

**Weaving Planned Giving Into Your Donor Conversations**

Stelter Webinar  
Wednesday, September 8, 2021  
1:00 pm ET/Noon CT/11:00 am MT/10:00 am PT

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## Presenter

Melanie J. Norton, CFRE, MBA  
Founder and Philanthropic Consultant  
Norton Philanthropic Counsel

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- Passionate about philanthropy and the success of individuals and organizations that enhance the world in which we live.
- Founded Norton Philanthropic Counsel (NPC) in 2017
- Previously Vice President for Development and Alumni Engagement at DePauw University
- Led the University to more than \$320 million of a successful \$383 million comprehensive campaign
- Oversaw the strategy and fundraising efforts for the University and restructured and managed a staff of 40 full-time development and alumni professionals
- Fundraising consultant with JGA consulting on all phases of philanthropic work
- Certified Fundraising Executive (CFRE), holding an M.B.A. from the Kelley School of Business at Indiana University and a B.A. in business from Franklin College

—  
Thank you for the  
privilege of your time!

**NORTON**  
Philanthropic  
Counsel



Our Goal?  
*Weave planned  
giving in like a  
pro!*

Today's  
Mission?  
*Translate one  
craft to another!*

## Six Elements for Success!

1. Loom | *Building From a Strong Foundation*
2. Cotton Warp | *Setting the Framework for Success*
3. Weaving Needle | *Getting Sharp About Focus*
4. Yarn | *The Art of Our Work*
5. Instruction | *Taking Cues for Options*
6. Batten | *Securing a Strong Outcome*

## Loom – *Building From A Strong Foundation*

Are you starting with the basic underpinnings for success?

A clear understanding of:

- Mission, vision, and strategies for forward movement
- What you are raising money for, and why
- The tools and resources to be successful

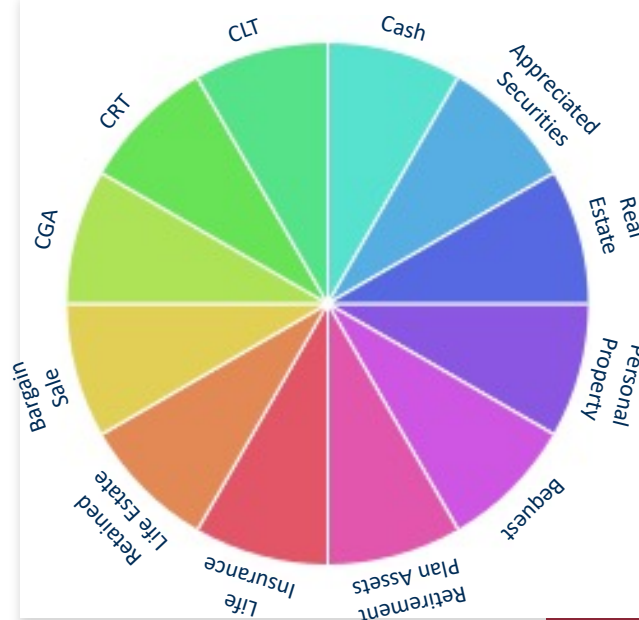
Every advancement plan should be the extension of an organization's strategic plan!



## A Strong Foundation

It's important to know:

- What the donor wants to accomplish
- The best assets to use
- How the gift is made
- Tax benefits
- Capital gains benefits
- Income benefits
- Other donor benefits
- How it benefits your organization
- Internal approval and procedures



## Cotton Warp – Setting the Framework for Success

Smart programs and fundraisers are looking in the right places!

### Individuals

*GIVING USA 2021 & FEDERAL RESERVE*

- Nearly 9 out of 10 gifts come from or are influenced by individuals
- Top 10% hold 69.8% of the nation's wealth
- And an estimated 89% of equity in corporations and mutual fund shares

### Noncash Assets

*RUSSELL JAMES, III*

- Organizations with gifts of appreciated securities had fundraising growth averaging 66%
- Any noncash assets at 50%
- Cash only at 11%
- Same trends for all NPs!

### Planned Giving

*COPS WEALTH TRANSFER*

- Some \$97 trillion is expected to pass from estates by 2067
- \$75 trillion in net worth in America in 2017 and baby boomers held nearly 57% of it

*The synergies created here are powerful...leverage this knowledge in your planning!*

## Framework for Success

We've got questions...they've got answers. It's all in the way we frame it!

- To weave planned giving, we need to have a **conversation**
- Great **conversations** encourage **open-ended questions**, when possible
- **Open-ended questions** encourage full, meaningful answers using the **donor's knowledge and/or feelings**
- The **donor's knowledge and feelings** give us clues **about needs and desires** (motivation)
- Knowledge about **needs and desires** give us the puzzle pieces to **weave in a planned giving solution**



## Framework for Success

- Be curious – *what did you learn that you didn't know before?*
- Start with a focus on your prospects first
- Encourage elaboration!
  - Why...
  - How...
  - What...
  - Describe...
  - Share...
  - Tell me about...
  - I would love to know...
  - Do you mind if I ask you about...
  - Have we ever asked...
  - Would you care to...
  - What do you think about...

## Weaving Needle – Getting Sharp About Focus

Good news! We have **three broad categories** and a nearly endless supply of conversation topics from which to choose!



## Getting Sharp About Focus

| Usage   | Example  |
|---|--|
| As a follow-up from closed questions, to engage our prospects/donors in conversation, and to encourage exchange | <p><i>"What a fabulous picture of your family! I would love to know more about them?"</i></p> <p><i>"How did you first become involved with our organization?"</i></p>   |
| To find out more about our prospects/donors and their wants, needs, challenges, etc.                            | <p><i>"Share with me the story of your most gratifying giving experience and what made it so special."</i></p> <p><i>"Describe your greatest hope as a philanthropist."</i></p>  |
| To educate our prospects/donors about the problems or challenges for which we have a solution                   | <p><i>"Would you tell me a little more about the tax challenges you referenced this year?"</i></p> <p><i>"I should probably know the answer to this question, but has anyone ever asked you if you might consider a planned gift to our organization?"</i></p> |
| To build trust by demonstrating authentic care and concern  | <p><i>"If you don't mind me asking, what you dream for most when you think about your legacy with our organization."</i></p> <p><i>"What do you fear the most when you think about the future?"</i></p>  |

## Yarn – *The Art of Our Work*

Fundraising is about the *art* and the *science*.

Good news? You already have what you need!



## Instruction – *Taking Cues for Options: About Them*

| Significant Life Changes are GOLDEN OPPORTUNITIES for weaving PG! | Asking Your Questions with Care & Empathy!  |
|---|---|
| Family births, deaths & marriages                                 | “Tell me more about your mother and her legacy.”  |
| Job changes, promotions & retirements                             | “How do you think this promotion will impact your original retirement timeline?”                                    |
| Upcoming sales of businesses and business interests               | “Have you ever considered the potential for our organization as a beneficiary before you sell the business?”        |
| Kids and grandkids attending or graduating from college           | “Do you mind if I ask...what are your long-term financial plans now that Suzy will be graduating from college?”     |
| Windfalls of cash   | “How will this gift from Uncle Bob change your plans for the future?”   |
| Sales of real estate and other significant assets                 | “I should probably know, but have we ever shared the options and benefits of gifts of real estate with you before?” |
| Establishing family foundations and DAFs                          | “I would love to know more about your family’s legacy and decision to start a family foundation.”                   |
| Tax law changes and gifts made                                    | “How do you think the latest tax law changes will impact you?”  |

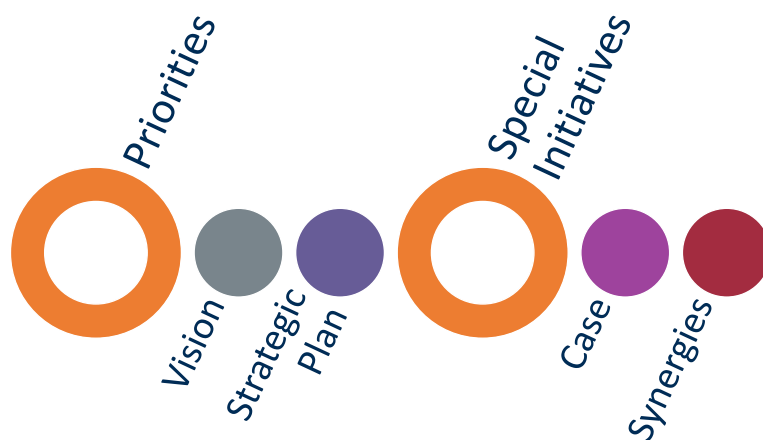
## About Them

*“Who do you know?” and  
“Do you know?”*

- “Who do you know from your years of volunteering that might also be interested in considering our organization in their estate plans?”*
- “I’ve been meaning to ask if you know Sarah Jones...she graduated a year behind you, I think. She is a longtime donor just like you, and she recently established a charitable gift annuity with us! Has anyone shared the amazing benefits of CGAs with you before?”*



## Taking Cues for Options – About Us





## About Us



### Priorities and Special Initiatives

- *“We’ve discussed how important a strong endowment is to the long-term survival of the university. Many donors remember the university through a bequest in their estate plan designated specifically for the endowment. Might we talk about your potential interest in doing something similar?”*
- *“Your enthusiasm and long-term support for this organization is so inspiring. As we enter the final few years of this campaign, our leadership has been imagining the impact a planned gift challenge opportunity might have in allowing us to finish strong. Would you be willing to discuss the ways we might leverage your planned gift to help us inspire others to make a commitment?”*

## Taking Cues for Options – *About Other*

### Current Events Provide Endless Ways to Weave Planned Giving

#### *An unprecedented, sobering time*

- “Opportunity” feels inappropriate
  - A sobering time laced with real hurt, challenge and grief
  - Highlight of inequities is astounding
- Always be human
  - Lead with care and heart
  - Don’t assume (silence is not golden)
- Stay mission-focused and donor-centered
  - Our organizations need us, and our donors do, too
  - Remember: we are letting the donor lead

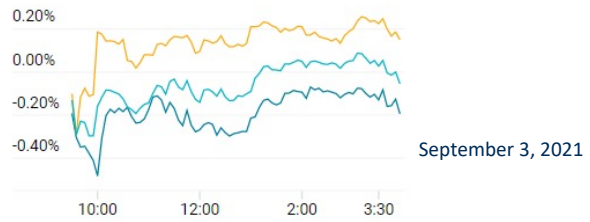
## About Other

*The pandemic has impacted everyone, but not equally*

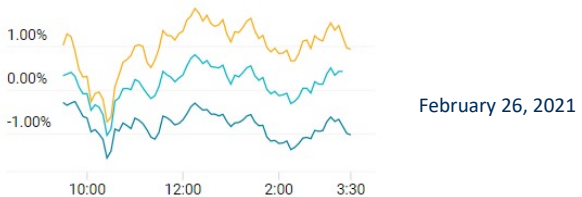
- The wealthy are still wealthy (and in many cases, getting wealthier)!
- Planned giving is having a moment
- Silver Lining? People have been thinking and they are ready

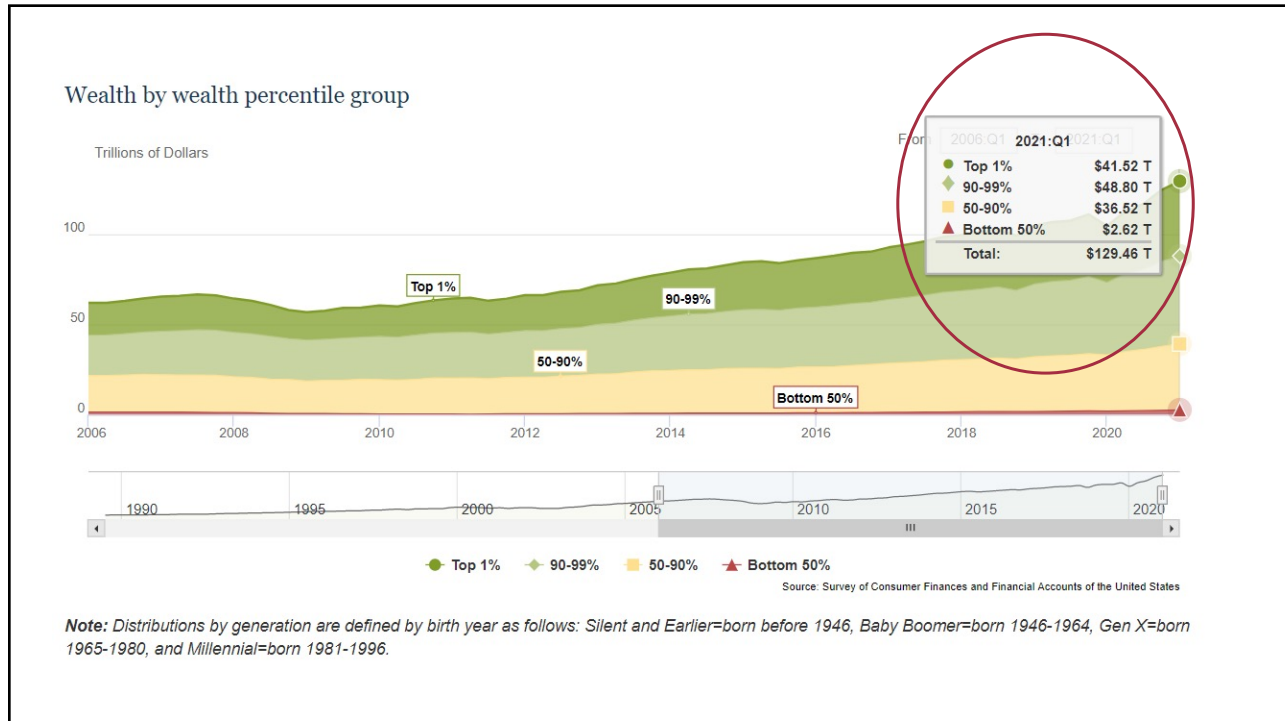


|           |           |                 |
|-----------|-----------|-----------------|
| ● DOW     | 35,369.09 | ▼ 74.73 (0.21%) |
| ● NASDAQ  | 15,363.52 | ▲ 32.34 (0.21%) |
| ● S&P 500 | 4,535.43  | ▼ 1.52 (0.034%) |



|           |           |                  |
|-----------|-----------|------------------|
| ● DOW     | 31,083.53 | ▼ 318.48 (1.01%) |
| ● NASDAQ  | 13,244.68 | ▲ 125.25 (0.95%) |
| ● S&P 500 | 3,842.04  | ▲ 12.70 (0.33%)  |





### Planned Giving is having a moment!

- Some seeing big increases in bequest commitments & other
  - FreeWill*: \$100 million in new planned gifts in March 2020
  - 400% increase compared to same month in previous year
- Gravity of the crisis = donor focus on legacy and interest

### DAFs are making a mark!

- 2020 National Trust Report is revealing
  - Grants to charities increased 15.4% in 2019 to \$27 Billion
  - Contributions to DAFs increased 7.5%
  - Total charitable assets surpassed \$141.95 Billion

### Marts&Lundy and NACGP

- Donors showing an increased interest in PG
- Wills (62%), DAFs (54%) and retirement plan beneficiaries (52%)
- Gift planning donors increasing support
- 63% increased expectancy, 46% paid some or all forward, 20% withdrew
- PG closure rates have increased (35%) or remained stable (48%) compared to last year
- Marketing response rates have increased (42%) or remained stable (48%)

## About Other - Current Events

## About Other – Current Events

### Ways to Weave

- *How are you and your family doing? How has the pandemic had an impact on you?*
- *I read a report recently that indicated a surge in planned gifts commitments due to the pandemic. Many people are rethinking their estate plans. Is that something that has crossed your mind this past year, too? Have we ever shared the benefits of planned gifts with you?*
- *How have the events of the past year caused you to reflect on your life? (Legacy?) (How you spend your time?)*
- *I saw an interesting – and sad – report yesterday from the CDC that said life expectancies have dropped by a full year due to the tragic deaths from the pandemic. Isn't that surreal?*
- *Did you see the stock market yesterday? It's amazing how strong the market has been despite some ups and downs. How is your portfolio doing? Which stocks do you watch most closely? Have you ever considered making gifts of stock to your charities of choice?*
- *Did you see the report the Fed released recently on the front page of the WSJ? I guess the top 10% of US households hold some 69% of the nation's wealth. What do you think about that?*
- *Some of our alumni have done really well in the stock market this past year. In fact, I've had a few donors decide to go ahead and pay a portion of their future bequest forward now. They were motivated by the size of gift they could make now, as well as the potential to see their gift in action. Have you ever considered something like that?*

## About Other- Current Events

### Tools and Tax Law Changes

- *National Philanthropic Trust COVID Grantmaking Survey (Jan-June 2019, 2020)*
  - *Value of DAF grantmaking = \$8.32 billion (29.8% increase)*
  - *Number of DAF grants = 1,298,787 million (37.4% increase)*
- *CARES Act, \$300 non-itemizers deduction, PPP, RMD, QCDs, AFR changes, etc.*

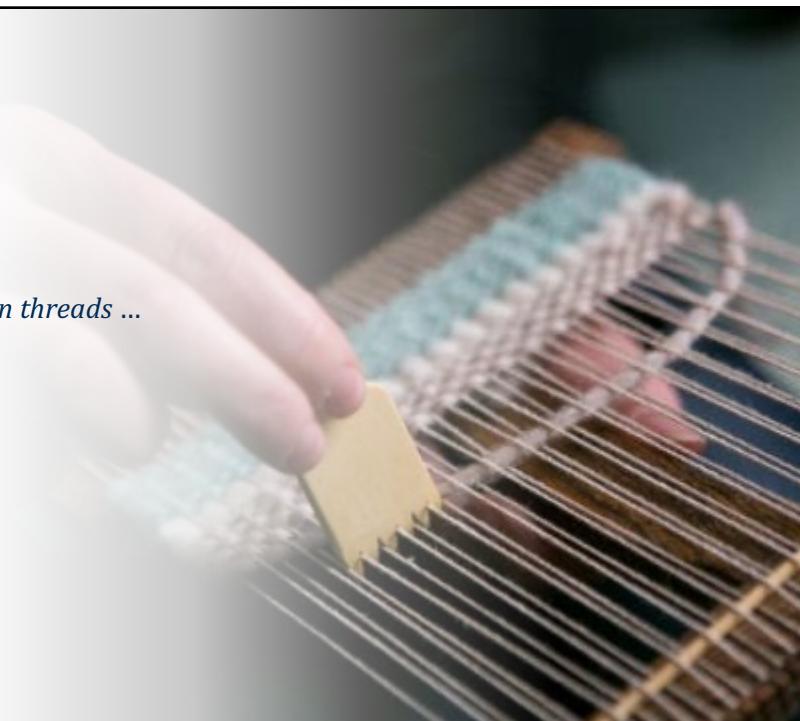
### Ways to Weave

- *It looks like the RMD is back this year. Did you defer taking your distribution last year? Have you thought about how you might want to leverage your gift this year?*
- *I understand that retirement planning continues to be important due to changes and opportunities provided by the SECURE Act, then the CARES Act, and even more recently through some of the COVID relief measures. Do you work closely with your financial advisor? How regularly do you check in with your advisor? Have you made any significant changes to your retirement plans due to these changes? Etc.*
- *Donor advised funds continue to be on the rise and had a big impact on giving last year. Have you ever considered establishing a DAF? (Or, if existing: Did you make any changes to the nonprofits for which you advised gifts last year? What motivates your giving the most?)*

## Batten – *Securing a Strong Outcome*

Desired outcomes include *common threads* ...

- Prepare in advance
- Use available research to help
- Have an intention for the meeting
- Be authentic
- Be interested and interesting
- Think CATEGORIES
- Them + Other = Us?
- Follow up



## *Securing a Strong Outcome*

- Fundraising success relies on a tight-knit plan
- Forward movement is a must
- You already have what is needed!
- Lead with care and conversation



## Resources



- Board of Governors of the Federal Reserve System; June 21, 2021
- *"Planned Giving is Having a Moment During the Pandemic"* by Eden Stiffman, June 3, 2020, The Chronicle of Philanthropy.
- *"Impact of COVID-19 on Planned Giving "* by Marts&Lundy and NACGP, November 2020.
- *The 2020 FreeWill Planned Giving Report* by FreeWill.
- *The 2020 Donor Advised Fund Report* by the National Philanthropic Trust.
- The Six Items You Need to Start Weaving Like a Pro" by Lindsey Campbell, July 6, 2017, [www.hellohydrangea.com](http://www.hellohydrangea.com).
- *"Open-Ended Questions"* by MediaCollege.com.
- [Changingminds.org/techniques/questioning/open\\_closed\\_questions](http://Changingminds.org/techniques/questioning/open_closed_questions)

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## Q&A

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## Additional Questions



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