STUDENTS FOR LIBERTY
A FREER FUTURE

DEVELOPMENT FUNDRAISING HANDBOOK

2022 EDITION

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DEVELOPMENT FUNDRAISING

HANDBOOK

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INTRODUCTION TO DEVELOPMENT

Welcome to Students For Liberty's Development Training Handbook. Here you will learn all you need to know to begin raising funds for SFL to support local activities in your region or country.

To start things off, let's first explain why we use the word 'Development' when speaking about 'Fundraising'.

Development

is a technical term used in the nonprofit world which simply means 'fundraising'. This training could rightly be called SFL's Fundraising Training, but it is proper that we begin by using the term 'development' as it is most commonly used by nonprofit organizations. Sometimes this is shortened to just 'devo'. [Pronounced: dee-vo]

Nonprofits prefer to use this term because 'fundraising' implies that their core focus is on raising money while 'development' is more accurate at describing the real purpose: to develop programs and processes which further the mission of the nonprofit organization.

While funds are an essential fuel for nonprofits, such as SFL, profits and revenue are not the core focus. Monies raised are seen as simply a means to an end, a necessity for the growth of a nonprofit's programs and for realizing its goals. So the term 'development' more accurately captures these intentions.

The measure of success for a nonprofit can be somewhat determined by its capital since the amount of money raised by an organization can be taken as an indicator of the demand for its particular services and programs. The number of donors an organization has can be taken to represent the number of people who know about the organization, believe in its mission and in the organization's ability to reach their goals and achieve what they set out to achieve.

Of course, these are not perfect or absolute measures of a nonprofit organization's success, but it should be clear from the outset that fundraising is both a key to and representative of a nonprofit organization's success. The continuous development of an organization is intimately tied to its ability to raise funds.

WHAT DEVELOPMENT IS NOT

Because there are misconceptions and ambiguity about what development is, let's first take a look at what development is not.

1. Development is not about bringing in as much money as possible – Money is a means to an end. In SFL, we raise money to run our programs and support the student movement for liberty. Development should never come at the expense of furthering our mission or reaching more students

2. Development is not about raising money by any means necessary – Just as development should not come at the expense of furthering our mission or supporting the student movement for liberty, it should also not come at the expense of our principles. If a prospect ever asks us to sacrifice our principles do something that does not fit with our mission to get a donation, we choose our principles every time.

3. Development is not fancy – Development is not about fancy meetings wining and dining with potential donors. Such high-powered donor meetings, where you are asking for a five-figure donation, happens 0.01% of the time. Rather, development is about laying the groundwork and nurturing relationships to eventually get to these sorts of meetings. While large donors are important, development is often about getting lots of small, consistent donations. That said, it is much more preferable, and easier, to get four $5,000 donations rather than twenty $1,000 donations. Writing reports, doing research, crafting emails and letters are the fundamentals of development.

4. Development is not about feeling important – Development is about providing the resources to those people who need them to make a difference. It is about providing opportunities to students who otherwise would not have them. It is about putting the necessary groundwork in so that your efforts ultimately fuel and support the activities of SFL's Leadership Network.

5. Development is not asking for handouts – Students For Liberty is providing substantial, often life-changing, value for thousands of young people around the world. We are changing public discourse and guiding it towards more liberty. We are giving young people the confidence and tools to get out there and make a real and meaningful difference in the world. You are asking for money to fuel this important cause. The donor is a partner. He could not accomplish what we do without us. This is the perspective you need to take when you ask for money. Be confident since you know how much SFL means to you and the world!

WHAT DEVELOPMENT IS

Now we know what development is not, let's take a closer look at what development actually is. We already know that development is about getting people to invest funds into our organization; this means showing donors that we are producing value and that we are creating systems and processes that take advantage of giving patterns and psychology of giving. The following list outlines all the components you need to be aware of to start making this happen.

The day to day tasks of a successful fundraiser include:

- Research.
- Writing.
- Asking.
- Reporting.
- Attention to Detail.
- Building Relationships.
- Strategizing.
- More research.
- More writing.
- More asking.

Let's look at each of these in more detail.

1. RESEARCH

Research is the most basic but also the most important aspect of development. You can't ask for money if you don't know whom to ask for what. You won't succeed in getting money if you don't know how to craft your 'ask' to suit the needs and interests of that person without researching their preferences and background. Do lots of research to first identify and then find out as much as you can about your potential donors before attempting to do any fundraising.

You need to make a note of all your research, who you are contacting, what asks you have made, and so on.

It's important that you are taking notes and storing them in an accessible way as you progress through this process.

You can also forward prospect names and details for follow up by development staff and you should always notify staff for donations exceeding $1,000.

A dedicated email address at:
connector@studentsforliberty.org
has been set up for this purpose.

2. WRITING

Asking for money doesn't always occur face to face, most of the time you will make your 'ask' in writing. To even get to the point of a face to face meeting you will initially have to do a lot of writing to begin building a relationship and to eventually convince them of the value of meeting with you in person. Get used to writing a lot with a view towards getting an in-person meeting or phone call.

3. ASKING

If you learn nothing else from this course, make sure it's this: if you want to raise money, you need to ask for it. The number one reason people don't give money is that they were never asked to do so, and the number one reason people do end up giving money is that they were asked.

It sounds simple, but this point is often overlooked or skipped. We need to overcome our fears and limiting beliefs about asking for money. Fundraising is all about asking. The more people you ask, the more likely you are to get more "Yes's". You need to identify as many prospects as possible and to ask, ask, ask as many times as possible. If we believe in our work and our mission, we should have no issues asking the right people to support us. To reiterate: if you want to raise money, you need to ask for it. Ask for a concrete sum and know why you are asking for it.

4. REPORTS

Donors value reports to understand the work being done by an organization. Some donors will read every word and take their donations seriously. Other donors won't read a single word. In either case, you need to give them a concise report that both looks and is impressive. Reporting develops trust, demonstrates competency, and that you are a conscientious steward of their funds. Phone calls and in-person meetings are preferable to written reports. We'll discuss more about stewardship when we look at the 'fundraising cycle' later.

In addition to sending reports to donors, it's also fundamentally important that you are reporting your fundraising efforts to SFL.

- Donations exceeding $1000 up to $10,000 should be reported to your local staffers. This should include your Program Manager and dedicated Devo staffer if you have one.

- Donations exceeding $10,000 up to $25,000 should also be reported to the "connector" email address: connector@studentsforliberty.org.

- For donations exceeding $25,000 be sure to loop in our CEO, Dr Wolf von Laer on these discussions. He is on hand and ready to work with you, share his knowledge and expertise to help you close your ask.

A simple email message outlining the prospect details, the sum being requested, and your notes is all we need to receive from you, so be sure to be proactive about this.

5. ATTENTION TO DETAIL

Pay attention to every small detail to make sure your communications, reports, proposals are perfect. Something as simple as forgetting a zero in a request can mean losing out on thousands of dollars. Misspelling a donors name can offend them and lead them to never give again. So make sure you get the little details right.

6. BUILDING RELATIONSHIPS

Donors give money to organizations run by individuals they trust. In other words, people don't give money to organizations - they give money to the people in these organizations. Donors also only give money to people who appreciate their support and who use their money effectively. A development officer is also a relationship manager. Nurturing and building relationships with donors is one of the best ways to ensure continuous and ongoing support. The better a relationship you have with a potential donor, the more likely they will be to give.

7. STRATEGIZING

Just because someone gives you a donation one year doesn't mean they will give again in the future, neither does it imply they are going to give the same amount again or, hopefully, even more. Their donations can go up or down or stop coming in at all. You need to strategize with a development plan, understand how best to interact with them to encourage to give again and give more. You also need to think of your contingency plans; what will you do if a mid to large donor decides to stop giving funds? Make sure you are consistently strategizing, building relationships, and preparing for every eventuality so that you can continue to meet your fundraising objectives.

8. MORE RESEARCH

When you think you've done enough research, do some more!

9. MORE WRITING

When you've finished a report, go back and edit it. Get someone else to edit it, and write another version of it. Then go through the same process.

10. MORE ASKING

Always ask for money. The more times you ask, the more likely you are to hear "Yes."

Development requires dedication and persistence. Researching a single donor, asking someone for money once, writing a single report to show prospects, is not enough. While researching donors and building relationships is essential to development, it is fundamentally a numbers game: the more people you ask, the more times you ask them, and the more money you ask for, the more you are likely to raise funds. It's that simple.

The best fundraisers are the ones who are simply asking a lot of people for a lot of money because while they may be getting more "No's" than others, they are also getting more "Yes's".

Fundraising is tedious, hard work, and thankless 99% of the time. However, 1% of the time, on those few occasions where you check your mailbox or have a phone call or meeting with a donor and you receive a donation of $100 or $10,000, you'll feel amazing, successful, and you will understand first-hand the importance and glory of fundraising.

ASK

The most important lesson to take away from this handbook is that fundraising comes down to one word: ask. It's all worthless if you don't actually ask someone for a donation. People are willing to give money to lots of causes, but the number one reason they don't is that they were never asked. All of fundraising comes down to asking.

We can sum all of the above up in three simple steps:

Step 1: Find Prospects

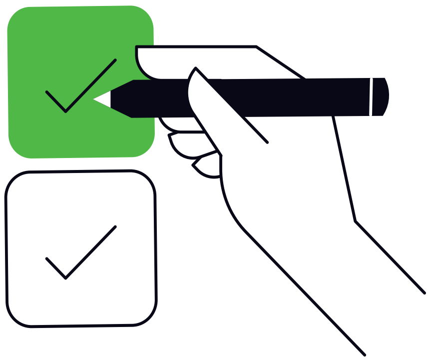
Step 2: Ask for Money

Step 3: Thank them, Keep them informed and happy

In **step 1** we are engaging in research to identify potential donors and finding out as much about them as possible to determine how likely they are to support our cause.

By discovering their interests, profession, or even location, we can better craft our proposals when we move to **step 2**, making the 'ask'. The way you ask is important, and some ways of asking are better than others, but the most important thing you can do is just ask.

If you are successful you move to **step 3**: making sure you are keeping your donors happy. A donor can become a lifelong supporter or may never support us again - this will be determined by how you nurture an ongoing relationship, show that their money is well spent, and demonstrate the real impact their investment has had on the lives of SFL's student leaders.Also remember: You can never thank a donor enough!



THE PSYCHOLOGY OF ASKING AND GIVING

If we have a better understanding of what motivates people to give to nonprofits, we will be in a better position to make meaningful asks.

As a general rule of thumb, when you are speaking with donors and preparing to make an ask, two-thirds of your time should be spent actively listening and one-third of your time should be spent asking questions to learn more about them and what matters to them.

We have two ears and one mouth and should use them proportionately.

Before we dive into the psychology of asking, it's so important to first realise that writing proposals is not the strongest tool in your devo toolbox. Rather, the strongest tool you have is making a strong, confident ask presented to the donor in the form of a spoken pitch. The large majority of SFL's funds are raised in this way.

We'll discuss the pitch in more detail below. But for now, let's consider some of the potential obstacles you might have when starting to raise funds by first discussing the psychology of asking.

THE PSYCHOLOGY OF ASKING

Over 85% of all donations to charities occurred because donors were asked to give. But many people experience feelings of discomfort and uncertainty when asking others for money.

There is a common misconception that asking for funds like this is similar to begging for a handout. They think: "this is someone's hard-earned money, why would they want to just give it away for nothing in return?"

This sentiment is particularly strong among libertarians who hold property rights and the importance of giving value for value in economic exchanges as core values. People are nervous or apprehensive about asking for financial support from others.

If this sounds like you, we have identified the first obstacle you need to overcome to begin having success in development. But rest assured, this is not a difficult obstacle to overcome, it simply requires a small shift in your awareness and perception about the work you are doing.

First, we need to remember that we do offer tangible value in exchange for the funds raised, such as a physical good or service.

Donors are not giving away their money for no reason. They do expect some value in exchange for their investment. This value is best described when we talk about our vision for a freer future. It is our vision that informs all our activities and ultimately drives the work that we do.

The fulfilment of our vision for a freer future is something that the donor cannot readily achieve without us. We are connecting them with the opportunity to support our work because they believe in our vision.

Most people share a desire to live in a better society, a better world. And so there is a willingness to invest in nonprofit organizations that are pursuing goals that would improve society in a way that aligns with a potential donor's individual views and values.

In fact, there are people who are looking for opportunities to invest in causes and organizations just like this. There are people who really want to give, they want the opportunity to make a difference. Our role as fundraisers is to find these people and give them that opportunity by inviting them to support our cause.

Donors are investing in the sort of world they wish to live in.

They are investing in an idea and in our vision and paying money so that others may benefit in a tangible way, and in doing so, they too stand to benefit.

Donors also feel good when they give. That's the reason why we need to show them what we accomplish WITH them. We need to show the impact of our work and explain how they have contributed directly to that. And we need to continue to make them feel valued and appreciated as we build an ongoing relationship with them.

Some donors choose to give because they have a personal connection to the organisation, for example, grandparents or parents who have family members in SFL. There are also tax incentives for donating to SFL because their contributions are tax deductible.

A nonprofit offers value by furthering its mission and goals - and if these align with the wishes of a donor - we are offering value by ensuring that their funds will be used to further a cause they care deeply about. **In the case of SFL, that means a freer future for all.**

It's important to keep this in mind because if we understand why people give it will be much easier for us to make the ask and avoid feelings of guilt or apprehension.

Fundraising is about giving people a chance to invest. When you ask someone to invest in SFL, you are giving them the chance to invest in a freer future.

This is something they may not be able to realise alone but they can further their vision by investing in SFL's activities.

All of this becomes even easier once we have a better understanding of the psychology of giving.

THE PSYCHOLOGY OF GIVING

Let's pause for a moment.

Put yourself in the shoes of a potential donor.

Imagine you are a successful but very busy entrepreneur. What would stimulate you to donate to SFL? What would need to happen? What would you need to hear? What concerns would you have? What reassurances would you need?

Now, imagine you have been convinced and finally agree to contribute some of your hard-earned money. How would that make you feel? Focus on that feeling.

Perhaps this is similar to the feeling you get by being a volunteer with SFL? You may not be donating money but you are donating your time. Why do you do that?

People donate time or money to a good cause because it makes them feel good and creates a deeper sense of meaning and purpose to their life. There is a pleasure in knowing that you are giving something back to society and doing your bit to alleviate suffering and make the world a better place.

We learned that 85% of all donations to charities occur because donors were asked to give, but if you were to ask those same donors to explain the reason why they give, hardly anyone would say it was simply because they were asked. There are a number of internal triggers that motivate their decision.

Donors are more likely to say that they give because they feel compassion for others in need, they feel like they want to make the world a better place or give something back to society. As fundraisers, we should be aware of these internal processes.

Every successful salesperson and marketer knows that people make decisions based on emotion first and then they use logic and reason to justify that decision to themselves. In this sense, we are driven by our emotions. An emotional mindset it's also more generous than an analytical mindset, so it follows that fundraisers should pay attention to the emotional impact of their work. A simple example of how this works in practice is to present the donor with numbers to demonstrate the impact of our work and then emphasize this through the personal stories of those we help with our work.

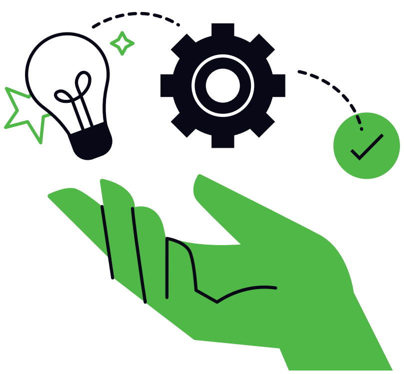
This is why storytelling is such a powerful tool. It's why success stories are so important to the work we do in SFL. When we can demonstrate the impact of our work through the personal stories of the people who we support, we can personalize the issue and invite the donor to feel the impact their donation can have.

Research indicates that you will have more success when you ask a donor to imagine how the person they are helping feels rather than to imagine what it would be like in their situation.

People are also likely to give when they feel a sense of similarity with those they are helping. We can feel a sense of similarity with others through the issues we care about, being from the same country or community, being of the same religion, and so on.

Another factor that influences donations to charity, for example, comes from the desire to address negative feelings that arise when we empathize with those in need.

You must make an effort to really show donors how their contribution will make a meaningful difference. Otherwise, their donation will feel useless to them. This highlights why it's so important to research your prospects so you can personalize your ask with these factors in mind.



Donors don't only give from the heart, however. They will also do a cost-benefit analysis to make sure their investment will have the biggest impact. There are literally thousands of nonprofits, charities, and good-causes out there for a donor to choose from. The role of a fundraiser is to demonstrate, not only that their investment will change the lives of people in need or further some important mission or cause, but also demonstrate that their money will be well spent. In other words, donors also want to see a good return of investment; more 'bang for their buck'.

Donors don't give to institutions. They invest in ideas and people in whom they believe.

Fundraising is not about asking donors to give up their money for others. It's about asking donors to invest in the cause of liberty.

Fundraising is one of the most critical aspects of running a nonprofit organization and thus advancing social change. By raising funds to further our mission, you are fulfilling a great, meaningful, and much-needed task.

Be proud of that.

THE FUNDRAISING CYCLE

The fundraising cycle is a simple but important model which helps us map our actions and create an effective development strategy. There are just 5 steps in the cycle but each step is very important - get these right and your fundraising efforts will begin to reach their full potential.

Once you've mastered the Fundraising Cycle it's a simple process of rinse-and-repeat. You have the basic outline needed to get started, begin cultivating relationships, raising funds, and demonstrating to donors that their money is being well spent.

Step 1. Is Identification

Step 2. Is Qualification

Both of these fall under the research category.

Step 3. Is Cultivation

Step 4. Is Solicitation

These relate to relationship building and actually making those all important asks.

Step 5. Is Stewardship

This is where we demonstrate to donors that we are spending their money wisely and generating the desired impact. It also shows that we appreciate and care about the donor's contribution.

Let's take a look at each of these in more detail.

STEP ONE. IDENTIFICATION

The identification stage is where we begin to research potential donors and forms the foundation of all development. In this stage, we are collecting data about individuals, foundations, or other organizations which would be open to supporting our cause. We can begin by identifying potential donors already known to our organization but also by looking for fresh prospects. We should identify potential donors and their likeliness to buy into our vision of a freer future for all.

STEP TWO. QUALIFICATION

Once we have identified a number of prospects we can begin to conduct deeper research and analysis to determine if their interests and ambitions do, in fact, align with the goals and mission of our organization; including specific projects or campaigns we might be currently running or ones which we could potentially run since they are in accordance with both the prospect's and our overall goals. The more we know about a prospect, the easier it will be to match their ambitions with our activities and demonstrate to them why they should invest in us.

STEP THREE. CULTIVATION.

Having done the necessary groundwork in the previous two steps, we can now move to step 3 and begin cultivating our relationship with potential donors.

This step has 4 distinct phases known as the 4 Rs:

1. ***Research,***
2. ***Romance,***
3. ***Request, and***
4. ***Recognition.***

Cultivation involves strategy and asks us to consider How we will make initial contact with our prospects? Who will do the communication? How will we tell prospects about our mission, goals, and projects in a manner that encourages giving? Cultivation can involve a number of communication channels, such as emailing or direct mailing, one-to-one meetings, and events prospecting, to name a few examples.

You should signal to your intentions to your prospect early on in your communications. Let them know that you envision a partnership between them and Students For Liberty and that you would like to explore this further. Your potential donors should know that we are approaching them with the intention of raising money.

We want them to give us a yes or a no as quickly into the process as possible so that we do not waste precious time or resources.

STEP FOUR. SOLICITATION

This stage is all about making the 'ask'. Depending on your methods during the cultivation stage, this could be via email, direct mail, over the phone, and so on.

In-person meetings are the best way to make asks. You want to be prepared for different ways how the donor can give and have the information available. Reach out to your local staff to find out the bank account details they can transfer the funds to. If they're sending a cheque, make sure you know which address they should mail it too. If they want to send cryptocurrencies, you're going to need to know which address they can send it to. Find out this information in advance and be ready to communicate it clearly and confidently to your donor. This helps create trust and confidence in the mind of the donor and demonstrates your professionalism and efficiency.

You also need to be ready to promptly address a donor's response: whether they say 'yes' or 'no'. This demonstrates professionalism and care. If you handle a donor's 'no' professionally, courteously, promptly, and diligently, you will be establishing a trust factor which may lead them to give in the future. In any case, you should prepare a back-up plan that aims to turn a 'no' into a 'maybe' and ultimately a big 'yes'! Keep communications open so you can approach those prospects again in the future.

When prospecting, look at a "no" response as an opportunity to find out more. Ask your prospect why they decided not to give. It could be that you've asked for too much, they may not like the project you have pitched, it might not be a good time for them to give. All of these questions will give you valuable information which you can use to shape your pitch in the future or to reach out to the potential donor at a later time with a proposal that addresses their objections.

A great tip when you get a certain "no" response is to ask your prospect for a referral. You could simply ask "would you know of any other individuals who might be willing to support this cause that you could introduce me to?" Wealthy people tend to know other wealthy people and this approach can open doors that weren't previously available to you.

STEP FIVE. STEWARDSHIP

'Stewardship' means having the responsibility to take care of something, such as an organization or property. It means you are responsible for something that you do not, in fact, own. So it is the perfect term for describing the relationship between a donor's money and those who get to use it.

In development terms, stewardship is about the proper administration and use of a donor's money. In this context, a 'steward' is anyone who is involved with raising the funds, responsible for implementing projects or campaigns to which the funds were intended, and anyone who stands to benefit from the use of those funds. Being a steward means you are personally charged with ensuring that donated funds are being used effectively, efficiently, and as intended.

This all adds up to ensure the donor has a positive experience and is satisfied by how their contribution is being used. Good stewardship lets the donor know their money is being put to good use and this, in turn, increases the chances that they will give again in the future. Every donation, regardless of how big or how small, must be well stewarded.

Here are some examples of actions you can take to ensure a donor feels valued:

1. *Process donations efficiently and promptly by ensuring you have secure financial processes in place and that someone, usually the individual who has been cultivating the relationship and who made the ask, is designated to respond to and thank the donor.*

2. *Invite them to attend your events or the hear more about your work, meet the people who their donations impacted or with other donors.*

3. *Send reports with lots of great images demonstrating our work and testimonials from those whom the donations directly impacted.*

4. *Publicly praise your donors at events, in newsletters, or on your website - but be sure to get their permission first and let them know when you have done it.*

5. *Remember their important events, such as birthdays, and use the opportunity to send a message of recognition and thanks.*

6. *Personalize your communications with them.*

7. *Write a handwritten thank you note.*

WHO CAN WE ASK?

There are essentially 3 different types of potential donors we can reach out to for funds. These are:

- **Individuals**
- **Foundations, and**
- **Local Companies and Organizations**

INDIVIDUALS

Ultimately, whether you are approaching a known donor, a potential prospect, or a foundation or organization, you will always be dealing with individuals.

We have already discussed the basics of fundraising along with some of the reasons why individuals give to nonprofits like SFL. So we will spend most of our time in this video focusing on Foundations and Local Companies and Organizations.

The main points you need to remember when approaching individuals is to follow the three steps: Research, Ask, Keep them Happy - and repeat this process.

FOUNDATIONS

Foundations are a type of charitable institution that does not qualify as a 'public charity.' They are usually non-profit organizations that were established to pursue certain goals and which are funded from a single or specific set of revenue sources, such as by a single family or a corporate fund, rather than being funded by the general public.

When approaching foundations please keep in mind that you are still dealing with individuals, those who make the decisions about how the foundation's funds should be used. However, decision making is often determined by the mission, aspirations, and set goals of the foundation. You rarely meet with the person who actually owns the money.

Foundations are set up with specific intentions in mind. To address homelessness, provide scholarships, or otherwise further the betterment of society. As a fundraiser, it's important that you conduct thorough research and qualify the foundations you are prospecting so you can be sure that your proposal aligns with their vision and mission.

Occasionally you will come across foundations in name only. Such foundations simply act as a giving vehicle of a donor who uses this means to contribute funds instead of writing direct cheques. Regular foundations will have a more defined proposal process which may include set forms to fill in and may have deadlines by which a proposal should be made.

In the US, you can research foundations using online tools such as a "990 finder". This will give you an indication of how much a foundation typically gives.

Differences Between Prospecting Individuals vs. Foundations

A key distinction between prospecting for individual donors versus foundations is that foundations will invariably have a set procedure in place for making requests. There may be annual deadlines for applications, a designated form, or other pre-conditions that must be followed before your proposal will even be considered by them. Again, this emphasizes the need to conduct solid research and learn all you can before making an ask.

Foundations tend to be more risk-averse. Normally the decision makers are managing other people's money, namely, the families or businesses who provide the source funding, and so there is a greater caution in how those funds are being spent. You need to make sure to demonstrate how investing with your organization is a sound investment because it aligns with the mission of the foundation, your work helps to further its goals, and that your organization has a good record of generating a positive impact with the funds they receive.

If possible, find out who makes the decisions and attempt to make a connection with them and begin building rapport. When working with foundations, it is reasonable to ask for clarification about their guidelines, about the sort of campaigns they are focusing on, general assistance, and so on. Follow the foundation's guidelines to the letter with the advice and support of the individual you have made contact with.

LOCAL COMPANIES AND ORGANIZATIONS

There are typically 3 reasons why local companies or organizations donate to a nonprofit like SFL.

First, they are likely to donate because their policies, vision and mission, align with the vision and mission of SFL, or that the issues they care about can be addressed by work of SFL.

Second, it is not uncommon for local companies to support people in their area because they want to give something back to their community or simply because they want to have greater visibility.

Third, private companies are less constrained and have more flexibility than, say, foundations.

The challenge with approaching private companies is that it can take a while to get buy-in and support from them. This is because, as a company, they have a wider set of variables to take into account, such as their public image, their customers, shareholders, and their bottom-line.

But remember, in the end, it is always going to be some individuals within a company that make the final decision.

Think Beyond Money: In-Kind Donations

While funding is critical to the ongoing success of any organization, it is not the only way donors can help us. It's not all about the funds raised, it's also about the costs saved.

An 'in-kind donation' is a type of charitable giving in which, instead of giving money to buy needed goods and services, the goods and services themselves are given. Gifts in kind are distinguished from gifts of cash or stock.

You can ask donors to pay for or gift specific items, such as the costs of refreshments at an event, to sponsor leaders to attend a conference overseas, or to pay for a venue space, for example. We might also receive donations in the form of books and other materials, printing costs, and so on. These sorts of contributions generally work well with local businesses who might 'sponsor a lunch' during a conference for the publicity.

Even with in-kind donations, it's important that you are creating a record of this and notifying staff. We need to log all in-kind donations with the same importance and consistency as cash donations.

FINDING PROSPECTS

There are primarily two ways that you will be able to find prospective donors: online, and in person. Since the majority of new prospects are found online, let's start there before exploring some of the ways you can find prospects in person.

Ideally, all your prospecting should be warm and in-person. However, there may be times when you need to reach out to a person with a cold email - which occurs when you have a good prospect but so far have not been able to have a conversation with them. A sample of a cold-email message template can be found at Appendix I.

PART 1 - FINDING PROSPECTS ONLINE

Remember, development is partly a numbers game. So you will need to find ways to steadily increase the number of asks you are making. Thankfully, the internet is one of the most powerful tools in our development toolbox. It can make the process much easier and a little less painstaking.

We can sum up the process in 3 simple steps:

- Step 1. Find the names of people online who have donated to other libertarian or conservative causes.
- Step 2. Find those people's contact details, such as their mailing address, phone numbers, or e-mail addresses.
- Step 3. Spend some time researching any other information you can find out about these prospective donors.

Your goal is to identify prospects, qualify them by researching their interests, and then track them down to make contact with them.

There are a number of creative ways to find prospective donor names online. These include the reports of other organizations, other organization's materials, conference sponsors, news articles including media hit-pieces, linked-in, and money-bombs. There may be other ways, and you should definitely think creatively and strategically and not be reluctant to explore new avenues of enquiry.

For now, we will consider each of the methods just mentioned in more detail.

METHODS

Other Organization's Reports

All organizations produce reports, whether annually, biannually, or quarterly. These reports cover a number of things such as growth statistics and success stories, but we are only interested in their donor lists. Naturally, we should be thinking of organizations similar to SFL, such as Cato, or Reason, who share the same values as SFL. It is obviously more likely that people who donate to those organizations would be open to also donate to SFL. Find these organization's reports online and look for their donor lists, which are normally located closer to the end of the report. Make note of these names and go from there. You can also take note of the names of their Board of Directors or Trustees as these people are often donors or academics and useful to know about.

Other Organizations Materials

Leaving annual reports aside, we can also research other organization's materials, such as their promotional materials, newsletters, published works, and so on. It is not uncommon for sponsors and donors to also be recognized in such publications. Take Reason magazine, for example, who regularly highlights donors in videos and blog posts on their website. Or take a look at the non-profit called "State Policy Network", or SPN, who highlight a donor in every newsletter. Keep your eyes open for times when an organization refers to someone as their "donor" or "trustee" because this is a clear indicator of a prospective donor.

Conference Sponsors

We can also look for conferences and events which share similar interests and values with SFL. We might think of these as 'friendly-conferences' which are being sponsored by friendly individuals and organizations. If a donor contributes to an event like 'FreedomFest' then there is a good chance they will be open to donating to SFL's activities, too. Spend some time researching the conferences of other organizations to get an idea of what it out there. Make note of any names of organizations and individuals who are listed as sponsors, contributors, or trustees. You may also want to make note of all the exhibitors at such events as this will grow your lists of 'friendly-organizations' who you can conduct research on and potentially reach out to.

News Articles (Including Media Hit-Pieces)

Pay attention to news stories discussing where money is going in politics, which organizations are engaging in lobbying, and what the key campaigns or issues are dealing with. Your aim is to identify both organizations and politicians who are supporters of civil liberties. For example, a New York Times article about Republican politicians who supported a bill to pass same-sex marriage included one politician who is now a top donor to SFL. The added benefit of this type of research is that you can also begin learning about the strategies of other organizations.

Of course, not all news stories will be favourable to the cause of liberty, but we should not ignore these simply because they do not align with our views. Actually, they can provide interesting insights into funding sources and the activities of other organizations so have an open-mind and keen-eye when reading these.

Money-bombs

This is not the most common way of identifying donors but it would be an oversight if we didn't at least briefly mention it here. "Money-bomb" is a term used to describe a grassroots fundraising effort that runs for a brief and fixed period of time, often used to support a candidate for political election. Usually, there is a set financial goal to be reached along with a timeframe to reach it and this guides the fundraising efforts. Since moneybombs are ad-hoc in nature, you will not always be able to use them in your research. However, what's great about moneybombs is the fact that donor's names, along with their city/state, are updated live whenever a new donation is made. You can simply sit comfortably and refresh your page as new donors appear.

WHERE TO FIND ADDRESSES ONLINE

You've conducted a lot of research and made a list of potential donor's names, but how do you contact them?

We are primarily trying to locate any physical mailing addresses. This includes any address where a prospect will receive mail and where they are likely to read a letter if we send it them such as a home address, work address, the address of a family member, or the address of an organization or foundation they are closely associated with. Remember, it must be somewhere that, if they received a letter in their name, there's a strong chance of it being delivered, opened, and read by the prospect. Our mission is to get a proposal physically in front of them.

There are a bunch of online tools that can help us locate these addresses. The most obvious and common is to conduct some clever Google searches: start by putting inverted commas around their name, this tells Google to find exact matches, include the word "address" along with any other key information that might pull up the result you are looking for. For example, "John Smith" in inverted commas + address + city or state you think they are living in.

Other tools include WhitePages.com, an online telephone directory which often includes addresses. Similarly, PeopleSmart.com is another useful tool. These are US focused websites, however. Two things to keep in mind: first, if you cannot locate a physical address but can locate a phone number, you can use this to reach out and try to obtain a physical address. Second, remember the value of privacy, even in today's world of the internet. There are companies dedicated to keeping personal information private online.

If you cannot find a physical address, the next best option is an email address. Usually, individuals have more than one email address; they may have one for work and a separate one for personal communications, and it is the former that you are most likely to find online. Use some of the techniques previously discussed, some tech-savvy, and creative thinking to locate email addresses online.

OTHER ONLINE TOOLS

There are other surprisingly useful online tools at your disposal. The first we will look at is called OpenSecrets.org. This is an unlikely tool because the purpose of this website is to act as a watchdog for lobbyists. It is supposed to call-out and essentially shame individuals and organizations who contribute funds to causes they care about, in fact, it is one of the best research tools fundraisers have because they have done much of the hard work for us. On OpenSecrets.org you can find lists of donors, organizations, amounts of contributions, and even the type of causes they have donated to. Often the specific details are not entirely accurate, but the names of who gives and to which causes they give are typically correct.

Next, we have a website called Fundrace.huffingtonpost.com. It works in a similar manner as OpenSecrets.org because it aggregates public records about donations to political causes. It is useful for gathering background information about donors by identifying the politicians they support. Of course, this approach means that we also have to learn about the politicians and what they stand for by always asking if they support libertarian policies.

Finally, we have Wikipedia. The information we can get on Wikipedia is quite limited but often we can find out more about organizations, public figures, and politicians, to get an idea of what they support and stand for.

While most of these tools and resources are focused on the US context, if you are raising funds outside of the US, your job as a fundraiser to identify similar tools, databases, watchdogs, and so on, that are relevant to your local area.

7 TIPS FOR INCREASING EFFICIENCY & ACCOMPLISHING GOALS

By now it should be clear that good research takes time, forward-thinking, and attention-to-detail. In other words, good research takes work. Here are five top tips to help you stay focused on your research goals:

1. **Stay focused** - put your headphones in and block out distractions with some of your favourite motivational music.

2. **Avoid multitasking**, focus on one prospect or organization at a time.

3. **Copy and Paste is your friend**. Open a spreadsheet to track and record your work. Create relevant columns and simply copy and paste valuable data as you go along - worry about the formatting later.

4. **Google is your friend** - use it extensively.

5. **Have clear research goals** and don't get drawn into research tangents. Be clear on the data you want to find and stick to it.

6. **Do a research blast** - try to find as much contact information and details about prospects as you can. Save these in a spreadsheet to contact later.

7. **Come up with strategies** that work for you, think-outside-of-the-box to find new places to gather the information you need.

PART 2 - FINDING PROSPECTS IN PERSON

There is an added value to finding prospects in person that makes it somewhat easier than finding prospects online, however, it does require some legwork and confidence. You need to put yourself out there and get in front of the people you think would be likely to contribute to SFL.

Before we get into the details, it's important to mention that a significant number of donors are discovered by **asking for referrals**. When you're speaking to a potential donor, be sure to ask them if they know others who might be interested in donating to our cause. Ask them for contact details or better yet ask them to make an introduction for you. We generate a lot of leads from this simple process so be sure not to overlook it.

WHERE TO MEET IN PERSON PROSPECTS?

By far, the best place to meet prospects in person is at events and conferences that cover similar topics or causes. You might attend a public lecture by a famed economist, or a conference that deals with free-market ideas, local groups, alumni events, or a nonprofit dinner or awards ceremony.

It's obviously easier if these gatherings have some informal or networking aspect where you have a chance to walk around and meet attendees. It's even better if you have an idea who you would like to speak to in advance. But the main thing is to get out there and start doing it.

WHY TRY TO MEET IN PERSON PROSPECTS?

There are many benefits to meeting prospects in person, the first and one of the most crucial benefits is that it's humanizing. People innately want to interact and connect with others, especially those who share their same views and ideas. When you meet someone in person you can look them in the eyes, smile, connect, and build rapport much quicker than you can through a letter or an email.

It's also easier to ask them for a business card and contact information. If they don't have a business card, be sure to write their contact info down in a notebook or your phone and email it to yourself to follow up with them. The most important thing is to not leave without getting their contact info so you can follow up. They might say that they will follow up with you, but this seldom happens, so you must be proactive in getting their details so you can be sure to follow up with them instead.

You can spend some time getting to know the person better, find out why they are at the event and what they care about. You can make a better impression on them and become someone who they know, like, and trust much quicker than with other methods. If you have contacts, they can introduce you and boost you up. You also have the opportunity to meet many prospects at once and, importantly, figure out if they really are a good prospect for you or not.

If you feel that a meeting would be worthwhile, ask them early on if they would like to discuss things further with you one-on-one and schedule a meeting as soon as possible. You might ask for the details of their assistant or secretary so you can contact them to schedule the call.

THE 5-STEP PROCESS

There are five simple steps to finding, meeting, and securing prospects in person:

Step 1. Find Locations where your prospects are likely to be

Step 2. Prepare

Step 3. Maximize Your Networking Opportunities

Step 4. Collect Their Contact Information

Step 5. Follow-Up with them

Let's briefly explore each in more detail.

Step 1. Find Locations where your prospects are likely to be.

Find Locations where your prospects are likely to be by leveraging your existing contacts in your network and conducting online searches using the tools discussed in the previous section. Find a way to attend these events by asking your contacts for help, buying tickets, or reach out to friendly organizations who are hosting these events for a discount or in-kind trade.

Step 2. Prepare

Prepare to impress by making sure you have conducted the relevant research, dressing for the part, bringing enough business cards, being well-rested and refreshed beforehand, and arriving early.

Don't go hungry to a dinner. Remember, your goal is to network and find prospects and not sample all the appetizers.

If you need an energy boost, take a shot of espresso. Remember, you are a personal representative of Students for Liberty and an ambassador for the cause you are raising funds for, aim to present the best version of yourself.

Step 3. Maximize Your Networking Opportunities

Maximize Your Networking Opportunities by figuring out who you would like to meet in advance. You will often be able to get access to and view and attendee list prior to an event, use this to figure out if donors will be there and to strategise about who you plan to meet and what you plan to say to them.

Having a clear strategy will increase your chances of meeting the people you want to meet. Be strategic. Stand in the right location, have the right people around you, try not to get stuck in one conversation for too long, ask friends and associates to make introductions, be confident, friendly, and put yourself out there.

Step 4. Collect Their Contact Information

Get Their Contact Information because it is the most valuable part of this process. They may not ask for yours and, even if they do, would be unlikely to follow-up anyway. Take the initiative.

Be sure to thank them for their time and politely ask for their contact information as you would like to continue the conversation and follow-up with them later. People like to feel important. If you treat them with respect and appreciation, 9 times out of 10 they will give you their business card. If you're doing a good job, you will likely leave with a bunch of business cards.

A handy-tip is to keep a pen and write a short summary and action steps on the back of the card to remind you what you discussed. This will be useful when we move to the next step.

Step 5. Follow-Up with them

Now that you have their contact information it is time to Follow-Up with them.

You should be prompt.

Send them an email within 48 hours of meeting them and include a comment or reference from your conversation. Be sure to ask them a question in your follow-up message - this will leave the door open for them to reply and encourage them to actually respond to you.

You're on your way to building a relationship with a new potential donor. In the longer-term, you should continue this conversation by sending more information about SFL or the campaign or project you are aiming to get support for.

Invite them to your events and meetups, perhaps they would make a good guest speaker? Whatever the case, remember to remain professional and friendly and to think of creative ways to get them excited about your cause.

7 TIPS FOR MEETING IN PERSON PROSPECTS

1. *People tend to spend time with people they know and people who are like them.*

2. *Go to the front of the room or close to a doorway where people are coming and going to increase your chances of being seen and for speaking with others.*

3. *At dinners: the most important people sit at reserved seating at the front. Hang out there before people sit down and make an effort to meet them.*

4. *Be bold, be courageous, have confidence. Be the best version of yourself you can be.*

5. *Ask for contact information - if you don't get their contact information you will not be able to follow up and all your efforts will be in vain.*

6. *Don't ask for money - unless it is really clear that they want to give there and then - which seldom ever happens - you should avoid talking about money when you first meet. Wait until you begin your follow-up conversation to start talking about SFL, or any campaigns and projects you think they would be interested in supporting.*

7. *Be curious, inquisitive, have an open mind, and try to learn as much about other people as possible. As a general rule, two-thirds of your time should be spent listening and one third should be spent talking and asking questions. Remember, we have two ears and one mouth and should use them proportionately.*

THE PITCH

INTRODUCTION

Human beings want to feel entertained, they want to feel part of something bigger than themselves, part of a grander mission to change society or even the world.

So, what do you think will have a bigger persuasive impact? A long drawn-out written proposal or a concise and enthusiastic in-person pitch?

Most people are more likely to feel motivated when they hear a well delivered and powerful pitch. A pitch is much more likely to stir the emotions and cause them to take action than a written report or proposal.

The Pitch approach has raised SFL's biggest gifts throughout our history and is a sure-fire way to raise funds effectively. Get this right and your fundraising efforts will become a whole lot easier and more successful.

A typical conversation with a potential donor is usually pleasant and enjoyable. You'll find yourself talking about all sorts of random topics as you get to know your donor better and explore what matters to them. You'll also find yourself talking about all manner of things relating to SFL and our work and mission. This is all well and good and, naturally, answering donor's questions is an important part of what we do as fundraisers.

However, our role as fundraisers, our true purpose is to make the strongest possible case as to why SFL is worthy of a big investment from them. To achieve this you need to develop a winning pitch that relies on insights, storytelling, behavioural science, psychology, charisma, and personal experience.

Sure, writing proposals has an important place in fundraising, but our experience has shown that it is nowhere near as effective as getting in front of donor - either on a phone call or, even better, in a face-to-face meeting - and making a strong pitch about SFL, our vision, mission, and the impact their donation can have in changing the lives of our leaders and in changing the world for the better.

In SFL, we have perfected a pitch which you can learn from, copy, and adapt to suit your purposes. Check the additional resources in this section for an example.

In this section, we will explore the mechanics of a successful pitch in more detail.

THE STRUCTURE OF A PITCH

The structure of pitch is roughly the following:

First, be sure to thank and acknowledge the donor for their past gifts - if relevant - or for giving up some of their time to talk with you. Show that you appreciate their time and attention. Make it personal and tell them how much it means to you, personally, that they are taking the time to talk with you.

Next, introduce SFL if they are not too familiar with our work. Talk about our vision of a freer future and our mission to educate, develop, and empower the next generation of leaders of liberty.

Then, begin explaining the personal impact SFL has had on your life. Talk to them about how exactly SFL has changed your life.

Aside from making your pitch more personal and meaningful, this also establishes a rapport and credibility. It demonstrates that you are contacting them to raise money because this is a cause you care deeply about. It shows that you are a success story of SFL's programs and that their contributions directly impact the lives of students just like you all over the world.

Once you've laid this foundation you can begin to talk about problems. What are the big problems that need to be solved to further our vision and mission? What is the issue that we need their help with? Do establish this, it's important to engage them and ask them questions about what matters to them.

Now that you've identified and explained a problem you begin to describe the work of SFL as a solution to that problem. To do this you can share real-life stories of SFLers, success stories, our up-to-date figures such as our event reach, number of leaders trained, and so on, and you might also want to talk about SFL's theory of social change.

We've identified a problem and we've explained how SFL provides solutions to that problem. Now we should draw a contrast between the problem and what the solution brings. In other words, the impact their donation can have towards solving that problem. How, by working with SFL, they, too, can help to change the world, bring about a freer future, and impact the lives of our volunteer leaders for the better.

This is all leading to the finale of making the big ask. You should be confident and concrete. Remind them of the vision and impact their contribution can have towards producing thousands more leaders for liberty who are all working towards a freer future for all.

5 TIPS FOR WINNING PITCHES

Here are a few more tips and tricks you can adopt to help polish your approach and ensure you are making the strongest possible pitch.

1. **Use props to make your pitch more memorable.** It helps keep the donor's attention and it can make the pitch more coherent and meaningful.

   For example, you could be wearing your SFL pin and show it to the donor during the meeting. Explain how much it means to you, how proud you are to wear it, and how amazing it feels to meet other SFLers from around the world who wear this pin as a symbol of their commitment to SFL and to liberty.

2. **Practice, practice, practice, and then practice some more.** The best fundraisers are those who know their pitch inside out and back to front. They are not reading from a script because they have made their pitch a part of who they are. They learn what they want to say off by heart so that they can truly speak from the heart when the time comes. Practice in front of the mirror. Become aware of your tone, language, and even facial expressions. Take some time to practice before you go into the call with your donor. Reach out to your colleagues or staff members, practice on them and ask for constructive feedback. While you will ultimately be making the pitch yourself, you have a whole team and huge network behind you to support you along the way.

3. **Use tonation, pauses, gestures, and expressions wisely** to delineate different parts of the pitch and think of it as more of a performance than simply reading a script of learned materials.
4. **Take note of the donor's personal interests and be willing to adapt and shape your pitch accordingly.** Tell different stories, emphasise different areas of our operations to match what you suspect the donor is most interested in.
5. **Don't be afraid of silence.** You've made a great pitch and asked the donor for funds. Now pause and give them a chance to respond. Don't feel awkward sitting silently while you wait. Don't feel the need to fill the silence with sound. Be patient and wait to hear the donor's reply before speaking again.
6. **Don't be disheartened, believe in what you are doing, believe in our cause, and assure them that their investment in SFL will make a massive difference.**

   If they say "yes" - that's fantastic, you've successfully achieved what you set out to do. The only other answers can be "maybe" or "no".

   In both cases we should be asking follow up questions to establish what the obstacles are and we should make every effort to answer those objections with the same enthusiasm, knowledge, and passion with which we made the pitch.

WRITING WITH A PURPOSE

If you want a potential donor to stop and take notice of your work, you need to make your proposal stand out by improving your ability to write persuasively.

In this section we will talk about how you can start writing amazing proposals that catch your donor's attention and their imagination. We'll talk about the style and format of a proposal along the different sort of approaches you can take with different target audiences. We'll talk about finding a purpose to include in your proposals as well as a number of tips and tricks from the experts.

THE ART OF PERSUASIVE WRITING

There is an old Chinese proverb that says: You cannot fill a cup that is already full. So, before we begin diving into the intricacies of writing with a purpose, it is important that you first empty your cup and have an open minded approach, because you're about to learn that proposal writing is somewhat different to how we were generally taught to write in school. A sample written proposal can be found at Appendix II.

First of all, writing a proposal does not mean writing an essay. Essay type writing does not generally work well for development. Rather, **it is helpful to think of writing for development as a form of poetry rather than prose.**

This does not mean your writing should rhyme, use alliteration, simile, and so on. It means that **your writing is supposed to spark curiosity, stimulate the imagination, and evoke an emotional response in the reader.**

In short, development writing is persuasive writing. We must never forget that.

- You will need to shape your letter's message, the issues you discuss, your rhetoric, and whatever else that will appeal to the recipient.
- We are not trying to prove our intelligence through the use of complex vocabulary, or densely worded documents, so we should use simpler words and phrases and aim for brevity in our messages. Our aim is to exhibit empathy in understanding our potential partner, in building rapport, developing relationships, and, ultimately, earning their trust and support.
- Similarly, we should opt for short, punchy, paragraphs over long chunky ones. People tend to skip over or simply scan text when it is bulked together, but short paragraphs are easier to read and keep the eyes moving through the letter. Short paragraphs are also felt to me more personal. 1-3 sentences per paragraph is optimal.
- Development writing is supposed to be personal. The donor should feel like they are talking to a real person who has substance, feelings, and personality. Always remember that we are writing for the benefit of another

real person and simply trying to express ourselves to another human being in a way that is persuasive and that leads to the desired outcome.

- Put yourself in the place of the recipient. As a result of your research you should at least have some information that can help you to empathize with who they are, what matters to them, and to think about the impression they will likely have when they read your proposal.
- Next, keep in mind that evidence is secondary. Citations are not of principal importance. We should be capable of backing up our claims and avoid saying anything that is false, but at the same time we do not need to obsess over backing up every point we make in an academic style. People are more interested in the results we can deliver rather than the mechanics and processes we use to deliver them.
- With that being said, aesthetics do matter. Your proposal should look neat and pleasing to the eye. The presentation should match the content. Font pairings, font size, writing style, layout, and so on, are important to get right. The rule-of-thumb here is consistency. **When we create a proposal it must be something that people want to read.**
- In How to Win Friends and Influence People, Dale Carnegie wrote that

"...a person's name is to that person the sweetest and most important sound in any language. Using a person's name is crucial, especially when meeting those we don't see very often. Respect and acceptance stem from simple acts such as remembering a person's name and using it whenever appropriate."

This is especially true if you are having a phone conversation or in-person meetings. Develop this skill and it will greatly assist you in demonstrating that you care about that person and will go a long way towards making more meaningful and longer lasting connections.

THE 3 METHODS OF PERSUASION

In addition to being an astounding natural and moral philosopher, Aristotle was also an expert at rhetoric and wrote several tracts on the topic. Aristotle created a model known as the Rhetorical Triangle to map the 3 core methods (or 'modes') of persuasion that are present in all forms of written or spoken discourse.

Aristotle called these 3 methods of persuasion: Ethos, Logos, and Pathos.

ETHOS

Ethos refers to the credibility of the speaker. In other words, we are more likely to be persuaded when we feel the speaker is a trustworthy and credible source. This explains why we usually hear a speaker's bio and accomplishments when they are being introduced at a conference. In terms of SFL, one aspect of our ethos comes from our track record of success and the noteworthy accomplishments of our leaders.

LOGOS

Logos refers to logic. It is usually the main substance of a discourse. It can use statistics, evidence based arguments, reasoning, analysis, and so on. For SFL, this could refer to our yearly growth statistics, our budgets, or even the ideas we promote and our reasons for promoting them. However, in development writing logos should be used sparingly, purposefully, and should not be the primary focus of your proposal.

PATHOS

Finally, we have pathos which refers to the audience' mindset. Pathos is all about feeling and emotion. It is one of the most powerful persuasive tools in the box. If we can get our audience to feel, we are much more likely to persuade them to act. Remember, people make decisions based on emotion and then use reason to justify their decisions.

When we are doing development writing we are essentially trying to evoke a feeling in our prospective donors. This could be a feeling of satisfaction, excitement, and happiness, or concern, a urgency, and need, depending on the issues we are raising awareness about.

THE 'JAB-JAB-HOOK' PERSUASION TECHNIQUE

We can put this into action with a 3 punch technique, what we might call a 'jab-jab-hook technique'.

First we build credibility by explaining who we are and what we have achieved in the past, that's the first jab. (Ethos) Followed by a second jab where we outline our facts and figures, details about the campaign or project we are raising funds for. (Logos) Finished off with an emotional punch; a hook that tugs on the heart or the gut of the donor in a way that invites them to really feel the impact of what their contribution can do. (Pathos)

KNOWING YOUR AUDIENCE

We've talked about development writing being an exercise in persuasion and we've looked at the three modes of persuasion, now let's take a brief look at some of the different types of audiences you will be dealing with along with some of the best approaches you can take with each.

The audiences we'll consider are: Your Family and Friends, Your Larger Network, People you meet at Networking Events, and unknown people.

The audiences we'll consider are:

1. Family and Friends,
2. Larger Social/Professional Network
3. Networking Events
4. Unknown People

FAMILY AND FRIENDS

These people include your immediate family and friends, but also their close friends and connections. This audience can be referred to as a 'warm market' because you are speaking with people who already know, like, and trust you. These people are more likely to already believe in you and what you stand for. They will support a cause because you're behind it. This factor will usually be more persuasive than the cause itself. When communicating with this audience, remember to share your personal story, explain how their support will help you and others like you.

LARGER SOCIAL/PROFESSIONAL NETWORK

Expanding from here we tap into Your Larger Network. This is made up of anyone in yours or your family's larger network of friends, associates, partners, and so on. These are good prospects because, even though your connection with them may be weaker, you still have a connection and this better than nothing as a starting point. When speaking with these people be sure to emphasize a common interest or connection between you both.

NETWORKING EVENTS

If you attend the right events you are likely to meet a lot of potential prospects who you can begin reaching out to. This category covers anyone who you met at an event but did not know prior to attending. You have already established a common interest by being at the same event.

Ideally, you already made a connection at the event from which you can continue the conversation afterwards. When you reach out to them you could mention how you enjoyed speaking with them about some topic you discussed, discuss the event itself, or even set up an in-person meeting to continue the conversation after the event.

UNKNOWN PEOPLE

Unknowns include anyone who you are reaching out to that has no idea who you are. These are the sort of people you will discover through your research. As a result, the audience is large.

The challenge is to find out as much as you can about them, identify common interests or concerns, and then match those to your proposal. In these cases, it is more acceptable to use a generic pitch that appeals to whatever little you discover about them since we have no other leverage starting out. As always, we must remember we are dealing with individuals and that we are trying to persuade them to invest by building rapport. Genuine and open curiosity will help you think of the right things to ask.

However, it's not just about getting to know your prospect, it's about raising funds. You should not lose sight of this goal throughout the process.

As a general rule, you should always be aiming to get in-person, one-on-one, meetings with your potential donors and wherever possible avoid sending cold proposals unless you have no other option.

10 TIPS FOR WRITING WITH A PURPOSE

1. **Use "I" instead of "we"** (as in "we at SFL") in your direct communications. This makes your messages more personal and intimate.

2. **Tell your story.** Again, you are giving your personal impact story and explaining why this issue or cause matters to you.

3. **Find a way to connect.**

4. **Use large, clear, font, and simple, short, words and paragraphs.**

5. **Use nostalgia and emotion.**

6. **Impacts matter, mechanisms don't.** Donors are more interested in what we can do with their money and not how we do it.

7. **Only write what you believe.** This will create credibility and will mean you can honestly stand over and backup everything you say.

8. **Don't get disheartened if you do not hear back from someone.** Development is a numbers game. Some people will never respond, others will respond promptly, and others still will only respond after they have heard from you a number of time.

9. **Give them a good reason to respond to you.**

10. **Repetition is a good thing.** People may need to see or hear from you several times before deciding to invest. Through your communications, you are trying to build a know-like-trust factor. It takes time to build such a relationship so don't be shy about repeating your proposals several times if necessary.

IMPORTANT CONSIDERATIONS

Energy and Persistence Conquers All Things

Benjamin Franklin famously said "Energy and Persistence Conquers All Things"

You've done the hard work researching, identifying potential donors, and crafting an exceptional pitch. You send off the emails and after some time you eventually get a reply and it's not the response you were hoping for, if you hear anything back at all.

This is where the next tool in your Devo Toolbox comes into play.

Persistence.

Persistence is what separates mediocre fundraisers from exceptional fundraisers. Persistence doesn't mean pester. It means developing a system of follow-ups and fresh attempts until you hear a 'no'.

We have many examples where our Development Team have tried for many months to get in front of a donor sending 15, 20, or more emails. If he or she doesn't answer after sending 2 or 3 emails we keep going.

Many donors have staff and assistants who field and filter their emails. In some cases, the potential donor may not have even seen your messages, yet. Sometimes it can take a year for us to get through to the person we want to speak to, especially for high-profile donors.

Persistency means not giving up until you get your foot in the door.

Persistency means not giving up until you hear a definite 'No'.

Persistency also means finding out why they have said 'No'. You have got to follow up consistently, so do not think that sending one or two emails is going to be enough.

You should treat a 'No' response as an opportunity for discovery and should always be asking 'why?' because we want to know the reason why the donor is not willing to give.

It could simply be that we've asked for too much or not enough, it could be a bad time of year for them but it doesn't mean they won't be willing to give at another time in the future. On the other hand - sometimes hearing a 'yes' can mean we asked them for too little. So, hearing a 'No' is a valuable opportunity to learn more and hone our craft.

In summary, we must first persist until we actually get to speak to the donor. And then we must persist further until we hear a 'yes' or a 'no'. Finally, if we get a negative response, we must persist even further to find out why and then adapt to the outcome.

Sometimes a 'No' does mean 'No'. But often it means 'maybe' or 'not right now'. We need to be sure and this is why energy and persistence are so important to your success as a fundraiser.

LEGAL CONSIDERATIONS

When you are raising funds on behalf of SFL you must keep in mind that you are doing so as a representative of SFL. Remember that your actions and conduct will be seen as a reflection of SFL as a whole, and so it is essential to conduct yourself with the utmost integrity, professionalism, and respectability.

In this capacity you take on a fiduciary duty to SFL.

A fiduciary is defined as a person who acts on behalf of another person, or persons to manage assets. Essentially, a fiduciary is a person or organization that owes to another the duties of good faith and trust. The highest legal duty of one party to another, it also involves being bound ethically to act in the other's best interests.

It is therefore essential that you are communicating your fundraising efforts to relevant staff members and that all funds raised are deposited in SFL accounts, never your own.

Remember to notify your local staff whenever you raise funds.

For sums between $10,000 - $25,000 you must also send the details to the "connector" email address: connector@studentsforliberty.org. Sums above $25,000 need to include the CEO. A simple email message outlining the prospect details, the sum being requested, and your notes is all we need to receive from you, so be sure to be proactive about this.

Staff members should be kept informed of your attempted prospects, not just your successful ones. Knowing who has already been contacted, and in what context, prevents duplicate requests being sent to the same donor and, more importantly, it helps to formulate an overall development strategy for your region or SFL as a whole.

When you successfully raise funds for SFL, the funds will be deposited in official SFL accounts and set-aside for the use in which they were intended.

For example, if you raise $1,000 for a local activism campaign, the donor will deposit the funds with SFL and these will be set aside and made available to the leaders for use in the intended campaign.

We are a well established international organization. It is essential that we are logging all funds, and requests for funds, and correctly accounting for them.

As a representative of SFL who is raising funds on behalf of SFL and to fund SFL activities, you have the responsibility of announcing your fundraising efforts and keeping staff consistently informed of your progress.

With this in mind, our responsibility as fundraisers goes two ways. We have a responsibility as stewards to manage the donor's funds efficiently, responsibly, and as intended on one hand; and on the other hand we have a fiduciary responsibility to SFL to ensure our fundraising efforts are being properly tracked and logged.

SFL wants to celebrate your successes. We love to hold up champion leaders as examples for others to follow. If you are raising funds that will ultimately be used to further our vision and mission, we want to celebrate your accomplishments. Staff need to be informed to make sure this happens.

APPENDIX I:
COLD EMAIL TEMPLATE

Hello ________,

I'm Jacob Linker, Donor Relations Officer for Students For Liberty. Would you be up for a quick call sometime next week to talk about my organization and the sorts of causes you're interested in giving to? Maybe [DAY 1] or [DAY 2] [TIME]?

We're a 501(c)(3) internationally-minded non-profit focused on identifying intelligent and driven students and building them up to be effective professionals and advocates for free markets and individual rights.

Our alumni include journalists, writers, entrepreneurs, start-up founders, Forbes 30-under-30 members, scholars, think tank founders, elected officials, and so much more.

In our 2018 Fiscal Year, we trained 2,087 individual students who organized 1,482 student-run events and trainings that attracted 65,180 student and alumni attendees - figures that were larger than our 10 prior years combined.

With two months left to our 2019 Fiscal Year, we have trained over 3,237 students who have organized 1,437 student-run events and trainings that have attracted 72,471 student and alumni attendees thus far.

These are great metrics showing that our growth is right on track! We recently made an acquisition of a sizable online learning platform - Learn Liberty - as well that will expand our online reach by the hundreds of thousands that I'd be excited to tell you a little more about as well.

I hope I get to hear from you soon!

All the best,
Jacob Linker

APPENDIX II: FUNDRAISING PROPOSAL TEMPLATE

PROJECT TITLE:

Banned Books Reading Club

Proposal prepared by:

Kevin Flanagan

ESFL Director of Programs

PROJECT SUMMARY

Students For Liberty will host a Banned Books Reading Club for SFLers and guests who wish to read and discuss key texts that have been banned at different times by different regimes. The aim is to foster open-minded discussion and analysis of banned books and their impact on society.

OUTPUTS

- A reading group meeting will be held every week or fortnight to discuss pre-agreed chapters of assigned reading materials.
- The group will consist of 10-20 readers.
- Recruitment for groups will take place for each new book.
- SFL leaders will learn more about books that have been banned, in a spirit of open discourse and learning.
- A limited number of non-SFLers may be selected to take part in the discussions. In this case, we aim to recruit new SFLers to join our programs.

OUTCOMES

- Read 3 books throughout the fiscal year (May-April), or approximately 1 book every 3 months depending on the length of reading involved, excluding holidays and exam periods.
- SFLers will learn how to enquire and discuss ideas in an open and inquisitive environment and will be invited to consider the context in which the book was banned.
- This will be a feature of our academic programs and will help to create a deeper academic understanding of the ideas of liberty, free speech, and open discourse.

PROBLEM STATEMENT

Throughout human history, books have been a vehicle for change. Sometimes authoritarian regimes have had a vested interest in the prevention of the propagation of ideas that would ultimately challenge or mock their perceived integrity and authority. The Nazi's burned books, churches have excommunicated members, and the death of authors of fiction have been called for in the past century alone.

VALUE PROPOSITION

This program will provide an opportunity for students and SFL leaders to become acquainted with such texts. We will consider the historic and cultural contexts which led to the banning of the texts we will be reading, in addition to exploring the themes and motifs.

READING LIST: SUGGESTED TEXTS*

- Animal Farm - George Orwell
- A Brave New World - Aldous Huxley
- Fahrenheit 451 - Ray Bradbury
- 1984 - George Orwell
- The Catcher in the Rye - J.D Salinger
- The Grapes of Wrath - John Steinbeck
- The Lord of the Flies - William Golding
- Catch-22 - Joseph Heller

BUDGET BREAKDOWN

CONCEPT	VENDOR	PRICE	UNITS	SUBTOTAL
Program Development	SFL	$5000	1	5000
Books	Various	$20	40	1000
Shipping	Various	$10	40	400
Promotion	Various	$750		750

TOTAL BUDGET

Total Amount $7,150

STUDENTS FOR LIBERTY
A FREER FUTURE

www.StudentsForLiberty.org