

# A Case Study in Creating a Successful Case Statement

#### Welcome!

The webinar will begin at 2:00 p.m. CT.

#### While you wait:

- 1. Download PDFs of the slides and handout under the "Handouts" tab of your control bar.
- 2. Confirm that your speakers are turned on and your audio is working by doing a sound check in the "Audio" tab of the control bar. Having problems? Exit and restart the webinar, or switch to "phone call" for a phone number and access code to hear the audio through your telephone.

#### Museum Services

The Museum Services Program provides support, resources, and training to museums in Texas.

- Consultations
- Webinars and workshops
- Resources



#### Museum Services

# www.thc.texas.gov/museum-services

# On our webpage:

- Webinars
- Workshops
- Grants and Fundraising
- Helpful Resources
- Connect and Learn



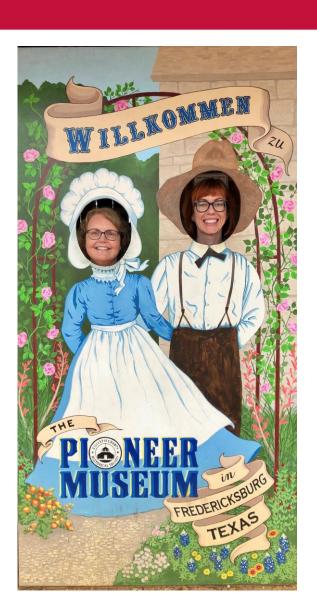
#### Museum Services

Laura Casey

Museum Services Program Coordinator laura.casey@thc.texas.gov

**Emily Hermans** 

Museum Services Program Specialist emily.hermans@thc.texas.gov





#### John L. Nau III Award of Excellence in Museums

#### www.thc.texas.gov/awards

- Applications due July 10
- Recognizes an individual or institution in the museum field for significant achievement in the areas of historical interpretation, museum education, conservation of collections, and/or community involvement
- Recipient receives monetary stipend for their museum



#### **Upcoming Free Museum Services Webinars**

#### www.thc.texas.gov/museumwebinars

- Museums Beyond Reopening: Thriving in Your New Normal
  - Wednesday, May 27, 10:00 a.m. CT
- Heritage Tourism and Museums: Collaborating for Success
  - Tuesday, June 9, 10:00 a.m. CT
- Ready for Anything: Moving from Programs to Programming
  - Thursday, June 18, 2:00 p.m. CT
- Making the Most of Math Connections at Museums and Historic Sites
  - Thursday, June 25, 10:00 a.m. CT



#### Upcoming Free Webinars from Other Orgs

#### www.thc.texas.gov/museumconnections

- Centering Race Equity and Thinking Strategically in a Long-Term Crisis, May 22, 11:00 a.m. CT, Equity in the Center
- How to Be The Greatest Historic Place in Austin...Going Back to Work, May 27, 12:00 p.m. CT, Fowler Law Firm
- Deaccession and Direct Care, May 27, 2:00 p.m. CT, AAM Collections Stewardship Committee
- Increasing Congressional Support for Preservation During the Pandemic, May 28, 2:00 p.m., Preservation Leadership Forum
- The Future of Historic House Museums in the Aftermath of COVID-19, May 29, 1:00 p.m. CT, Dumbarton House
- Introducing the New Collections Sustainability Rubric, June 16, 1:00 p.m. CT, AAM



# Anjali Kaul Zutshi







Building a Case for Support – A Case Study





#### Welcome!

# About the Friends of the Texas Historical Commission





#### POLL

What type of organization do you represent?

- Museum
- Historic site
- Historical Preservation organization
- Other non-profit





#### **POLL**

What is your role in your organization?

- Executive Director/Museum Director
- Development Director or fundraising staff
- Program staff/Marketing staff
- Board member/Volunteer
- Other





#### **POLL**

Years in fundraising/non-profits?

- 0 3
- 3 6
- 6 − 10
- 0 10+







#### **POLL**

Does your organization have a strategic plan?

- Yes
- No
- In process
- Other plans





#### WHAT WE WILL SHARE TODAY

- Key terms
- Why a "case for support"?
- The Case as a story
- Putting it to work case studies





#### **KEY TERMS**

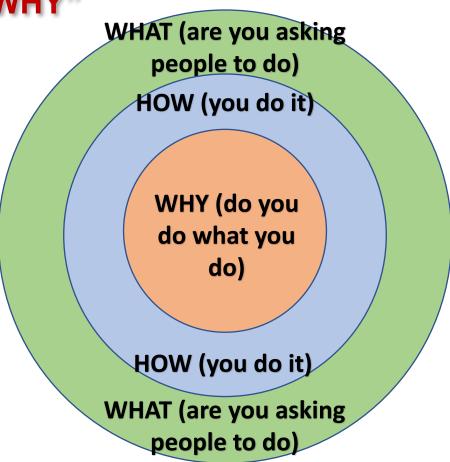
- The Cause
- The Case "the reason why an organization both needs and merits philanthropic support, usually by outlining the organizations programs, current needs, and plans." \*
- The Case Statement "A presentation that sets forth the case." \*
- Case Expressions specific communication (print, online, etc.) that include elements of the case statement.
- Internal Case (Case Resources and Statement) vs. External Case (Case Expressions)

<sup>\*</sup>AFP Fundraising Dictionary, 2017





#### "START WITH WHY"



Source: Simon Sinek, TED Talk – How Great Leaders Inspire Action





#### **PURPOSE OF A CASE STATEMENT**

- To offer a detailed rationale for a fundraising campaign
- Meant for internal as well as external use
- A key piece of information that can be shared with stakeholders to drive consistency in messaging
  - Share a consistent message with critical information
  - Content for communications, marketing, and fundraising
- Help build fundraising support for mission delivery and organizational sustainability
  - Implement your strategic vision





#### **BUILDING A STRONG CASE – EFFECTIVE STORYTELLING**



Stories
are to
nonprofits
what
statistics
are to
corporations.





#### **BUILDING A STRONG CASE – EFFECTIVE STORYTELLING**

#### For the case to be effective, it should talk about:

- Why your mission is unique what are your beliefs and what is the need you are trying to address?
- How are you going to accomplish that mission what are your programs and projects? What are your measurable goals?
- What are you asking the donor to do? Why should they support your organization (how does your work relates to the donor's interest)?
- ❖ Talk about the impact on the constituents you serve, on people's lives.
  An effective case needs good storytelling, backed by facts and figures





COMPONENTS OF A STRONG CASE

The story in words – the narrative (statement)



The story in numbers – budgets
 & financials

The story in impact – evaluation















#### THE STORY IN WORDS – A STRONG NARRATIVE

- Why does your organization exist? What are its beliefs?
- What is the need in the community that you are addressing?
- Do you fully understand the need and the urgency?
- Outreach Is there an awareness problem? Is the need communicated effectively to your audience (donors)?
- Are you speaking the language of your audience?
  - Make issues simple to understand, not simplistic
- Invest in outreach
- Important AND urgent
- Community engagement a priority





#### THE CASE FOR SUPPORT...

- Donor-oriented / donor-facing
- Clearly illustrates your organization's mission and vision for the future
- Offers a statement of needs (in the community) that the organization is trying to address
- Tells donors how, if resources are available, those needs will be addressed.
- What is the investment needed and what outcomes you are seeking from that investment
- What is your call to action for the donor your ask.

Case statements cast a bold vision for a better future and invite donors to get caught up in that vision.





#### A CASE STATEMENT – THE KEY NARRATIVE ELEMENTS

- An emotional opening The first one or two paragraphs are critical pack an emotional punch
- ❖ Your mission and vision Why does your organization exist? What is your big, bold vision for the future?
- ❖ History of the organization Talk about accomplishments till date
- ❖ A description of current programs and proof of impact Talk about the impact of these programs; why are they worthwhile? Build credibility.
- What is the critical need in your "community" that you must address — How much investment is needed and for what? Why now?
- Clear programmatic goals and objectives What outcomes are expected?
- How will you evaluate success? What is the impact if you program is successful? Outcomes vs output
- What is your call to action for your constituents/donors?





#### "A lack of method is not the definition of the problem itself."

#### Is this the Problem? Instead of:

- There is no tutoring program
- Museum does not have enough space
- There is no training program for avocational archeologists
- There is no Museum at San
   Felipe

#### Describe the current situation:

- Juvenile crime rate is increasing
- Public does not have access to a large portion of an art collection
- There are not enough professional archeologists in the state to address the research needs
- The significance of San Felipe will be lost to future generations because there is no extant structures to be preserved, only the archeology and the archival research





#### **GOALS AND OBJECTIVES**

# Define your project in measurable terms

State your Goals and Objectives for the project as they relate to the mission.

Specific

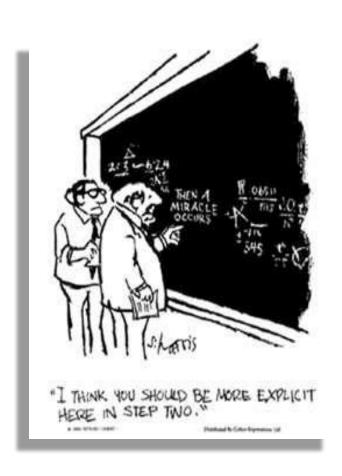
Measurable

Achievable

Realistic

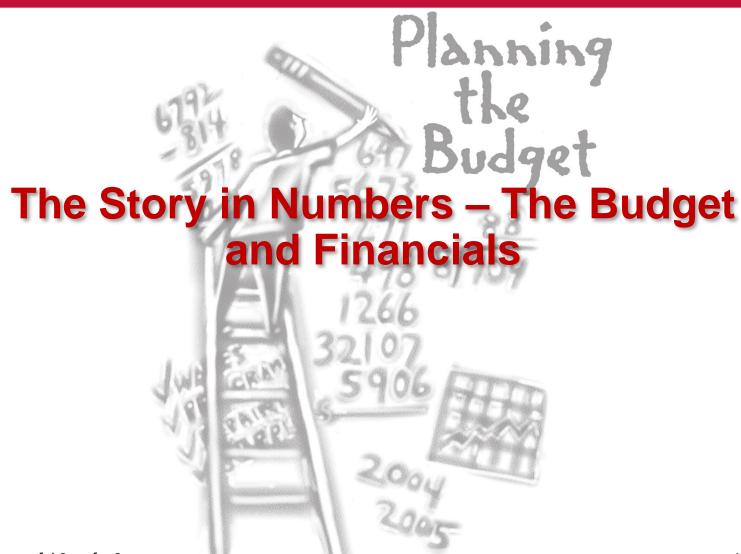
Time-bound

- What are the expected outcomes? What do you hope to accomplish with the grant funds?
- When will your project be completed?











990



#### THE STORY IN NUMBERS

The budget – what is the need, in \$ terms?

What is the health of the organization – financials, audits, form 990s.







#### THE STORY IN NUMBERS – BUDGETS AND FINANCIALS

Never forget that you will be using other people's money to accomplish your organization's goals!



BUDGET

#### Budget:

- Can the project be completed with this budget?
- Are expenses reasonable for the market and project or too high or too low?
- Is the budget consistent with proposed activities?
- Is there sufficient budget detail and explanation?
- Are you including the full cost of the programs/projects?

#### Financials:

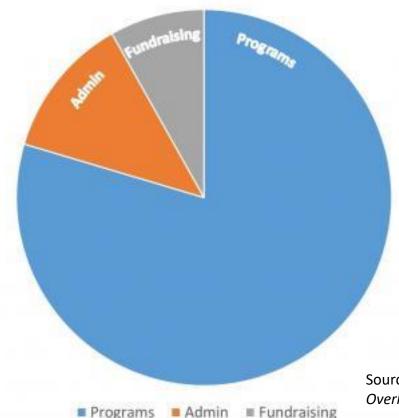
- Audits and financial health
- Financial management
- Taxes grants received, oversight and governance





#### THE STORY IN NUMBERS – THE TRUE COSTS

#### A Tired Old View of Our Organization

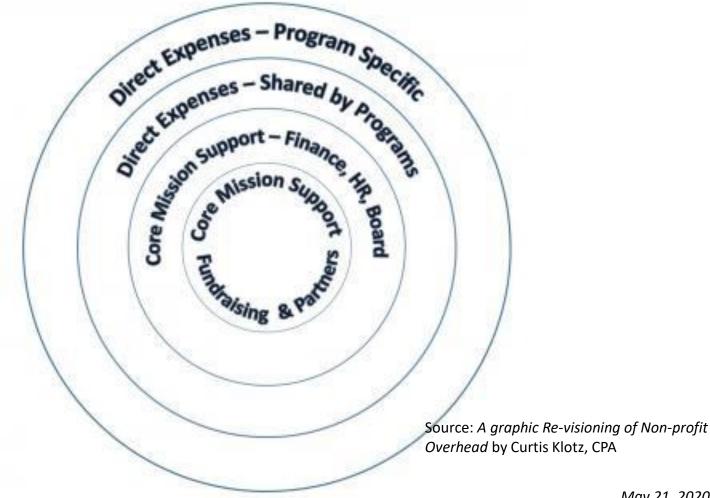


Source: A graphic Re-visioning of Non-profit Overhead by Curtis Klotz, CPA





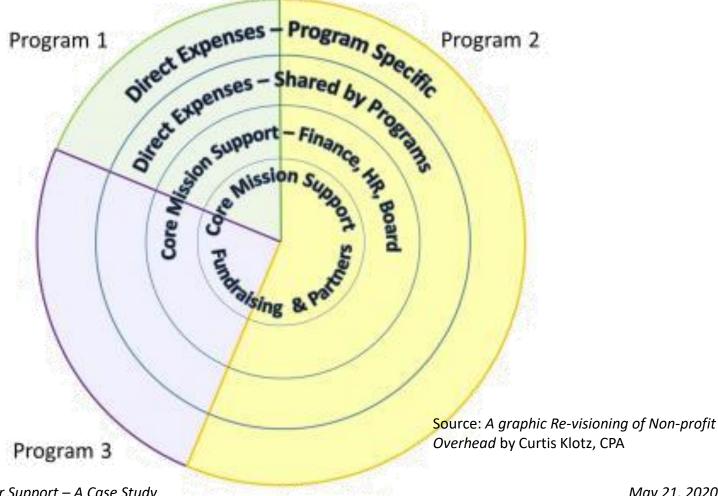
#### THE STORY IN NUMBERS – THE TRUE COSTS







#### THE STORY IN NUMBERS – THE TRUE COSTS













#### THE STORY IN IMPACT - EVALUATION

- Assessment vs. Evaluation
- Qualitative vs. quantitative data
  - Tie in with objectives
  - Use anecdotes
- How will you review your projects and programs?
  - What changes should we expect to see?
  - What are the measures? Data collection strategies?
  - How will you document?
- Do you have all the necessary processes in place to measure?
  - Show preparedness
- Who will conduct the evaluation?
  - Internal vs. external
  - Gather testimonials
- Measure outcomes, not output
  - Funders want to see impact, not just effort

The Purpose of...

assessment

is to

**INCREASE** 

quality.





Too short and not enough leaves. C-







#### **DESIGNING THE EVALUATION – QUESTIONS TO ASK**

- What is the purpose of the evaluation?
- How will you use the findings?
- What will you know after the evaluation that you didn't know before?
- What will you do as a result of the evaluation that you couldn't do before because you lacked the relevant information?
- How will the program better serve the clients/community?







# Taking it on the Road Case Studies





#### **CASE STUDIES**

- Organizational Case
  - Habitat for Humanity
  - Girl Scouts of Central Pennsylvania
- Case Statement for Capital Projects
  - San Felipe de Austin State Historic Site Museum





#### **GIRL SCOUTS OF EASTERN PENNSYLVANIA**

https://www.gsep.org/content/dam/girlscoutsgsep/documents/Case-Statement.pdf

goal #3 Total \$5 million Improve GSEP outdoor leadership centers to expose girls to environmental stewardship, adventure and fun.

Camp experiences offer five main factors that build strength and resilience in young people.

- 1 Positive Emotions from having FUN!
- 2 Engagement with people and activities.
- 3 Relationships that develop with othe young people and adult mentors.
- Meaning that come from nature and new experiences.
- 5 A sense of achievement with opportunities to try new things.

In an all girl-setting, **camp is their first opportunity to experience true independence**, freedom to **discover** who they want to be, a safe place to **take risks**, and the opportunity to **explore** nature.

#### 21st century skills

Research<sup>1</sup> shows that the camp experiences develop 21st Century Skills:

- Critical Thinking and Problem Solving
- 2 Teamwork and Collaboration
- 3 Adaptability and Leadership.



More than Smores: Success and Surprises in Gif Scouts' Outdoor Experiences, aReport from the Girl Scout Research Institute (GSR) 2014



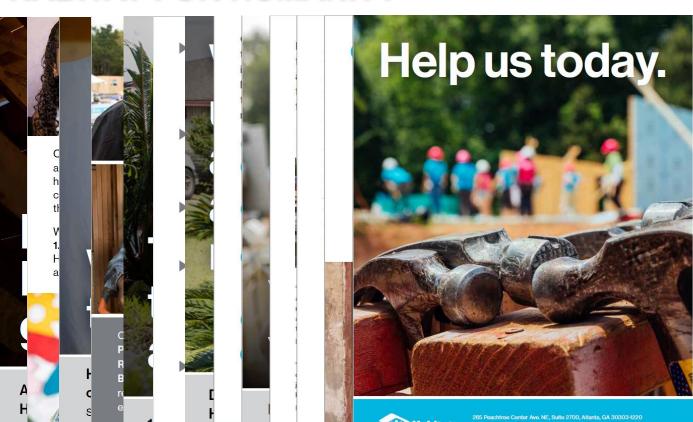






#### **HABITAT FOR HUMANITY**

#### https://www.habitat.org/about



Habitat's strategic plan supplies the framework for exponentially expanding our worldwide impact so that we can partner with more families to build or improve places to call home.

Our Global Impact Fund supplies the flexible funding for that expansion, which enables us to build impact at the community, sector and societal levels.

#### Habitat's Global Impact Fund moves our mission forward by:

- Leveraging resources to respond to the world's housing need.
- Building the capacity of our global network.
- Investing wisely to sustain our programs through tough
   connemic times.
- Designing innovative programs that reach ever-growing numbers of families.
- Practicing good stewardship in order to increase our efficiency and ensure the trust of our generous donors.

habitat.org





#### CAF

#### The Campaign for the Development of the San Felipe de Austin State Historic Site

With its mission to preserve and promote significant cultural resources on behalf of Texans, the THC is

#### Conclusion

The story of San Felipe de Austin is a story of leadership, vision, and tenacity that demands to be more fully told. For decades, the story of the birth of the Republic of Texas has been told piece by piece. Until now those pieces have formed an incomplete whole, with a key piece — San Felipe — missing. To truly understand the birth of Texas as a nation and the depth and complexity of our State's rich history, one must understand and appreciate the role that Stephen F. Austin and San Felipe de Austin played in Texas' earliest days as well as on its journey to independence from Mexico.

An improved San Felipe de Austin State Historic Site, with its museum, enhanced exhibits, educational programs, and archeological opportunities will offer visitors a powerful opportunity to understand how many of the State's most revered people and events can be traced back to this place on the banks of the Brazos River where the story began.

These improvements depend on the success of the capital campaign for the development of the San Felipe de Austin State Historic Site. Please join us in bringing this important chapter of Texas history to life for future generations by supporting this campaign.

~ ~ ~ ~ ~

and Commissioners Earl Broussard (Austin), Thomas Hatfield (Austin), Wallace Jefferson (Austin), Tom Perini (Buffalo Gap), Gilbert Peterson (Alpine), Judy Richardson (Caldwell), and Daisy Sloan White (Houston).

**Friends of the Texas Historical Commission (FTHC)** is an independent nonprofit organization founded in 1996 to expand philanthropic support for the THC and to secure private support for THC projects not fully funded through state appropriations. Over the past two decades, ETHC has helped





#### CAPITAL CAMPAIGNS- SAN FELIPE DE AUSTIN MUSEUM

#### Population Benefited and Expected Impact

The San Felipe de Austin State Historic Site is a destination for public and private school students.

#### The Campaign for San Felipe de Austin State Historic Site

With its mission to preserve and promote significant cultural resources on hehalf of Tavans, the THC is

Once the museum is open to the public in April 2018, THC will fund the site's annual operations through its biennial legislative appropriation, supplemented by public-private partnerships, efforts of local volunteers, and income from the endowment.

Selected renderings and a site plan are attached for your review.

#### Conclusion

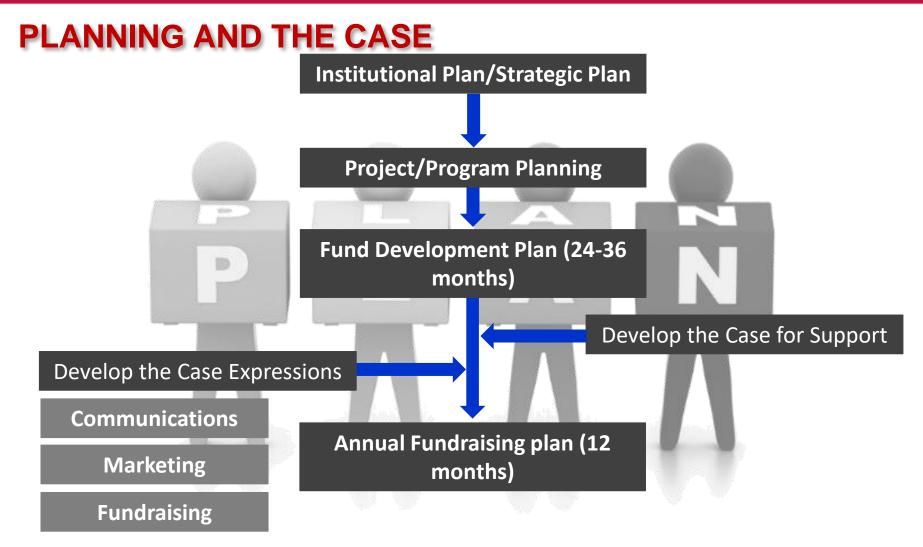
The important stories of people and events at San Felipe de Austin are a missing piece of Texas's past. Understanding what happened here will redefine the Texas Revolution story for generations of Texans and for future visitors to our great state. We hope the XXXXXXX Foundation will join us in bringing this important chapter of Texas history to life for future generations by supporting this campaign. We are deeply grateful for your consideration of our request.

~ ~ ~ ~ ~

Senator Lois Kolkhorst, launched a capital campaign to fund the remainder of the project, which primarily includes the indoor exhibits and interpretation, as well as the town-site interpretative Three Hundred. In addition, the project enjoys the partnership and philanthropic support from several statewide and Houston area foundations. *Attachment 2*, with list of sources of support for the San Felipe de Austin State Museum is provided for your review.











#### A FEW ADDITIONAL THINGS....

- Takes time to develop
  - Do your research
  - Testimonials
  - Create language and consistent messaging
- Who should be involved
  - Board
  - Volunteers
  - Clients/constituents
  - Staff/consultants





#### FINALLY, SOME ESSENTIAL DOs & DON'Ts......

- Remember
  - One size does not fit all
  - Make your case bigger than you organization
  - It is about investment, not just a donation or a gift
  - Donors ask:
    - Why this organization?
    - Why this project?
    - Why now?
    - Why me?
  - Do not focus on the organization's needs, but on the community's need
  - Do not complicate
- Review and revalidate





