CCS FUNDRAISING

Building a Major Gift Program That Performs

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CCS Fundraising:

providing philanthropic solutions for 78 years

For nearly eight decades, CCS Fundraising has worked alongside charities and not-for-profits to help them grow sustainable philanthropy and achieve their ambitions.

Our approach combines data, local insight, and practical delivery. Each engagement is customised and support by a CCS team bringing senior-level experience, strategic focus, and hands-on implementation. Together, they draw on the full strength of the firm, including data and research specialists, sector-focused practice groups, and more than 600 professionals.

Select Client Partnerships

Today’s Agenda

The New Reality for Symphony Fundraising

01

Building Blocks of a High-Performing Major Gifts Program

02

Doing More With Less

03

Strategy Lab

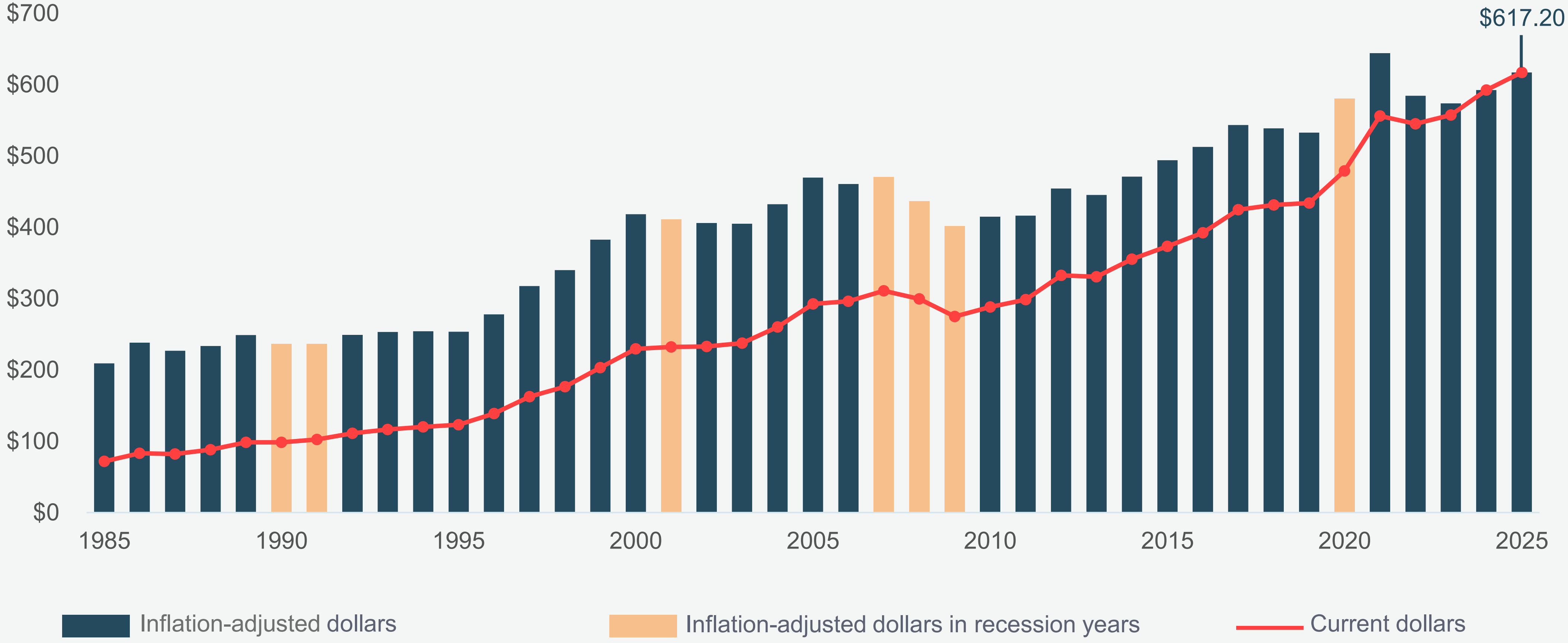
04

What keeps you up at night?

The New Reality for Symphony Fundraising

Total Giving, 1985-2025

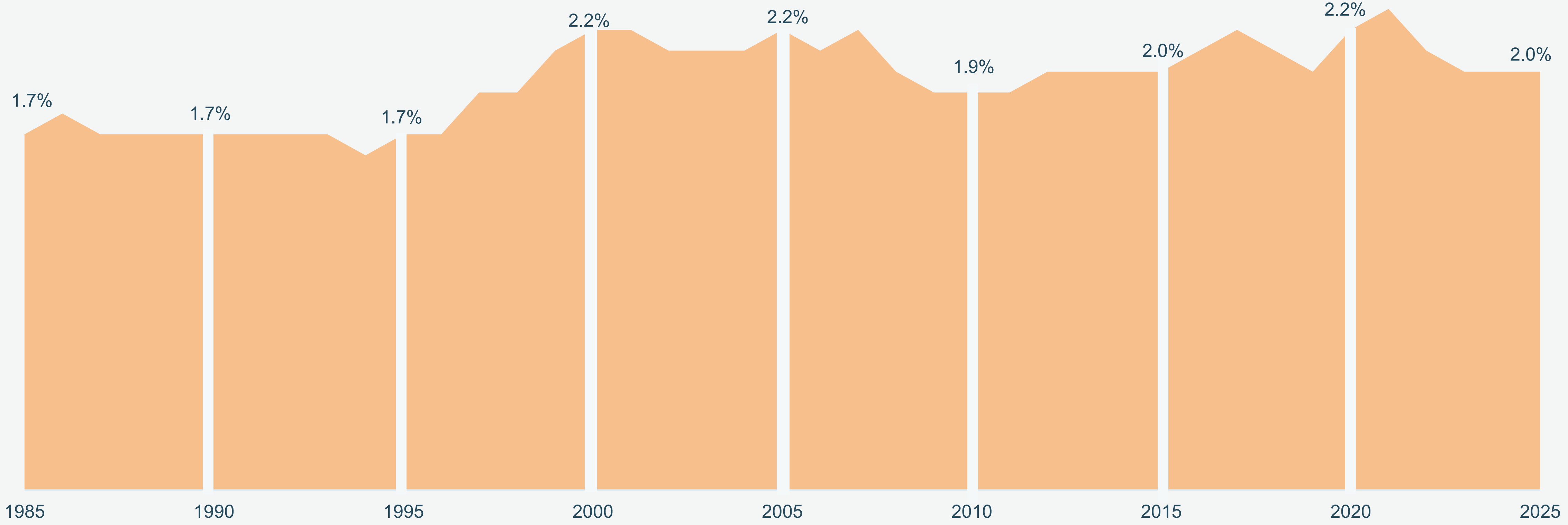
LANDSCAPE



2026 Giving USA: The Annual Report on Philanthropy of the Year 2025

Total Giving as a Percentage of Gross Domestic Product

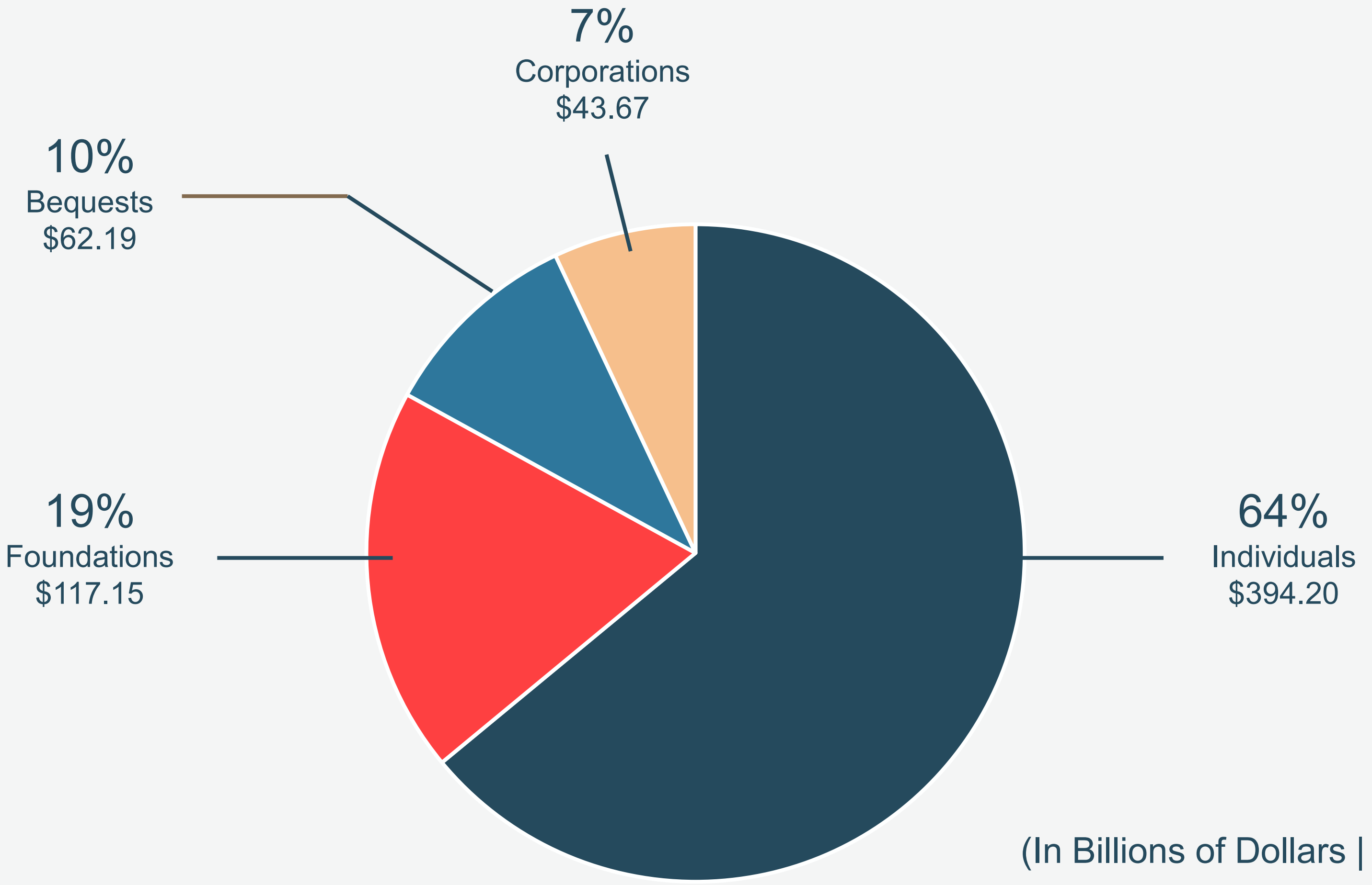
(In Current Dollars)



Giving USA 2026: The Annual Report on Philanthropy for the Year 2025 (2026)

2025 Contributions: $617.20 Billion by Source of Contributions

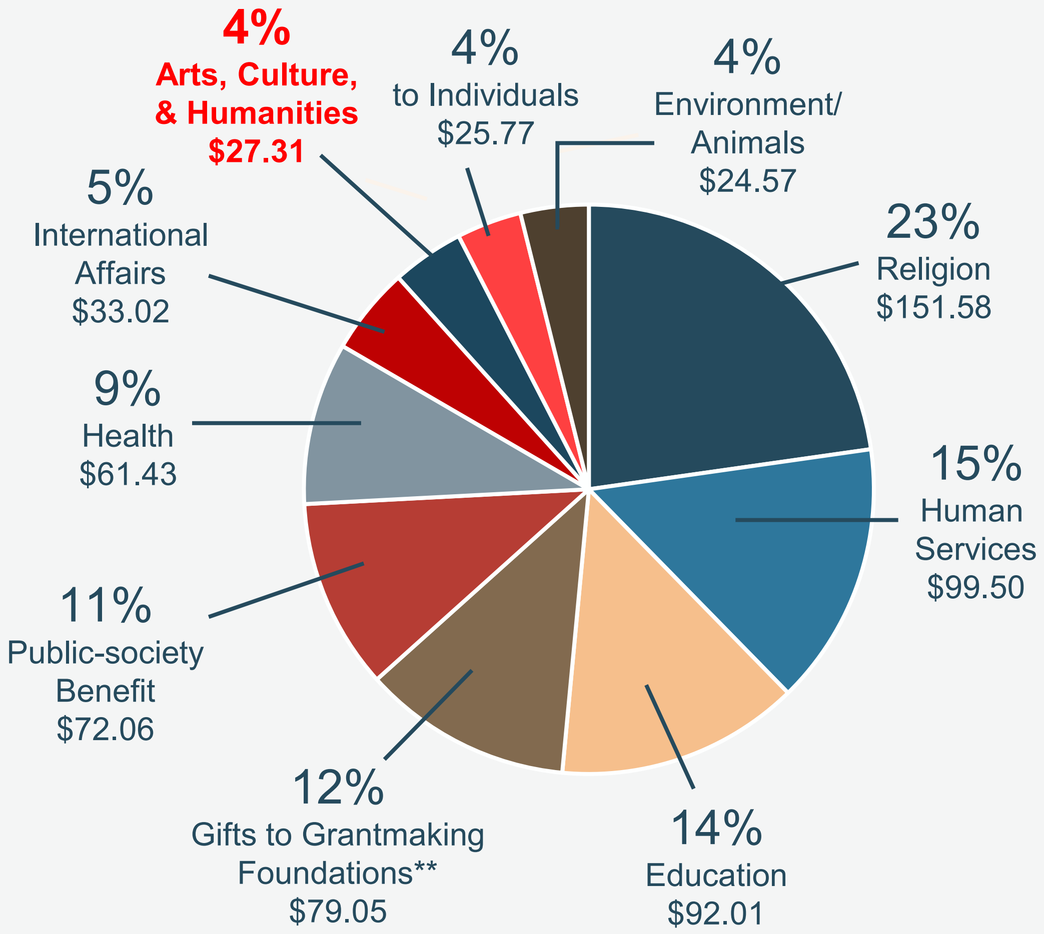
LANDSCAPE



(In Billions of Dollars | All Figures Are Rounded)

2025 Contributions by Type of Recipient Organization*

LANDSCAPE



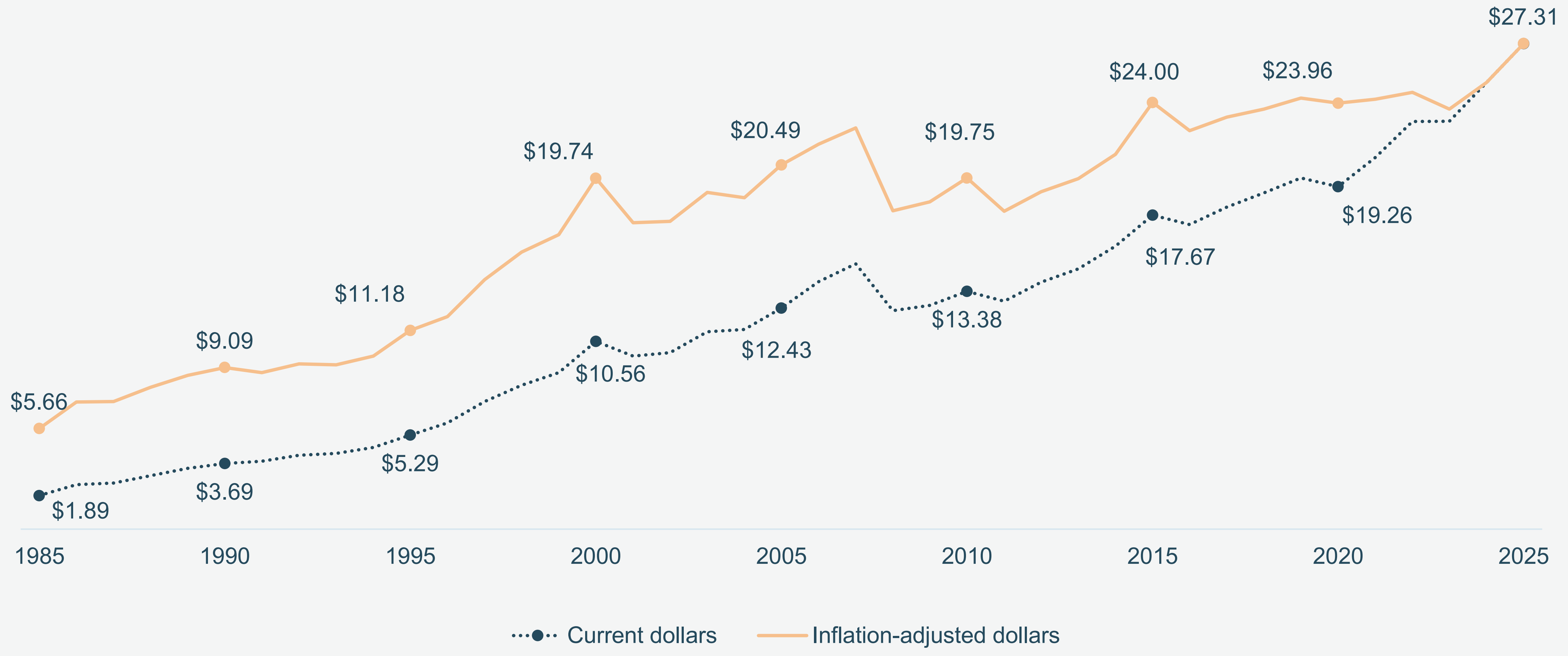
*Total includes unallocated giving, defined as the difference between giving by source and recipient categories. Unallocated giving totaled -$49.09 billion in 2025.

**Estimates developed by the Indiana University Lilly Family School of Philanthropy using data provided by Candid.

(In Billions of Dollars | All Figures Are Rounded)

Giving to Arts, Culture, and Humanities, 1985–2025

LANDSCAPE

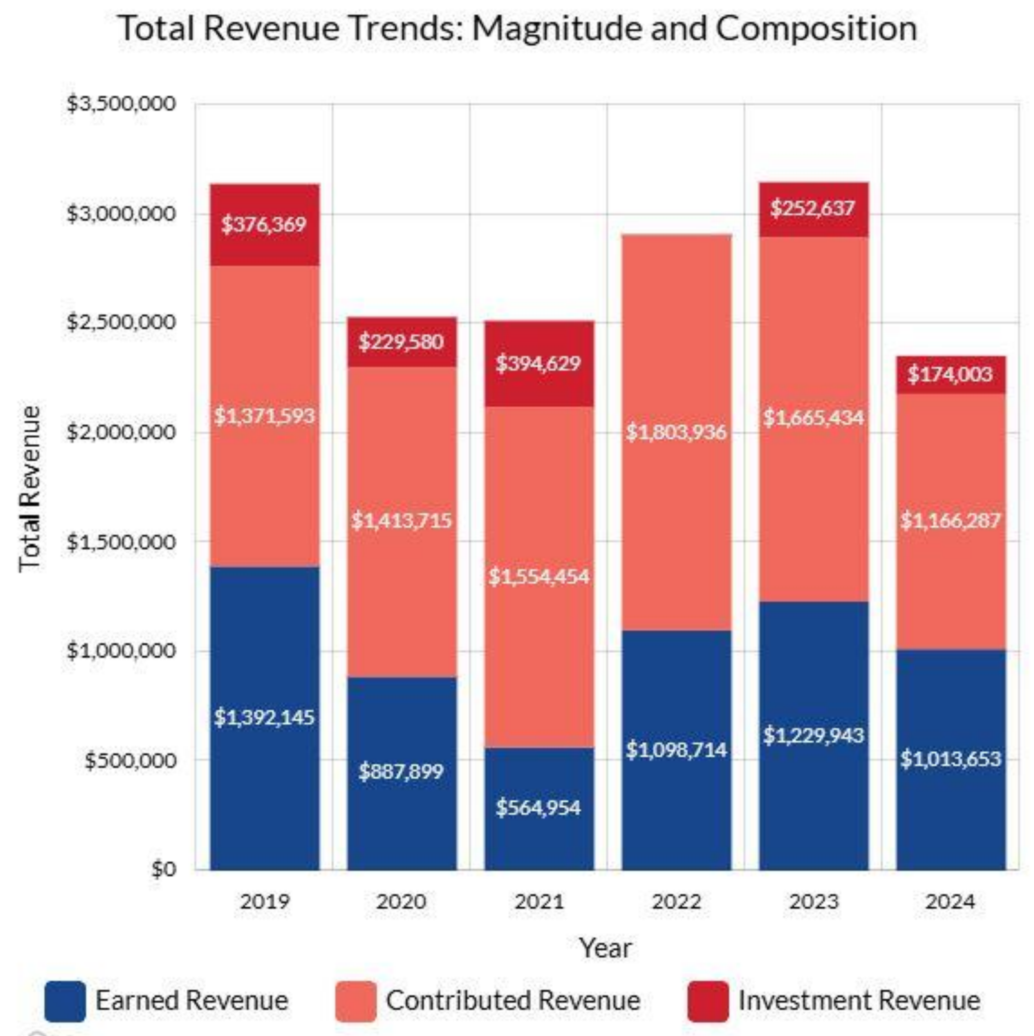


2026 Giving USA: The Annual Report on Philanthropy of the Year 2025

The New Financial Reality

36% Average revenue per organization declined 36% between 2019 and 2024.

Why it matters
- Organizations have less predictable revenue than before the pandemic.
- Growth increasingly depends on philanthropy, not earned income alone.
- Stronger donor relationships have become a strategic advantage.



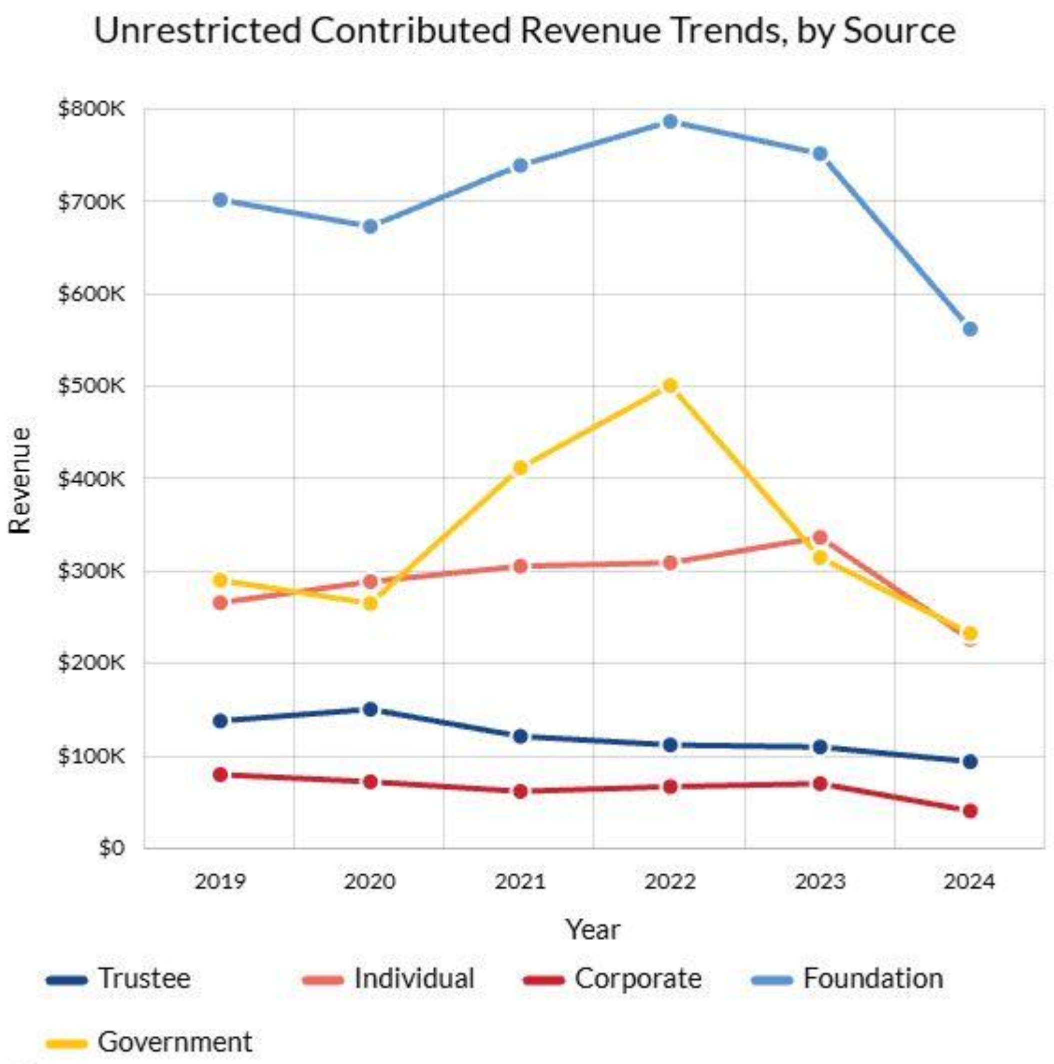
SMU DataArts – National Trends 2025

Building Blocks of a High-Performing Major Gifts Program

Individual Giving is the Greatest Opportunity

Less Control	More Control
Foundation cycles	Donor relationships
Government funding	Major gift pipeline
Economic conditions	Stewardship
Grant priorities	Leadership engagement

When institutional funding becomes less predictable, investing in individual philanthropy becomes one of the few levers organizations can directly influence.



SMU DataArts – National Trends 2025

TRANSACTIONAL

- **Reactive** — responds to an immediate need
- Usually **one-time or short-term**
- Meets a **specific need** *(e.g., covering books, fees, or emergency support for one student)*
- Gratitude is expressed, but the **relationship doesn't continue**
- Communications are **generic** and focused on the institution
- Emphasis is on **getting the gift**, not building a long-term connection

TRANSFORMATIONAL

- **Proactive** — intentional and relationship-driven
- **Meaningful for the donor** — can be any size gift if it reflects true commitment
- Requires **trust, patience, and teamwork**
- Communications are **personalized** and donor-centered
- Focus is on the **whole relationship**: cultivating, asking, thanking, and keeping donors engaged long term

Where Do We Find Donors That Fit?

MAJOR GIFTS

Why People Give

People **give to people.**

People appreciate **recognition for their support**.

People give because **they are asked.**

People give to **good causes**.

People give in relation to **who asks them**.

People give to **specific compelling priorities**.

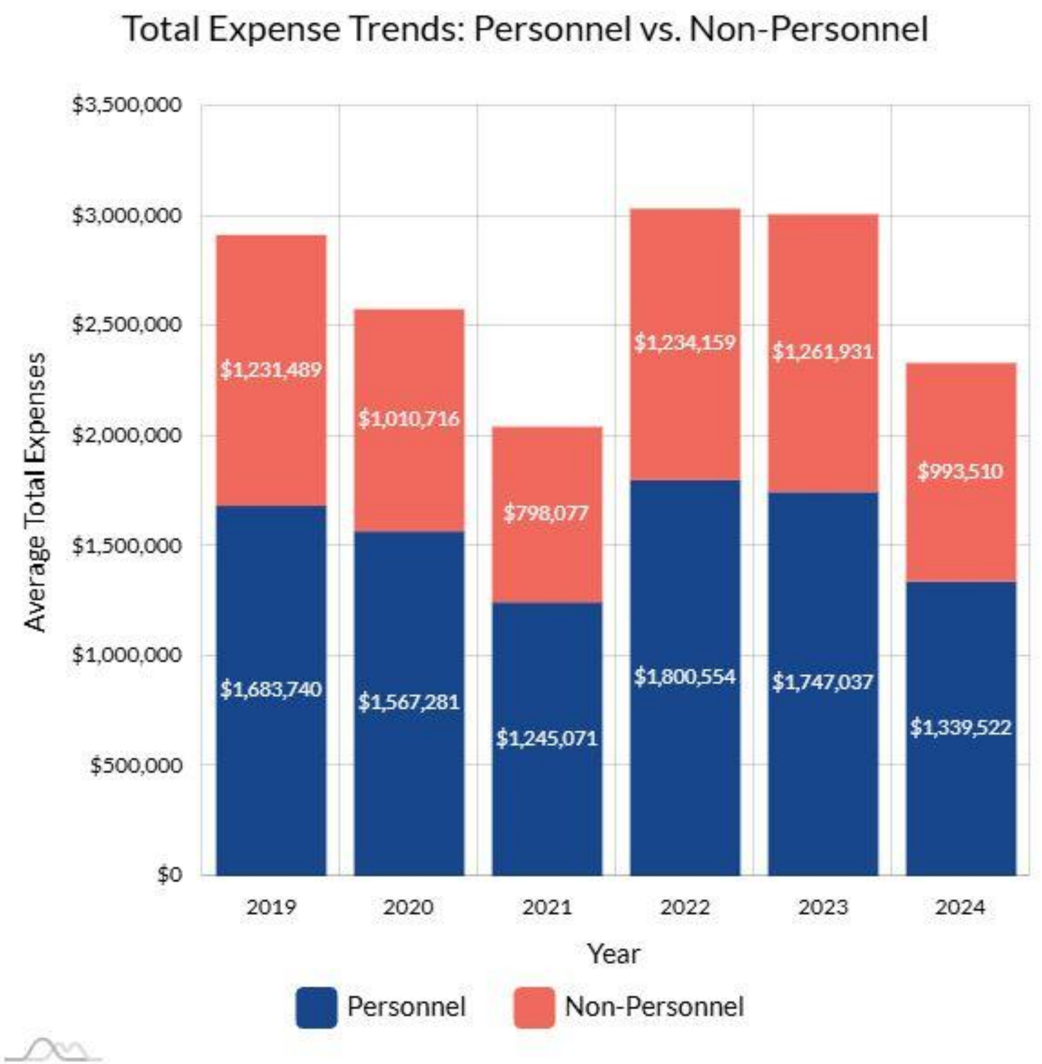
People respond to **their peers**.

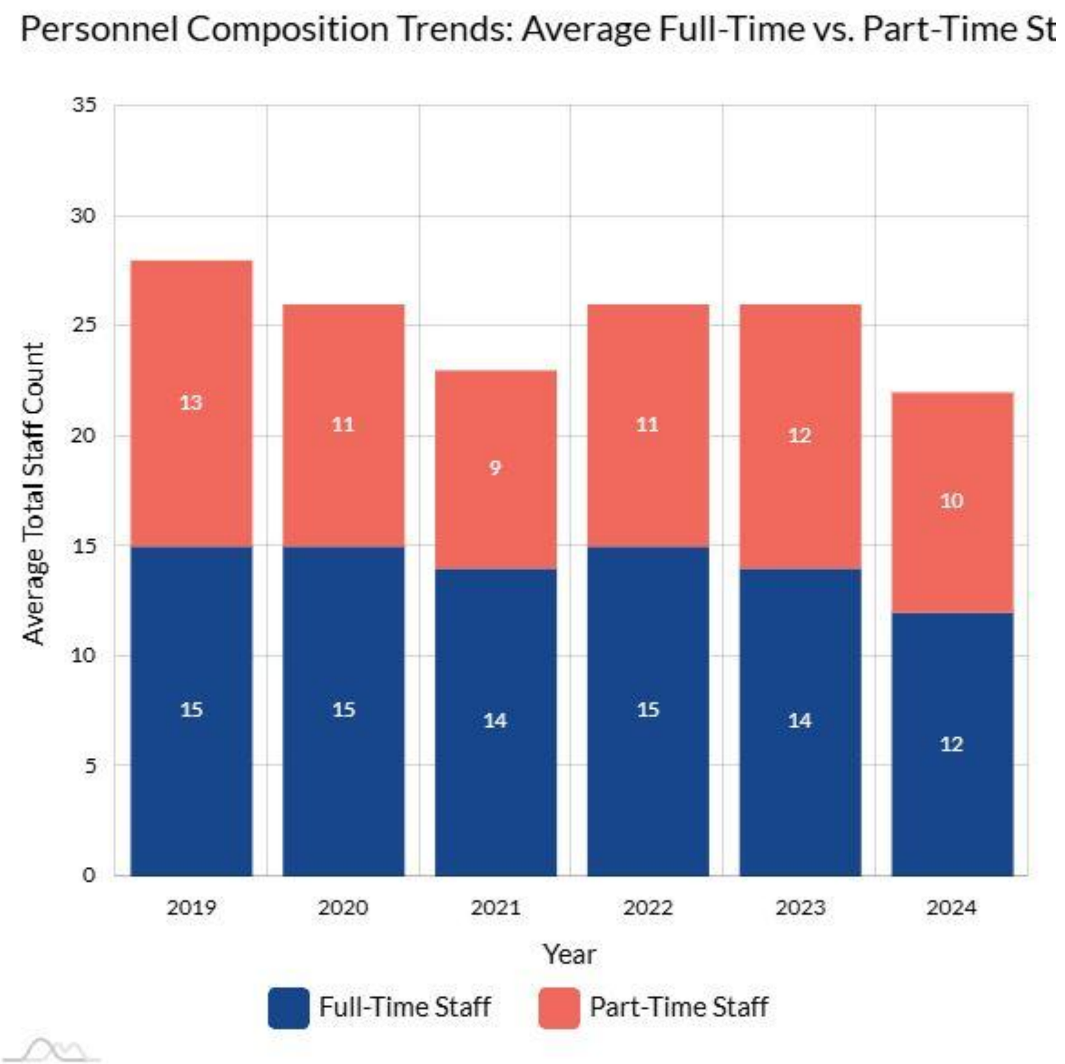
Personal visits result in larger gifts.

Doing More With Less

Budget Constraints Are Reshaping Capacity

CAPACITY





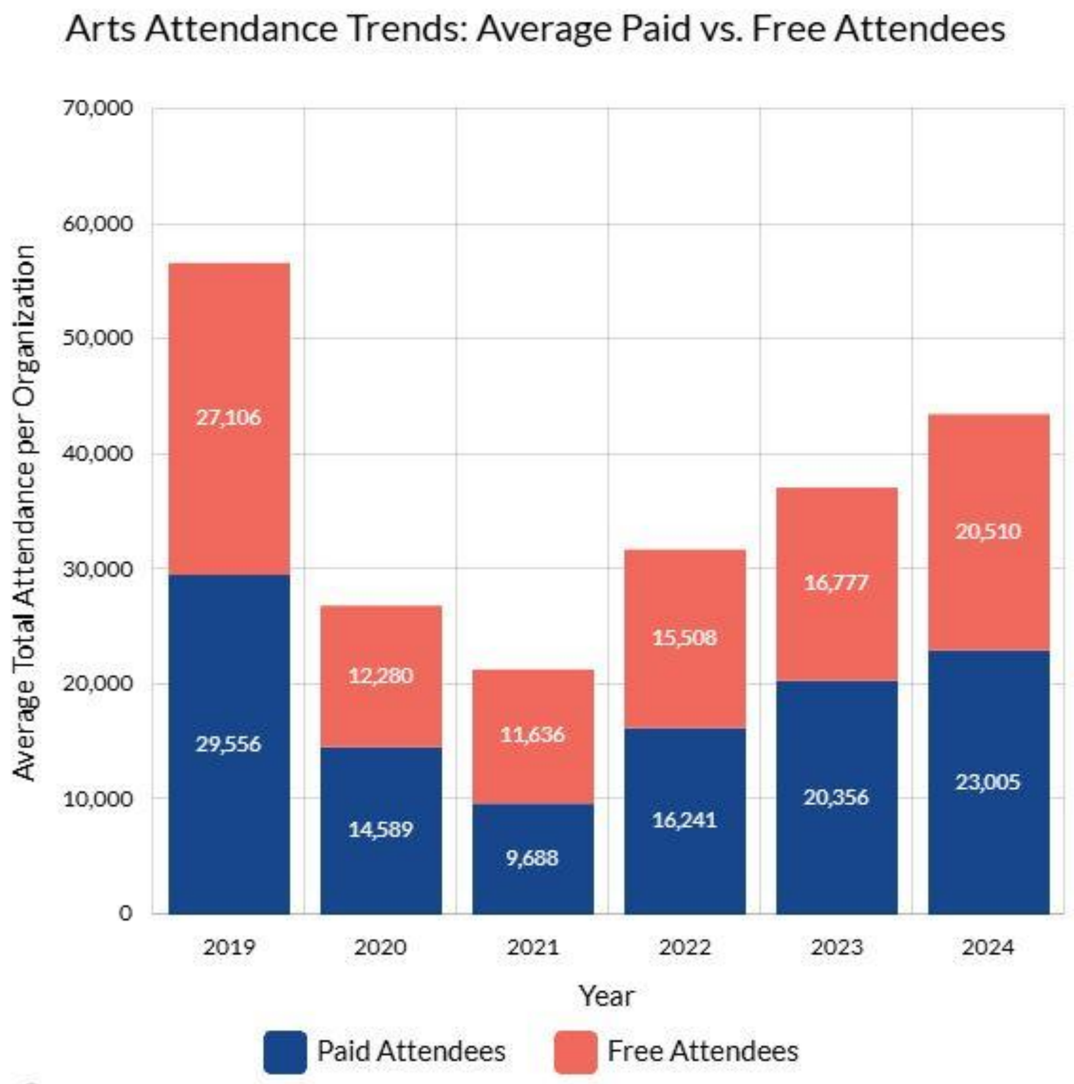
SMU DataArts – National Trends 2025

The Demand for Arts is Growing

13% Increase in paid attendees between 2023-2024

22% Increase in free attendees between 2023-2024

Don't build your case for support around what you've lost. Build it around what you've achieved despite it.



SMU DataArts – National Trends 2025

What if you never hire another Chief Development Officer?

- Limited budgets
- Talent shortages
- High turnover
- Competitive salaries

The strongest fundraising programs aren't built by one fundraiser. They're built by one organization.

Upskilling Instead of Hiring

CAPACITY

Capacity grows without adding staff

Executive/Managing Director

Donor Visits
- Build donor relationships and reinforce the case for support.

Artistic Director

Storytelling
- Connect artistic vision to donor impact through storytelling.

Patron Services

Donor Identification
- Identify engaged patrons and collect relationship intelligence.

Marketing & Communications

Stewardship
- Tell stories that inspire philanthropy, not just attendance.

Board

Introductions
- Open doors, make introductions, and express gratitude.

Annual Giving

Donor Qualification
- Identify future major donors and deepen engagement.

Strategy Lab

Step 1: Pick Your Biggest Opportunity

1. Pipeline
We have supporters, but not enough qualified major gift prospects.

2. People
We need more organizational capacity, leadership engagement, or board involvement.

3. Case
We need a more compelling reason for donors to invest.

Step 2: Find the Real Opportunity

STRATEGY LAB

Presenter

Explain

- My biggest opportunity is …
- I think the reason is…
- Here's where I'm stuck…

Group

1. **Ask Questions:**
    - Why do you think that's happening?
    - What have you already tried?
    - What aren't you measuring?
    - What's the real bottleneck?
2. **Offer ONE Idea**

Step 3: Build Your Season Kick-Off Plan

STRATEGY LAB

Before the end of this calendar year …

- ✓ **We'll…**
- ✓ **We'll know we're successful because…**
- ✓ **The first conversation we'll have is with…**
- ✓ **The first step we'll take on Monday is…**

STRATEGY LAB

Most organizations are capturing only a fraction of their true potential

PAST FIVE-YEAR PERFORMANCE

Upgrade Priority Prospects:	Estimated Capacity:	Total Raised:	Capacity Captured:
429	$503M	$5.4M	1.1%

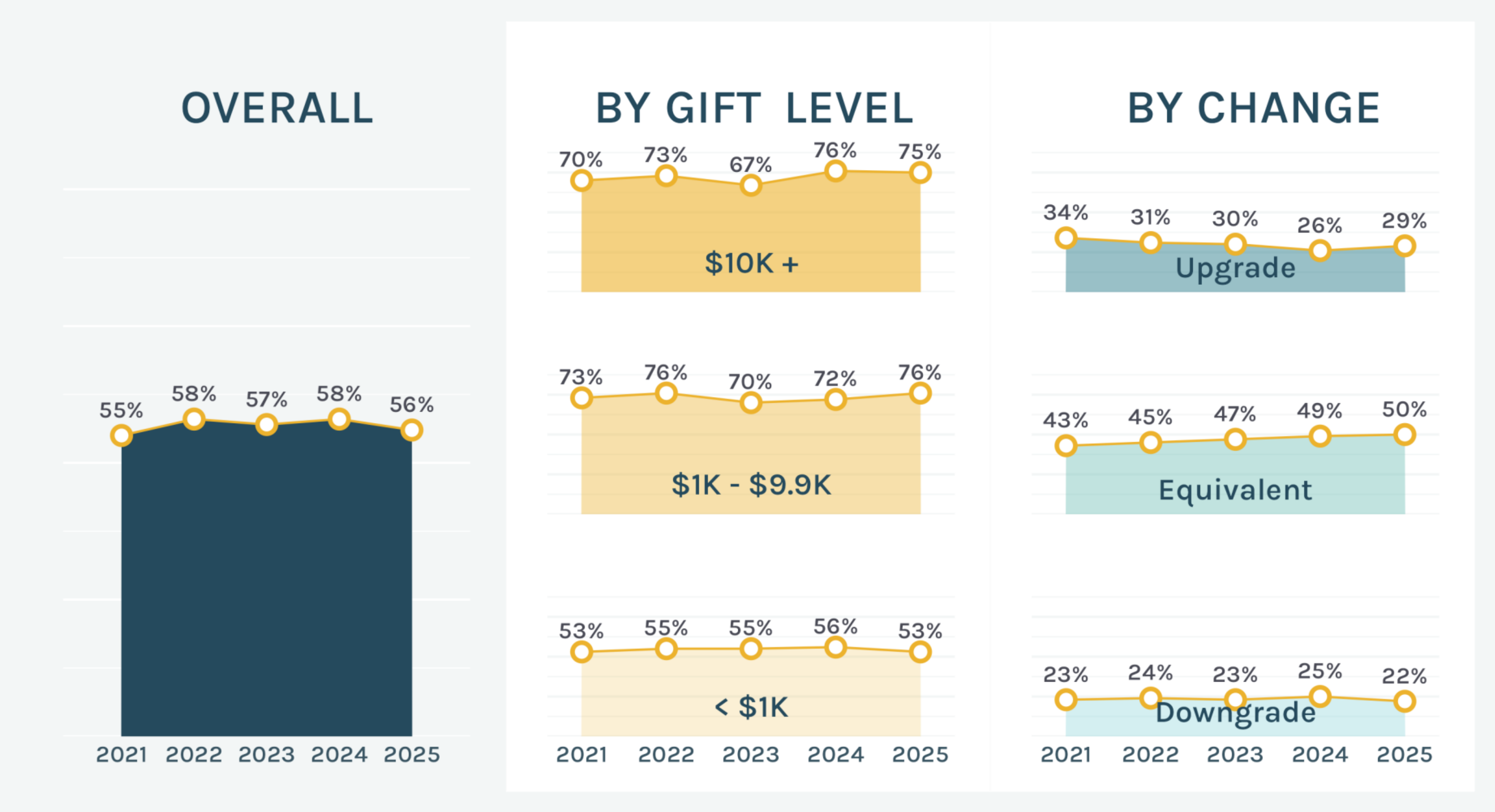
FUTURE FIVE-YEAR POTENTIAL

8%	10%	12%
$40.4M	$50.3M	$60.4M

Increasing capacity captured to 10% would yield $50.3M in future opportunity in five-year fundraising.

Retention drives long-term growth

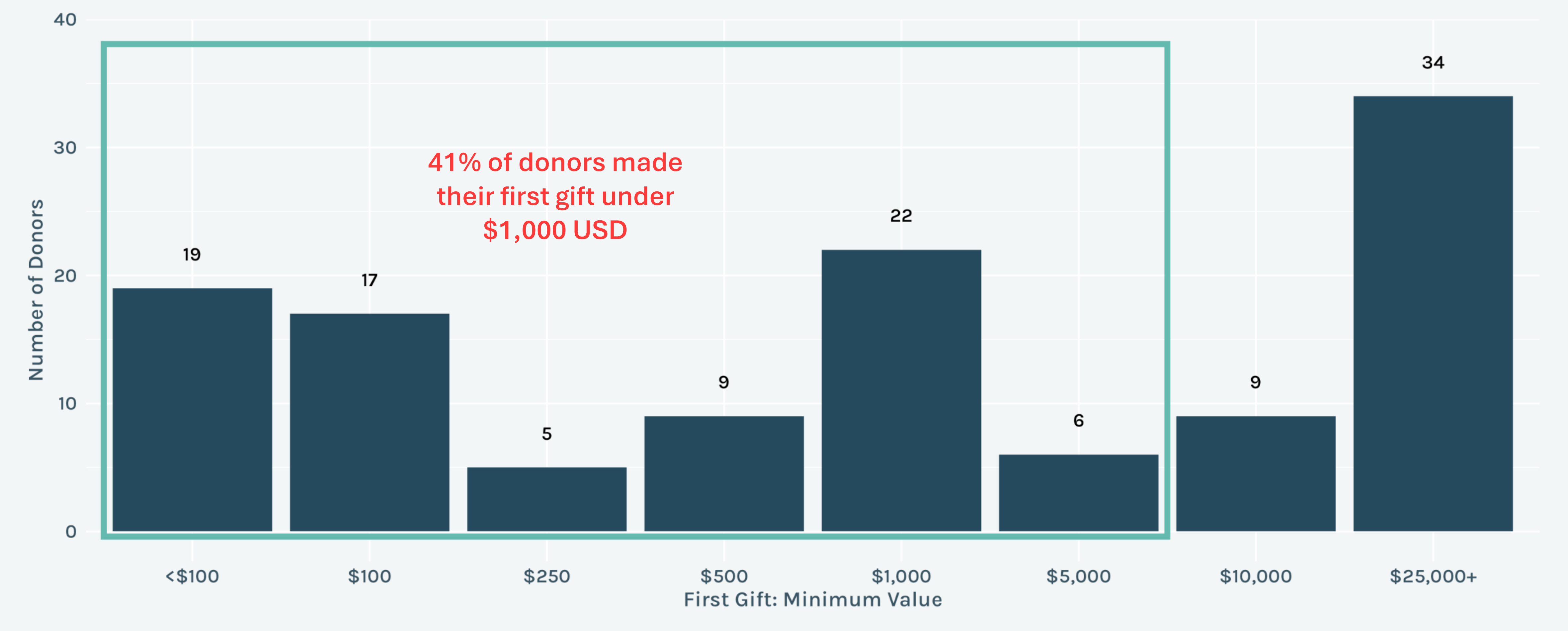
STRATEGY LAB



- Overall retention has been strong, especially at lower giving levels.
- Upper and mid-level donor retention both dipped in FY23.
- Retained donors are more likely to upgrade than to downgrade their giving in the past five years.

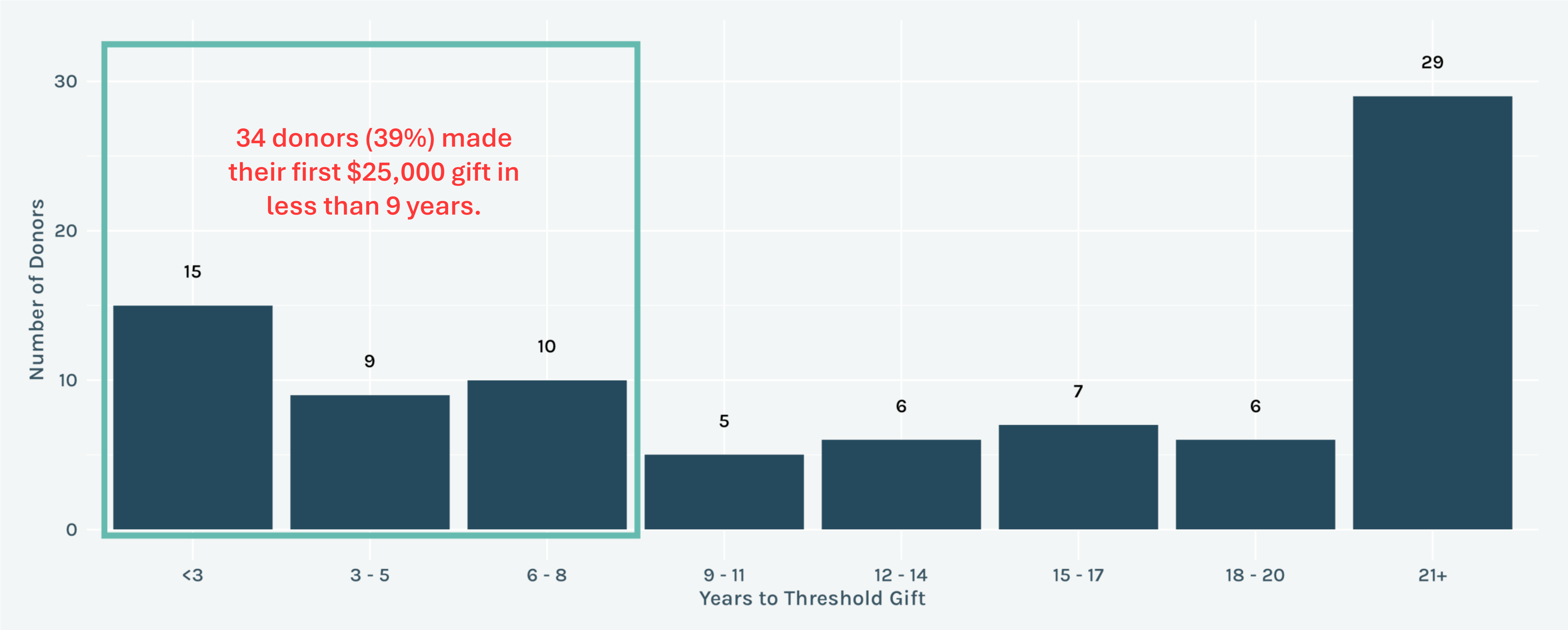
Your future major donors are already in your pipeline

STRATEGY LAB



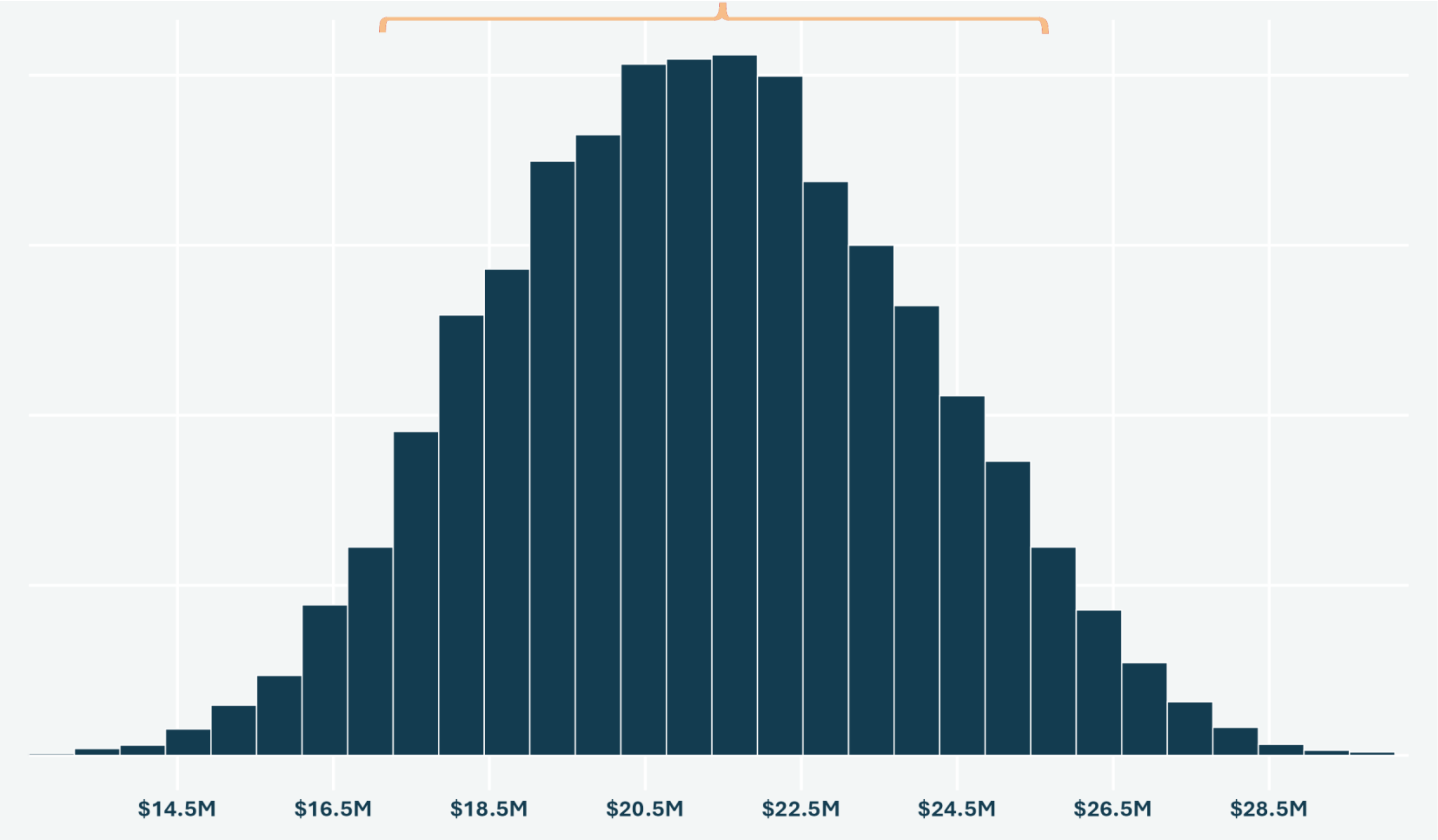
Strong pipelines require long-term development

STRATEGY LAB



Your campaign outcome isn’t a guess – it’s a range

90% of outcomes fall between $17.0M - $25.8M



Simulation Results	
Constituents	35
Lowest	$12.9M
Highest	$29.8M
Average	$21.3M
Median	$21.2M
90% Range	$17.0M - $25.8M

NEXT STEPS

Three Things You Can Do on Monday

01

Build Your Top 25 List

Identify your 25 most engaged patrons (not just the wealthiest) and assign an owner for each relationship.

02

Schedule 10 Conversations

Meet with your best prospects to listen, not ask. Learn why they care, what inspires them, and how they'd like to engage.

03

Give Everyone a Fundraising Role

Create a one-page guide defining how each department contributes to donor relationships.

Thank You

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