



Contents

Foreword	xiii
Preface	xv
Acknowledgments	xvii
CHAPTER 1 How Does Development Mean?	1
Development is Marketing	2
Development is Holistic	3
Development <i>Includes</i> Fundraising	4
The Development Team	5
The Components of Successful Development Programs	6
CHAPTER 2 A Clear and Compelling Mission	9
Creating/Re-Creating Your Mission Statement	10
Using the Mission Statement	11
The Good, the Bad, and the Ugly	12
In Summary	14
CHAPTER 3 Building Ownership through Planning	15
Elements of Successful Planning	16
Establishing the Strategic Planning Committee	16
Conducting the Strategic Planning Committee Meetings	18
Managing the Plan and Achieving Your Objectives	19
Planning for a Capital Campaign	19
In Summary	21
CHAPTER 4 Creating the Case for Support	25
The Internal Case Statement—Basic Development Tool	26
What the Internal Case Statement Includes	28
The Process of Creating the Internal Case Statement	30
Tips for the Writer	31
Preparing Presentational Case Statement Materials	31
In Summary	32
CHAPTER 5 Telling Your Organization's Story	33
The Definition and Purpose of Marketing	33
What's in a Name?	35
Get to Know Your Target Audiences	37
Getting the Word Out	38

X CONTENTS

	Using Your Available Human Resources	40
	Writing the Marketing and Communications Action	41
	Internal Marketing and Communications	43
	Being Prepared for Crisis Management	44
	In Summary	45
CHAPTER 6	The Fundraising Program	51
	Planning to Succeed	51
	The Annual Fund—Acquiring, Keeping, and Growing Donors	55
	Raising Major Gifts	62
	Planned Giving—Another Way to Raise Major Gifts	73
	Capital Campaigns	77
	The Role of Special Events in Development	85
	Keeping the Friends You Have Made	87
	In Summary	90
CHAPTER 7	Research and Recordkeeping	109
	“Make the Juice Worth the Squeeze”	109
	Where Am I, and What Do I Do?	111
	The Continuing Process of Evaluating and Planning	112
	General Principles of Prospect Identification, Research, and Rating	113
	In Summary	114
CHAPTER 8	The Organization and Use of Volunteers	127
	Why Do We Volunteer?	128
	What Volunteers Bring to Your Organization	128
	Methods for Developing Volunteer	
	Involvement and Leadership	130
	Selecting the Right Person for the Job	132
	Extending the Invitation	132
	Recognizing and Thanking Volunteers	133
	Dealing with Recalcitrance	134
	In Summary	135
CHAPTER 9	Building and Keeping an Effective Governing Board	137
	The Principal Functions of the Board	139
	Beginning to Build a Strong Board	141
	Creating and Guiding the Process—the “Committee on Board Wellness”	143
	The CEO and the Board—Who’s in Charge Here?	147
	Keeping It in the Family—Thoughts on Board Relations	148
	The Special Character of Foundation Boards	148
	In Summary	150
CHAPTER 10	Your Organization’s Real Chief Development Officer	163
	“Trickle Down Development”	164
	The CEO and the Components of Development	165
	The CEO and the Major Gifts Program	166

CONTENTS XI

	Providing Leadership in Stewardship	167
	In Summary	170
CHAPTER II	The Development Professional	173
	If Development Professionals Are So Important, Why Aren't They Appreciated?	175
	The Development Chief and the CEO	176
	How to Find Your Ideal Development Professional	177
	In Summary	179
	About the Author	185
	AFP Code of Ethics	187
	A Donor Bill of Rights	189
	Index	191

<http://www.pbookshop.com>

<http://www.pbookshop.com>