Integrating Resource Development & Financial Management in Christian Higher Education:

Creating a Single Function to Ensure Financial Sustainability!

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AGENDA

1. Rationale for Integrating Functions
2. Leadership’s Role in the Integration
3. Steps to Integrating Functions
4. Building Capacity
5. Producing Results
6. Q & A
Objectives:

a. Operational alignment
b. Mission-true focus
c. Unified decision-making
d. Institutional efficiency
e. Increased operational credibility
f. Enhanced stakeholder confidence
g. Assured financial sustainability

1. Leadership sets agenda, drives change & builds trust

Integrated Planning

2. Refinement of Administration & Board Structure

3. Systems to match operational alignment

4. Values-Driven Interpersonal Processes

5. Staff development & accountability

Highly engaged, purpose-driven Board

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Leadership’s 1st step to integrate functions starts with enhancing Trust!
How does Leadership enhance Trust?

I. Acting with Integrity
II. Building Capacity
III. Producing Results
## II. Dimensions of Building Capacity

<table>
<thead>
<tr>
<th>Organizational Dimensions</th>
<th>Levels of Integration Characteristics</th>
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### 1. Leadership:
What is leadership’s role in the current culture & how, if at all should leadership’s role change?

### 2. Structure:
How does the current organizational chart affect the college’s performance, growth & fundraising potential?

### 3. Systems:
What hiring, training, planning, accounting & donor database systems exist?

### 4. Processes:
How well do the teamwork, communication, problem solving processes work & what impact do they have on the culture?

### 5. Staff:
What knowledge, skills & abilities do the employees have & how does this impact the culture?
Process steps to Integrate Resource Development & Financial Management!
1. Planning is a “Team Sport”

✓ Work together to identify objectives & deadlines for both functions. Use shared tools, i.e Google Sheets / Calendar. Meet jointly to ensure alignment.

2. Budgeting by Collaborating

✓ Build a joint case for expenses & revenue on yearly budgets, then reconcile monthly. Present jointly to other departments.

3. “Boot Camping” for Success

✓ Each function should provide ongoing training & peer coaching to their counterpart, set up a “buddy” system & incorporate in all onboarding going forward.
Process steps to Integrate Functions

4. Create a shared “Lexicon”

 ✓ Establish a common language & set of metrics. Build a simple “cheat” sheet of terms & FAQs & report outcomes to the rest of administration.

5. Meet your new “Best Friend”

 ✓ Do job shadowing, sit in on each other’s meetings, schedule regular joint meetings, break some bread together... just-for-fun, co-locate offices.

6. “To boldly go...”

 ✓ Integrate enrollment management, accounting & fundraising systems. Advocate for college-wide collaboration, reduce duplication, look for process improvement.
III. Producing Results
Producing results starts with a systematic, comprehensive & sustained effort to build a Culture of Philanthropy within your school.

- Do you have a unified, comprehensive & measureable Integrated Plan?
- Does Administration, Staff & Board know & fulfill their role in development?
- Do you have a Resource Development Plan that includes major gifts?
### Giving in America

Charitable giving in the U.S. rose 4.4% in 2013 to $335.17 billion, thanks to growth in contributions by individuals, foundations and bequests.

#### Individuals

$240.60 (+4.2%)

#### Foundations

$48.96 (+5.7%)

#### Bequests

$27.73 (+8.7%)

#### Corporations

$17.88 (-1.9%)

#### Total

$335.17 (+4.4%)

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### Who Received

Donations to education rose last year while foundations saw a decline in contributions.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount received in 2013, in billions</th>
<th>Percentage change from 2012</th>
<th>Share of total 2013 charitable dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religion</td>
<td>$105.53</td>
<td>-0.20%</td>
<td>31%</td>
</tr>
<tr>
<td>Education</td>
<td>$52.07</td>
<td>+8.9%</td>
<td>16%</td>
</tr>
<tr>
<td>Human services</td>
<td>$41.51</td>
<td>+2.2%</td>
<td>12%</td>
</tr>
<tr>
<td>Foundations</td>
<td>$35.74</td>
<td>-15.5%</td>
<td>11%</td>
</tr>
<tr>
<td>Health</td>
<td>$31.86</td>
<td>+6%</td>
<td>10%</td>
</tr>
<tr>
<td>Public-society benefit</td>
<td>$23.89</td>
<td>+8.5%</td>
<td>7%</td>
</tr>
<tr>
<td>Arts, culture and humanities</td>
<td>$16.66</td>
<td>+7.8%</td>
<td>5%</td>
</tr>
<tr>
<td>International affairs</td>
<td>$14.93</td>
<td>-6.7%</td>
<td>4%</td>
</tr>
<tr>
<td>Environment and animals</td>
<td>$9.72</td>
<td>+7.5%</td>
<td>3%</td>
</tr>
<tr>
<td>Individuals*</td>
<td>$3.7</td>
<td>+1.4%</td>
<td>1%</td>
</tr>
</tbody>
</table>
2 of the following approaches are typical, however, can become stale & counterproductive in building long-term relationships with increasingly younger, sophisticated & skeptical donors!
1. Technique-Driven

Events, Mail, Phone, Annual Alumni Appeal, Online, etc.

The problem: It’s a numbers game…
…it only works by burning through 1,000s of prospects
2. Institution-Driven

We’re making a difference in the lives of our students...

We’re good stewards of your gifts…
Our programs are world-class…
We are changing the world...

The problem: It’s all about you!!!
3. Donor-Driven

- How can we help a donor fulfill their Christian values & personal philanthropic goals by making an investment with our College?

- What tasks must we perform & what systems do we need to put in place to build long-term relationships with new & existing donors?

- This approach is based on “earning the right” to ask for a big gift & transforms giving from a transaction to an investment!
A. **Case for Support**
B. PROSPECT IDENTIFICATION
CREATIVE EVENT
INTRODUCING
CASE FOR SUPPORT
NON-FUNDRAISING OPPORTUNITY

C. AWARENESS EVENTS
C. Awareness Events

Begin to earn the right to ask for a big gift by inviting donor prospects to learn about your school’s Case for Support!

- Creatively-themed, unique venue
- Personalized invitation
- Strong Host Committee to build credibility
- Fun, entertaining & inspiring program
- Introduce the Grand Vision for the school’s future
- First step to earn the right to ask for a major gift
- NON-FUNDRAISING!
D. PROSPECT CULTIVATION
Donor Motivation?

Why donors don’t give...

1. Mistrust how you will use their money
2. Lack a connection to your school & its mission
3. Fear a deluge of other requests

... & why they do!

1. A passion for the school’s mission
2. Aligns with their Christian values
3. Believe in the credibility of your operations
EARNING THE RIGHT TO ASK
If you’ve done it right… this is the easy part

✓ Meet in person & in private
✓ Provide individualized donor prospectus
✓ Review investment opportunities & naming rights
✓ Underscore the school’s integrated functions
✓ Underscore your role as a “problem solver”
✓ Execute their Investment Pledge commitment
✓ Build in ongoing nurturing & engagement
Rationale for Integrating Resource Development with Financial Management

Objectives:

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Thank You!

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