

# Test Content Outline for Certified Fund Raising Executive (CFRE) Examination



## **Current and Prospective Donor Research**

### **16% - 32 Items**

- A. Develop a list of prospective donors by identifying individuals and groups (foundations, corporations, government agencies, etc.) who have the capacity and propensity to give, in order to qualify prospective donors for further research and cultivation efforts.
- B. Implement and utilize a secure data management system that stores information about current and prospective donors to enable segmented retrieval and analysis.
- C. Analyse the list of current and prospective donors using characteristics such as demographics, interests, values, giving history, relationships, and linkages to the organisation, in order to select potential donors for particular projects and fundraising programmes.
- D. Rate current and prospective donors in categories of giving potential in order to prioritise and plan cultivation and solicitation.
- E. Present the list of current and prospective donors and relevant information to organisational leaders in order to establish consensus for action.

### *Key Knowledge Areas for the Above Tasks:*

- Indicators that identify trends and define characteristics (such as socioeconomic, giving history, generational, gender and cultural) of a constituency
- Donor acquisition strategies
- Sources of financial support (such as individuals, corporations, grant-making bodies, foundations, government)
- Types of information needed to identify prospective donors and determine specific fundraising strategies
- Donor profile components
- Indicators of gift potential
- Donor giving patterns
- Data analysis techniques (such as statistical analysis, data mining, and segmentation)
- Data gathering techniques (such as surveys, focus groups, interviews, social networking)
- Elements of a comprehensive data management system (including data capture, storage, retrieval, maintenance, and security)
- Prospect screening, qualifying, and rating methods
- Motivations, practices, and policies of various funding sources
- Prospect information sources (such as people, written/published, and electronic/online) and their uses and limitations

- Elements of components of a fundraising programme, including annual, capital/major, and planned giving/legacies
- Relationships between and among annual, capital/major, and planned giving/legacies programmes
- Donor survey components and uses
- Market study components and uses
- Privacy legislation and the ethical use of data

## **Securing the Gift**

### **19% - 38 Items**

- A. Develop a compelling case for support by involving stakeholders (such as volunteers, staff, and members of the Board) in order to communicate the rationale for supporting the organisation's fundraising programme.
- B. Apply prospect research data to develop a solicitation plan for involvement of individual donors and/or donor groups.
- C. Plan a comprehensive solicitation programme in order to generate financial support for the organisation's purpose.
- D. Prepare donor-focused and segmented solicitation communications in order to influence and facilitate informed gift decisions.
- E. Ask for and secure gifts from prospects in order to generate financial support for the organisation's purpose.
- F. Evaluate the solicitation programme using appropriate criteria and methodology in order to produce accurate analytic reports for effective decision making.

### *Key Knowledge Areas for the Above Tasks:*

- Psychology of giving
- Sociological and cultural influences on giving
- Elements and uses of a case statement and a case for support
- Types of gifts (cash, securities, property, gifts in kind, etc.)
- Solicitation strategies and their effectiveness with different donor groups
- Fundraising techniques and programmes such as:
  - Direct marketing (mail, telephone, electronic, direct response television (DRTV), etc.)
  - Special events (dinners, walk-a-thons, tournaments, auctions, etc.)
  - Grant proposal writing (foundations, corporations, government, etc.)
  - Corporate sponsorships, partnerships, and cause-related marketing

- Gift planning (such as bequests, legacies, trusts)
- Major gifts
- Memorial and tribute gifts
- Capital and endowment campaigns
- Membership and alumni programmes
- Gaming and lottery programmes
- Workforce and payroll giving/federated campaigns
- Street collections/face-to-face solicitation
- For-profit activities (such as product sales and charity/thrift shops)
- Community and third-party fundraising
- Other
- Feasibility study components and uses
- Negotiation techniques
- External factors that may affect the viability of the organisation and its programmes/services
- Tangible and intangible ways in which donors benefit from giving
- Peer-to-peer principles and their application to fundraising
- Fundraising programme evaluation standards, procedures, and methods (including benchmark calculations such as cost of fundraising, ROI, fundraising ratios, average gift, response rates)
- Payment structures for contributions (outright, pledge, instalment, etc.)
- Communication methods and messages to reach target audiences
- The use of prospect research to inform cultivation and solicitation strategies
- Involvement of donor advisors
- Use of electronic media in solicitation (email, text messaging, widgets, etc.)

### **Relationship Building**

#### **27% - 54 Items**

- A. Initiate and strengthen relationships with all constituents through a systematic cultivation plan designed to build trust in, and long term commitment to, the organisation.
- B. Develop and implement a comprehensive communications plan in order to inform constituents and identified markets about the mission, vision, and values of the organisation, its funding priorities, and gift opportunities.
- C. Promote a culture of philanthropy by broadening constituents' understanding of the value of giving.
- D. Acknowledge and recognise gifts in ways that are meaningful to donors and appropriate to the mission and values of the organisation.

#### *Key Knowledge Areas for the Above Tasks:*

- Elements of a cultivation plan
- Components of a comprehensive communications plan and processes for creating one
- Donor acquisition and retention principles
- Communication methods and messages to reach target audiences

- Oral and written communication techniques
- Components and uses of active listening
- Aspects of nonverbal communication (body language, eye contact, etc.)
- Interpersonal communication (e.g. trust building, team building, group dynamics)
- External spheres of influence (such as corporate, governmental, social, civic, professional, and religious leadership) and their interrelationships
- Methods for optimizing relationships between and among constituencies
- Relationship between philanthropy and fundraising
- Benefits of fundraising programmes for organisations
- Relationship strengthening using incentives (such as member benefits, special invitations, premiums, naming rights)
- Donor recognition techniques
- Use of electronic media in relationship building (social networking, video sharing, etc.)

### **Volunteer Involvement**

#### **8% - 18 Items**

- A. Create a structured process for the identification, recruitment, evaluation, recognition, and replacement of volunteers, in order to strengthen the organisation's effectiveness.
- B. Empower and support volunteers by providing orientation, training, and specific job descriptions in order to enhance the volunteers' effectiveness.
- C. Engage volunteers in the fundraising process and related activities in order to expand organisational capacity.
- D. Participate in recruiting experienced and diverse leadership on boards and/or committees in order to ensure that these groups are representative of, and responsive to, the communities served.

#### *Key Knowledge Areas for the Above Tasks:*

- Personality types and attributes
- Volunteer roles in fundraising
- Volunteer job description components and uses
- Principles of adult learning
- Skills training and competency development methods
- Strategies for optimising volunteers' time and talent
- Volunteer recruitment, management, motivation, retention, recognition, and evaluation techniques
- Governance principles and models for not-for-profit organisations
- Value of diversity and community representation
- Respective roles of volunteer board members and staff with respect to governance and management

### **Leadership and Management**

#### **18% - 36 Items**

- A. Foster and support a culture of philanthropy across the organisation and its constituencies.
- B. Ensure sound administrative and management policies and procedures to support fundraising functions.

- C. Participate in the organisation's strategic planning process in order to ensure the integration of fundraising and philanthropy.
- D. Design and implement short- and long-term fundraising plans and budgets in order to support the organisation's strategic goals.
- E. Apply key principles of marketing and public relations to fundraising planning and programmes.
- F. Conduct ongoing performance analysis of the fundraising programme using accepted and appropriate standards in order to identify opportunities, resolve problems, and inform future planning.
- G. Recruit, train, and support staff by applying human resource principles in order to foster professionalism and a productive team-oriented work environment.
- H. Contract for services in order to optimise the efforts of the fundraising function.

*Key Knowledge Areas for the Above Tasks:*

- Components and uses of mission and vision statements
- Strategic and action planning methods
- Fundraising programme evaluation standards, procedures, and methods (including benchmark calculations such as cost of fundraising, ROI, fundraising ratios, average gift, response rates)
- Policy development procedures
- Elements of a fundraising plan
- Place of fundraising in the strategic planning process
- Impact of organisational structures and team dynamics on the effectiveness of fundraising programmes
- Methods for ensuring the integrity of data management and record-keeping systems
- Components and uses of development audits
- Financial management, including budgeting and financial statements
- Use and application of market research
- Marketing and public relations principles
- Benefits of a media programme
- Methods for assessing the organisation's impact on the community
- Training resources appropriate to the different fundraising programme elements
- Staff recruitment, managing, retaining, rewarding, and evaluating techniques
- Culture and definition of philanthropy

- Tools to assess the need for contracted services (e.g. gap analysis)
- Techniques for selecting, evaluating, and managing contracted services
- Principles of managing meetings
- Methods and strategies for managing change
- Principles of effective leadership
- Sources of historical and contemporary information about philanthropy and fundraising

**Ethics and Accountability**

**11% - 22 Items**

- A. Ensure that all fundraising activities are conducted in accordance with ethical principles and standards.
- B. Create gift acceptance policies that reflect the values of the organisation and satisfy legal and ethical standards.
- C. Clarify, implement, monitor, and honour donors' intent and instructions, and ensure that allocations are accurately documented in the organisation's records.
- D. Report to constituents the sources, uses, impact, and management of donated funds in order to preserve and enhance confidence and public trust in the organisation.
- E. Comply with all reporting requirements and regulations in order to fulfil commitment to accountability and demonstrate transparency.

*Key Knowledge Areas for the Above Tasks:*

- Laws and regulations affecting not-for-profit organisations, including interactions with their stakeholders (donors, staff, volunteers, etc.)
- Legal and ethical practices related to donor record maintenance, gift accounting, and audit trails
- Methods of recording, receipting, recognizing, and acknowledging gifts
- Elements of gift acceptance policies
- Elements of gift agreements
- Accounting principles for not-for-profit organisations
- Organisational transparency, including methods for reporting fundraising performance, outcomes, and impact to constituencies
- Donor Bill of Rights/Donors' charter
- Personal privacy and information protection
- Ethical principles relevant to cultivation, securing and accepting gifts
- Methods and processes for ethical decision making