MAKING THE ASK WORKSHOP:
COACHING FOR MAJOR GIFTS

David Mehr, Senior Director
Griffin O’Shea, Senior Director
SESSION MISSION:
Learn and practice asking for major gifts with coaching from fundraising experts in a workshop format.

GOAL:
Participants leave the session further educated, energized and encouraged to ask for and close philanthropic gifts.
EXPERTS:

Robert Budelman  
(Robert.budelman@hackensackmeridian.org)  
Executive Director of Individual Giving  
Hackensack University Hospital

Eileen Heltzer  
(eheltzer@jfedgmw.org)  
Development Officer  
Jewish Community Foundation GMW NJ

Stacy Margolis  
(stacy_margolis@yahoo.com)  
Chief Development Officer  
City Parks Foundation

Ragan Rhyne  
(ragan.rhyne@propublica.org)  
Vice President of Development  
ProPublica

Paula Stein  
(paula.stein@randallsisland.org)  
Director of Development  
Randall’s Island Park Alliance
Personal Fundraising Highlight

David Mehr
Griffin O’Shea

Organizations represented today?

Major Gift
Value varies per organization
FUNDRAISING SUCCESS DEPENDS UPON SIX PREREQUISITES

1. **Leadership**
   paid staff and unpaid volunteers

2. **Case for Support**
   strong and agreed upon

3. **Communication**
   internal and external

4. **Urgency**
   effort completed by a specific date

5. **Prospects**
   donors/prospects married with research

6. **Specific $ ask amounts**
   one time/over a period of time
CREATING AN ELEVATOR SPEECH

You have about one minute to say it all

1. Concise message (or commercial)
2. 30 to 120 seconds
3. Leave listener wanting more
4. Call to action
5. Highlights:
   – Mission and Vision
   – Greatest Strength
   – Value Proposition

http://about.mjumbepoe.com/elevator-pitch-builder/
WORKSHOP PROCESS

1. Materials
   - Prospect briefing
   - Personalized Case for Support example and template
   - Gift chart
   - Letter of intent

2. Review materials
3. Role play
4. Coach
5. Share
6. Close
DEVELOPMENT PROCESS

1. IDENTIFICATION/RESEARCH
2. CULTIVATION
3. SOLICITATION
4. FOLLOW-UP
5. STEWARDSHIP

THE DONOR CULTIVATION CYCLE
PREPARING FOR A SOLICITATION

1. Determine solicitation strategy for prospect
2. Review information related to fundraising effort
   - Case for Support
   - Prospect Briefing
   - Table of Gifts
   - Progress to Date
   - Letter of Intent
3. Know the prospect
   - How motivated is she/he/they?
   - What aspect of the case is she/he/they interested?
   - Connection and philanthropic history
4. Make your own gift
### KEY STEPS IN A GIFT SOLICITATION

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td><strong>2</strong></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td>Introductions/ice-breaking</td>
<td>Share thoughts on recent event or shared experience</td>
<td>Allow the prospect(s) to talk</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td><strong>5</strong></td>
<td></td>
</tr>
<tr>
<td>Thank the prospect(s) for their previous support</td>
<td>Present the Case for Support/Proposal</td>
<td></td>
</tr>
</tbody>
</table>
|   |   |  – Share and discuss key elements  
|   |   |  – Emphasize the benefits of the project(s)  
|   |   |  – Describe the fundraising effort to date |
KEY STEPS IN A GIFT SOLICITATION

6. Ask if she/he/they have any questions

7. Show the Table of Gifts (Roadmap to Success)

8. Request a specific gift amount

9. Allow prospect(s) to consider the ask amount
METHODS FOR GIVING

1. Cash and Pledges
2. Securities Transfer
3. Planned Gifts
4. Matching Gifts
5. Gifts of Property
TYPICAL RESPONSES

- Agrees to the gift
- Offers less than requested
- Requests time to consider request
- Declines to give
CONCLUDING THE MEETING

1. Bring to conclusion what has been decided

2. Establish time for solicitor to contact prospect(s)

3. End meeting

4. Send formal thank you letter including highpoints of the meeting, re-state the ask amount, share Case for Support components of interest, fundraising update and date of next contact. (Handwritten note if appropriate).
SOLICITATION STRATEGIES

- At every opportunity, thank the donor for his / her past support, leadership, and honesty.

- Always use inclusive words – we ~ our organization ~ shared vision.

- Do not argue or try to be overly persuasive.

- Share your insights about the giving of other donors [not breaching confidentiality] who may have had the same reaction to the ask.

- Tell the prospect why you are suggesting a gift of this size for this purpose.

- Stay committed to the ask amount at this moment.

- Identify alternative ways the prospect can make the gift. [ex: planned gift]

- Don’t be afraid to emphasize priorities and the need for gifts to fund them.

- Encourage prospects to consult with family members and legal or financial counsel.
# COMMON OBJECTIONS

**Objections to meetings:**

1. We don’t have time to meet – too busy with kids/life/work.
2. I already know enough about the organization. I will keep supporting you and don’t need to meet.
3. I value my privacy and don’t want to meet.

**Objections to gift requests:**

1. I can’t make a multi-year commitment because my giving depends on the performance of the stock market.
2. If I give more to you, I will have to give less to other organizations.
3. My husband’s father just passed away. This is not a good time.
4. You ask me for money too often.
5. We are on a fixed income and can’t give more.
COMMON RESPONSES AND OBJECTIONS

Response 1: “Yes, we can make the gift.”

Congratulations!

Receiving an immediate decision does not happen often and your request must have been extremely compelling [or perhaps it was too low!]. Thank the donor and ask them to sign a pledge form. Ideally, the donor will also consider making a 10% down payment or include the 1st year’s installment with the pledge.

Response 2: “We want to help, but we really need more time to think about the request.”

“I’m glad you want to help, and I know this is a big decision. Why don’t you think about this, and let’s get together again next week to answer any other questions you have and finalize your decision. Does that work for you?”

“Important decisions like this take time. We’re very happy that you’ll give this gift opportunity serious consideration. Meanwhile, do you need any additional information from us?”

Response 3: “We cannot give $25,000, but what if we wrote you a check for $5,000?”

“We’re not looking for a decision today and we know we’ve given you a good deal to think about. Please spend a little time to consider our request, and remember that the amount can be pledged over a five-year period. Let’s get together again next week to answer any other questions you have and finalize your decision. Does that work for you?”

Response 4: “No. We wouldn’t be able to support the campaign at this time.”

“We appreciate your meeting with us and understand that you’re not in a position to support the campaign at this time. We’ll be continuing to meet with donors, volunteers and friends, and ask that you keep us in mind, should your situation change. Meanwhile, let’s be sure to stay in touch. We hope you’ll continue to stay involved – we really value your participation. Thanks for seeing us today.”
Response 5: “That’s too much money!”

“We hope you’ll take this as a compliment. Our intent was to make sure that you were among the first families to be offered this exciting opportunity.”

“We realize that our campaign goal is very ambitious, and we’re asking our closest friends to consider a stretch gift at this time.”

Response 6: “What makes you think that I have this kind of money?”

“We’d like you to consider this gift because you’ve expressed an interest in this particular project in the past.”

We have no idea if you’re willing to make this type of leadership gift, but because you’re one of our top visionary leaders, it was important that we come to you first.”
YOU MAY USE YOUR FRDNY APP
HTTP://CROWD.CC/S/F5YK
TO COMPLETE THE SESSION SURVEY

DAVID MEHR – DMEHR@CCSFUNDRAISING.COM
GRIFFIN O’SHEA – GOSHEA@CCSFUNDRAISING.COM
Letter of Intent

Campaign Pledge

I/we intend to provide a total of $ _________________________ to (organization name).

In addition, a corporate matching gift totaling $_________________________ will be made by:

___________________________________________________________________________________.

Name—As you would like it to appear    Signature             Date

I prefer my gift to be Anonymous

PLEDGE PAYMENT ARRANGEMENTS:

My/our gift will be in the form of ___________________________________________.

(bank transfer, cash, cheque, credit card, securities)

Full/partial payment enclosed:  $___________________.

MasterCard/Visa: _______________________________ Exp. Date: __________

Pledge to be completed by:  _____________________________

(Within five years)

I wish to pay my pledge:  ___Quarterly  ___Semi-Annually  ___Annually  ___Other: _______________

The (organization) Annual Appeal

Further, I/we intend to provide a total of $ _____________ to the 2017 Annual Appeal and a
further $______________to the 2018 Annual Appeal.

My/our gift will be in the form of ___________________________________________.

(bank transfer, cash, cheque, credit card, securities)

Full/partial payment enclosed:  $___________________

MasterCard/Visa: _______________________________ Exp. Date: __________

Pledge payment to be completed by (date):  _____________________________

Please return to:
Name, Development/Advancement Office
Organization name, Address, City, State Zip
Email and phone
For: CEO, President, Executive Director (Solicitor(s))

From: Vice President of Development/Development Director

Re: Notes for the Solicitation of John P. Smith and Spouse

Date: June 23, 2017

Mr. and Mrs. John P. Smith (Spouse)
Address
City, State Zip

Business
Managing Director
Smith Inc.
City, State Zip

Meeting Date and Time
Friday, June 23, 2017 at 3 pm

Meeting Place
Smith home (address)

Solicitors (2)
Full name and full name

Gift Request and Recognition Opportunity

Five hundred thousand dollars ($500,000) over five (5) years in support of the Campaign for ? In recognition of the Smith’s gift, we would offer to name the ? in
the new building the *Smith Center*. Additional recognition for the gift would be charter membership in the *Circle*.

**Personal/Career Information**

John P. Smith is married to his spouse, ? since ? He is 51 years of age and is a native of city, state. The Smith’s have two daughters named ? and ? ? is very involved with their sports activities.

He was educated at ? (BA), the University of ? (MA) and ? Law School. He is Managing Director of Smith Inc., one of the world's preeminent ? firms. The firm provides advice on ?, ?, and ?, as well as ? services, to corporations, partnerships, institutions, governments and individuals.

Prior to his employment with Smith Inc. in year, he was an associate and a partner at ? in city?. He is on the Board of two private companies. He is a candidate for ? in town? (party, if known, here).

His father is ? who is a Senior Partner with the ? firm of ?. His mother is ? who is a Senior Partner with the firm of ?

**Non-Profit Trusteeships/ Known Philanthropy**

- Treasurer of ?
- Vice Chairman of ? (a city? non-profit that provides ? services to ?)
- Board member of Town/City Public Library

Other than the Smith’s philanthropic support of (organization name), no philanthropic gifts were identified. However, there is significant evidence of gifts to political candidates – Democrats and Republicans. These gifts range from $?-$?

**Rationale for the Gift Request**

**Precedent**

A $? from the Smith's appears to be unprecedented. Their total giving to the (organization?0 since year amounts to $? from ? gifts, including $? for the year Golf Outing. Mr. and Mrs. Smith were interviewed in the planning study and estimated a high range gift of $?
Mr. Smith grew up in a philanthropic environment. His father is very philanthropic, serving on a number of non-profit Boards, including ? A Leadership Gift from the Smith’s would permit them to make a major impact on (name of organization) and would shift philanthropic leadership to a new generation of Board members.

**Capability**

We believe that the Smith’s have the wealth-basis to commit a six-figure gift payable over five (5) years, if they are so inclined. Although the specific details of Mr. Smith’s compensation are not available, we are can project that in his capacity as a Managing Director of one of the most prestigious ? firms in the United States, his annual compensation is likely in the range of $? - $?.

Please let me know if you have questions.

Thank you and good luck!
United for Health

THE CAMPAIGN FOR EXAMPLE HOSPITAL

A Special Presentation for:

John & Mary Smith
Dear John & Mary,

For 50 years, Example Hospital has been committed to providing clinically excellent, compassionate care. Through strong partnerships with outstanding physicians and nursing staffs, we are improving the health of our community and meeting the highest standards of patient care. As a nationally recognized health care leader, we take our responsibility to our region seriously. Today, we ask for your support in ensuring our physical resources match our culture of excellence.

The advancement and expansion project for Example Hospital includes 100 new private rooms as well as improvements to our Pediatrics Center. Total required investments near $100 million, and a philanthropic component will be critical to our success. The campaign for Example Hospital will help us continue on our journey to greatness and ensure our hospital is a regional leader in health care.

Thank you for taking the time to think about this important request. This effort will only be possible through the support of our community. I hope you join us in this extraordinary undertaking.

Sincerely,

John Sample
President
Example Hospital
This hospital is built on relationships – every day we learn from our physicians, associates and, most important, our patients. Our work requires knowledge and experience, but we are truly successful when healthcare becomes a collaborative process for each patient. When we are united in care, we are united in health.

John Sample, President
Example Hospital
A History of Generosity

John & Mary, we cannot express enough our gratitude for the partnership and support you have given Example Hospital over the years.

- Lifetime giving of over $20,000
- Hospital volunteer for 5 years
- Auxiliary board member since 2014
- $5,000 gift during our annual gala
We’re about more than the technology and the clinical tasks. We are committed to providing holistic care and creating a healing environment that attends to each patient’s physical, psychological, social and spiritual needs.

Dr. Mary Example, Chief of Medicine
Example Hospital
The Next Step in Our Journey to Excellence

Example Hospital ranks as one of the nation’s top-performing hospitals. Building on this solid foundation, the hospital now seeks support to expand and modernize its facilities so that its physical environment matches the high quality of its care.

To continue Example Hospital’s ongoing quest to sustain and advance excellence, three key projects must be completed:

• 100 new private patient rooms

• Renovation and expansion of Pediatrics Center including a new play area and learning annex for children who miss school

Each of these projects not only improves the quality of care Example Hospital provides every individual in the community, but also ensures a supportive and healing environment for every man, woman, and child in our care.
Combined, these two projects represent the next step in our ongoing journey to sustain and advance excellence.

John Sample, President
Example Hospital
Private Rooms Promote Healing

No longer an amenity, but an evidence-based best practice, private rooms are urgently needed to optimize the healing experience for inpatients. Plans are underway to add a three-floor annex with all private rooms. Existing rooms will be converted so that, for the first time, Example Hospital will provide every patient with a private room.

You Gift Will...

- **Create a faster healing process** by offering patients and their loved ones the peace and quiet they need to focus on recovery
- **Provide for more comforting family visits** by creating a more spacious area
- **Enhance privacy** by establishing a space for confidential conversations
- **Increase the quality of care** for all patients through:
  - Heightened patient satisfaction
  - Improved infection control
  - Space for today’s high-tech equipment
  - Easy navigation for busy caregivers

*Example Hospital is undoubtedly the very best hospital in the region. It’s because the physicians, nurses and staff are committed to working together, and visionary leaders inspire them to keep raising the bar on the quality of care.*

Phil Sample, Chairman and President, Spring Lake National Bank
Improving Pediatric Care

Seeing more than 1,000 children each year, Example Hospital’s Pediatrics Unit offers patients not only the most advanced technology, but also the personal support they need to confront long term illness. The hospital’s Play Room, opened in 2002, has provided space for children to grow and learn, but space limitations make the need for an expansion of the center imperative.

A three-floor addition is planned to ensure a comprehensive, well-integrated program that responds first and foremost to the patient’s needs and offers every level of service in one place. The new learning annex will ensure that learning does not suffer during treatment and that children do not have to put their education on hold.

Your Gift Will...

- **Expand our Play Room to multiple floors** to provide our patients with the highest quality care
- **Create a Learning Annex with the newest technology** including tutoring and classes taught by leading early education professionals
- **Provide additional support systems for patients and their families** by creating dedicated space for coordination of research trials and private financial counseling

*Children must be cared for and not just through effective diagnosis and treatment. We must ensure that physical, social, and educational development are not stalled by illness.*

Nancy Example, Director of Pediatrics
Example Hospital
Join Us

John & Mary, your leadership and generosity in our community is inspirational. As we embark on this extraordinary effort for Example Hospital, would you consider a gift of $5,000 each of the next five years, for a total gift of $25,000?

Your Gift Will...

• Provide critical momentum to the campaign effort
• Raise the sights of other individuals in the community
• Provide the hospital and the community with facilities to match the quality of care we provide
• Support an exciting investment in the future of health care in our region
In Recognition of Your Generosity

A pledge of $25,000, paid over a five year period, will provide exciting momentum to our campaign and help raise the sights of donors throughout the community. It also provides critical support in making each of our initiatives a reality.

With a gift at this level, we would like to offer you the opportunity to name one of our new patient rooms. This space will provide patients and their families the private, healing environment they need to focus on recovery.
Thank you

Your commitment to Example Hospital is an inspiration.

With your encouragement and support, we will move confidently forward, together building the foundation for our future.
THE CAMPAIGN FOR ______________(ORGANIZATION NAME)

A Special Presentation for:

___________________(Formal Name of Prospect(s))
Dear ____________ (Name of Prospect),

_____________________________________________________________________________________________________________
_____________________________________________________________________________________________________________
_____________________________________________________________________________________________________________
_____________________________________________________________________________________________________________
_____________________________________________________________________________________________________________
_____________________________________________________________________________________________________________
_____________________________________________________________________________________________________________
_____________________________________________________________________________________________________________

(Message from the Organization President or Campaign Chair)

Sincerely,

__________________________ (Name)
__________________________ (Title)
__________________________ (Name of Organization)
• (Background picture of organization at work)
A History of Generosity

_________(Name of Prospect), we cannot express enough our gratitude for the partnership and support you have given _________(Name of Organization) over the years.

- Lifetime giving of _________
- Volunteer for ______ years
- Auxiliary board member since ______
- ______ gift during our annual gala

• (Picture of prospect if available)
(Quote from organization employee or volunteer)

____________________(Name), ____________(Title)
_________________________(Name of Organization)
The Next Step in Our Journey to Excellence

_________________________(Explanation of purpose of campaign or request)

To continue ________________’s (Name of Organization) ongoing quest to sustain and advance excellence, three key projects must be completed:

• ___________________________________________(Project or initiative 1)
• ___________________________________________(Project or initiative 2)

(Summary or the impact of projects or initiatives)
(Quote from organization employee or volunteer)

____________________(Name), ____________(Title)
_________________________(Name of Organization)
(Project or initiative 1)

(Detailed explanation of project or initiative)

You Gift Will…

- __________(Benefit1) ____________________________ (Description of Benefit 1)
- __________(Benefit2) ____________________________ (Description of Benefit 2)
- __________(Benefit3) ____________________________ (Description of Benefit 3)
- __________(Benefit4) ____________________________ (Description of Benefit 4)

• (Picture of project or initiative)

(Quote from beneficiary of organization’s work or community partner)

__________________(Name)
__________________(Title)
__________________(Name of Organization)
(Project or initiative 1)

(Detailed explanation of project or initiative)

Your Gift Will...

- __________(Benefit1) _________________________________ (Description of Benefit 1)
- __________(Benefit2) _________________________________ (Description of Benefit 2)
- __________(Benefit3) _________________________________ (Description of Benefit 3)
- __________(Benefit4) _________________________________ (Description of Benefit 4)

(Quote from beneficiary of organization’s work or community partner)

___________(Name), _____________(Title)
_________________(Name of Organization)
Join Us

_________, (Name of Prospect)

your leadership and generosity in our community is inspirational. As we embark on this extraordinary effort for__________ (Name of Organization), would you consider a gift of $___________ each of the next five years, for a total gift of $__________________

Your Gift Will...

• Provide critical momentum to the campaign effort
• Raise the sights of other individuals in the community
  • ___________(Benefit3) ___________________________ (Description of Benefit 3)
  • ___________(Benefit4) ___________________________ (Description of Benefit 4)

• (Picture)
In Recognition of Your Generosity

A pledge of $__________ , paid over a five year period, will provide exciting momentum to our campaign and help raise the sights of donors throughout the community. It also provides critical support in making each of our initiatives a reality.

With a gift at this level, we would like to offer you the opportunity to ______________________________.  
(Description of recognition opportunity)

• (Picture relating to recognition opportunity)
Thank you

Your commitment to ________(Name of Organization) is an inspiration.

With your encouragement and support, we will move confidently forward, together building the foundation for our future.

(Organization Logo)
## $10,000,000 TABLE OF GIFTS
### ROAD MAP TO FUNDRAISING SUCCESS

<table>
<thead>
<tr>
<th>PLEDGE LEVEL</th>
<th>PLEDGES REQUIRED</th>
<th>VALUE</th>
<th>PROVIDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,000,000</td>
<td>1</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>$750,000</td>
<td>2</td>
<td>$1,500,000</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>$500,000</td>
<td>3</td>
<td>$1,500,000</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>$250,000</td>
<td>4</td>
<td>$1,000,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>$100,000</td>
<td>10</td>
<td>$1,000,000</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>$50,000</td>
<td>20</td>
<td>$1,000,000</td>
<td>$7,000,000</td>
</tr>
<tr>
<td>$25,000</td>
<td>30</td>
<td>$750,000</td>
<td>$7,750,000</td>
</tr>
<tr>
<td>$15,000</td>
<td>40</td>
<td>$600,000</td>
<td>$8,350,000</td>
</tr>
<tr>
<td>$10,000</td>
<td>60</td>
<td>$600,000</td>
<td>$8,950,000</td>
</tr>
<tr>
<td>&lt;$10,000</td>
<td>Many</td>
<td>$1,050,000</td>
<td>$10,000,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>170+</strong></td>
<td><strong>$10,000,000</strong></td>
<td></td>
</tr>
</tbody>
</table>