place on donations.	

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Fundraising: Getting to Good and Great

Why does board engagement in fundraising matter to your organization?

Look over your Pathway answers. If you fall more in "Needs Work" or "Okay" than "Good" or "Great" in any section, jot down below what your board should add to its agenda to address this, what actions you or your board could take, and what documents would help you to move forward. The goal is to move your board to "good" or "great" within a timeframe that works for your organization.

Next steps	Lead person	Deadline
Ideas to discuss or topics to research		
Actions to take		
Documents to develop or review		

Other ideas: