Creating Time

The Annual Fund World Has Changed
Foundational Changes in Annual Giving

- Macro-trend of national decline in participation
- Changing donor preferences and demand for choice
- Huge upsurge in competitive philanthropic options
- Small gifts to wealthy institutions losing relevance
- Difficulty to capture alumni demographic information
- Rise of person-to-person social media & growing distrust of institutions
- Sustained economic down turn
- Decline in viability of student/alumni Phonathon contact
- Media focus on "negative" of liberal arts:
  - Increasing student debt
  - National concern about rising cost of college
  - Repeated media attacks on concept of the liberal arts
  - Alums stop giving over small decisions that don't suit them

Managing a Complex Matrix of Tasks

The Value of Taking Action

"A good plan, executed now, is better than a perfect plan next week."
- General George S. Patton, Jr. of leading from the front fame

"Don't be afraid to bring crap to the market."
- Guy Kawasaki of Garage.com fame

"People in education are often afraid of the 'd word'."
- Dan O'Leary of Hamilton College fame

Time as Value

Pick your cliché

- Time is the most valuable commodity.

- We never seem to have enough of it.

- Everyone is time-strapped, time-poor, time-starved.

Time as Value

In a **time** of limited resources and expanding objectives, maximizing the effective use of your **time** is essential.

All tasks are not equal. All approaches to work are not efficient.
-   Being efficient provides you with **time** to think.
-   Creating **time** by more precisely managing only the most important internal tasks gives you **more time to interact with your constituents**
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Focus – A Strategic Planning Thumbnail

- A Guiding Policy: The overall approach chosen to overcome the obstacles

-**An Accurate Diagnosis:** Explanation of the nature of the challenge simplified by identifying certain aspects of the situation as being the critical ones.

-- **Focused Objectives:** Focus of available energy and resources on one, or a very few, pivotal objectives.

- **Coherent actions:** Coordinated steps that support the accomplishment of the guiding policy.

Setting Priorities

- **Make the "big list" of your priorities**
  - There is no reason not to dream in Technicolor

- **A strategic plan creates focus**
  - If you don't know where you are going any road will get you there

- **Map Your Top Down Cascade of Objectives**
  - Strategic goals of the institution
  - Strategic goals of the division
  - Strategic goals of the department
  - Goals of individuals in the department

- **Focus resources only on the goals that matter**
  - Distinguish between hard (measureable) and soft goals (subjective)

Setting Priorities

- **Establish "dependencies"**
  - I can't do X until I've done Y
    - I can't solicit until I've stewarded

- **Establish the base line**
  - What is essential?
    - Rate: Must/Want/Like
  - What generates the biggest return?

- **Establish what is feasible?**
  - Technically
    - Is it easy or hard to do? How long will it take to implement? Do you have the technical staff or budget to pull it off?
  - Creatively
    - Do you have the content? Can you make it? Do you have creative staff or budget?

Setting Priorities

- **Financial:**
  - Cost/benefit should drive decisions in a bottom line business like annual giving

- **Use Occam's Razor**
  - Occam's razor is a principle attributed to the 14th century logician and Franciscan friar William of Ockham. "Entities should not be multiplied unnecessarily."
  - Simply put:

  "When you have two competing theories that make exactly the same predictions, the simpler one is the better."

Some Decisions Seem Easier than Others

Models for Decision Making

- **By fiat:** this may be appropriate for time-sensitive decisions or for decisions where the team is likely to support and implement the decision regardless of whether or not they've given input

- **By consensus:** achieved when everyone on the team has had ample opportunity to have his or her ideas considered and can fully support the team's decision - even if individuals might have a different preference.

- **Pareto Analysis:** 80/20 rule – risk assessment

- **Collaborative Model:** group of people or another individual makes a decision together.

- **Brainstorming:** All ideas have equal value at the outset

This Looks Like Chaos to Me

Meetings

- Management by consensus on the academic model

- Doesn't mean everyone must be at every meeting
    - If what is being discussed is relevant to your accountabilities, then you will have a seat at the table

- The organization cannot function effectively if we have to always operate as a democracy

- So, what is the balance? How do we encourage a culture of encouraging buy-in and still not have us locked down in a culture of endless meetings, discussions, reversals, the culture of "no," and/or the naysayer wins.

Meetings

Patrick Lencioni author of Death By Meeting

- The key to improving meetings, however, has nothing to do with better preparation, agendas or minutes.

- **Meetings lack drama. Which means they are boring.**
    - Creative conflict can be very constructive .
    - Demand people wrestle with issues until resolution has been achieved.

- **Most meetings lack context and purpose.**
    - To create context, leaders must differentiate between types of meetings.
    - Do not throw every possible conversation into one long staff meeting.

Meetings

- **Daily Check-in: 10 minutes**
  - Share daily schedules and activities
  - Don't sit down
  - Keep it administrative
  - Don't cancel even when some people can't be there
  - Don't set agenda until after initial reporting
  - Postpone strategic discussions
  - Review weekly activities and metrics, and resolve tactical obstacles and issues
- **Weekly Tactical: 45 – 90 minutes**
  - Limit to one or two topics
  - Prepare and do research
  - Engage in good conflict
  - Discuss, analyze, brainstorm and decide upon critical issues affecting long term success

Meetings

- **Monthly Strategic** 2 – 4 hours
    - Get out of office
    - Focus on work; limit social activities
    - Don't over-structure or over-burden the schedule
    - Review strategy, competitive landscape, industry trends, key personnel, team development

- **Quarterly Off-site Review: 1 – 2 days**

- **Discuss/Decide/Support**

- **GE Model regarding "no"**

De-hassling the "Business"

- Agreeing to do task that have no systems
- "Chewing the bone"
- Changes - last minute +
- Chapter codes
- Complicated MagnetMail +
- Data entry
- Gift acknowledgements +
- Gift-entry policy
- Headphones +
- Intern situation +
- Lack of clarity about supporting roles +
- Late gifts – reporting +
- Management reports
- No two documents foot +
- Not having/not following SOPs +

- Open-pledge data
- Pulling Colleague data for mail merges +
- Suppressed emails - MagnetMail
- Tech-redundancy in event communication
- Volunteer messages - delay in approval
- Volunteer module
- Work environment - mosh pit +
- Wrong contact info in Colleague
- RSVP - tolerate lateness +
- Schedule of mass messages +
- Universal use of Google calendar +
- Short staff +
- Gifts in kind +
- Mobile make-a-gift needed +

Cycle Time Reduction

If there is one business strategy that is worthy of being singled out as a major point to achieve a competitive advantage it is the strategy of speed. Focusing attention on time enables organizations to manage increasingly demanding work loads without necessarily expanding staff and budgets.

Reduce Cycle Time

- **Top Down Buy-in:**
    - Allow senior management to see your work in a context that will help them achieve their strategic objectives. They must be committed to your approach and support it by being active in its implementation.

- **Perform activities in parallel:**
    - Steps that are normally done sequentially can be done in parallel.

- **Change the sequence of activities:**
    - Don't be married to a strict point A to point Z approach to information gathering

- **Reduce interruptions:**
- When is the last time you had a 90 meeting working session in the library?

- **Team Based:**
    - Each "core process" is analyzed by a team of individuals who are closest to it.

- **Monday to Friday Decision Making:**
    - When is the last time you started a decision making process on Monday and finished on Friday?

One Page Creative Brief

Project: Ten Year Club is comprised of Continuous Continental (cc) alumni from the Class of 2000 who agree informally to pledge to make a gift for every year until their next Reunion. The goal is to solicit and steward alumni reflecting their deep engagement and investment in the success of Hamilton College.

Description/Point of View: The Ten Year Club allows the Class Gift Chair (CGC) and the College to engage cc alumni in a more personal way and foster their sense of being an elite cohort. The group will receive fewer solicitations from the College and a higher level of stewardship.

Challenges: Time-intensive — adds a segment for each 2000 communications relies on a heavy invested and trust in the CGC; creates a hard to quantify risk as a result of fewer solicitations.

Target Audience: 2000 alumni who have given for 10 consecutive years AND informally committed to give for each of the next five years.

Objectives: Decrease the number of mailings/solicitations this cohort receives from the College; solicitations they do get will only come from the CGC. Provide higher level of stewardship from the CGC and the College .

Resources Needed: Fully engaged CGC and Class Manager; Time; Unique correspondence; Web work; assessment.

Prioritized Project Steps and Completion Dates*:
- Develop list of those eligible (done)
- Confirm pledges for next 5 years (partially done; one email was sent out from Jason) June 2012
- Develop Website – June/July 2012
- Roll out to Annual Fund Team – July 2012 and roll out to Class of 2000 – August 2012

Time- Cost of Quality

What makes you think you'll have time to fix something if you don't have time to do it right the first time?
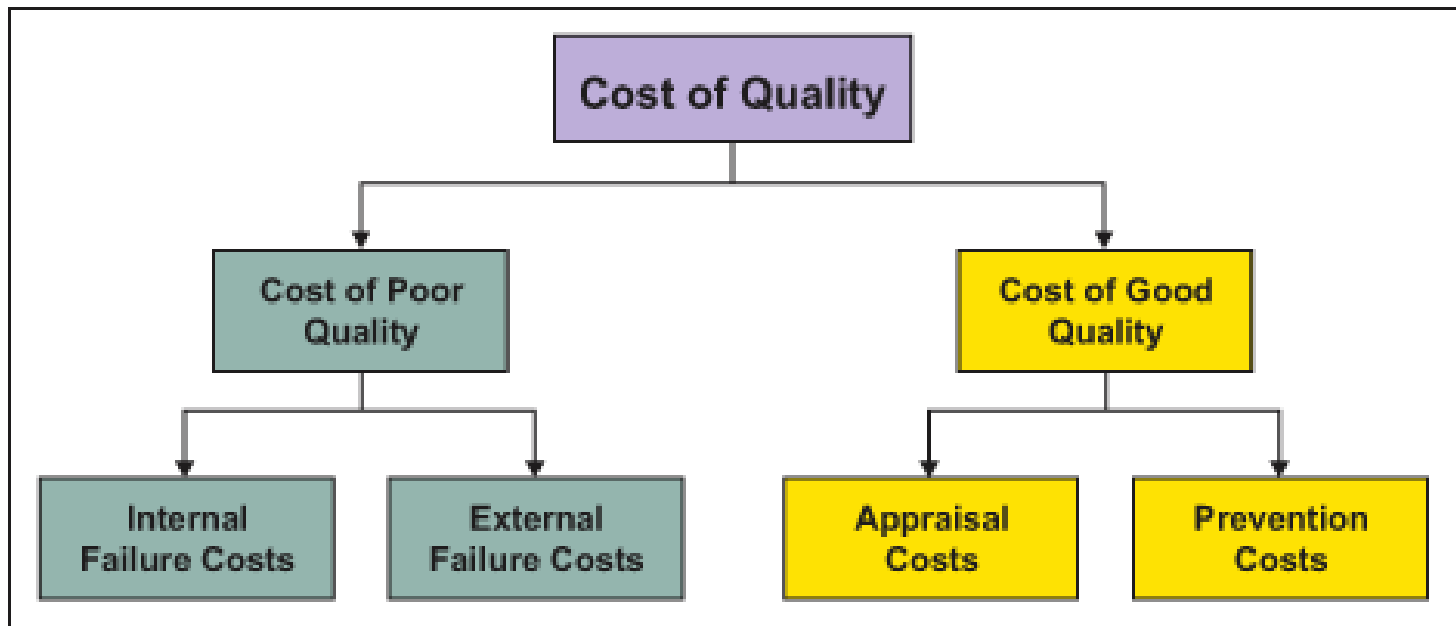
Time- Cost of Quality

Cost of Good Quality: Prevention Costs

Prevention costs are costs of all activities that are designed to prevent poor quality from arising in products or services. Examples include the costs for:

- Quality planning
- New product review
- Error proofing
- Capability evaluations
- Quality improvement team meetings
- Quality improvement projects
- Quality education and training

Time- Cost of Quality

DO IT RIGHT THE FIR2T (Woops) FIRST TIME

Four Absolutes of Quality Management

1. Quality is defined as conformance to requirements, not as 'goodness' or 'elegance'.

2. The system for causing quality is prevention, not appraisal.

3. The performance standard must be Zero Defects, not "that's close enough".

4. The measurement of quality is the Price of Nonconformance, not indices.

Volunteers Save Time

- The 6 "Ps"

- The general manager concept

- Extended reach

- Personalized personal touches

- Built-in feedback loop

Alumni Participation

Examination of value created by promoting alumni participation

- **Pluses (value)**
  - Long standing tradition & source of pride
  - Measure of alumni satisfaction
  - Competitive intercollegiate metric
  - Sign of alumni financial commitment at all levels
  - We are in the business of securing donors and participation goals provide focus
  - Value place on participation metric by parents of perspective students, bond underwriters and foundations

- **Minuses (time stealing)**
  - Directs fund-raising time away from securing dollars
  - Increases cost to raise funds
  - May or may not be important to alumni
  - Intercollegiate comparisons are highly subjective
  - Variability in publicly reported numbers

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7/24/13