

# A Trio of Model Fundraising Approaches

**Dana-Farber  
Cancer  
Institute  
Boston, Mass.**



**Sue Paresky is chief development officer.**

## **The Dana-Farber Cancer**

**Institute** is using three main tools—Visiting Committees, online giving, and cause-related marketing—to create new revenue sources.

We have had very good success with *Visiting Committees*. Although not a fundraising activity *per se*, this technique is a powerful way to provide high net-worth individual prospects an educational and intellectual experience with your institution.

Once a year, our president invites Visiting Committee members, who are community and business leaders (not scientists or doctors), to come to a dinner to hear the president's State of the Institute address. The next day committee members visit, listen to presentations, and have discussions with researchers and doctors in a specific area, such as women's cancer or thoracic oncology. They end their day in executive session with the president, where they share their observations, ideas, and counsel.

After the meeting, the chair and Visiting Committee members write a report about their recommendations for the president, which is used in the institute's strategic planning. A trustee chairs each of our six Visiting Committees, each comprised of 25 to 35 members, to assure a link back to our board of trustees.

The institute's development staff follows up with committee members throughout the year, and many become interested in the institute. They often make substantial donations, which are always followed up with a thank-you phone call, letter, or both, often from the president.

*Cause-related marketing* (CRM) is also a fertile source of funds.

CRM is a marketing technique in which a corporation purchases the use of an institution's name. A corporation gets visibility in the community as a good citizen, while the hospital receives a large or steady revenue stream and other opportunities for collaboration and visibility. Either organization can initiate exploration of a CRM relationship.

If a corporation calls your hospital, the development office must have a well thought-out case for support. Hospitals can look for partners in industries where they don't already have fundraising relationships. At Dana-Farber, we may ask a board member, donor, or volunteer to help establish a connection to a corporation.

Here's how a CRM agreement might work. An advertising agency may call your institution about a client that wants to include your institution's name as part of a marketing campaign. The company buys the use of your name and logo for a contribution of a set amount over a certain period of time. The company is then given permission to say: "We are proud sponsors of the Jimmy Fund and Dana-Farber Cancer Institute," for example. Or an auto dealership contributes money for every customer who test-drives a certain model car.

At Dana-Farber, we have found consumer goods companies to be the best partners, especially national companies such as Dunkin' Donuts and Burger King, which have local branches or franchises.

*Online fundraising* is still in its infancy, but has great promise for increasing the revenue stream. Your organization can work with a "charity mall," such as CharityUSA.org, on the Internet to create your own page or link on the mall.

Donors locate malls by searching for key words such as charity, phil-

anthropy, fundraising, or donation. On the web site, donors can click on your organization or program, learn more about it, and even make their gift online.

Your organization can also communicate with its constituency by e-mail or direct donors to your web site, where they can contribute securely online.

The jury is out about how much can be raised online, but I think there's strong potential with little to lose. Dana-Farber has received gifts ranging from \$50 to \$10,000 online from around the country with no direct advertising.

**City of Hope  
National  
Medical  
Center/City  
of Hope  
Cancer Research Center  
Durate, Calif.**



**Steve Solton is president and CEO,  
City of Hope Development Group.**

**City of Hope** uses a sophisticated array of fundraising tools, ranging from traditional women's fashion shows and celebrity luncheons to employee giving and automatic checking donation programs. We also encourage online donations and use cause-related marketing, planned giving, and direct mail. Our national events include the Walk for Hope Against Breast Cancer, Workout for Hope, and an LPGA golf tournament.

The volunteer spirit that was

planted at City of Hope nearly 90 years ago has been handed down from generation to generation, forming an extensive fundraising network. Today, more than 300 auxiliaries and industry groups across the country hold approximately 1,200 events a year for City of Hope—an astounding average of one City of Hope event somewhere in the nation every eight hours. Fundraising staffs located in 14 cities manage these events.

We never stop inventing new ways to raise the money needed to fund our crucial work. City of Hope is currently involved in more than 300 clinical trials. Our fundraising effort has provided the early seed money to nurture research projects until they are sufficiently established to attract grant funding. Successful projects include our bone marrow transplantation program, which just celebrated its 25<sup>th</sup> anniversary, and our adoptive T-cell clinical trial going on right now.

One in every five dollars of City of Hope's budget comes from donations, ranging from \$10 tribute cards to millions of dollars raised by industry support groups. Our donors vary from individuals responding to a direct mail request to international corporations. Our development group will raise nearly \$80 million this year, and that money is put to good use. With 88 cents of every dollar raised going to research and treatment programs, *Forbes* magazine, among others, ranks City of Hope among the nation's top charities.

Flexibility is the key to operating well in any economy. City of Hope's dedicated supporters and creative fundraising staff have continually adapted their efforts, rising to today's challenges and anticipating future needs.

## Menorah Medical Center Kansas City, Mo.



Janice Y. Benjamin is vice president of development, and Steven Janasz is coordinator of public relations for Menorah Medical Center, a hospital belonging to the Health Midwest family of health care facilities.

**The Menorah Medical Center Foundation** has raised hundreds of thousands of dollars for the hospital's oncology services by focusing on four key areas: 1) grateful patients, 2) private foundations, 3) dedication events, and 4) clinical programs. Here are some examples of how each of these fundraising efforts has benefited our cancer program.

**Grateful Patients.** The husband of a deceased patient wanted to honor both the nurses and physicians who cared for his late wife. His gift allowed us to dedicate a bench in the hospital's Physician Arboretum to four physicians and to dedicate designated paver brick in the dining center courtyard to three nurses.

**Private Foundations.** A grant from a private foundation helped to launch a cancer support and education program in 1976. The original breast cancer support program still continues, thanks to the annual renewal of the grant, which also funds a newsletter sent to more than 300 breast cancer patients.

**Dedication Events.** A special tribute campaign to support the hospital's new comprehensive breast center allowed donors to contribute to a new butterfly garden on the hospital's campus. The actual

garden was underwritten by a generous gift honoring the parents of a medical center board member. The short campaign included several tribute opportunities ranging from a \$35 plaque recognition and a \$250 butterfly house dedication to a \$3,000 bench dedication. The campaign raised more than \$14,000.

**Clinical Programs.** A family was approached about honoring their late father by making a major gift of \$500,000 to create a new oncology endowment fund. The fund would be named after the prominent patient and his physician. A campaign was launched to solicit friends and associates for matching gifts as well as to approach patients of the physician for donations. All donors were honored at a dedication reception. A plaque hangs in the hospital listing donors of \$5,000 and more.

The success of our fundraising efforts was achieved by:

- listening to donors' needs and interests
- educating caregivers and physicians about gift opportunities
- providing a variety of dedication options at different donation levels
- keeping in mind that the vast majority of gifts comes from a small number of donors who are well connected to our program. ☺