

# Going from 0 to Millions

A Case Study of Building a Successful  
Philanthropic Relationship from Scratch

## Agenda:

- ▶ Session objective overview
- ▶ Introduction to Kris and Emily
- ▶ Brief background on Simmons College and the IMAGINE Campaign
- ▶ The cultivation process
- ▶ Points of connection – before gift
- ▶ The “ASK”
- ▶ Stewardship of the donor/after the ask
- ▶ Points of connection – after gift
- ▶ The hard things.... and
- ▶ The interesting things
- ▶ Key steps in the process
- ▶ Lessons learned

## Who is Kris Schaefer – the Fundraiser

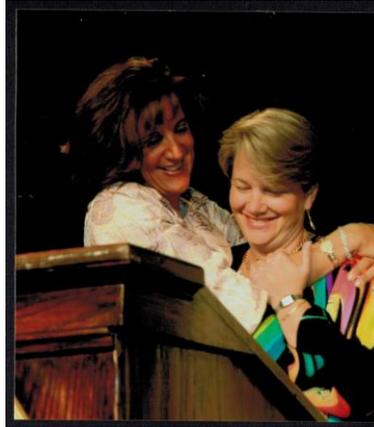
- ▶ Allegheny College, B.A. in music – a performer at heart!
- ▶ University of Vermont – Texas Christian University – Rice University – Children’s Hospital of Chicago – Simmons College – Sloan School of Management MIT – Fundraiser for 36 years
- ▶ Believe that I am helping people use their financial resources to make a difference in the world either by supporting the next generation of students or by funding the research of the faculty
- ▶ I find learning about people, their beliefs, passions, and interests one of the most interesting parts of my work
- ▶ Making the marriage between a philanthropists interests and the needs of my organization is extremely rewarding
- ▶ While at MIT Sloan increased philanthropy from \$18M to \$57M annually and raised over \$350M since arriving in 2011. While at both Children’s Memorial Hospital and Simmons College annual philanthropy more than tripled.
- ▶ Active in CASE (Council for the Advancement and Support of Education), WID (Women in Development), St. Lawrence University and University of Delaware

## Who is Emily Scott – the Philanthropist

- ▶ Emily Scott AND: Working with my client’s lawyers, accountants, financial managers, and other professionals in their lives, I help my clients prioritize and emotionally relate to their wealth
- ▶ B.A. Management, Simmons College – M.B.A., Cornell University
- ▶ 25+ years in financial services, retail, and marketing
- ▶ 35+ years in philanthropy, 20 years presiding over Family Foundation/DAF
- ▶ 10 Non-profit Boards serving in many capacities
- ▶ TEDx Talk on philanthropy
- ▶ Passionate in the value of incorporating time, treasure, talent. Active in fundraising, volunteering, advocating, presenting, and consulting
- ▶ My philanthropy, my philanthropic studies, my financial dexterity, my work and educational experience, and my constant journey toward awareness and self-discovery has led me to where I am today. It is these experiences and strategies that I bring to my clients.
- ▶ I believe in the power of collaboration, coming to the conversation curious, the brilliance of the AND vs. the tyranny of the OR

## She Said, She Said: The Kris and Emily Story

- ▶ We met in 1998 after Emily had experiences that were less than positive with the external relations function of the college.
- ▶ We had a few phone calls and then met one morning, over bagels, in Emily's kitchen in San Francisco.
- ▶ The rest is history. We are close friends and strong advocates of each other.
- ▶ We will use the rest of our time to tell you about how we built this relationship, and the important lessons we both learned.



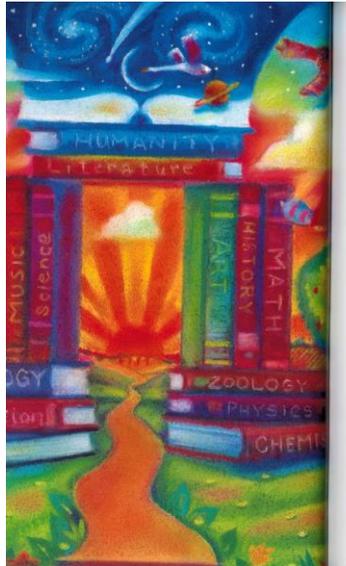
## Simmons University – Boston MA

### Facts

- ▶ Small, private, women's undergraduate college, 8 co-ed graduate schools, online nursing program
- ▶ Founded in 1899 by John Simmons
- ▶ Mission to help women to earn an independent livelihood: pioneering liberal arts education integrated with professional work experience
- ▶ 1,765 undergraduate students. 4,000 graduate students, 2,000 online nursing program students
- ▶ 91% employed within 6 months graduation
- ▶ Urban campus - situated in the heart of Boston
- ▶ Ranked #11 Regional Universities North by USNews & World Report



- ▶ Raised \$69M between 1999-2004
- ▶ 40% MORE than original goal of \$50M
- ▶ Largest Simmons Campaign in it's history. Last campaign was \$20M
- ▶ Campaign priorities: Promoting Academic Excellence, Improving Campus Facilities, increase of The Simmons Fund
- ▶ Over 20K Campaign donors
- ▶ Grew philanthropy from \$5M to \$13M annually
- ▶ Grew number of \$1M donors from 1 to 13
- ▶ 191 new scholarships and awards
- ▶ 5 new faculty chairs
- ▶ Dozens of new and renovated classrooms
- ▶ New Community Service Center
- ▶ New Tech Center for Faculty Professional Development
- ▶ Global reach of Simmons professionals
- ▶ Increase of tuition support for 3,300 students
- ▶ 350 New dorm rooms



## Imagine

*The Campaign for Simmons*  
2000-2004

A grand total of

**\$69.3  
million**

nearly \$20 million more than  
our original goal



## Cultivation Process – how you gain trust

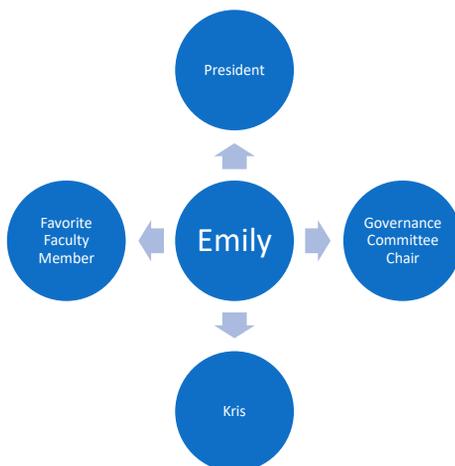
- ▶ Listen first
  - ▶ Wanted to be engaged at the board level, wanted to work with students, cared deeply about issues affecting the world
- ▶ Engage at the right level
  - ▶ Brought the board leadership and the President to see Emily in order to give them a sense of her but also to start the vetting process for board membership
- ▶ Engage second
  - ▶ Placed on the board of trustees, personally picked the committee assignments to ensure a good experience, over time worked to move Emily into leadership roles

## Cultivation Process – how you gain trust

- ▶ Constant interaction with leadership
  - ▶ Ensure that the President is in touch frequently to hear Emily's question and concerns
- ▶ Engage the family
  - ▶ Giving is almost always a "family affair" and it is critical to find out early who makes the decision and who needs to be involved in the conversations
- ▶ Find other ways to take advantage of Emily's network
  - ▶ Commencement speakers, community service opportunities

Most Important Lesson: LISTEN to your potential donors

## Points of connection – before gift



## The ASK

- ▶ Determine what you will ask for:
  - ▶ Factors – what have they told you, what have they given to other organizations, what other gifts have they given to you along the way, most important, is, what kind of impact do they want to have?
- ▶ With Emily, she wanted to make a gift from her head and her heart
  - ▶ Therefore a gift to the Scott Ross Center for Community Service and the Pottruck Technology Resource Center
- ▶ In the case of David and Emily they liked to be creative and forward thinking and Emily liked to be hands-on.

Most important lesson: What kind of impact does the donor want to have?

## Stewardship of the Donor/After the ASK

- ▶ Demonstrate Impact
  - ▶ Annual Report to donor
  - ▶ Opportunities to meet with those directly impacted by philanthropy
- ▶ Continue engagement, now as donor and advocate
  - ▶ Have help engage other donors, host dinners
  - ▶ Get involved in committee work, task forces
  - ▶ Problem solving communication

Simmons College  
Office of Advancement

April 18, 2000

*Confidential*

To: Sally Crane  
Chair, Advancement Committee  
Chair, Campaign for Simmons  
Linda Paresky  
Honorary Chair, Campaign for Simmons  
Joan Warburg  
Honorary Chair, Campaign for Simmons

From: Kristina G. Schaefer  
Vice President of Advancement

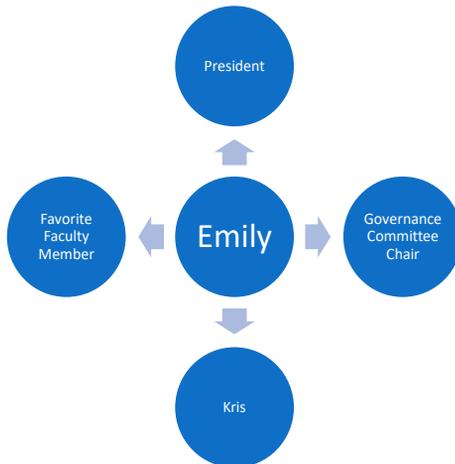
Re: Campaign Co-chair

It's hard to believe that in four short weeks, this campus will be transformed by our alumnae/i, graduating seniors, and other members of the Simmons community during the Centennial gala weekend. I am looking forward to seeing each of you. It's quite exciting!

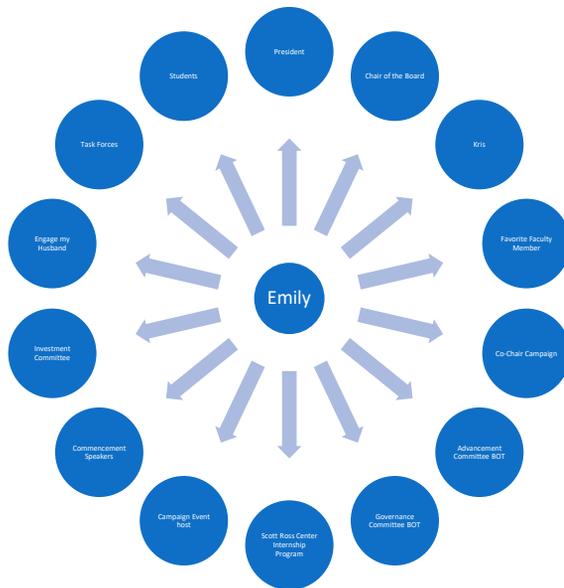
I'm writing to ask for your counsel. As you may know, Dan and I have discussed asking Emily Scott Pottruck to serve as the campaign co-chair. For many reasons, Emily is a natural choice to partner with us on this ambitious endeavor. She lives on the West Coast – where a significant number of our biggest prospects are located. She has demonstrated her commitment to Simmons through her generous philanthropy, she is of a younger generation and may help us to involve different alumnae/i, and she has the time and willingness to take on a greater volunteer role.

I'd like your feedback as to whether or not you agree with me that Emily would make a good co-chair, and your advice on how to proceed. I will reach out to each of you in the coming week to gain your perspective.

## Points of connection – before gift



## Points of connection – after gift



## The hard things ...

- ▶ Minor issues
  - ▶ Budget, board not adept at fundraising and not completely engaged, professors not wanting to participate
- ▶ Major issues
  - ▶ Dot.com bust, women as philanthropists, silos of the different schools, lack of alumnae engagement and donor education
- ▶ Getting back on track
- ▶ Conflicts of Interest

## And the interesting things

- ▶ How does serendipity play a role
- ▶ The personal relationship
- ▶ Extending the relationship to the organization
- ▶ What happens when the philanthropist relationship changes because of
  - ▶ Job
  - ▶ Finances
  - ▶ Board tenure
  - ▶ CEO
  - ▶ Personal Life Transitions

## Key Steps in the Process

5 key steps that were incorporated during the process

- ▶ Cultivation then solicitation
- ▶ Research to know what you should be asking both amount and project
- ▶ Understanding that each person is different and therefore should be approached differently –or- Fundamental Human Behavior
- ▶ Provide excellent stewardship that demonstrates impact
- ▶ Engage even more deeply once a gift has been made

## Lessons Learned

What did we learn that others can use?

What would we do again and what would we never do?

- ▶ Philosophical differences
- ▶ Customization
- ▶ Tail-end biz model
- ▶ Relationship Business vs. Build It & They Will Come
- ▶ EQ
- ▶ PATIENCE
- ▶ “Full spectrum of colors in the crayon box.” – Kristina Schaefer
- ▶ “I am more than a block on the Giving Pyramid.” – Emily Scott

