


BHAG - Big Hairy Aggressive Goal

TEN STEPS TO STRATEGY



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OVERARCHING DRIVERS

VISION

- Define the best imaginable outcome - a BHAG - a KILLER goal. What do you want to become at some future point in time - Market leader, new products, changed directions, increased revenues and profits.

MISSION

- What do you daily to get your organization moved toward the vision? How do you do it? Who benefits?

Perry starts here

Customer - Who you

STRATEGIC ASSESSMENT

- Select** issues that are critical to your group's successes in the future. What is needed in order for this organization to make an impact on its customers/constituents? If the organization could make one fabulous improvement, what would customers want? What will make significant economic impact?
 - Determine** who are your
 - Customers
 - Stakeholders
 - Beneficiaries

INTERNAL SCAN

- OPPORTUNITIES**
 - Identify the highest return future opportunities you foresee for your organization (**no more than 5**) What can be done to seize advantages & achieve the vision?
- STRATEGIES**
 - Identify **3** major steps that will cause you to reach your vision. Which approaches will turn the vision in to reality?

ENVIRONMENTAL SCAN

- STRENGTHS**
 - What do we already have that will help us achieve the vision and the strategies?
- WEAKNESSES**
 - What will we need that we don't have now?
- OBSTACLES**
 - What are the challenges and barriers we face to achieving the vision and the strategies?

OPERATIONAL CONCERNS

- ACTION PLANS**
 - What activities or tasks must be implemented in order to make the transition from where we are now to achieve each strategy.
 - What? By Whom? By When? Resources?**
- TRACKING MEASURES**
 - What are the metrics - the measurable indicators of progress toward the achievement of the strategies and the vision?

COMMUNICATION

9. DOCUMENTATION

- o Compile this dialogue in a written plan - beyond this draft but not greatly expanded.
- o Distribute this plan to all those stakeholders who will implement the plan or whose actions will be impacted by the plan.
- o Post charts / graphs of the measures of this plan so everyone is aware of progress.
- o Celebrate successes and thoughtfully analyze shortcomings.
- o Provide training - remediation where necessary - it is your job to help turn 6s into 10s - or help them find greener pastures.

10. TITLE

- o Give the beast a name - an internal call to action - a rallying theme!

BUILDING THE WORK PLAN



WHAT IS THE WORK PLAN?

The systematic, conscious blueprint to achieve financial, prospect evaluation, cultivation and solicitation goals.

IT'S A THREE LEGGED STOOL, FOLKS



- Money
- Time
- Results

investment is 1

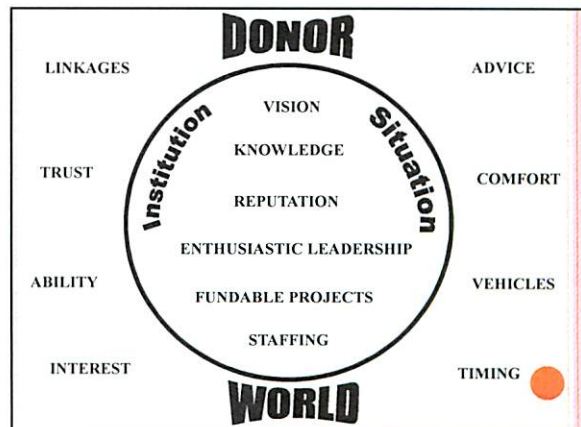
- You get to pick TWO
- Just two.

FILL IN THE MATRICES

o Fund the vision by **balancing**

- | | |
|--------------|------------------|
| • Talent | -Campaigns |
| • Investment | -Annual Fund |
| • Priorities | -Alumni Activity |
| • Prospects | -Special Events |
| | -Major Gifts |
| | -Planned Giving |
| | -Administration |

Harder than the strategic plan, actually.



WHAT CAN WE ACCOMPLISH THROUGH THE WORK PLAN?

- ✓ determine natural partnerships – the cross between philanthropic interest and institutional opportunities.
- ✓ help shape 'moves' & provide information that may create a closer affiliation with the institution.
- ✓ fine tune the reasonable range of solicitations.



- ✓ focus limited time and resources on most important donors & prospects.
- ✓ see what approaches and projects are most successful for us.
- ✓ reflect on important data to flesh out the next plan.



ACTIVITY COMPONENTS



Research/Identification
Information Campaigns
Events
Structured Campus Visits
Cultivation Visits
Impersonal Solicitations
(mail, phone, online, e-blasts)
Personal Solicitations
Stewardship
Admin. management, meetings, planning, overhead items.



PROSPECTS - WHERE TO START?

- Current Donors
- The outliers – the 5 that could do it all
- The 20% that could do the 80%
- The solid supporters – the 50% that can do 50%
- Those with Linkage, Ability, Interest – 10%
- Natural Partners (vendors, employers, alums) – 10%
- Friends and Neighbors – 5%

- That's 255% of goal. That's what you need.



PROSPECT FARMING

You have to KNOW your donor and prospect base.

- How many donors do you have in each gifting category?
- When did they last commit?
- What is the latency period?
- What do they like to fund?
- Who is the contact team?



IT ALL BOILS DOWN TO LAI

Linkage, Ability, Interest

- **Linkage** – how are they connected to your organization?
- **Ability** – do they have the financial means to be worthy of involved cultivation?
- **Interest** – Are they moved by your case for support?



THE FINANCIAL PLAN

Cost to Raise a Dollar

- Salaries
- Technology
- Materials
- But many factors influence the cost – Salience of projects, readiness of the donative public, position in the fundraising spectrum locally.



TIME ALLOCATIONS - STAFF

A Week in the Life of a Foundation Director

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00 - 9:00 am	Phone Emails	Phone Emails	Phone Emails	Phone Emails	Phone Emails
Morning	Meet with President & Senior Staff	Awareness Calls	Awareness Calls	Awareness Calls	Recordkeeping
		New Friend Collection	New Friend Collection	New Friend Collection	Correspondence
		Donor Stewardship	Donor Stewardship	Donor Stewardship	
		Board Communication	Board Communication	Board Communication	
		Making the Ask	Making the Ask	Making the Ask	
Afternoon	Prospect Research	Awareness Calls	Awareness Calls	Foundation Meetings	Read & Answer on Email
	Build Proposals	New Friend Collection	New Friend Collection	Foundation Events	
		Donor Stewardship	Donor Stewardship	Board Responsibilities & Collaborative Meetings	
		Board Communication	Board Communication	Other	
		Making the Ask	Making the Ask		
4:00 - 5:00 pm	Phone Emails	Phone Emails	Phone Emails	Phone Emails	Phone Emails

Thanks to
Tosky
Mintzer,
The
Affiliates
Group, 2012

VOLUNTEER TIME ALLOCATION

- Asking – 65%
 - Of the 65%
 - 40% Networking
 - 30% Soliciting
 - 30% Thanking
- Governing – 20%
- Stewarding- 10%
- Measuring – 5%



ALLOCATING TIME BY PROJECT



- Divide products by time sensitivity
- Divide prospects by amount of cultivation needed prior to asking
- Must have sufficient lead time
- Have to sell sizzle – not leftovers

TIME CYCLE BUDGETING

- By product line
- Annual fund
- Events
- Solicitations
- Grants
- Stewardship



"First, They Do an On-line Search."

LIFE IS PAINFUL, SUFFERING IS OPTIONAL.

-SYLVIA BOORSTEIN



Texas Association of Community College Foundations 2013 Annual Conference



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Perry T. Hammock is Executive Director of Ivy Tech Foundation, Inc., a dedicated foundation serving Ivy Tech Community College of Indiana, Indiana's statewide community college. Ivy Tech annually enrolls more than 200,000 students at its 25 campuses and is Indiana's largest college.

Mr. Hammock started with Ivy Tech in 1981. He currently aids development efforts for the College's 14 regions, and helps staff the Foundation's 52-member volunteer Board of Directors.

Ivy Tech Foundation has received more than \$100 million in private charitable support over the last three years, including planned gifts in excess of \$20 million. The foundation is currently heads down in a major fundraising campaign of \$500 million through 2019.

Mr. Hammock currently serves on the national board of the Council for Resource Development, and was President in 2003. He also serves on the board of CFRE International, the global independent credentialing body for fundraising professionals.

Mr. Hammock's publications include "The Legal Beagle", a quarterly news article directed at legal issues and "Community College Endowments" published by the American Association of Community Colleges and TIAA-CREF. His article on the fiscal cliff and its impact on giving was featured in the Community College Times.

Perry holds Bachelors and Masters Degrees from Purdue University and has held his CFRE since 1996. He is a farm kid, raised near the small town of Lebanon, Indiana. He is immersed in wedding planning for his daughter Emily.
