

INTERNATIONAL
FUNDRAISING
CONFERENCE SAN FRANCISCO, CA
APRIL 30 - MAY 2, 2017



#AFPFC
AFPFC.com



INTERNATIONAL
FUNDRAISING
CONFERENCE SAN FRANCISCO, CA
APRIL 30 - MAY 2, 2017

THE ROAD TO RELEVANCE
Reading the road map of how to make fundraising
relevant in your organisation



Nigel Harris MBA CFRE FFIA
Chief Executive Officer
Mater Foundation
Brisbane, Australia

Lesley Ray MBus CFRE FFIA
Executive Director Fundraising
Mater Foundation
Brisbane, Australia



#AFPFC AFPFC.com

THE PATH TODAY...

- Integrating fundraising and developing a philanthropic culture
- What stops fundraising from being effective within organisations
- Managing relationships, systems and politics
- Balancing strategy and operations
- Tips for leading successful fundraising in organisations



#AFPFC AFPFC.com

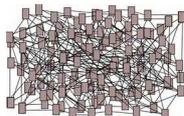
LEARNING FROM TODAY...

- Fundraising management and leadership
- Applying fundraising practice in a complex organisational environment
- Organisational structures and dynamics
- Managing staff, volunteers and stakeholder relationships



#AFPFC AFPFC.com

ORGANISATIONS – THEY'RE COMPLEX



#AFPFC AFPFC.com

ORGANISATIONS – THEY'RE COMPLEX

- Large fundraising organisation \$65 m annually
- Part of a group hospital system underpinned by philanthropy
- Changes to business to ensure sustainability
- Broad suite of fundraising programs



#AFPFC AFPFC.com

ORGANISATIONS – THEY'RE COMPLEX

- Review and evaluation of fundraising programs
- Board wants more
- Partners want more
- We just want to get on with the job of fundraising! **Doesn't work like that...**



#AFPFC AFPC.com

BEING RELEVANT



#AFPFC AFPC.com

SO WHERE WERE WE?



#AFPFC AFPC.com

SO WHERE WERE WE?

- History of philanthropy
- Iconic organisation with an identity crisis
- Small organisation, separate from the hospital system
- Disparate and disconnected fundraising programs
- Ad-hoc systems and processes



#AFPFC AFPFC.com

SO WHERE WERE WE?

- Dedicated staff team
- Internal business units pulling in different directions
- Supportive Board
- Agile
- Strategy unaligned with partner expectations



#AFPFC AFPFC.com

THE CASE FOR CONTINUOUS CHANGE



#AFPFC AFPFC.com

THE CASE FOR CONTINUOUS CHANGE

- Developed a strategy for a sustainable future
 - Balancing organic and deliberate
- Created an organisational structure to support strategy
- Integrated fundraising and frame a philanthropic culture
- Galvanised a fundraising focus and take advantage of opportunities
- Put the donor at the centre of the relationship
- In-house fundraising training program



#AFPFC AFPFC.com

THE CASE FOR CONTINUOUS CHANGE

- Evaluation of programs
- Creating benchmarks for programs
- Know our market
- Invested in (the right) programs
- Bring the Board with us
 - Reporting
 - + Not singular program-by-program but how each program impacts on another
 - + Programs over time
 - + Relationships
 - In-service
 - Results



#AFPFC AFPFC.com

INTEGRATED FUNDRAISING AND DEVELOPING A PHILANTHROPIC CULTURE



#AFPFC AFPFC.com

INTEGRATING FUNDRAISING AND DEVELOPING A PHILANTHROPIC CULTURE

- Designing and measuring programs that drive prospects and donors from one program to another
- Becoming a part of the broader organisation (Hospital) strategy
- Making philanthropy everyone's business
- Everyone is an ambassador for philanthropy and fundraising



#AFPFC AFPFC.com

INTEGRATING FUNDRAISING AND DEVELOPING A PHILANTHROPIC CULTURE

- Developing a program where everyone is comfortable to have conversations about philanthropy
- Many conversations / many touch-points
- Storytelling
- Collaborations



#AFPFC AFPFC.com

WHAT STOPS FUNDRAISING FROM BEING EFFECTIVE WITHIN ORGANISATIONS



#AFPFC AFPFC.com

WHAT STOPS FUNDRAISING FROM BEING EFFECTIVE WITHIN ORGANISATIONS

- Lack of understanding
- Lack of focus
- Lack of interest
- Focus on cost rather than outcome
- Straying from strategy
- Getting the balance right between process and pragmatism
- Worrying about what isn't 'perfect'
- Unaligned staff
- Not knowing what to do



#AFPFC AFPFC.com

MANAGING RELATIONSHIPS, SYSTEMS AND POLITICS...AND THEN THERE'S CULTURE



#AFPFC AFPFC.com

MANAGING RELATIONSHIPS, SYSTEMS AND POLITICS...AND THEN THERE'S CULTURE

- WHO: Getting on is critical
Invest in relationships
- HOW: Understanding the need for systems;
What they do; what they don't do
- WHAT: What are the undercurrents and rhythms of the organisation
- WHY: It shapes how we do things around here



#AFPFC AFPFC.com

BALANCING STRATEGY AND OPERATIONS



AFP #AFPFC AFPFC.com

BALANCING STRATEGY AND OPERATIONS

- Working in the now to the future – and all the steps in between
- Managing multiple horizons
- Knowing what we need to do now for a future result
- Easier to live in one or the other

AFP #AFPFC AFPFC.com

TIPS FOR LEADING SUCCESSFUL FUNDRAISING WITHIN ORGANISATIONS



AFP #AFPFC AFPFC.com

TIPS FOR LEADING SUCCESSFUL FUNDRAISING WITHIN ORGANISATIONS

- Be a technical expert
- Be a systems-thinker
- Be an organisational development specialist
- Be across market issues – domestically and internationally
- Be resilient
- Be well-read
- Be a leader
- Give back
- Volunteer
- Become a mentor



#AFPFC AFPFC.com

TIPS FOR LEADING SUCCESSFUL FUNDRAISING WITHIN ORGANISATIONS

- Know how to manage others
- Know how to manage yourself
- Understand what stakeholders are looking for
- Pick for battles
- Ask the right questions, to the right people at the right time
- Pursue continuous learning
- Show and take initiative
- Be a change-agent
- Practice forgiveness and mercy
- Allow yourself to be wrong



#AFPFC AFPFC.com

ARE WE THERE YET?



#AFPFC AFPFC.com

WE'VE COVERED A LOT OF GROUND



Questions



#AFPFC AFPFC.com

INTERNATIONAL
FUNDRAISING
CONFERENCE SAN FRANCISCO, CA
APRIL 30 - MAY 2, 2017

Thank you



#AFPFC AFPFC.com
