



Thank you for registering for the National Development Seminar!



2014 Seminar Agenda

Monday, June 23

- 6:30 AM - 7:45 AM Breakfast in Copperfields-the Hotel Restaurant
- 8:00 AM - 11:45 AM Introductions-Steven Martinez, Boardroom A & B
National Development Director and
Bill Henckler, National Development Chairman
- Opening Remarks-David Barringer, CEO, National Council
- Jerold Panas -“My 40 Years in Fundraising”
- 12:00 PM - 1:00 PM Lunch Buffet Plaza 45
- 1:00 PM - 3:00 PM Jerold Panas Boardroom A & B
- 3:30 PM - 4:30 PM National Development Strategy Boardroom A & B
Opening Comments-Shelia Gilbert, National President
Dr. Lance McCarthy, National Manger of Corporate and Donor
Relationships
- 4:30 PM - 4:45 PM Closing/Evaluations-Bill Henckler





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2014 Seminar Notes

Notes from the Jerold Panas Presentation:

Why Do Donors Give?

1. Relevance
2. Emotional
3. Urgency

What's Important to Donors?

1. 65% Exposure
2. 20% Performance
3. 15% Image

How to Start a Donor Conversation:

Because of you we were able to Save and Change lives.

What Makes a Good Professional Fundraiser?

1. Impeccable Integrity
2. Good Listening Skills
3. Passion for the mission

The First 14 seconds are the most important in meeting someone for the first time.

Donor Retention

If you can keep a donor donating for four consecutive years, he/she will be a donor for life.

Donor Recognition

1. Personal thank you calls are important
2. Personal notes are important
3. List donor names, giving levels, and number of years donated in the annual report
4. Create a CEO newsletter that can be sent to major donors as a cultivation piece
5. Use success stories in donor cultivation and solicitation's

Must ASK more frequently!

100% Board Giving is a MUST!

JEROLD PANAS

Jerold Panas is Executive Partner of Jerold Panas, Linzy & Partners—one of the nation's most highly regarded firms in the field of campaign services and financial resource development. The firm has served over 3000 client-institutions since its founding in 1968.

The roster of institutions include a wide variety of clients in the arts and cultural field, educational institutions, hospitals and medical centers, community, and social service organizations.

In addition to its national recognition, the firm has provided campaign services for the University of Oxford (UK), Forman Christian College (Pakistan), the American Hospital in Paris, France; the American College of Greece in Athens; Nuestros Pequeños Hermanos in Cuernavaca, Mexico—the largest orphanage in the world; the American British Hospital in Mexico City; and over a hundred organizations in Canada, Australia and New Zealand.



Jerold Panas has been professionally involved in fundraising and financial resource development for over forty years. He is idea-rich and high energy.

He combines his understanding and experience in the field with a special talent for strategic planning, major gifts, and volunteer development. He has been related directly, in a planning or supervisory capacity, to most of the major programs of the firm.

A frequent platform speaker, Jerry is also a regular contributor to professional journals. In the field of philanthropy and trustee governance, he is regarded as an author of particular note:

Managing Schools In Hard Times
Mega Gifts
Born To Raise
National Fundraising Almanac
Boardroom Verities
EXCEL!

It's a Wonderful Life
Making the Case
Finders Keepers
Mega Gifts (Revised)
ASKING
The First 120 Days

Fundraising Habits of Supremely Successful Boards
Wit, Wisdom & Moxie
Power Questions (with Andrew Sobel)
Supremely Successful Selling

His books are considered the most significant in the field. **ASKING** is the largest selling in the history of fundraising, and three are considered classics. Because of the prominence of the firm and the impact of his writing, there are few who have had a greater influence in the history of the profession.

In 2013, he received the coveted Lifetime Achievement Award for his contribution to philanthropy and fundraising. In 2011, the Cultural Office of Mexico cited him for his contribution to the nation's philanthropy.

Dr. Panas was Executive Vice President of Westminster College in Princeton, New Jersey. Before that, he was Executive for Administration and Finances for the National Council of YMCAs, responsible for the work and development of 400 Associations on the East Coast.

He is co-founder and chairman of the board of the Institute for Charitable Giving, one of the most significant providers of training in philanthropy. He is a Life Trustee of the American College of Greece and a member of the Board of the Council of Independent Colleges.



What We Know About Mr. & Mrs. Ken B. Easy

1. BS '70 Yale University Accounting & Business.
2. MBA '74 Harvard Business School.
3. Married to Lotta Bucks Easy. Graduated from Bennington College.
4. Lotta on Board of the Middletown Center for Performing Arts.
5. Lotta on Board of Middletown Ballet Company.
6. Home in Middletown valued at \$1.2 million.
7. Second home in Naples, Florida valued at \$2 million.
8. Ken on Board First Methodist Church.
9. They are tithers.
10. Annual Gift to Yale \$25,000 (from Annual Report).
11. Annual Gift to Harvard unknown.
12. Lotta's Annual Gift to Bennington "\$25,000 & up" (from Annual Report).
13. Ken is a Board member of two Public Companies. Receives \$42,000 total/year for service.
14. Ken is CEO of ACME Nuts & Bolts.
15. Value of his Stock in ACME— \$5 million.
16. Annual Salary— \$425,000 plus \$200,000 bonus.
17. Family gives smaller gifts (\$1,000) to a number of Middletown organizations.
18. Net Worth is estimated at \$10 to \$12 million.
19. All the children are grown and married.
20. The Easys help with education of three grandchildren.
21. Ken and Lotta give \$10,000 a year to the Ballet Company. They have given this for past twelve years. It is considered their major community interest. In the \$4 million Capital Campaign five years ago, the Easys gave \$100,000.
22. ACME gave \$200,000 to the 1996 Capital Campaign. They also pledged \$100,000 to fund special performances in 2008. They still owe \$40,000 on that pledge.
23. They are regular attendees at the Ballet.
24. They have high regard for the CEO of the Ballet Company (the Artistic Director). Lotta is a personal friend of hers.
25. They are quite familiar with the Director of Development.
26. Ken is 58 years old, Lotta is 56.
27. Lotta may have inherited a good bit of money—but this is uncertain. She is the only daughter of a wealthy family.
28. Richard Mann is a member of the ACME Board. Rich has been asked for a \$1 million gift to the Ballet Campaign. He has not made his gift yet, although he has indicated he will likely contribute. The timing is a factor.
29. Rose Budd is chair of the board. They are not wealthy, but she and her husband made a stretch-gift of \$100,000 to the campaign.
30. The new campaign is for \$16 million for endowment and a new building.

How much should Ken and Lotta be asked for, payable over a three-year period? Who should be involved in making the call?



OBJECTIONS TO GETTING THE VISIT

1. Now is not a good time for me. I'm terribly busy.
2. I can give you ten minutes, maybe fifteen. No more than that.
3. I don't think I'm really interested in the project.
4. Why don't you tell me about the project now on the phone. That would save us both a lot of time instead of having a visit.
5. Why don't you send me the materials. I'll look them over and send you a check.
6. I'm pretty much committed to other organizations.
7. I had a terrible experience at the hospital. I don't think I'd be interested in giving to anything they're doing.
8. My son got turned down for admission. I'm a graduate and had a good experience, but that hurt a lot.
9. I don't feel very good about the president. I've been to several meetings he has attended and he acts as if he has never met me.
10. I give all of my donations through a Donor Advised Fund.
11. My spouse makes these decisions in our family. I'm probably not the right person to talk with.
12. I don't have any money left. I've already given most of my support for the year.
13. You know I'm interested in the organization. I give a pretty good gift each year. Why don't you just decide where you want that money to go. You can use it for the capital program if you'd like.
14. I'm simply not interested in your organization. I don't think a visit would be helpful for either of us.
15. I don't like the recent direction of the university.



PROBING THE RIGHT QUESTIONS AND LISTENING

You have a donor who gives \$5,000 a year to your organization, the Salvation Army. The donor has been making this gift for a number of years.

The donor knows one of your board members, Joshua very well.

It is Joshua who asks for the gift each year.

According to Joshua, the donor could easily give \$500,000 to the capital campaign you are about to undertake at the Salvation Army. As a matter of fact, the donor has given precisely that amount to the symphony this past year.

Joshua believes the donor is philanthropically inclined and would be quite interested in the campaign program you are planning at the Salvation Army.

Joshua has agreed to make an introduction. The prospective donor has agreed to a visit. You have never met the donor before.

Tell us all you can find out from the visit.



**ONE OF THE MOST IMPORTANT QUESTIONS
IN OUR BUSINESS . . .
STILL UNANSWERED!**

You know people in the field who you feel are really great, far beyond their contemporaries. Why? What qualities, personal habits, professional attributes do they bring to their work? What motivates them? What attitudes? Is there any common thread which identifies the really great and effective professionals?

As important an area as this is, there has been virtually nothing written on the subject. I have worked with a dozen professionals in the field on developing the success of a staff person in raising funds. (This might be the development director or the CEO of the organization.)

There were 89 different factors on our original list. Far too many. All were important—but some were critical.

So, I did some field-testing and mailed questionnaires to a small group in the field. With their help, the list was honed to 30. That's the group you see in the right-hand column.

Think of yourself. Think of the most effective staff fundraiser you know. Think of anyone in the field you feel is exceptionally competent. Then, review the attached list . . . and check those ten qualities you feel are the most important. Do not rank in order. Just check the ten most important.

On the basis of your assessment, I shall develop a grid which I think will be immensely helpful to the people in the field, the institutions we serve, their boards, and the profession. Also, I hope to do some in-depth interviewing of some of the men and women who are considered the very top in their field.

Please let me know if you would like to see the results of our survey. If you do, please fill in below:

Name: _____

Title: _____

Institution: _____

Address: _____

I shall count your help and participation as a favor of the highest order. And I shall, of course, let you know the results if you filled out the form above. *jp*

Please return the questionnaire to:

Jerold Panas, Linzy & Partners
500 North Michigan Avenue
Chicago, Illinois 60611
312/222-1212



*Development Planning & Campaign Management
Institutional Public Relations/design Communications*

**Check the ten most important
criteria**

The most effective staff fundraiser should:

- Be creative
- Have perseverance
- Have presence
- Be a people person
- Be a careful planner
- Be conceptualistic
- Love the work
- Have a concern for people
- Be hard-working
- Have impeccable integrity
- Be a self-starter
- Be action-oriented
- Have high expectations
- Be able to see the big picture
- Be self-disciplined
- Like people
- Be articulate
- Have high energy
- Have ability to inspire action
- Be a good listener
- Be a strong strategist
- Be persuasive
- Be an effective salesman
- Have strong communication skills
- Be well-organized
- Have a quality of leadership
- Be convincing
- Be bright

Please name the three or four most effective fundraisers you know. More if you wish. They may be the Directors of Development, the Vice President, or the CEO of the institution they serve.

Name: _____

Title: _____

Institution: _____

Address: _____

Please use the reverse side for additional names.

THE FIFTEEN QUESTIONS YOU MUST ANSWER[®] BEFORE A DONOR MEETING

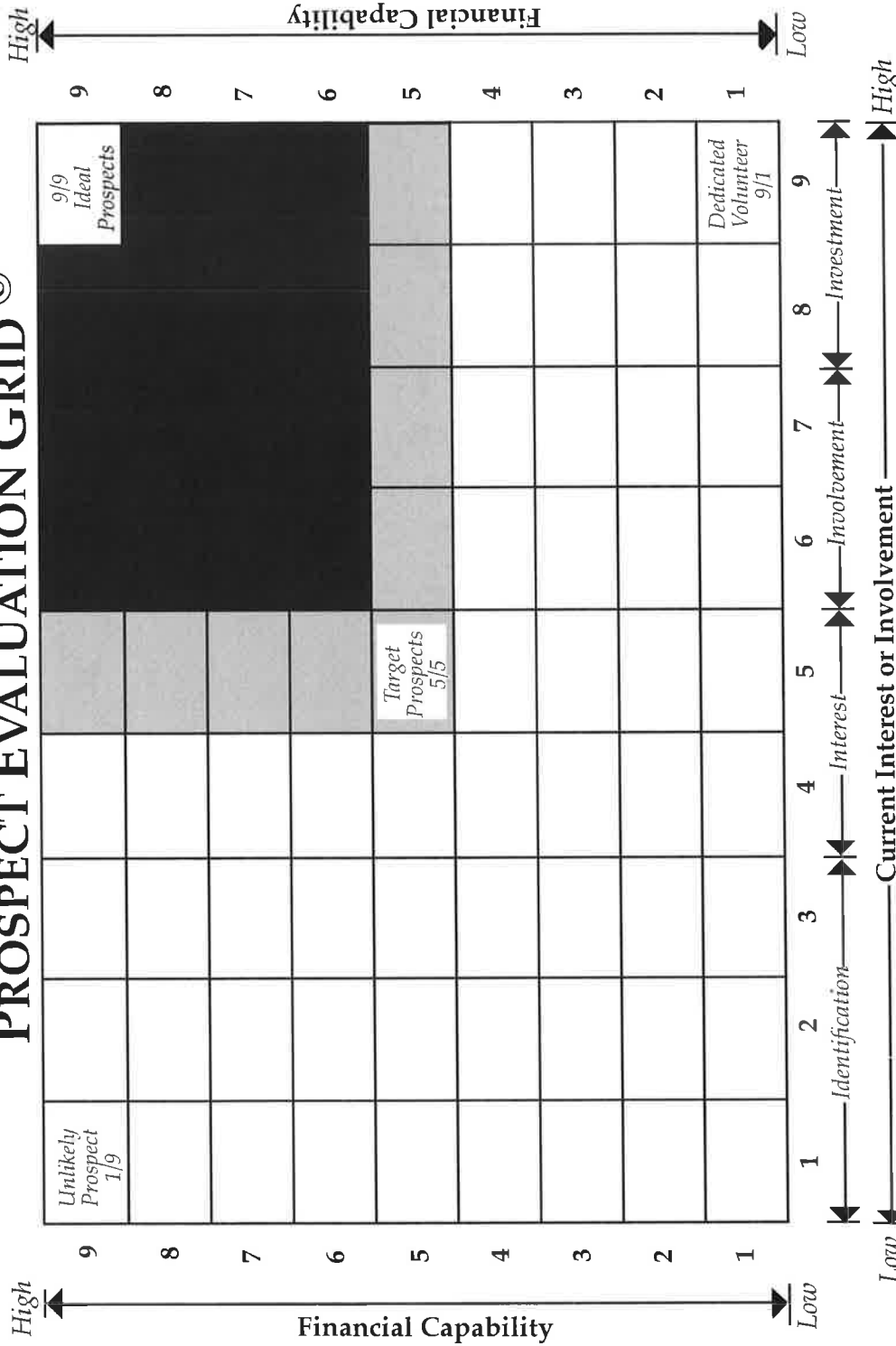
1. Do I have all necessary information and research I'll need on the person I'm calling on?
2. Have I thoroughly anticipated the probable donor's needs and expectations for this meeting?
3. If substantive information or a proposal are being presented, have I previewed these in advance of the meeting?
4. Are the right people— from the donor's side and from our organization— coming to the meeting?
5. If more than one of us is attending, have we discussed and clearly clarified the roles that everyone is going to play?
6. What are the most prominent messages or ideas that I want to get across? How would I summarize these in one minute or less?
7. What are the different options for presenting our ideas? A brochure? Video? Proposal? Do I have some engaging stories that can help to illustrate our points?
8. Is there anything I can send the probable donor beforehand (e.g., pre-readings) that will make this meeting more productive?
9. What's going on in this client's world right now? What pressures is he or she feeling (at work and at home)?
10. What will my client's reaction be to what we have to say?
11. What are the objections the probable donor must pose?
12. Is there enough flexibility built into the schedule to have a vibrant, give-and-take discussion, and/or to pursue other issues that the probable donor may want to discuss?
13. What are the 3 or 4 key, thought-stimulating power questions that I plan to ask at this meeting?
14. What do I think will be the important follow-up to this meeting? (You can't leave a meeting without either a gift or a note for another meeting.)

15. *If this is a meeting with a long-standing donor:* How can I infuse this meeting with the same enthusiasm, creativity, and new ideas that I brought to the very first meeting that I ever had with him or her?



The Fifteen Questions You Must Answer Are®
—Jerold Panas, Linzy & Partners

PROSPECT EVALUATION GRID ©



PEG Ranking for Major Gift
 (total of both numbers)

2-6	Very Poor Prospect
7-10	Marginal
11-12	Fair
13-14	Good
14-17	Very Good
17-18	A Superb Prospect!

Guide—Current Interest/Involvement

1	Not on mailing list
2-3	Some identification
4-5	Has demonstrated some interest
6-7	Has been involved
8-9	Heavily involved or significant record of giving

Description of Prospects

5/5 and above	Target Market
6/6 and above	Major Gift Prospects
1/1	Negligible Interest/Little Capability
1/9	Negligible Interest/Great Capability
5/5	Beginning of Target Market
9/1	Very Involved/Negligible Capability
9/9	Ideal Prospect

Name _____

Ranking (total of both numbers) _____

SAMPLE



**STATEMENT OF UNDERSTANDING
FOR MEMBERS OF THE
BOARD OF DIRECTORS**

As a member of the Board of Directors, I am fully committed to the vision and work of the Young Men's Christian Association and am dedicated to carrying out its mission. I understand that in accepting this position:

- 1 One of my most important responsibilities, with other Board members, is the hiring and on-going evaluation of the Chief Executive Officer. I shall do everything possible to support the work of the chief staff person, but shall not become involved in the management of the enterprise. If the work of the chief staff person is not up to agreed upon standards, it is my responsibility, with other Board members, to take whatever action is appropriate.
- 2 In addition to being committed to the *YMCA's Statement of Purpose*, I understand that it is my duty to make certain that we have the necessary funds to meet our mission. "No funds, no mission..."
- 3 I will do all I can to support the staff, and encourage them to grow professionally and personally. I will be prepared to assist them whenever it is appropriate. I also understand that there are times I must stay out of their way! I won't manage—but I will encourage and expect the best results possible, the highest quality work possible, and ever-increasing production. Working together with the staff, we can attain high objectives, and ultimately achieve the mission and vision of our YMCA.
- 4 With other Board members, I am responsible for friendraising and fundraising for the Association. I will work with other board members in developing our dreams and high expectations for the future, and will take an active part in reviewing, approving, monitoring, and achieving these objectives.
- 5 I take a responsibility to know as much as I can about the YMCA, locally and nationally—its work and outreach, and its vision for the future.
- 6 I endorse the work of the National YMCA and our Regional Office. I understand that we are an international organization, but with complete local authority. I understand that I am morally responsible for the health and vitality of our service and work.
- 7 I will be a member of the YMCA. I will give, what is for me, as substantial a financial donation as possible. I may give this as a one-time donation each year, or I may commit to give a certain amount several times during the year.
- 8 I understand that as a Board member, I lead the way. I am a model for others to follow. If I, as a Board member, do not care enough to work and give, why should anyone else?

- 9 I will actively engage in fundraising in whatever ways are best suited for me and most effectively serve the purposes of the YMCA. These may include individual solicitation, undertaking special events, writing mail appeals, and the like. I am willing to make this good-faith agreement to do my best and to raise as much money as I can.
- 10 I will be an enthusiastic booster, a positive advocate for the YMCA.
- 11 I will attend Board meetings, be available for phone consultation, and serve on at least one committee. If I am not able to meet my obligations as a Board member, I understand that I may be asked to offer my resignation.
- 12 I will bring the *SIX As* to my Board tenure. I will:
 - be an **Ambassador**—*to help tell our story*
 - be an **Advisor**—*and make effective decisions on policy and programs*
 - be an **Advocate**—*to be a roaring enthusiast for the cause of the YMCA*
 - provide **Access**—*help bring and influence others on behalf of our mission*
 - provide **Affluence**—*give as much as I possibly can*
 - provide **Assistance**—*volunteer for as many activities as possible*
- 13 Among the Boards I serve on, I shall consider my work with the YMCA to be my most important priority—or at the very least, no lower than my second interest.
- 14 Help provide for the future—offer studied input in the strategic planning process. I will help decide which goals should receive priority and help determine how these are to be financed.
- 15 I will evaluate the progress and results of the YMCA by asking appropriate and searching questions: Are we doing as well as we should? Are we meeting our goals and objectives? Are we serving to optimum levels? If not, why not? Are we getting better results as time goes on?
- 16 I will join and become active on at least one Board Committee.
- 17 In signing this document, I understand that no quotas are being set, and no rigid standards of measurement and achievement are being established. Every Board member makes a statement of faith to be a partner with every other Board member to strive for the success of our great cause. We trust each other to carry out the above agreements to the best of our ability.

(Signature) _____
 Board Member

*IN RETURN, THE YMCA IS RESPONSIBLE
TO YOU IN A NUMBER OF WAYS. HERE ARE SOME:*

- 1 To use your time in the most effective way possible so that your involvement and service is of consequence.*
- 2 You will regularly receive status reports and information about our work, service, and progress.*
- 3 You can call on the staff at any time to discuss programs, policies, goals, and objectives.*
- 4 You can count on the staff to support your work in every way possible.*
- 5 You can expect the staff and all Board members to make this the most rewarding and fulfilling experience you have ever had.*
- 6 We shall do our best to make Board meetings meaningful and productive, with as little lost and meaningless time as possible.*
- 7 We shall encourage you to take an increasingly larger role in leadership.*
- 8 Board members and staff will respond to the best of their ability in a straight-forward and thorough fashion to any questions you have that you feel are necessary to carry out your responsibilities to the organization.*

(Signature) _____
Chair

(Signature) _____
Chief Executive Officer

*Visual Draft
Revise as Appropriate*

-Jerold Panas

Board Member's REPORT CARD

Key for Grades	
Exemplary	5
Excellent	4
Very Good	3
Fair	2
Don't Know / Not Certain	1
Poor	0

	GRADE
1. Board Attendance (Anything Less Than 70% is a "2" or Lower)	_____
2. Participation at Meetings (Participates Fully But Doesn't Dominate Rates a "5")	_____
3. Understands Fully the Responsibility of Board Membership and Trusteeship	_____
4. Prepares Properly for Board Meetings	_____
5. Exercises Good Business Judgement on Behalf of the Organization at Board Meetings	_____
6. Pays Particular Attention to the Quality of Everything the Organization Does	_____
7. Accepts Fiduciary Responsibility and is a Thoughtful Steward of Funds	_____
8. Attends Special Activities (Annual Meetings, Special Events, Retreats, Etc.)	_____
9. There is Passion and Commitment for the Organization	_____
10. Publicly Expresses Advocacy for the Organization	_____
11. Identifies Men and Women for Gifts and Board Membership	_____
12. Donates to the Organization to the Full Extent Possible According to Resources	_____
13. Calls on Others to Give to the Organization	_____
14. Understands the Importance of Not Allowing a "Mission Deficit"	_____
15. Limits the Number of Boards He or She Serves On	_____
TOTAL	_____

65 & Above	You are an outstanding Board member. You can do wonders for the Institution.
55 - 64	You demonstrate excellent dedication to your trusteeship.
45 - 54	The Institution is fortunate to have you. Work on some of the areas that brought your score down.
30 - 44	Some concern! Do you wish to continue serving?
Below 30	This is likely not the Institution where you can bring a full measure of your passion and commitment.

Name _____

