

ACTION PLAN

University Libraries & Kentucky Museum
Western Kentucky University

ANNUAL FUND DRIVE

authorized by Dr. Michael Binder
Dean of University Libraries & Kentucky Museum



written and prepared by
Richard L. Sowers
February 1996

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EXECUTIVE SUMMARY

In preparing this document, we asked to see plans from previous fund-raising campaigns, current fund-raising efforts, long-range plans, copies of the mission statements and objectives, plus materials related to the current goals and mission of Western Kentucky University, the University Libraries and the Kentucky Museum. Much of this material was provided.

In addition, we were allowed to interview libraries and museum employees, gather pertinent financial data, and acquaint ourselves with the general *status quo*. We looked closely at the involvement of staff in past fund-raising efforts and special events, the real and perceived marketing opportunities of existing constituents and new donors, the responsiveness of local and regional media, current goals and objectives as relate to mission, previous five-year annual fund drive trends, university calendar requirements, the goals and objectives of WKU's "Moving to New Levels", and the fund-raising environment of the community at large. This in-depth study and analysis became the impetus behind this document.

Many of those interviewed raised several important concerns that cannot be addressed or answered here. However, one of the most relevant questions frequently asked was: *"How do the fund-raising efforts of the libraries and museum fit into the overall development plan and expectations of the University?"*

In deference to this question, we believe that a very strong and effective fund-raising effort could be mounted with input from the Advisory Councils of the libraries and museum, the WKU Foundation, and the university development office. Such collaboration could yield a comprehensive, multi-year development plan that thoroughly considers:

- a. the compatibility of university goals with community goals
- b. the need for more volunteer involvement
- c. the strengths and limitations of staff involvement
- d. the commonalities with other local, regional and state non-profits
- e. the unidentified needs of prospective major donors
- f. the untapped resources of local business and professional associations

We hope this document will spark new enthusiasm to create a comprehensive development plan that will lead University Libraries and the Kentucky Museum toward valuable opportunities for growth, renewed self-expression, and much deserved funding.

Richard L. Sowers, President
Richard Sowers & Associates, Inc.
Bowling Green, Kentucky
February 1996

PREFACE

We thank the following people for agreeing to be interviewed:

Dr. Michael Binder, Dean of University Libraries and Kentucky Museum, **Debbie Conway**, Director of Development (outgoing); **Jane Brooks**, Membership Specialist (out going); **Earlene Chelf**, Special Events Coordinator; **Riley Handy**, Interim Director of Kentucky Museum; **Bryan Coutts**, Head-Department of Library Services; **Linda Allan**, Head-Department of Library Automation and Technical Services; **Laura Harper Lee**, Education Curator-Kentucky Museum; **Sandy Staebel**, Registrar and Collections Curator-Kentucky Museum; **Connie Mills**, Supervisor-Kentucky Museum; **Nancy Baird**, Kentucky History Specialist-Kentucky Museum; **Jonathan Jeffrey**, Kentucky Librarian;

The interviews were designed to acquaint us with the history of the two organizations, and with the people whose work is at the center of the missions and objectives. We have sought to identify and understand issues central to the university within the context of recent history, staff involvement, and community perception. The interviews were enhanced by the following materials supplied to us by library and museum personnel:

“Moving to a New Level While Maintaining Old Traditions” (Steering Committee’s Draft dated Oct. 13, 1995); **Western XXI Strategic Plan** (Jan. 31, 1991); **University Libraries Five Year Strategic Plan** (M. Binder), 1990-1995; **Fund-Raising Planning Study** (M. Brey), September 1993; University Libraries and Kentucky Museum **Corporate Membership Proposal**, Dec. 11, 1995; **Minutes** from Southern Kentucky Book Fair Committee, April 12, 1993; **Corporate Grant Proposal** (L. Lee), Phillip Morris Companies, Inc., Dec. 5, 1995; **WKU Long Range Plan** 1989-1994, Jan. 27, 1989; **A History of Western Kentucky State Teachers College**; **Files-Oktoberfest**, 1990-1992; **Files-Book Fair**, May 15, 1993; **Financial Summary Report** of contributions to libraries and museum, 1988-1996; **Summary Report** of donor database with annotations, 1990-1995; various **Membership Financial Detail**.

Descriptions and budgets of past annual fund drive campaigns were not available.

We recommend the creation and faithful use of detailed, written action plans as working models for every annual fund drive. This discipline reveals the fundamental strengths and weaknesses of a campaign, and provides an historical blueprint for revising and improving future plans. With this, invaluable staff time can be saved and the development program can be strengthened considerably. ■

TRENDS & VARIANCES ANALYSIS

Our initial analysis focused on the history of the annual fund drives from 1988 to present. We received a copy of a development financial summary report dated October 23, 1995. From this report, we calculated the average number of donors, average gifts and trend variances (*see appendix "A"*). Our analysis shows that the annual fund drives for University Libraries and the Kentucky Museum have had measured success until the fiscal year 1994. Since then, total dollars raised and average gifts fell, whereas the number of donors rose. Comparing the five-year average with fiscal year 1995, we find:

- a. total average dollars are down by more than \$4,800,
- b. average number of donors has increased by sixty-eight, but
- c. the average gift of \$65 is now \$55

A decrease in average gifts means more donors must be found to maintain equivalent funding. However when budgets are tight, as we have been told, obtaining more donors can be very expensive.

We recommend the average gift amount be increased by soliciting known donors for larger gifts. This is much more cost-effective with a limited budget.

Further analysis reveals that for the fiscal year 1995:

- a. average gifts fell for Kentucky Museum
- b. average gifts rose by 8% for University Libraries
- c. dollars raised increased slightly for Kentucky Museum
- d. dollars raised increased 30% for University Libraries
- e. number of donors increased slightly for Kentucky Museum
- f. number of donors increased 21% for University Libraries

We recommend that the fundamental goal for the 1996 annual fund drive should be to increase the average gift amounts and the total dollars raised to match at least the five-year averages.

This is an increase of 18% for the average gift and a 9% increase for total dollars raised. ■

FISCAL STATUS

Recently reduced state funding to Western Kentucky University has forced the University Libraries and Kentucky Museum to eliminate several staff positions, reduce programs, restructure staff work loads, and, in some instances, lower salaries. Furthermore, the Kentucky Museum is in its third of a five-year budget reduction from the university.

We ask these questions: Where is the shortfall in funding going to come from? Who is responsible for making up this shortfall? What does the WKU administration expect from the libraries and museum meanwhile?

These are the chief concerns affecting the future of these organizations. The manner in which future fund-raising is to be addressed may be found by looking closely at the mission statements of each organization, and how they relate to the university and the community.

We recommend the University Libraries and Kentucky Museum revisit their respective missions and rededicate their role to the university as vital, cultural and informational trusts for the Bowling Green community. ■

MISSION

Looking at the mission statements of each organization, we see that service to the public sector is inherent to their purpose. This fact should be a motivating factor encouraging the libraries and museum to take a more aggressive role in soliciting the general public for support. Public funds should be used to serve the community by helping educate their children and provide adults with valuable resources both cultural and informational in nature. For example:

University Libraries:

Page 4-G of the University Libraries' Five Year Strategic Plan states, *"Public service is primary to the mission of University Libraries... it serves as a library resource for the region."*

This is further evidenced by their mission statement:

"To provide essential support service to the University's three principal areas of endeavor:

- A. Instruction*
- B. Research*
- C. Public Service*

by the orderly acquisition, organization, and dissemination of information"

Instruction and research are implicit to every university, but because the mission also includes public service as a principal area of endeavor, we must be diligent in stating and qualifying this fact in the fund-raising materials created for the annual fund drive. This action is based on the assumption that the public is never fully aware of the true purpose of a non-profit organization.

Kentucky Museum:

The museum mission reflects a more subtle reference to public service:

"To collect, preserve, and exhibit materials relating to:

- A. The history,*
- B. The anthropology,*
- C. The sciences, and*
- D. The arts*

of the Commonwealth of Kentucky, especially the south central region"

This statement might bear a more direct reference to public service by referring to “... *the people of the south central region*”.

People need to know, understand and, most important, identify with a non-profit’s purpose in order to better respond to requests for funding. The use of these mission statements in fund-raising materials is important to establish the public perception that the Libraries and Kentucky Museum are inherently and inextricably linked with the Bowling Green area communities.

We recommend paraphrasing the mission statements in the annual fund drive materials in a manner that will stress a more human interest focus that the public can better understand, concur with, and appreciate. ■

THE PUBLIC SECTOR

The following concepts and recommendations were found in the new WKU campus plan, "Moving To A New Level" in addition to other objectives in the libraries' strategic plan. These facts offer further evidence of the strong link between the university libraries, museum and the public sector.

Every opportunity to highlight these connections with the public should be included in fund-raising materials. The words noted below in bold type suggest new ways to utilize creative copy that refers to the public and relates directly to university documents and stated goals:

Moving To A New Level:

Concept: *Strengthen Relationships With Lay Public*

Concept: *Improve Institutional Culture by Focusing Efforts To Help Others Will Strengthen Student's Commitment to Academic Excellence*

Executive Summary Recommendations:

#14: *Appropriate discipline-related **public service** will be clearly defined.*

#23: *The University will implement **a system for** (encouraging) an unpaid **public service** (credit) for graduation.*

University Libraries:

- a. *Selecting, acquiring, organizing, conserving, and **providing access to materials** that meet the current and future needs of an information **society***
- b. ***Sharing and complementing our resources** through participation in network, consortia, private organizations, and other cooperative arrangements*
- c. *Developing flexible & innovative approaches to **meet the changing needs of all users***
- d. ***Promoting** cultural and intellectual activities through programs, facilities, and **services to the community***

These particular objectives lend credence to a fund-raising message that states the University Libraries are valuable resources conveniently located in the community's own "backyard".

Kentucky Museum:

By the same token, these museum objectives refer to the general public as an important part of the market the museum serves:

- a. *Caring for and exhibiting tangible objects within its collection to **the public** on some regular schedule*
- b. *Enlisting the **interest and support of the people of the area** in its historical background and its cultural ideals*

No organization's purpose is more important than that which preserves and cares for people's personal artifacts as valuable representations of the regions's own unique culture and history. This should be a prominent fact used in the fund-raising message for the Kentucky Museum. ■

THE SUPPORT NETWORK

As with every effective fund-raising campaign, an administrative support network must be in place to handle the many logistics of database maintenance, mailing list creation, bulk mail, publicity, special events, and many other compelling details. Carefully addressing the logistical issues are crucial to the campaign's success.

This action plan is intended to utilize the talents, skills and influence of those people most closely associated with the Libraries and Kentucky Museum. These people traditionally are:

- a. the development director (*see appendix "B"*)
- b. development support staff
- c. the Advisory Council (or Board of Directors)
- d. the volunteer auxiliary
- e. community volunteers

It is our understanding that, at the time of this writing, a new development director, Ms. Teri Coles, has been hired to replace former director Ms. Debbie Conway.

We recommend that Ms. Coles be afforded the use of adequate support staff to handle: a) daily database maintenance, b) creation of mailing lists, c) mass correspondence. Furthermore, she should have and she should seek the full support, cooperation, input, and guidance from the WKU Foundation.

In addition, ***we recommend*** the formation of a support group of community volunteers who can give their time and energies to special fund-raising events. This group must have a certain amount of autonomy, and should be confined to doing one or two projects per year to raise money for the libraries or museum. Limiting their activity in this manner helps to ensure the group's success and personal satisfaction as volunteers. The volunteers are then free to provide smaller tasks that might support direct mail campaigns, corporate solicitations, and foundation grant research. Naturally, all of this depends solely on who can be recruited. ■

CAMPAIGN OUTLINE

Annual Fund Drive *University Libraries and Kentucky Museum*

I. Advisory Councils Commitment Program

- a. Kick-Off Campaign Luncheon
- b. Kick-Off Campaign Drive
- c. Kick-Off Campaign Celebration

II. Direct Mail Program

- a. Membership drive #1: *current donor prospects*
- b. Membership drive #2: *previous donor prospects*
- c. Membership drive #3: *new donor prospects*

III. Telepledge Program

- a. Membership drive #4: *current donor prospects*
- b. Membership drive #5: *previous donor prospects*
- c. Membership drive #6: *new donor prospects*

IV. Planned Giving and Major Gifts Program

- a. Prospects known to Advisory Council member attorneys
- b. Prospects known to WKU Foundation
- c. Prospects known to administrative staff, volunteer auxiliary, department heads

CAMPAIGN CALENDAR

May 28 to July 31, 1996

May 28 *Mail Telepledge Appeal letter #1*

May 30 *Train Telepledge personnel*

June 3 *Mail Telepledge Appeal letter #2*

June 3, 4, 5, 6 *Begin Telepledge campaign*

June 4 *Kick-Off Luncheon*

June 10 *Mail Telepledge Appeal letter #3*

June 10, 11, 12, 13 *Continue Telepledge*

June 11 *Annual Fund Drive Progress Report Meeting*

June 17, 18, 19, 20 *Continue Telepledge*

June 17 *Mail Telepledge Appeal letter #4*

June 18 *Kick-Off Celebration*

June 20 *Begin Direct Mail Campaign-Direct Mail Appeal letter #1*

June 24, 25, 26, 27 *Continue Telepledge*

June 27 *Direct Mail Appeal letter #2*
End Telepledge

July 1 *Begin Planned Giving & Major Gifts Solicitation*

July 1 through 31 *Call on Twenty Planned Giving Prospects*

July 26 *Begin Annual Fund Post-Drive Analysis*

July 31 *Annual Fund Drive Analysis Results Presentation to Advisory Councils*

PREPARATIONS

We recommend the following preparations be accomplished appx. 2½ months in advance:

- A. **Devise and negotiate** fund drive budget
- B. **Write** membership brochures and all printed materials for presentation packets
- C. **Update** prospect lists, **procure** new lists from community sources
- D. **Write** Telepledge materials, manuals, scripts, contracts, action plan, etc.
- E. **Recruit and hire** Telepledge personnel
- F. **Design and write** direct mail response items
- G. **Write** solicitation letters targeted to each individual donor type
- H. **Revise and modify** FY 96 campaign pledge cards
- I. **Organize** Advisory Council member fund-raising kits, binders, calendar, plans, etc.
- J. **Prepare** major donor drive materials, reporting process, evaluation system
- K. **Design and write** Advisory Council invitations for kick-off dinner
- L. **Select** kick-off dinner location, catering
- M. **Design and prepare** deferred-giving brochure, select prospect lists
- N. **Research** foundation sources, get applications, meet directors, identify opportunities
- O. **Write** publicity materials, set up press conferences
- P. **Inform, advise, and prepare** administrative staff and volunteer help
- Q. **Identify and prioritize** donor prospect lists per previous campaign responses
- R. **Track, monitor, evaluate, modify and adjust** campaign progress daily and weekly

CAMPAIGN MATERIALS

The following materials are required to properly implement this annual fund drive plan.

Therefore, *we recommend* that the following materials be written, designed, and fabricated in conjunction with the details of this plan. This process will ensure that all copy and design artwork bear a consistent look that will be easily recognized by constituents, prospective donors, foundations, corporations, and the public at large. Carefully matching copy to design strengthens a campaign and makes it appear larger, stronger, more confident and important.

These materials include:

- a. Organization brochure #1: University Libraries
- b. Organization brochure #2: Kentucky Museum
- c. Enrollment forms for organization memberships
- d. Advisory Council member kits
- e. Donor prospect solicitation cards
- f. Kick-Off Luncheon invitations
- g. 6 solicitation letters (minimum, depending on size and categories of direct mail and Telepledge program)
- h. Corporate campaign brochure
- i. Duo-Membership brochure
- j. University Libraries statistics information sheet
- k. University Libraries electronic information sheet
- l. University Libraries self-directed tour pamphlet
- m. University Libraries Update newsletter
- n. Kentucky Museum Kid's Stuff brochure
- o. Kentucky Museum information sheet
- p. Kentucky Museum Fanlight newsletter
- q. Kentucky Museum crate ideas pamphlet
- r. Telepledge training manual
- s. Telemarketing progress report form
- t. Telemarketing summary report form
- u. Telemarketing tally sheet form
- v. Planned Giving call report form
- w. Organization histories
- x. Biographical narratives of staff
- y. Press release form
- z. Grant request standard form

THE CAMPAIGN

“More dollars are raised from people asking people they know and trust than from any other (fund-raising) technique”

-- Source: Yankelovich, Skelly and White, Inc., *“The Charitable Behavior of Americans”*, Management Summary, p.3, published by Independent Sector, 1986).

This fact creates the most powerful case for involving more and more people in the fund-raising process for the libraries and museum. All other fund-raising techniques pale compared to the simple gesture of one person asking another to help support a worthy cause. Much of the success of this technique stems from the personal loyalty that naturally exists among friends, associates, and peers of the solicitor.

We recommend that the primary fund-raising strategy focus on current memberships, previous donors, and personal contacts of solicitors.

The best personal contacts are those associated with the people who are involved with the life and mission of the libraries and museum: Advisory Council members, Friends of University Libraries, Kentucky Museum members, volunteers, university faculty, and administrative staff.

We recommend that members of the Advisory Councils of the university libraries and Kentucky museum consider inaugurating the Annual Fund Drive as the lead donors and chief fund-raisers for the 1996 campaign.

Advisory Councils Commitment Program

Officers of the Advisory Council or a fund-raising committee should function as campaign captains. All members are then divided into teams headed by a campaign captain. Captains are encouraged to monitor the progress of each of their assigned members and help the solicitation process if needed.

By taking the lead for the annual fund drive, members of each Advisory Council send a strong message to the Bowling Green community that the life and mission of the libraries and museum are important enough to warrant members' personal commitment and endorsement.

The size of each AC member's gift is not important. Having 100% donor participation from Advisory Council members is important. This early campaign commitment places AC

members in a dominant position of being able to ask for funds from people in the community. Why? Because people are more likely to give to people who already support a cause.

The Kick-Off Luncheon

After every AC member has made their initial 1996 campaign contribution, a Kick-Off Luncheon is the first phase of the community campaign. At the Kick-Off luncheon, Advisory Council officers from both organizations should announce their council's total campaign commitment in dollars raised, percentage of total members contributing (hopefully 100%), and the average dollar value per gift. These two announcements might even create a bit of friendly rivalry between the libraries and museum advisory councils as to who has collected the most dollars, the highest percentage member participation, and/or the highest average gift.

Note: Certainly, the development director could offer an attractive "prize" for each category. These prizes should be solicited from local businesses as gifts-in-kind.

Then, each member receives their own personal fund-raising kit complete with:

- a. a 3-ring binder
- b. their own personal list of five donor prospects (prepared beforehand)
- c. organization brochures
- d. membership enrollment forms
- e. organization histories
- f. mission statements, current objectives
- g. opportunities list
- h. gift-in-kind wish list
- i. corporate brochure
- j. upcoming events and exhibits list
- k. fund-raising calendar, strategy, and objectives for the 1996 campaign drive

Each AC member is asked to submit a list of five prospects whom they would like to solicit. These prospects should be friends, peers, business partners, and/or business associates of AC members. The solicitations should take place during the two week period between the Kick-Off Luncheon and the Kick-Off Celebration.

Note: A short, follow-up meeting should be scheduled one week after the Kick-Off Luncheon with AC campaign captains to review and evaluate the solicitation progress made thus far. This ensures that everybody remains on task so that the results can be tallied and announced at the final Kick-Off Celebration.

We recommend that each prospect be solicited for an amount preferably equal to or greater than the amount each Advisory Council member has given.

The Kick-Off Luncheon should accomplish at least three things: 1) develop and enhance Advisory Council members' potential for fund-raising, 2) increase the number of solicitations made for the Annual Fund Drive, and 3) actively seek to bring ***more and more people*** into the prestigious circle of friends and volunteers for the libraries and museum. Again, according to the study cited above, *"three out of five high-level donors are active volunteers of a non-profit organization"*.

These things can only be accomplished from Advisory Council members who are truly committed to the cause; who are willing to place a dollar value on their commitment; and who are willing to ask friends to contribute. As the universal fund-raising "rule-of-thumb" states:

People Give To People

The Period Between the Kick-Off Luncheon and the Celebration

During the two-week period between the Kick-Off Luncheon and the KO Celebration, members then seek funds from their personal prospect list. These efforts can be enhanced with personal solicitation letters written and signed by each board member to each of their five prospects. With the personal letter in hand, prospects have the opportunity to consider carefully their response, making it easier for the AC member to get the important gift.

The Kick-Off Celebration

The final tally showing the Advisory Councils' results from the two-week solicitation should be announced and celebrated two weeks following the initial kick-off luncheon.

We recommend that the development director and Advisory Council campaign captains use the KO Celebration ***to personally thank every single person who participated.***

Again, it might be appropriate and beneficial to reward those persons or Advisory Council who raised the most dollars, obtained the highest average gift amount, and/or obtained the largest number of donors (new donors, membership renewals, etc.).

Materials needed for the Advisory Council Commitment Program are:

- a. Individual solicitation cards; one prospect name per card including AC members
- b. Kick-Off Luncheon invitations
- c. AC member personal solicitation letters
- d. Catering supplies
- e. Prospect lists (these may be board member personal lists like Christmas card list, or business associates list, or chamber of commerce officers list, or Rotary Club list, etc.)
- f. Organization brochures
- g. Advisory Council Member Commitment Program description
- h. Event theme and materials (optional)
- I. AC member fund-raising kits to be used in the Major Donor Drive

Campaign Parameters

We have been given the following parameters for this campaign:

- a. *to run June/July*
- b. *to be a single campaign representing both the libraries and museum*
- c. *to run independently of a special event*

We recommend that preparations for the annual fund drive begin around mid-March. A list of preparations, materials needed, and a campaign calendar are contained herein. ■

DIRECT MAIL PROGRAM

We have now set the stage for the direct mail program.

We recommend only mailing solicitation letters to current and previous donors who have given within the last five years. However, if budgets allow, a direct mail piece may be sent to new prospects who have a known history of charitable giving.

The direct mail packet should include:

- a. an organization brochures (or Membership brochure, or both)
- b. a solicitation letter signed by the president of each Advisory Council
- c. two membership enrollment forms
- d. business reply envelope

The appeal letter should be simple, straight-forward, easy to read and understand, and suggest only a few giving levels. The second membership enrollment form is to be given to a friend or neighbor of the prospect. The appeal letter will ask the prospect to ask one other person who might match their gift or pledge.

This tactic conveniently doubles the number of potential prospects, and has a high response rate because it requires only one, simple action of the original prospect. Prospects who decide to contribute will often feel good about asking someone else, almost always a friend or neighbor, to do the same.

Additional direct mailings may include cannibalized lists from groups such as:

1. Large churches
2. Country clubs
3. Local physicians
4. Civic groups like the chamber of commerce, Rotary, Jaycees, Junior Women's League, etc.
5. Membership lists from related organizations: Hobson House, Kentucky Heritage Society, Historic Preservation Society, Friends of the Bowling Green Library, Literary Clubs, Capitol Arts subscribers, etc.

Publicity Campaign

To further enhance the Annual Fund Drive, *we recommend* mounting a comprehensive publicity campaign. Press releases and photos from the Kick-Off Luncheon should be mailed to all media sources for inclusion in newspapers and other print media. Also, personal

interviews with the development director and Advisory Council members on radio and television would increase the public profile and interest in the Annual Fund Drive.

Mailing List Preparation

Mailing lists should be studied and prepared immediately.

From information provided by the previous development staff, total names and addresses from the in-house list is approximately 7,500. However, many names on the lists are not current or previous donors. Much care should be taken to avoid unnecessary and expensive duplication during mail-outs.

In addition, careful segregating of donor categories can provide opportunities for more personalized solicitation letters. The tone and wording of each letter should be tailored to the kind of donor prospect being solicited, and sensitive to their giving history. Generic, form solicitation letters are rarely, if ever, effective.

We recommend that a separate, personalized solicitation letter be written *for every mailing list created*. This will strengthen the direct mail message and develop an immediate relationship with the donor prospect.

We recommend measuring the response rate of every mailing list used. Lists that deliver a lower response should be analyzed and purged or avoided altogether. Knowing the integrity of each mailing list is vitally important when fund-raising budgets are low. ■

TELEPLEDGE PROGRAM

The term "Telepledge" is synonymous with telemarketing. We use the former term because of a growing negative connotation often associated with "telemarketing".

Individuals targeted should be: 1) current donors, and 2) previous donors from the last five years. These individuals called should be first informed of the call through a solicitation letter mailed in advance. This letter-first approach softens the telephone appeal and prepares the individual prospect for a friendly call. It also allows the prospect to think about what they might contribute in advance. This technique helps eliminate the negative edge from what may be perceived as just another annoying telemarketing sales gimmick.

We recommend only targeting individuals who have a history of using the libraries or museum; those who have given in the past; and those closely allied with the libraries and museum.

Materials needed for the Telepledge program:

- a. Training manuals for callers
- b. Progress reports
- c. Prospect lists
- d. Summary reports
- e. Tally sheets
- f. Goals & objectives
- g. White marker board
- h. Telephones, several lines
- i. Calculator
- j. Pencils

Phone List Preparations

Preparing phone lists should begin immediately.

For each night of the Telepledge campaign (usually a 3-hour session), approximately 100 prospect names are needed. Therefore, if 8,000 names are developed, we would need eight callers for the equivalent of ten nights or sessions. Determining the number of callers to use and/or the number of nights to run the Telepledge campaign depends purely on the size of the mailing lists developed.

We recommend that the Telepledge Campaign run for no less than four weeks, encompass a minimum of 32 three-hour sessions, and use six, paid, trained, student telemarketers. ■

PLANNED GIVING & MAJOR GIFTS

In a effort to reach individuals who may have interest in naming the University Libraries or Kentucky Museum in their will or other such estate planning, or donating a major gift, *we recommend* Advisory Council members help the development director identify such people in the community. Attorneys involved with estate planning often have the best access to these people.

A Planned Giving & Major Gifts brochure and general information letter should be mailed to identified individuals as an introduction for a later visit. These should be people known for their previous support to either University Libraries and Kentucky Museum, or who are known supporters to other community causes and organizations. This information can be discovered simply by reading the donor lists of other non-profit organizations in their annual reports, bulletins, newsletters, event programs, and other materials in the public domain.

In addition, *we recommend* that the director of development devote approximately 15% of her time to coordinate these efforts in order to call on qualified individuals (these are usually persons widowed, or retired, or who may be looking for a way to create a living trust or memorial gift honoring a spouse, a parent, or some other relative).

Establishing a *genuine relationship and personal rapport* with such persons over the long-term helps solidify their interest in the organization cause, and affords the individual valuable opportunities to make a significant gift to the libraries and museum in their own time and in their own manner.

Materials needed for Planned Giving & Major Gifts program are:

- a. Organization brochures
- b. Call reports
- c. Prospect letters
- d. Goals and objectives
- e. Personal and business references, contacts
- f. Thank you cards, WKU benefit gifts, tokens, etc.
- g. Business reply envelopes ■

SUMMARY OF RECOMMENDATIONS

- 1: ***We recommend*** the creation and faithful use of detailed, written action plans as working models for every annual fund drive. (pg. 2)
- 2: ***We recommend*** the average gift amount be increased by soliciting known donors for larger gifts. This is much more cost-effective with a limited budget. (pg. 3)
- 3: ***We recommend*** that the fundamental goal for the 1996 annual fund drive should be to increase the average gift amounts and the total dollars raised to match at least the five-year averages. (pg. 3)
- 4: ***We recommend*** the University Libraries and Kentucky Museum revisit their respective missions and rededicate their role to the university as vital, cultural and informational trusts for the Bowling Green community. (pg. 4)
- 5: ***We recommend*** paraphrasing the mission statements in the annual fund drive materials in a manner that will stress a more human interest focus that the public can better understand, concur with, and appreciate. (pg. 6)
- 6: ***We recommend*** that Ms. Coles be afforded the use of adequate support staff to handle:
a) database maintenance, b) creation of mailing lists, c) mass correspondence. (pg. 9)
- 7: ***We recommend*** the formation of a support group of community volunteers who can give their time and energies to special fund-raising events. (pg. 9)
- 8: ***We recommend*** the preparations listed on page 12 be accomplished appx. 2½ months in advance. (pg. 12)
- 9: ***We recommend*** that the materials found on page 13 be written, designed, and fabricated in conjunction with the details of this plan. (pg. 13)
- 10: ***We recommend*** that the primary fund-raising strategy focus on current libraries and museum memberships, previous donors, and personal contacts of solicitors. (pg. 14)
- 11: ***We recommend*** that members of the Advisory Councils of the university libraries and Kentucky museum consider inaugurating the Annual Fund Drive as the lead donors and chief fund-raisers for the 1996 campaign. (pg. 14)
- 12: ***We recommend*** that each prospect be solicited for an amount preferably equal to or greater than the amount each Advisory Council member has given. (pg. 16)

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- 13: ***We recommend*** that the development director and Advisory Council campaign captains use the KO Celebration *to personally thank every single person who participated.* (pg. 16)
 - 14: ***We recommend*** that preparations for the annual fund drive begin around mid-March. (pg. 17)
 - 15: ***We recommend*** only mailing solicitation letters to current and previous donors who have given within the last five years. (pg. 18)
 - 16: ***We recommend*** mounting a publicity campaign complete with press releases and photos from the Kick-Off Luncheon should be mailed to all media sources for inclusion in newspapers and other print media. (pg. 18)
 - 17: ***We recommend*** that a separate, personalized solicitation letter be written *for every mailing list created.* This will strengthen the direct mail message and develop an immediate relationship with the donor prospect. (pg. 19)
 - 18: ***We recommend*** measuring the response rate of every mailing list used. Lists that deliver a lower response should be analyzed and purged or avoided altogether. (pg. 19)
 - 19: ***We recommend*** only targeting individuals who have a history of using the libraries or museum; those who have given in the past; and those closely allied with the libraries and museum. (pg. 20)
 - 20: ***We recommend*** that the Telepledge Campaign run for no less than four weeks, encompass a minimum of 32, three-hour sessions, and use six, paid, trained, student telemarketers. (pg. 20)
 - 21: ***We recommend*** Advisory Council members help the development director identify people in the community who may have interest in naming the University Libraries or Kentucky Museum in their will or other such estate planning, or donating a major gift. Attorneys often have the best access to these people. (pg. 21)
 - 22: ***We recommend*** that the director of development devote approximately 15% of her time to coordinate these efforts in order to call on qualified individuals (these are usually persons widowed, or retired, or who may be looking for a way to create a living trust or memorial gift honoring a spouse, a parent, or some other relative). (pg. 21)
 - 23: ***We recommend*** that the executive summary of Michael Brey's *Fund Raising Planning Strategy* (September 1993) become the basis of the current development director's position description and overall development plan for the future. (pg. 33) ■

SUGGESTIONS

Suggestion 1:

Whenever the time may be appropriate for the university, we believe the combined Annual Fund Drive for the libraries and museum would benefit more from being divided into two separate and distinct fund-raising campaigns -- one exclusively for the University Libraries and one for the Kentucky Museum. The two campaigns could run September/October and February/March with a post-campaign analysis scheduled for the first week of November and April respectively.

Rationale:

Maintaining a pure, unencumbered identity in the crowded fund-raising arena is central to effective fund-raising technique. It is a non-profit's strong and oftentimes emotional sense of cause that sets it apart from other non-profits in the community. Exclusive fund-raising messages help prospective donors understand better why they should give and what effect their gift will have.

Attempting major fund drives during the summer months is weakened by many peoples' involvement with outdoor activities, summer vacations, and trips out of town. More effective fund-raising calendars are usually scheduled around those times people feel most generous, such as Christmas and Lent, and when families are more likely to be home, such as during the school year. In addition, with sunset hours occurring much earlier, people are more likely to be inside during the late fall and early winter months.

Suggestion 2:

Each campaign could occur around an annual special event because it draws crowds of people and creates excitement about the libraries and museum. Previously-held events like *Oktoberfest* and the *Book Fair* seemed to have had some success. We think it crucial that the event chosen be compatible with the mission and objectives of the libraries and museum; have the unequivocal endorsement of WKU chief administrators; be implemented primarily by an auxiliary group of eager volunteers, and; be repeated annually.

Rationale:

Annual events that become popular with the public are easier to duplicate from year to year and foster community interest. Over time, the events can realize a larger net profit to the presenting organization, and become logistically more efficient and cost-effective. The week following a successful event where the public was involved is the precise time when the annual fund drive should be in full force. The public remembers the organization because of their involvement and/or because of the publicity surrounding the occasion. They are more sympathetic to its

cause, and more responsive to public appeals for support. In addition, the event provides a grand backdrop for the Advisory Council Commitment Program.

Suggestion 3:

The Kentucky Museum Gift Shop could call on the talents and expertise of the museum Exhibits Curator to prepare the gift shop areas in the same manner and style of a major museum exhibit.

Rationale:

This would enhance the look of these spaces and give a more consistent appearance to the entire museum. It also may lend more retail interest from visitors who are looking especially for unique gifts, educational materials, mementoes, and/or useful household items.

Suggestion 4:

Create an annual, outdoor special event in the courtyard connecting the Kentucky Building with the Kentucky Museum. Coincide this event with the annual fund drive.

Rationale:

This inner courtyard is truly one of the peripheral assets belonging to the Kentucky Museum. The chosen event could be centered around a theme, involve all ages, and last an entire weekend or week. Activities surrounding the event should include live music, children's games and crafts, soap-box speech-making, live demonstrations, magic acts, casual sporting activities such as badminton, lawn bowling, Maypole, old-fashioned political debates between U.S. historical figures such as Lincoln and Douglas (portrayed by local actors), old-fashioned concessions from 19th century or earlier, etc.

One motivation for designing this event now would be to become an important part of the Bicentennial Celebration upcoming for Warren County and Bowling Green (1997-98). The theme might include a tribute to the people, activities, culture and events peculiar to Bowling Green life in 1898. Planning should start soon and could be coordinated through other non-profit organizations and city and county government.

Suggestion 5:

15% of the development director's time should be spent researching and applying to local, regional, state, and national foundations. This may be done during "off periods" of the year such as summertime or immediately following an annual fund drive.

Rationale:

It is well-known that approximately 95% of foundation grant requests are denied. However,

grant-writers can increase their chances by repeating the grant application process several times. It is imperative that a personal relationship be developed between the development director and at least the executive director of the targeted foundation.

From this relationship, the development director can discover the temperament of the foundation board, their sensitivity to fund-level requests, and the crucial timing and application process required. Grant-writing success only comes to those who listen carefully, persevere, and have the ability to characterize each request with honesty, sincerity, and realistic goals.

Suggestion 6:

One of the first foundation grant requests could be to develop fund-raising materials for each of the libraries and museum. These materials may include an 8-minute videotape describing the role of the libraries and museum in the community, flip-charts for AC members to use when soliciting, organization brochures, annual reports, special events, and volunteer training manuals.

Rationale:

Some foundations are often eager to help non-profits who take the responsibility to create new and effective strategies for aggressive fund-raising.

Materials recommended for a foundation grant program include:

- a. Organization history
- b. Organization chart
- c. Current fiscal year budget
- d. Biographical narratives of department heads, credentials
- e. 3-year strategic plan
- f. Program offerings list, including major programs, on-going programs, educational programs, etc.
- g. Printed promotion materials including brochures, view books, photos, publicity, press releases, recent newspaper articles, program descriptions, etc.
- h. Recently received grants, grant history
- i. Mission statement, creed, goals and objectives
- j. Films, videotape, or other broadcast materials describing organization function and role in the community ■

Appendix "A"

TRENDS & VARIANCES ANALYSIS

Summary Report

University Libraries & Kentucky Museum
Annual Fund Drives History

TRENDS	1990	1991	1992	1993	1994	1995	5-Year Average
Total Dollars	\$47,451	52,861	64,572	68,131	45,469	51,753	\$56,557
Total Donors	354	797	939	849	842	942	874
Average Gifts	\$ 134	66	69	80	54	55	\$ 65

VARIANCES	1990	1991	1992	1993	1994	1995
in dollars	\$47,451	+11%	+22%	+6%	-33%	+14%
in donors	354	+125%	+18%	-10%	-1%	+12%
in average gifts	\$ 134	-51%	+4%	+17%	-33%	+2%

TRENDS & VARIANCES ANALYSIS

AVERAGE GIFTS

University Libraries & Kentucky Museum

TRENDS	1990	1991	1992	1993	1994	1995	5-Year Average
Kentucky Museum	\$202	76	68	90	64	63	\$ 72
University Libraries	\$ 43	50	69	70	44	48	\$ 56
Combined Avg. Gifts	\$134	66	69	80	54	55	\$ 65

VARIANCES	1990	1991	1992	1993	1994	1995
Kentucky Museum	\$202	-62%	-10%	+31%	-29%	-1%
University Libraries	\$ 43	+16%	+38%	+1%	-37%	+8%
Combined Variances	\$134	-51%	+4%	+17%	-33%	+2%

TRENDS & VARIANCES ANALYSIS

NUMBER OF DONORS University Libraries & Kentucky Museum

TRENDS	1990	1991	1992	1993	1994	1995	5-Year Average
Kentucky Museum	203	493	536	438	409	420	459
University Libraries	151	304	403	411	433	522	415
Total Donors	354	797	939	849	842	942	874

VARIANCES	1990	1991	1992	1993	1994	1995
Kentucky Museum	203	+143%	-9%	-18%	-7%	+3%
University Libraries	151	+101%	+33%	+2%	+5%	+21%
Combined Variances	354	+125%	+18%	-10%	-1%	+12%

TRENDS & VARIANCES ANALYSIS

DOLLARS RAISED University Libraries & Kentucky Museum

TRENDS	1990	1991	1992	1993	1994	1995	5-Year Average
Kentucky Museum	\$40,919	37,641	36,704	39,307	26,242	26,669	\$33,313
University Libraries	\$ 6,532	15,220	27,868	28,824	19,227	25,084	\$23,245
Total Dollars Raised	\$47,451	52,861	64,572	68,131	45,469	51,753	\$56,557

VARIANCES	1990	1991	1992	1993	1994	1995
Kentucky Museum	\$40,919	-8%	-2%	+7%	-33%	+2%
University Libraries	\$ 6,532	+133%	+83%	+3%	-33%	+30%
Combined Variances	\$47,451	+11%	+22%	+6%	-33%	+14%

TRENDS & VARIANCES ANALYSIS

University Libraries

	1990		1991		1992		1993		1994		1995	
	Dollars	Donors	Dollars	Donors	Dollars	Donors	Dollars	Donors	Dollars	Donors	Dollars	Donors
General Giving	\$3,361	78	\$ 4,435	71	\$18,900	211	\$ 6,013	36	\$ 3,091	12	\$ 8,974	27
Memberships	\$3,171	73	\$10,785	233	\$ 8,968	192	\$22,811	375	\$16,136	421	\$16,110	495
TOTALS	\$6,532	151	\$15,220	304	\$27,868	403	\$28,824	411	\$19,227	433	\$25,084	522

AVERAGE GIFTS	1990	1991	1992	1993	1994	1995
General Giving	\$ 43	\$ 62	\$ 90	\$167	\$258	\$332
Memberships	\$ 43	\$ 46	\$ 47	\$ 61	\$ 38	\$ 33
Total Avg. Gifts	\$ 43	\$ 50	\$ 69	\$ 70	\$ 44	\$ 48

VARIANCES	1990	1991	1992	1993	1994	1995
General Giving	\$ 43	+45%	+43%	+86%	+54%	+29%
Memberships	\$ 43	+7%	+1%	+30%	-37%	-15%
Total Avg. Gifts	\$ 43	+16%	+38%	+1%	-37%	+8%

TRENDS & VARIANCES ANALYSIS

Kentucky Museum

	1990		1991		1992		1993		1994		1995	
	Dollars	Donors	Dollars	Donors	Dollars	Donors	Dollars	Donors	Dollars	Donors	Dollars	Donors
General Giving	\$33,507	28	\$15,353	87	\$ 7,921	33	\$17,822	21	\$10,127	63	\$12,539	42
Memberships	\$ 7,412	175	\$22,288	406	\$28,783	503	\$21,485	417	\$16,115	346	\$14,130	378
TOTALS	\$40,919	203	\$37,641	493	\$36,704	536	\$39,307	438	\$26,242	409	\$26,669	420

AVERAGE GIFTS	1990	1991	1992	1993	1994	1995
General Giving	\$1,197	\$176	\$240	\$849	\$161	\$299
Memberships	\$ 42	\$ 55	\$ 57	\$ 52	\$ 47	\$ 37
Total Avg. Gifts	\$ 202	\$ 76	\$ 68	\$ 90	\$ 64	\$ 63

VARIANCES	1990	1991	1992	1993	1994	1995
General Giving	\$1,197	-85%	+36%	+254%	-81%	+86%
Memberships	\$ 42	+30%	+4%	-10%	-10%	-20%
Total Avg. Gifts	\$ 202	-62%	-10%	+31%	-29%	-1%

The original figures used as the basis of this report were provided by the development director of WKU libraries and museum, and taken from her financial summary report dated October 23, 1995. All trends, variances, average gifts, analysis and other averages were rendered by *Richard Sowers & Associates, Inc.*

Appendix “B”

FUTURE PLANNING

In the *Fund Raising Planning Study* written September 1993, author and former libraries and museum development director Michael Brey states:

“Most salient among the factors influencing fund-raising for the Libraries and Kentucky Museum are:

- a. The community’s lack of awareness, misperceptions concerning accessibility, and low utilization of the Libraries and Museum,*
- b. The high levels of quality and service provided by both the Libraries and Museum,*
- c. The history and potential of the Advisory Councils’ roles in fund raising,*
- d. The need to broaden the donor base, including reaching beyond the confines of Bowling Green,*
- e. The competition fund-raising efforts face, both among University units and the community as a whole”*

Further, Brey makes recommendations for creating a comprehensive development plan. We believe strongly that this past recommendation is still quite relevant today in identifying the long-range needs of the libraries and museum. When implemented, these strategies will do much to increase new funding sources, improve marketing habits, enlarge the donor constituency base, involve the community, and bring important recognition to the cause of the libraries and museum. Most relevant of these recommendations are to:

- a) develop a marketing plan,
- b) expand the donor/prospect base,
- c) maximize the potential of the Advisory Councils,
- d) create opportunities for funding and underwriting,
- e) continue to seek Museum exhibit underwriting,
- f) enhance the levels and benefits of corporate memberships and,
- g) institute an Annual Membership Campaign.

We recommend that these seven points become the basis of the current development director’s position description and overall development plan for the future. ■

CONCLUSION

Now that the Action Plan is written, a great deal of creative support must follow. Every aspect of this report demonstrates the need for materials, brochures, training manuals, forms, letters, press releases, public service announcements, photography, copy, design, layout, etc. This is the “packaging” phase of the campaign.

During this phase, much thought and work must be put into the very best language for all copy. This language must communicate ideas and vision. It must inform, motivate, and inspire. It must do so with care, convincingly and truthfully. It must be clear and concise. Above all, the language must keep in clearest focus the important mission, goals and purpose of the libraries and museum.

In addition, the incorporation of design and layout must then elevate and support the tone and content of the copy language. Fund drive materials should appear well-dressed but not overly dressed. They should look appropriate to the institutional image. Certainly, the entire campaign should look like a professional endeavor steered by professional people who care about how they are perceived.

With design and layout whose packaging enhances the message, this campaign will have a strong and effective “voice” for the community to see and understand. The consistent use of this voice will do much to meet and exceed the expectations of the public.

With the thoughtful combination of creative talent, the public will be inspired to become generous givers of time, talent and financial support much needed and much deserved by the University Libraries and Kentucky Museum.

RLS ■