

BRINGING IN THE BUCKS

Advocating For Your College's Needs

**National Community College Hispanic Council
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Agenda

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Context For Discussion

The current financial situation in higher education necessitates rethinking the function development plays in institutions and forces colleges to approach fundraising in fundamentally different ways. There are many recent national studies that track the shrinking commitment from state legislatures.

Philanthropy in the United States

- Giving USA Report - \$204 billion annually
- Education receives about 14% or \$28 billion
- Four-year institutions receive 99.1 percent
- Two-year institutions receive 0.9%



Sources of Philanthropy in the U.S.



- 82.8% comes from Individual Donors - \$168 billion
- 10.4% - Foundations - \$25 billion
- 5.8% Corporations - \$11 billion

Components of Resource Development

- **Communication/Marketing**
- **Friend-raising/Donor Development**
- **Fundraising**
- **Grants Development**
- **Governmental Relations**
- **Business/Industry Supporters**



Fund Raising Vehicles

Public Sector Vehicles

- Federal, State or Local Grant Programs
- Contracts for Services from Federal, State or Local Governments
- Special State Legislative Earmark Funding
- Special U.S. Congressional Funding

Private Sector Vehicles

- Private Foundation Grants for Specific Programs
- Public Foundation Grants
- Annual Fundraising Campaign
- College or District/System Foundation
- Alumni Campaigns
- Business/Industry Donations

Planning and Policy Making

- *Starts with strategic plan-vision statement-future direction*
- *Based on above identify program strategies that require external funding*
- *Determine colleges' ability to pursue funding based on college image, mission against "funders" requirement*
- *Determine internal level of support-timing-too much change-complacency-level of sophistication*
- *Review institutional capacity – fiscal accountability – commitment for staff – facilities – scope of fundraising*

Friendraising/Donor Development

The ultimate goal of fundraising is to build relationships, not just raise money. The only way to raise money year after year is by developing a broad base of individual donors who feel loyal to your organization.

Serendipity and unexpected large gifts play a part in fundraising, but strategic planning, careful management, and good donor development are essential elements of building a good fundraising program over time.

Source: Council for Resource Development

Fundraising vs. Grant-Seeking

Fundraising/Fundraisers

- While Fundraisers may write grants as part of the job their primary job is donor cultivation, special events and meeting with individual donors.
- Fundraising involves special events and personal appeals to raise money.
- Fundraising typically yields immediate results as a result of an appeal, special event as a result of careful cultivation.
- Fundraising events take months to plan and hours to execute.

Grant-seeking/Grant-writers

- Many grant-writers do not do fundraising because of the demands of a different focus
- Grant-writers focus on specific projects and programs and match them to funders' identified funding wishes.
- Grant-seeking involves no special events and follows funding guidelines or requests for proposals to raise money.
- Grant-seekers have to wait 6-12 months to determine if their proposals have been approved.

“Operating in partnerships
is a way of life.”

Norm Nielsen
President
Kirkwood Community College

Partnership

Usually a short-term relationship or activity that may be formed for a specific program or grant opportunity. Although not all partners will stay the course long enough to become collaborators, they may pave the way for others to work productively for a longer time.

Source: AACCC – W.K. Kellogg Foundation
Beacon College Project

Coalition

Has a broader mission and longer time line than a partnership (more than 5 years). Serves a broad mission to improve a system and, in the case of workshops, to build relationships that will stay connected even during times of no funding, no specific program, and no supervisory directive. Coalitions may also include partnerships working on specific projects within the larger membership base.

Source: AACC – W.K. Kellogg Foundation
Beacon College Project

Collaborative

Similar to a coalition. In addition, collaborators look for opportunities to fulfill the mission – they are “dream makers.” Collaborators may be visionaries, planners, researchers, fundraisers, and note takers. After determining community needs and matching them with talents and interests of members, they work together as an efficient team, striving to work at a mature level that avoids power play, competition, and turf protection.

Source: AACC – W.K. Kellogg Foundation
Beacon College Project

Partnership/Collaborating (Business Model)

“Old World” Leaders

Telling direct reports what to do
(who know less than we do)

Working in a silo

“Taking orders” from managers

Selling a product

Getting the lowest price

Competing with competitors

“New World” Leaders

Developing relationship with
partners (who know more than we do)

Building partnerships with peers

Challenge ideas that are not going to
meet customer needs

Integrated solution

Understanding complex business
needs

Develop a complex customer-supplier
competitor relationship

Skills and Strategies

You must have:

- **A clear understanding of your college's priorities and goals**
- **Strong belief in the value of your plans and programs**
- **An ability to articulate your vision**
- **Enthusiasm and energy**

Skills and Strategies

- **Readiness to engage people and be interested in what they care about**
- **An ability to listen**
- **An ability to ask**
- **A method to recognize and to thank people**

Development Strategies

- **Campus site visits and invitations to events**
- **Thank you letters and calls**
- **Progress Reports**
- **Special Recognition – news articles, photos, plaques, gifts, etc.**

Resources

- **Professional Organizations**
 - **Council for Resource Development**
 - **Association of Fundraising Professionals**
 - **CASE (Council for Advancement and Support of Education)**

- **Resource List**

Fund-Raising and the Fund Raiser

- *Remember that you are not asking for the college, rather you are asking for the people the college serves, directly or indirectly. Whether through scholarships or program support for students, community, workers and businesses in the community*
- *Invest the time to cultivate major prospects, long before asking for support*
- *Presidents who make themselves available for critical contacts make a huge difference in the success of the college development team*

Fund-Raising and the Fund Raiser

- *Build skills in asking for funding to support important initiatives that will benefit the community at large and address needs at the societal level*
- *Presidents must keep development officers in the loop. They are a source of important information on potential donors*
- *Timing of and completion of funding proposals must be known in advance so that critical deadlines can be met*

Advocacy By the President

- *Provide visibility for the development operation both in the community and within the institution – Place the office on the level of other major college operations in the President's Cabinet*
- *Development office must be supported through tough budget periods with travel, training and staffing*
- *Provide direct line to the president*
- *Build organizational understanding among other college leaders for the criticality of the development office role in furthering the college mission and vision*

Advocacy By the President

- *The development officer must have the ability to view the institution as if through the eyes of the president – able to see the whole as larger than its component parts*
- *Keep the development function focused on working funding sources and not bogged down in day-to-day operation of the college or major grants*
- *Insure that the development strategy is realistic and precise in targeting both public and private funding that are appropriate for the needs of the college*

Summary Thoughts

- **Develop and manage resource assessment, planning, budgeting, acquisition, and allocation processes consistent with the college master plan and local, state, and national policies.**
- **Take an entrepreneurial stance in seeking ethical alternative funding sources.**
- **Advocate the community college mission to all constituents and empower them to do the same.**

Questions and Answers
