



Strategic Stewardship

Presented by:

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Overview

- What is “Stewardship”?
- Stewardship Structure
- Industry Best Practices
- Stewardship Activities/Matrix Discussion
 - What is effective?
 - What is not effective and why?
- Measuring stewardship

Definition of Stewardship

A process whereby an organization seeks to be worthy of continued philanthropic support, including the acknowledgment of gifts, donor recognition, the honoring of donor intent, prudent investment of gifts, and the effective and efficient use of funds to further the mission of the organization.

Source: Association of Fundraising Professionals (AFP)

Stewardship

- Stewardship is ...
 - Grounded in the Donor Bill of Rights
 - Integrated into all development efforts
 - Based on the organizational strategic plan
 - Vision of organization
 - Priorities of organization

Stewardship

- Stewardship is ...
 - Means to improve fundraising performance (what are your donor retention, increased giving rates?)
 - Results in greater donor satisfaction, engagement
 - Way to engage Board/volunteers in development process
- **Sustaining and growing relationships**

Stewardship Challenges

- Time
 - Better retention tool than stewardship
- Budget
 - Need to be creative and personal
- Lack of Stewardship Plan or other integral policies
 - Gift acceptance, recognition and crediting
 - Communication plan
- Lack of clarity of roles

Stewardship Structure

- Stewardship Committee
 - Develop plan
 - Participate and oversee execution
- Stewardship Officer(s)
 - Oversee execution
- Integrated, coordinated and a priority regardless of staff size

Industry Best Practices

- 87% of [respondent] donors would give again when asked, and 64% would make a larger gift, if they had previously received:
 - Prompt, meaningful acknowledgement of their gifts
 - Reassurance that their gifts will be directed as they intended
 - Meaningful results on their gifts at work

Source: Cygnus Applied Research, Inc. studies 2006, 2003

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Industry Best Practices

- For every \$6 an organization raised in new gifts, approximately \$5 was lost through donor attrition
Source: 2008 Fundraising Effectiveness Survey report (AFP, The Urban Institute)
- Reasonable cost guidelines for fundraising programs:
 - Special events - \$.50 per dollar raised
 - Donor Clubs - \$.20 to \$.30 per dollar raised
 - Direct mail acquisition - \$1.25 to \$1.50 per dollar raised
 - Direct mail renewal - \$.20 to \$.25 per dollar raised

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Industry Best Practices

- It costs less to retain and motivate an existing donor than to attract a new one
- Stewardship activities should be evaluated in terms of outcome rather than output
- Stewardship cannot be the sole responsibility of staff with “stewardship” or “donor relations” in their titles

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Industry Best Practices

- For an already acquired donor, what happens between solicitations will influence his/her repeat giving more than the actual solicitation
- When the economy – or a donor's personal situation – improves/changes, the donor will more likely resume giving to organizations where his/her gifts were stewarded well
- Donors may not ask for – and may even avoid – special recognition but in reality most expect to be *appreciated*

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Stewardship Activities/Matrix

- Acknowledgment process
 - Personal, gift use and gift measurement
- Personal calls
 - Based on Relationship Manager
 - Rotate via staff
 - Use of volunteers
- Personal notes
- Other

Stewardship Activities/Matrix

- Gift Club recognition
 - President's Society Reception
 - Legacy Society
- Harnessing organizations efforts
 - Programs

Stewardship Activities/Matrix

- Materials
 - New donor welcome packet
 - Annual Report
 - Newsletter
 - Event/Activities Calendar
 - Gift utilization report (general or specific based on size of gift)
 - Endowment Reporting
 - Other

Stewardship Activities/Matrix

- Personal Outreach
 - Quarterly phone calls to donors/Moves Management
 - Faculty/physician/artist/expert luncheons
(harness organization activities)
 - Stewardship events
 - Birthday cards
 - Mail/Email articles
- Electronic
 - Web communication opportunities
 - Email updates
 - On-line donor recognition

Stewardship Measurement

- Outcomes over Output
- Thin, not thick
 - Donor retention, increased giving, pledge fulfillment (by categories)
 - Measure engagement of ALL stakeholders
 - Measure increased volunteer engagement
 - E-survey donors to assess expectations and performance on gift acknowledgement process, donor recognition, giving societies and clubs, annual reports, etc.
 - Benchmark against survey results



Thank You!

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