

The Strategic Bridge:  
Integrating Finance and Fund  
Development for Mission Impact

WASHINGTON, D.C., MAY 4-6, 2026

**INNOVATE**  
JMT Consulting

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THE EXPERTS IN  
MISSION-DRIVEN  
NONPROFIT FINANCE

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## Learning Objectives

By the end of this session, participants will be able to:

1. Identify the primary friction points between Finance and Development teams.
2. Support a culture of fundraising to support successful Fund Development.
3. Collaborate with fundraising and marketing to support budgeting, growth, maximize cost recovery, minimize restricted funding, and more.

## Who we are...

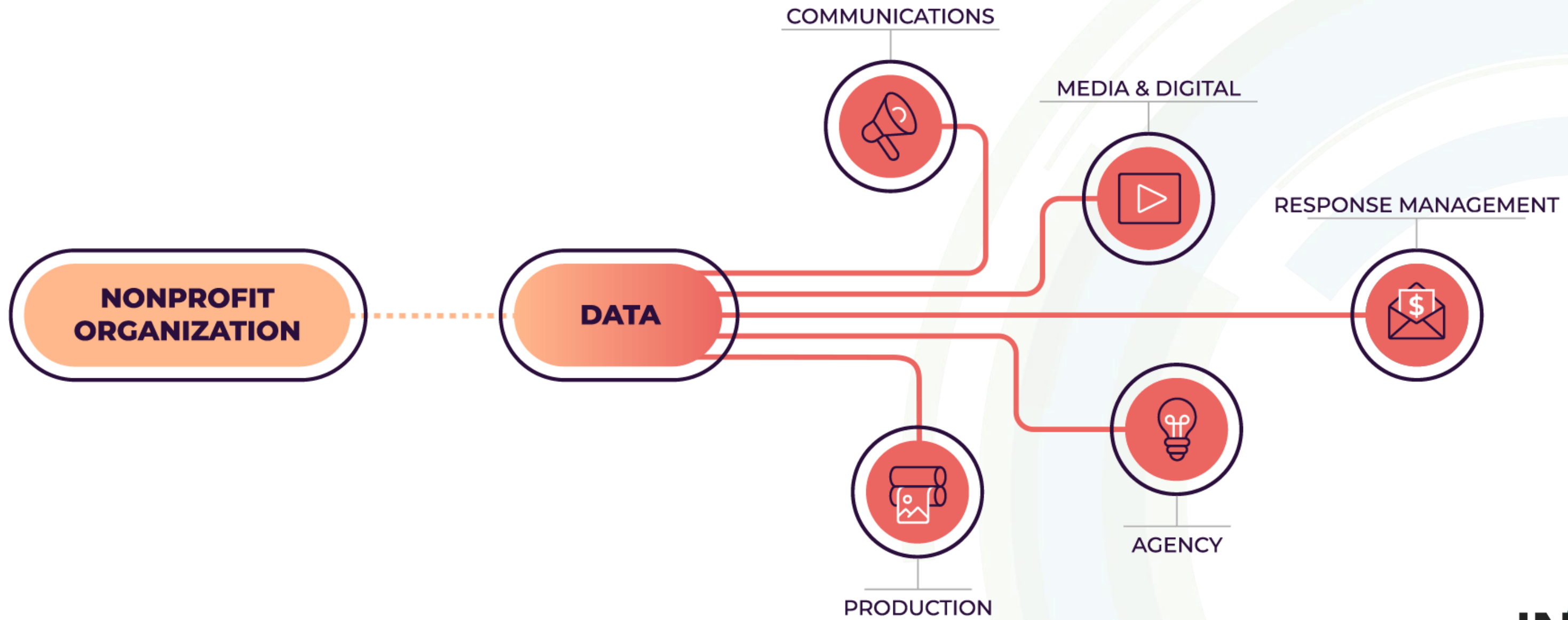


Kyla Shawyer  
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Moore

# MOORE





## THE GREAT FUNDRAISING REPORT



Professors Sargeant & Shang

# Great Fundraising

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- + Subsequent research
- + Over 350 case studies
- + Experience-based opinion

[www.philanthropyfundraising.com](http://www.philanthropyfundraising.com)



# *Great Fundraising Organizations*

**Transformational Growth**

**Sustainable Growth**

**Mission-Driven Growth**

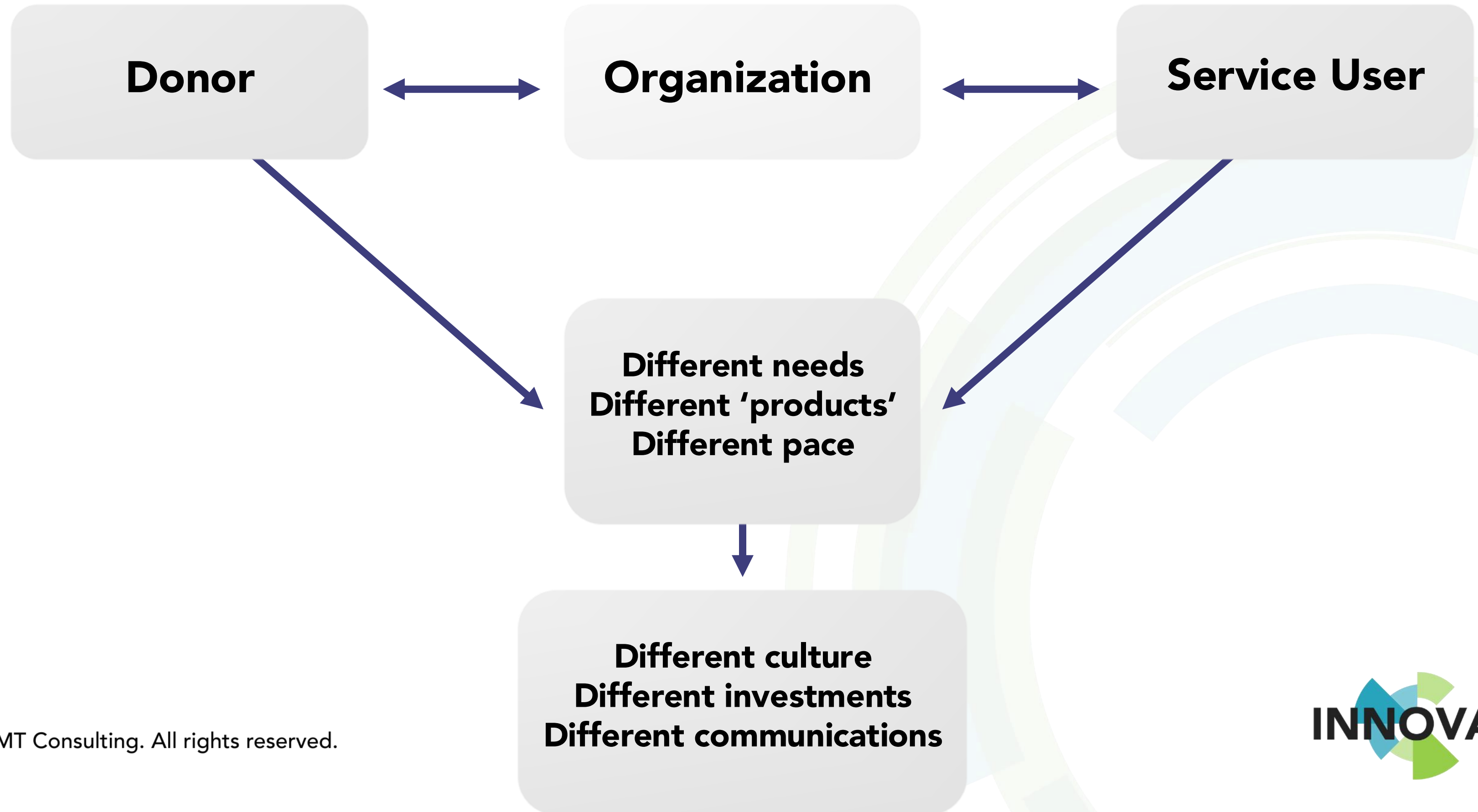
**Growth that meets donors' needs**

The behaviors of rapid growth fundraising organizations are consistent and different to 'the rest'.

# Two Sets of Customers



**The Great Fundraising organization  
meets the needs of both.**



*The Fundraising Organization is...*

**TWO businesses**  
**with ONE mission,**  
**ONE governance structure,**  
**and ONE CEO.**

# Nonprofit Culture Clash

## **Fundraising** *Ambitious Achievers*

Need to stand out.  
Need ambition/challenge.  
Freedom to act.  
Fast moving.  
Emotions business.  
Used to sales and marketing culture.  
Manage simplicity.  
Competitive.

## **Advocacy et al** *Ethical intellectuals*

Need consensus.  
Need to be right.  
Process to avoid error.  
Thorough.  
Evidence business.  
Used to grant giving culture.  
Manage complexity.  
Judgemental.

# Making the Culture Work Together

Talk to people!!!!

Emotionally united

Skill 1

Skill 2

Skill 3

Skill 4

Skill 5

**This means respect and communications**

# The Friction Point Diagnostic

# Board thinking

• It's our job to save money carefully!

It's our job to spend as much as possible on the cause!

# Much more money

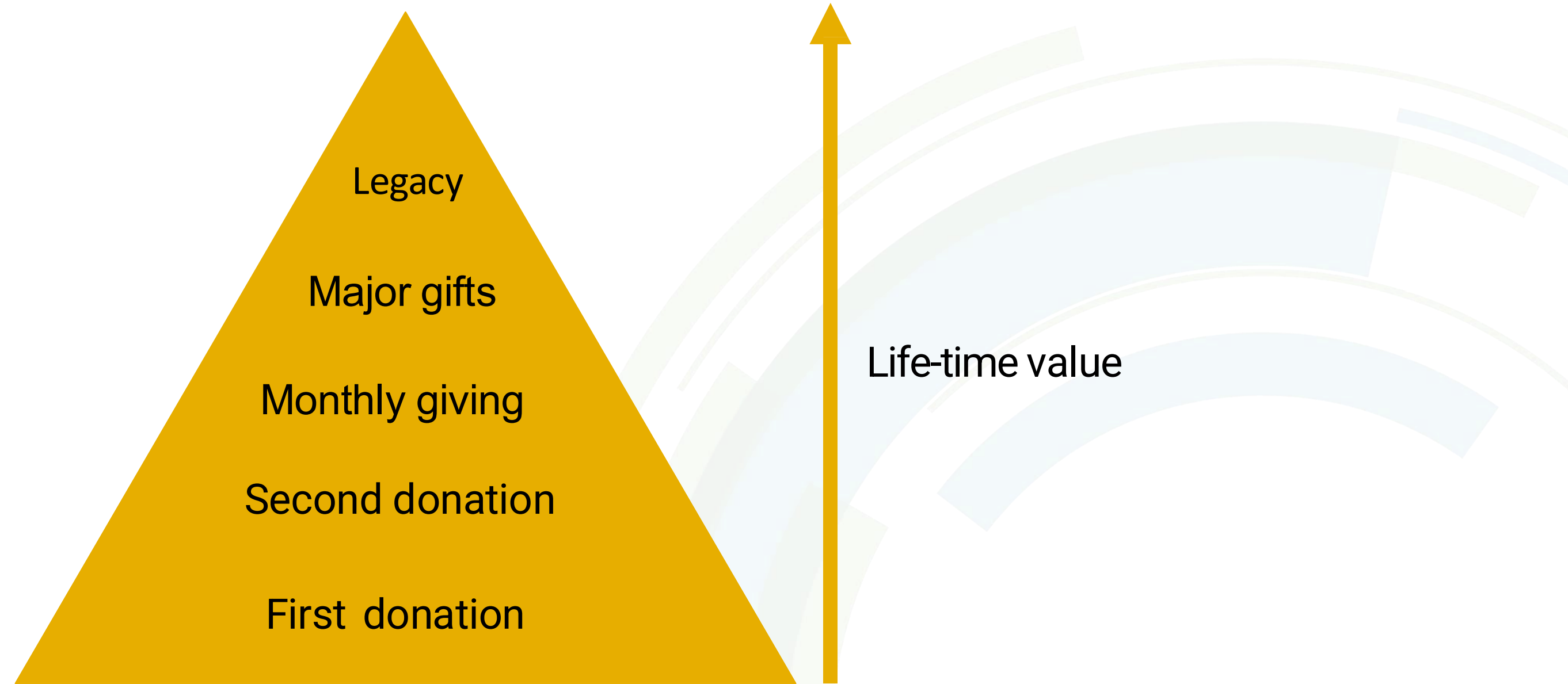
Two, three or four  
times as much  
money.



Medium to  
long term  
thinking.

# Five to ten years

# Bold investment

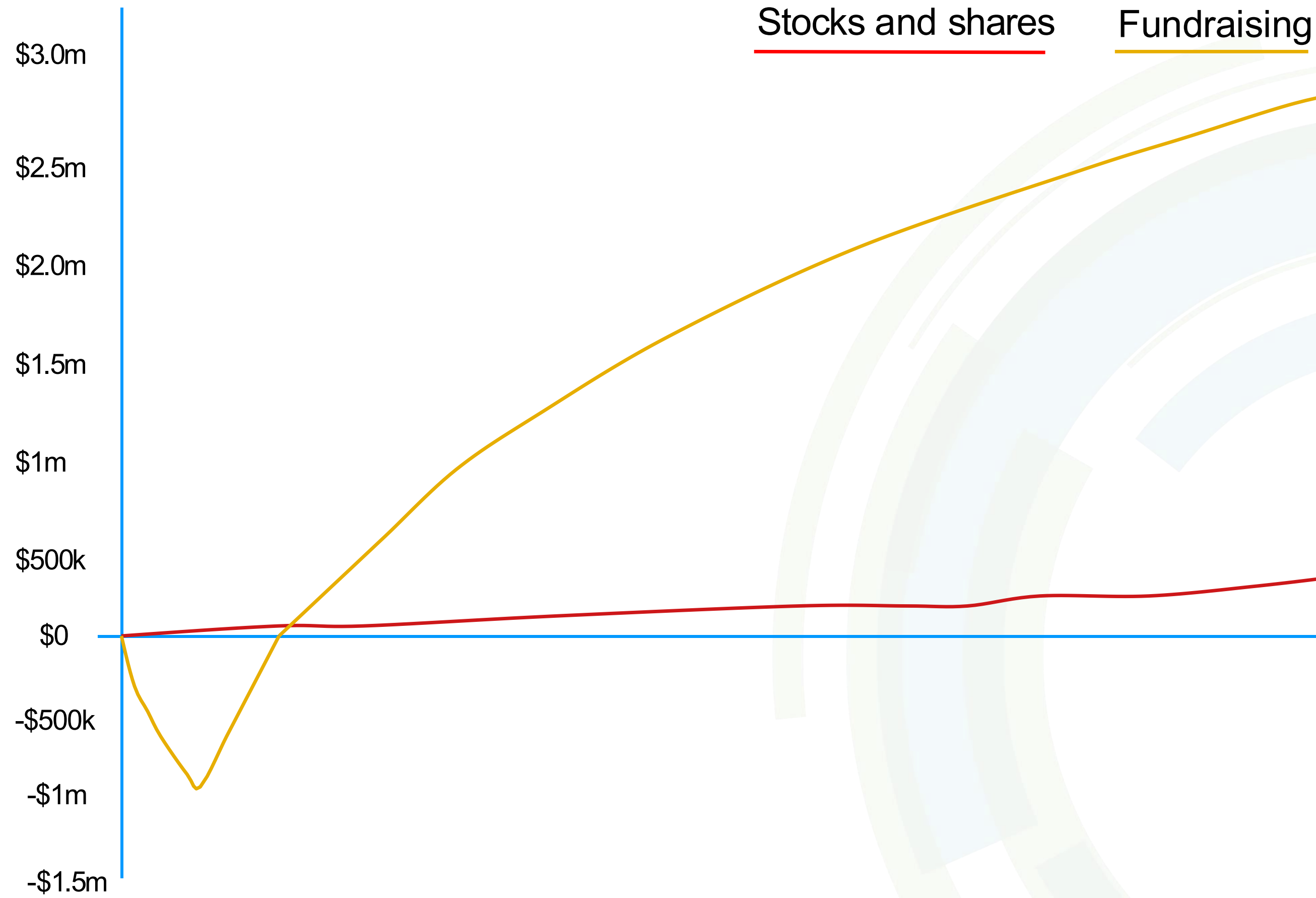


The most difficult donation is the first one.

# Board thinking

Manage an  
organization.

Solve a  
problem.



# Resolve this

- Why should we spend money on fundraising when lives need to be saved now?

Do you want a little more now, or a lot more in two years?

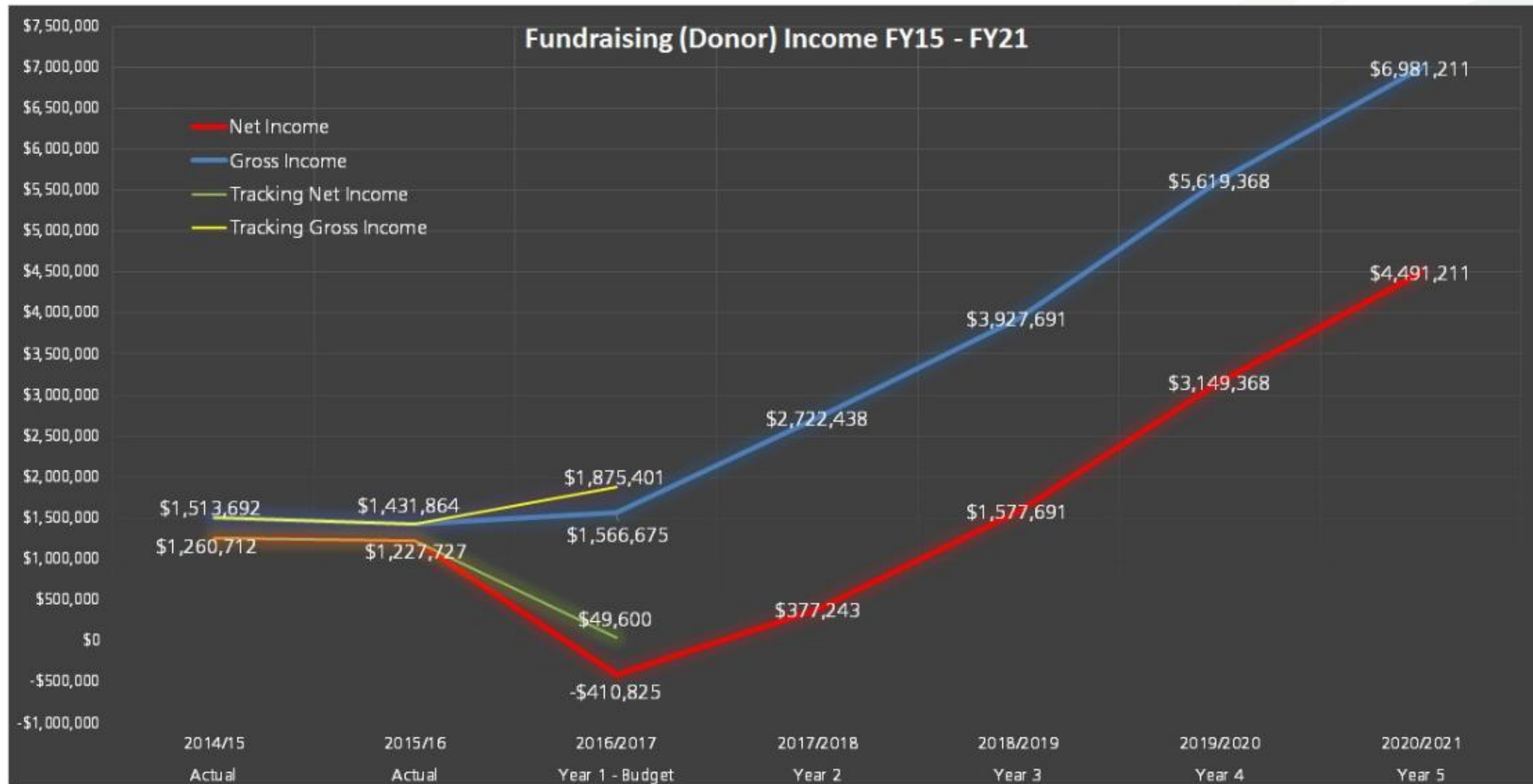
# Operation Smile







# Education in fundraising investment





# Getting on the front foot

So often, we see fundraising  
leaders on the defensive about  
finances ...

**Board**

**CEO**

**CDO**

**CFO**

**Ops**



# Looking forward not back

This is the prime difference between:

- Financial control
- Financial direction

Learn from the past but focus on the future

# Short term thinking

**Cashflow**  
**Year one return**  
**Unrestricted fund**

# Long term thinking

## Lifetime value / cost per acquisition

### (LTV / CPA)

**All other metrics line up with this  
and drive its improvement.**

# Definition of 'Lifetime' ?

*What's your decision making horizon?*

# Testing to **MAKE** something work

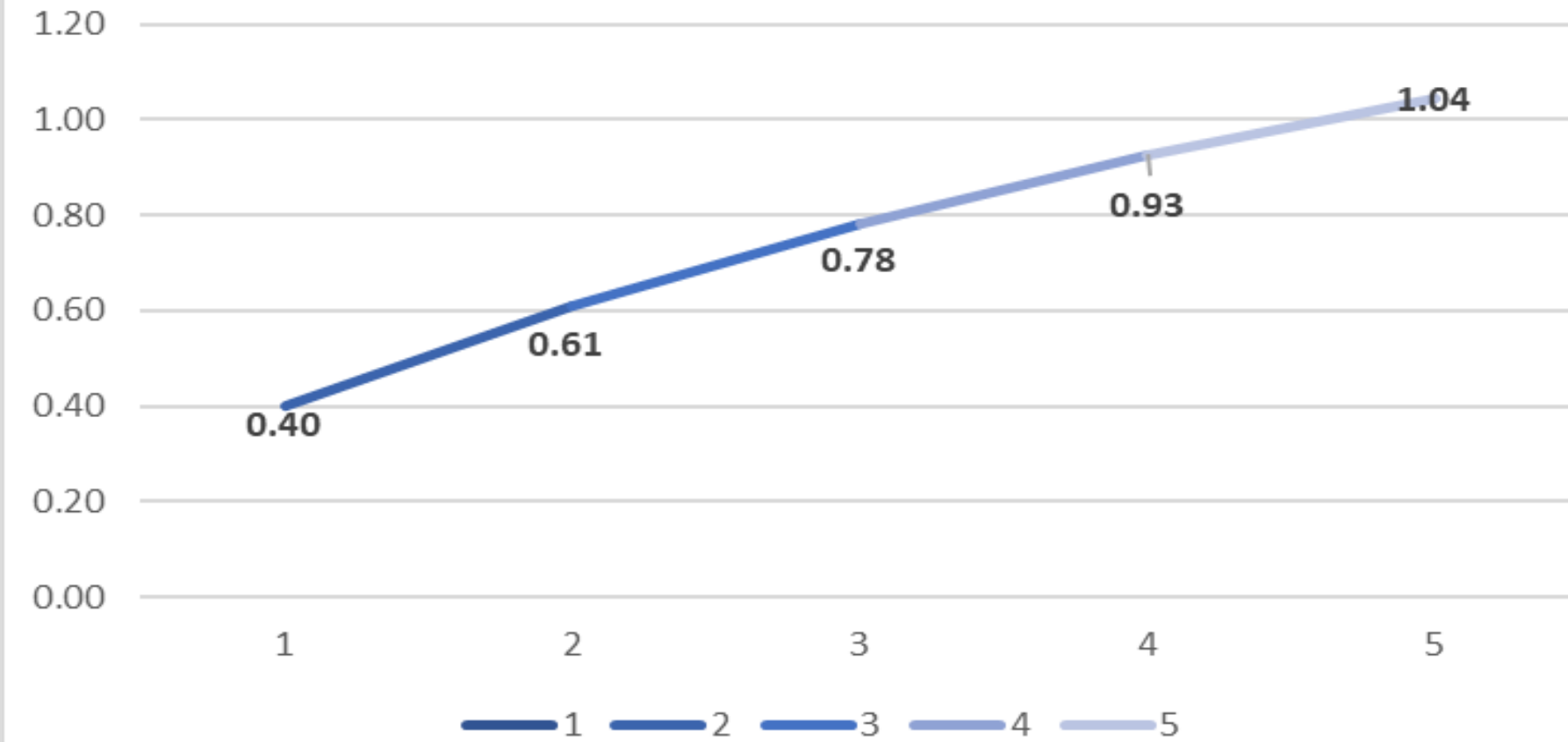
**(Not to see if something works!)**

## **Scenario modelling**

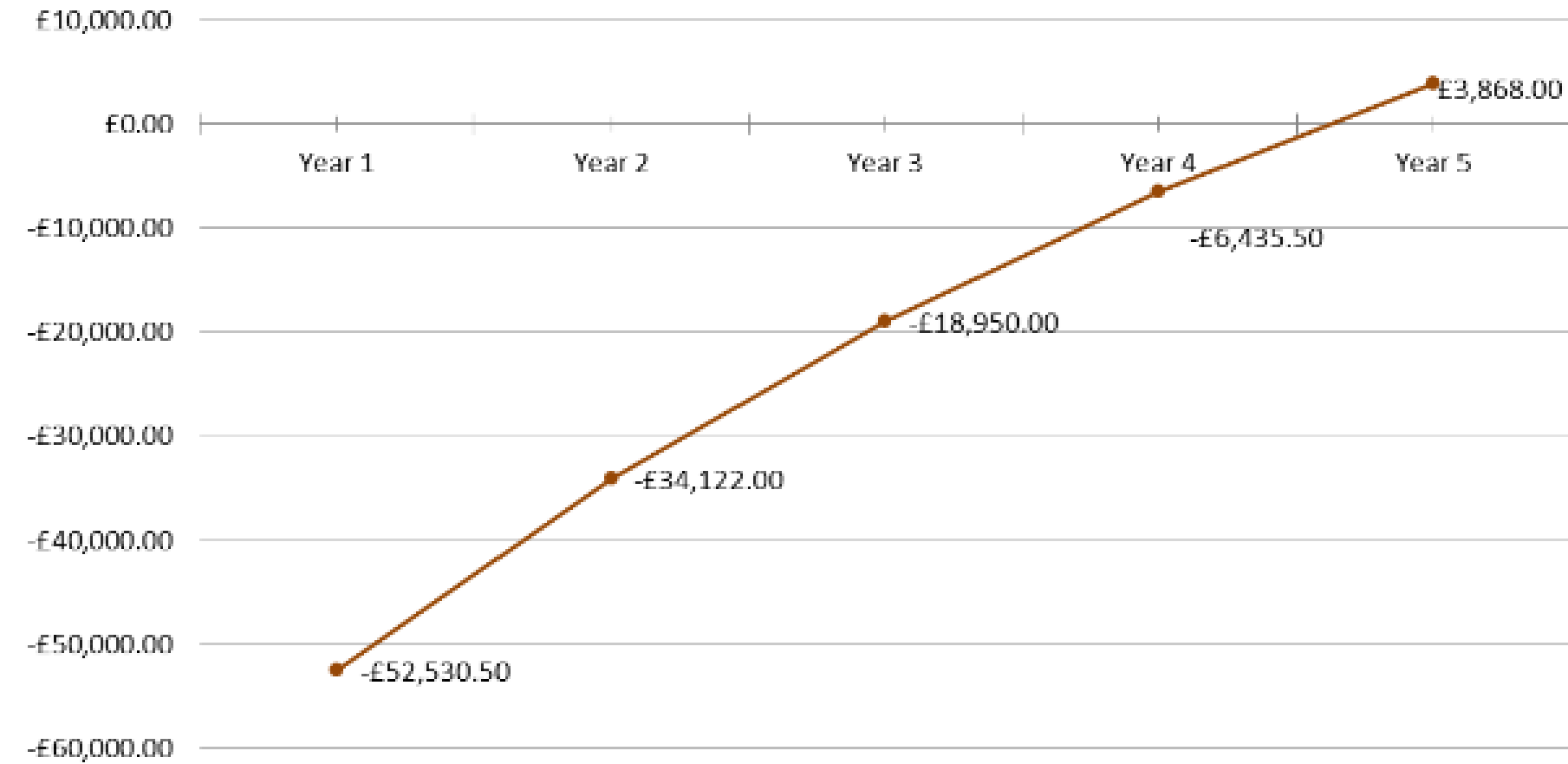
- First test: Will people give at all?
- Second test: Improved CPA
- Third test: Optimised CPA
- Final scenario: Add donor development

# Test one: Will people give to us?

DM ROI



DM Net Income



Success one: People WILL give to us.

Unlikely to get roll out budget based on this.

Next stage – testing to improve CPA – how can we get people cost effectively?

Test the big blocks first



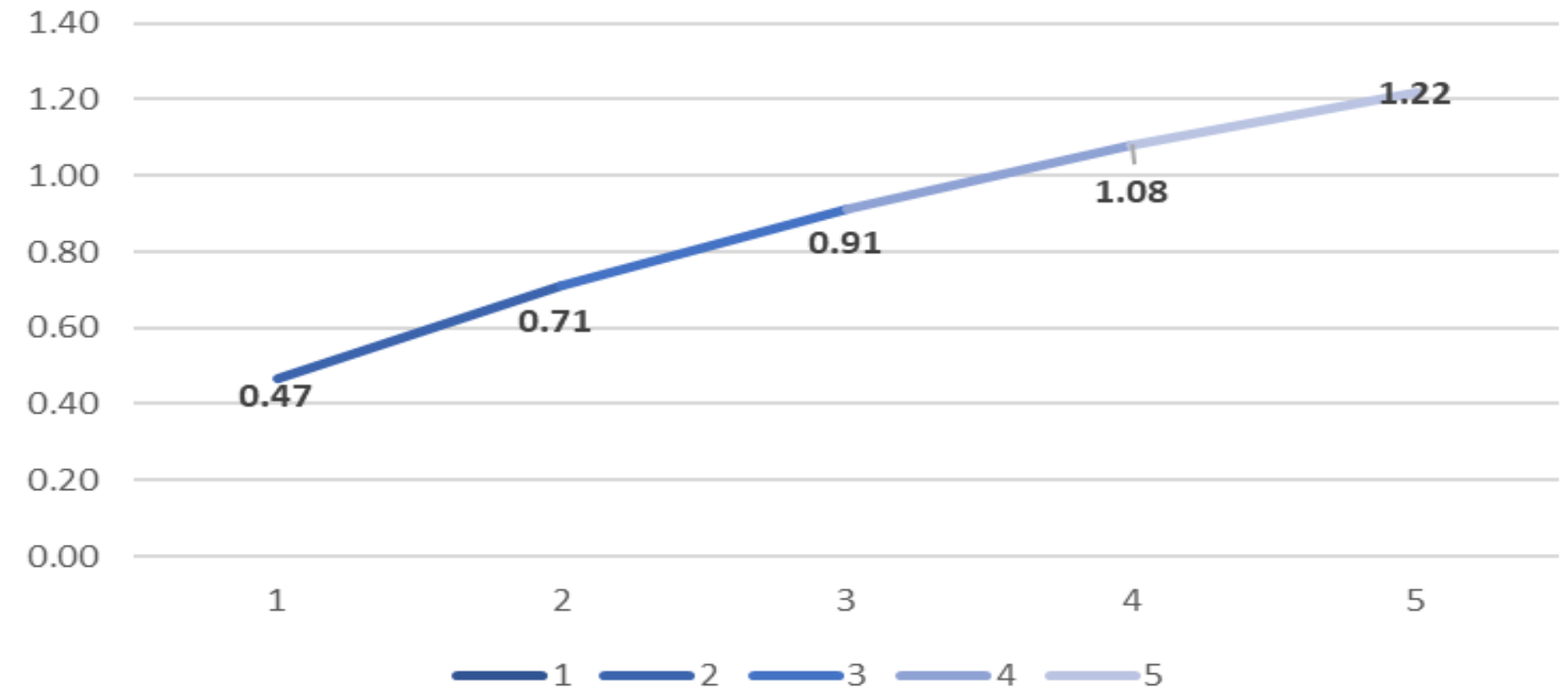
# **Test two: 'Big blocks' to improve CPA.**

**(Perhaps just media and proposition)**

**DM Net Income**



**DM ROI**



Success two: We can improve CPA with simple tests.

Roll-out probably justified ... but could be better.

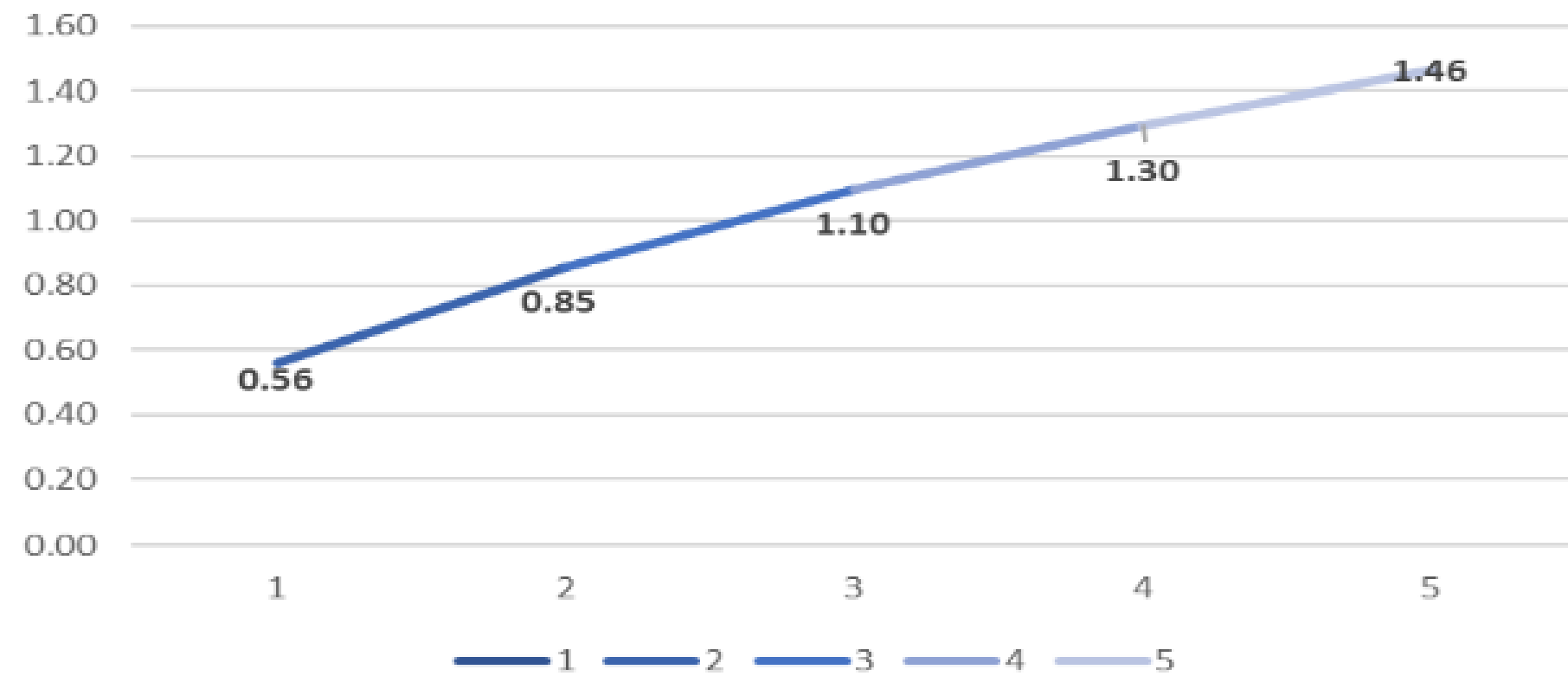
Next stage – testing to improve CPA – how can we get people even more cost effectively?

Now test all the details and truly optimize CPA



# Test three: All the details

**DM ROI**



**DM Net Income**



Success three: We can improve CPA much further with detailed tests.

Roll-out definitely justified. But could it be even better?

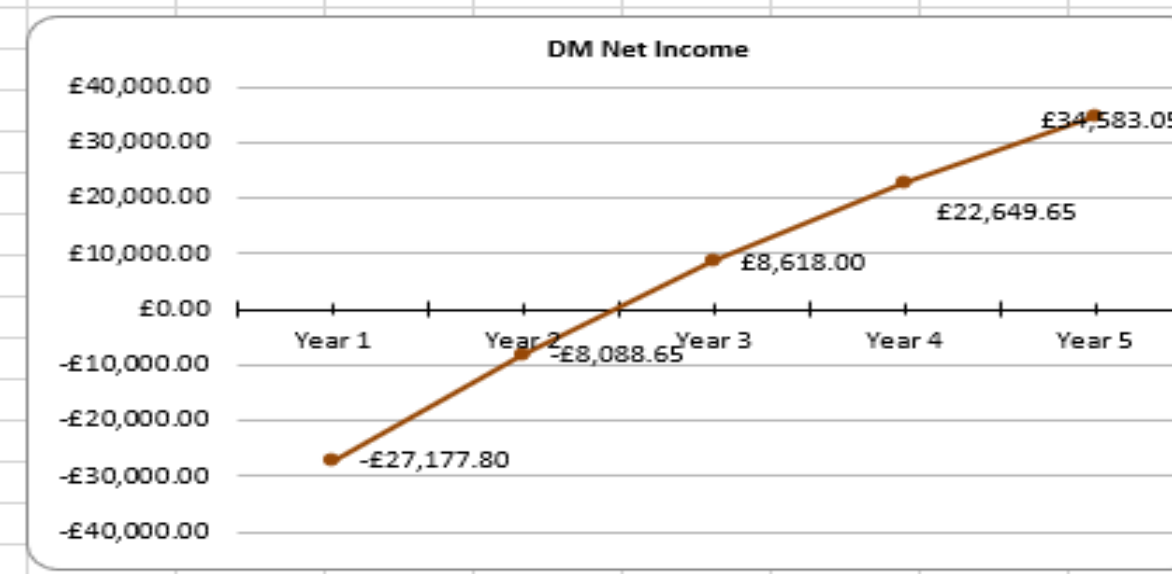
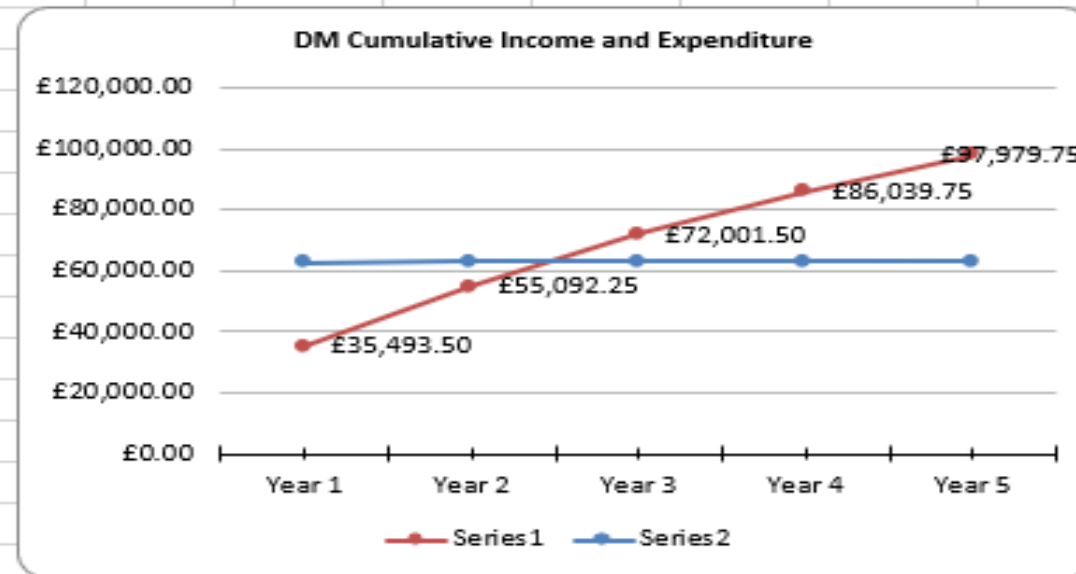
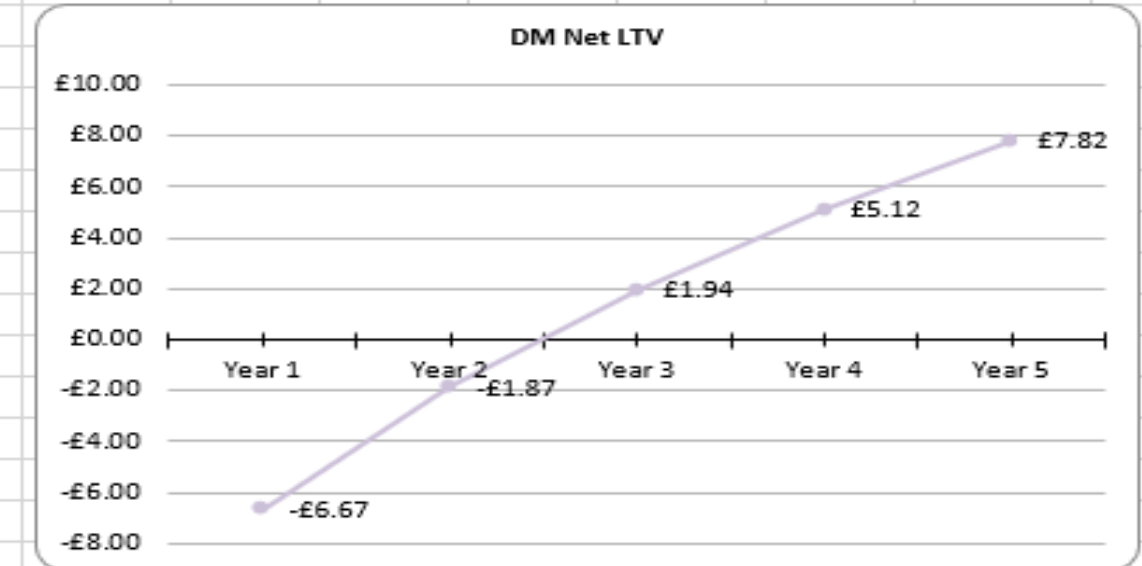
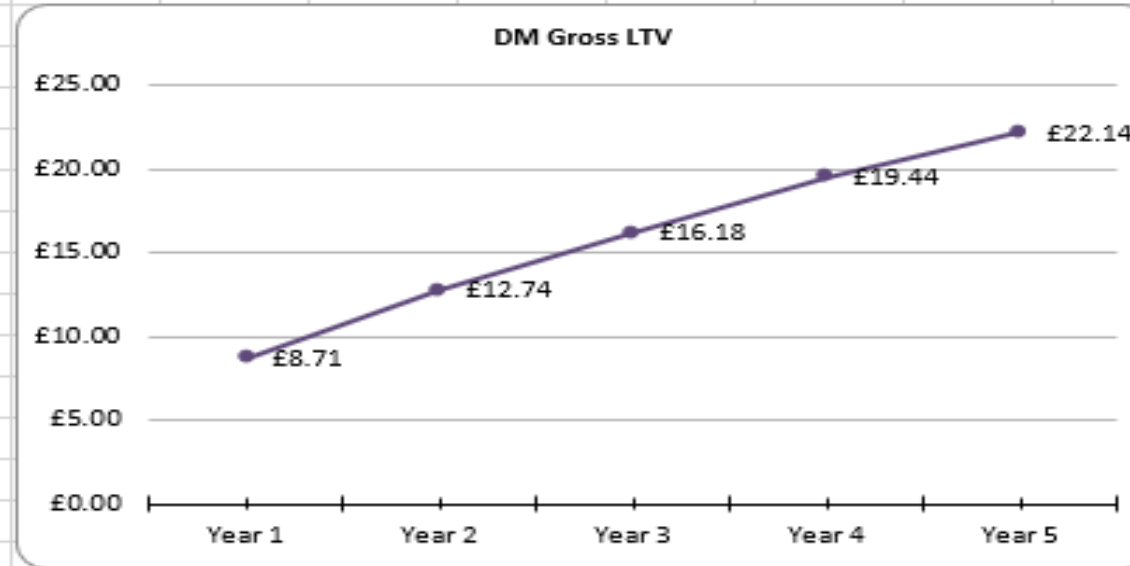
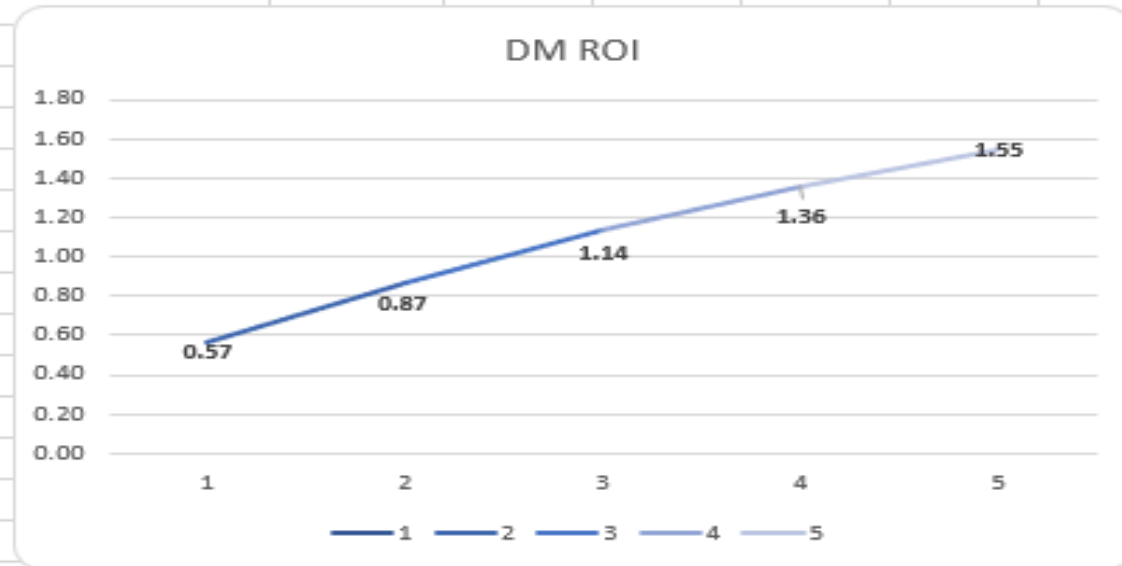
# Stage four

**We have only looked at reducing CPA  
How about maximising LTV?**

# Adding in donor development and stewardship

By now the CFO should be buying lunch!

**DRTV 5 YEAR Model**



# Stage five

**Add legacies and you are suddenly  
a miracle worker.**

# Scenario based budgeting

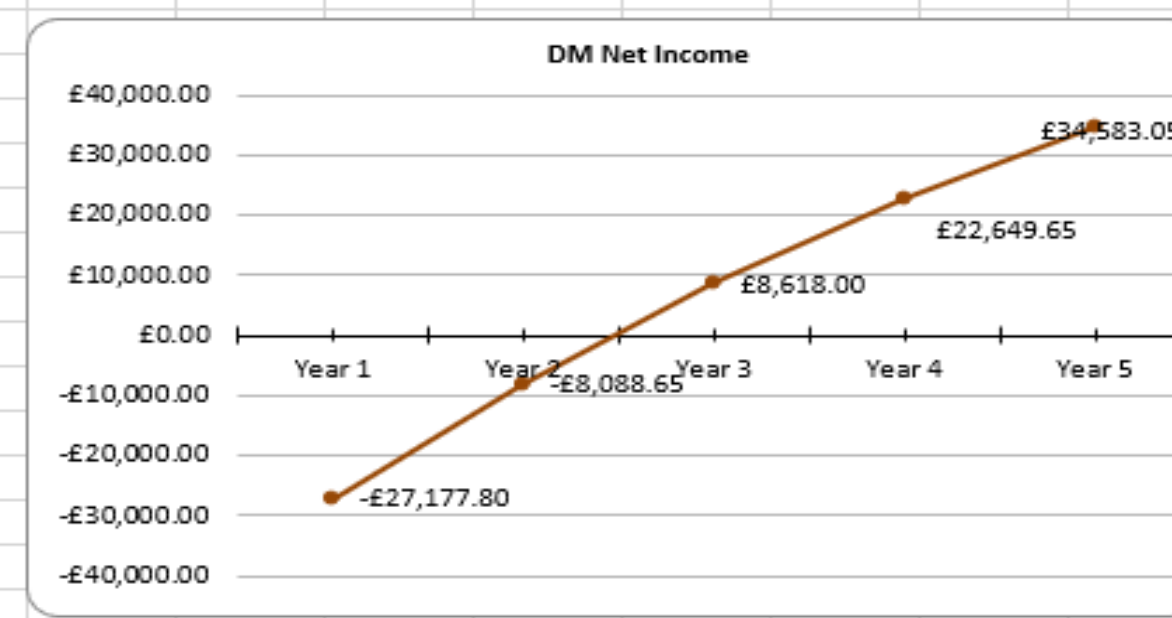
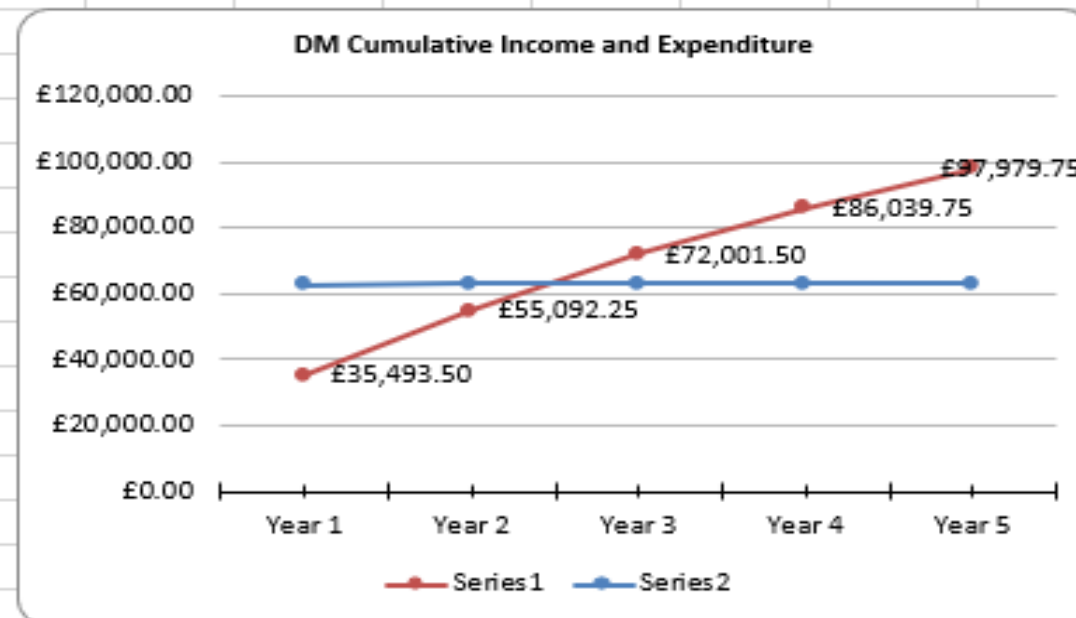
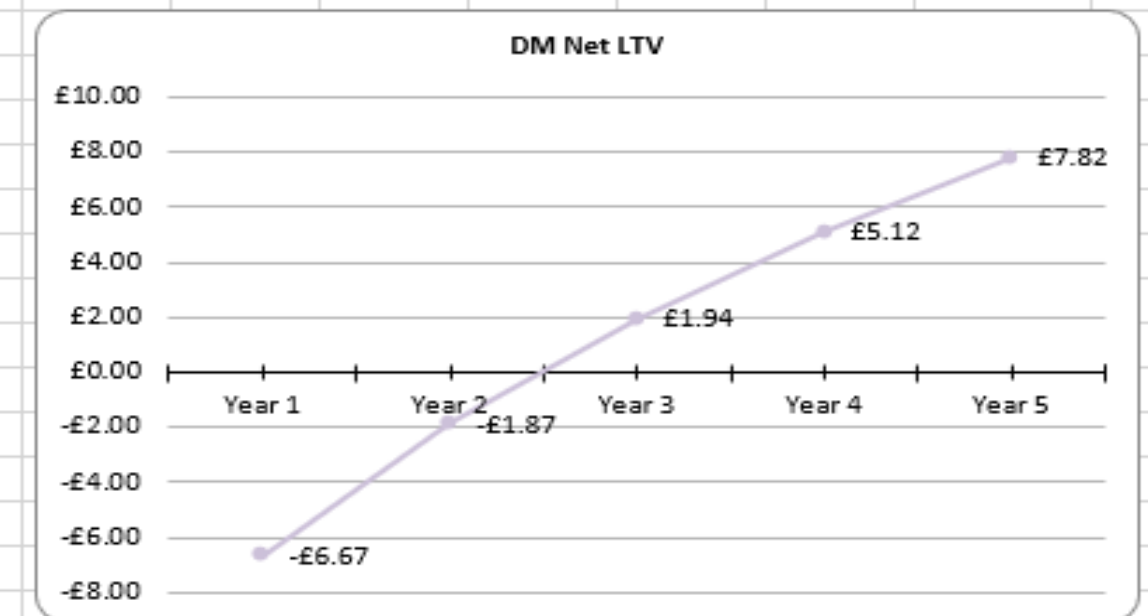
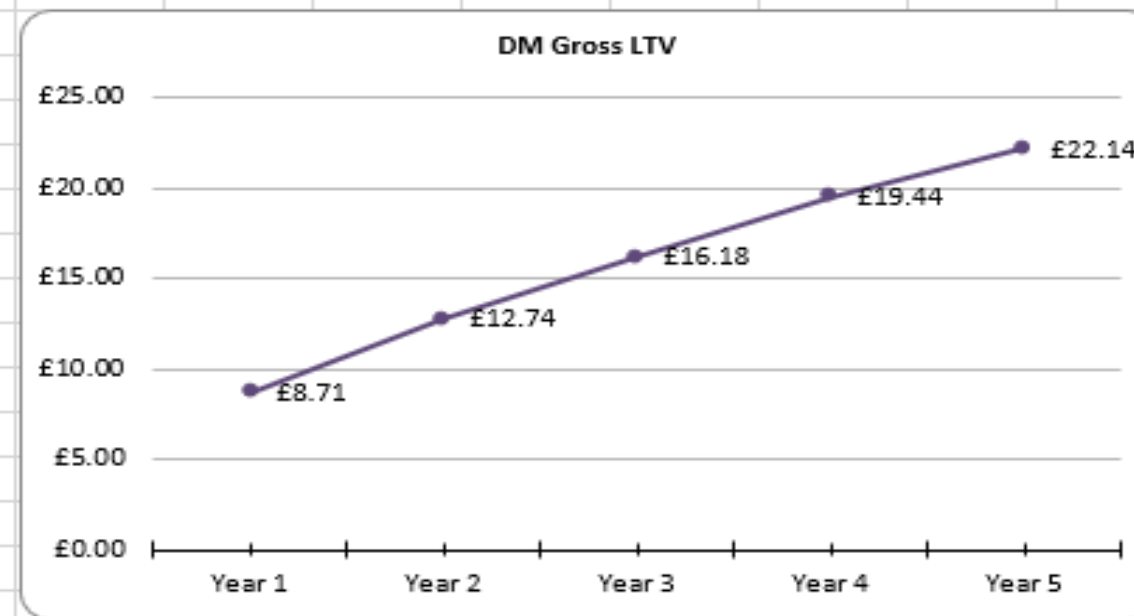
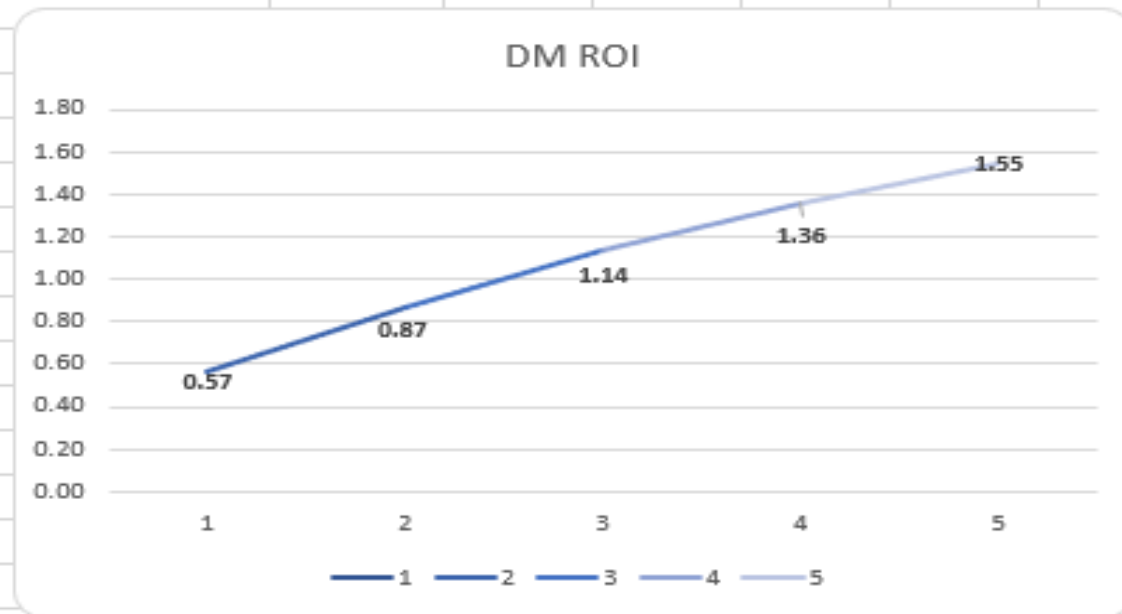
This is how we can go faster.

If we make it to base camp,  
can we go for the summit  
without waiting 18 months  
for you to do a new budget?

# Give us a testing budget

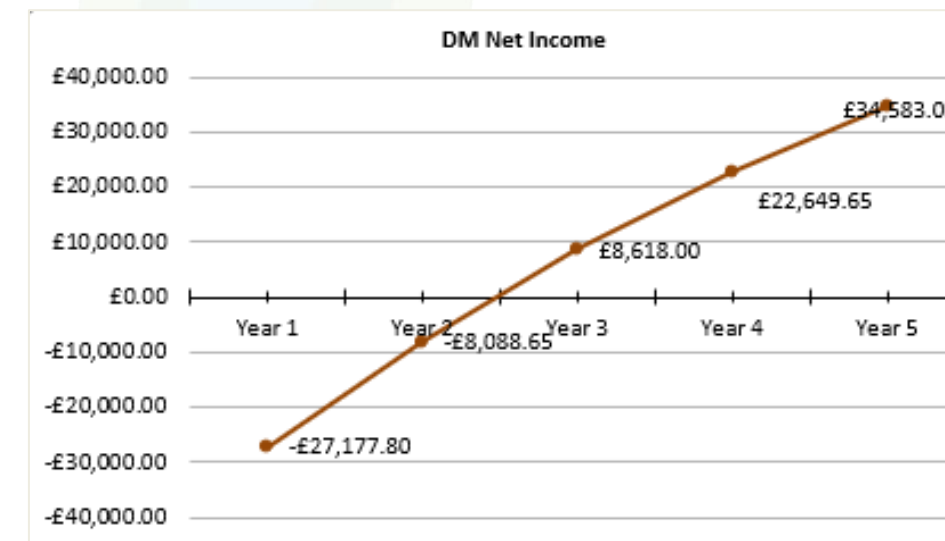
Can we automatically roll-out if we achieve this?

## DRTV 5 YEAR Model



# Predictive KPIs: driving long-term thinking

What are the Key Performance Indicators at the beginning of a program which will more or less guarantee year five performance?



# Training

All of board and SMT need trained on fundraising financials.

Note: Perhaps more important they are competent  
in investment management  
more than fundraising.

# Progress and learning

Present progress against modelling at every meeting.

Remember to report against predictive KPIs.

Show what has been learned.

Re-model based on learning if needed.

**(Learning should be a KPI!)**

# Risk management

Pre-agree review points at outset.

Work scenarios through modelling.

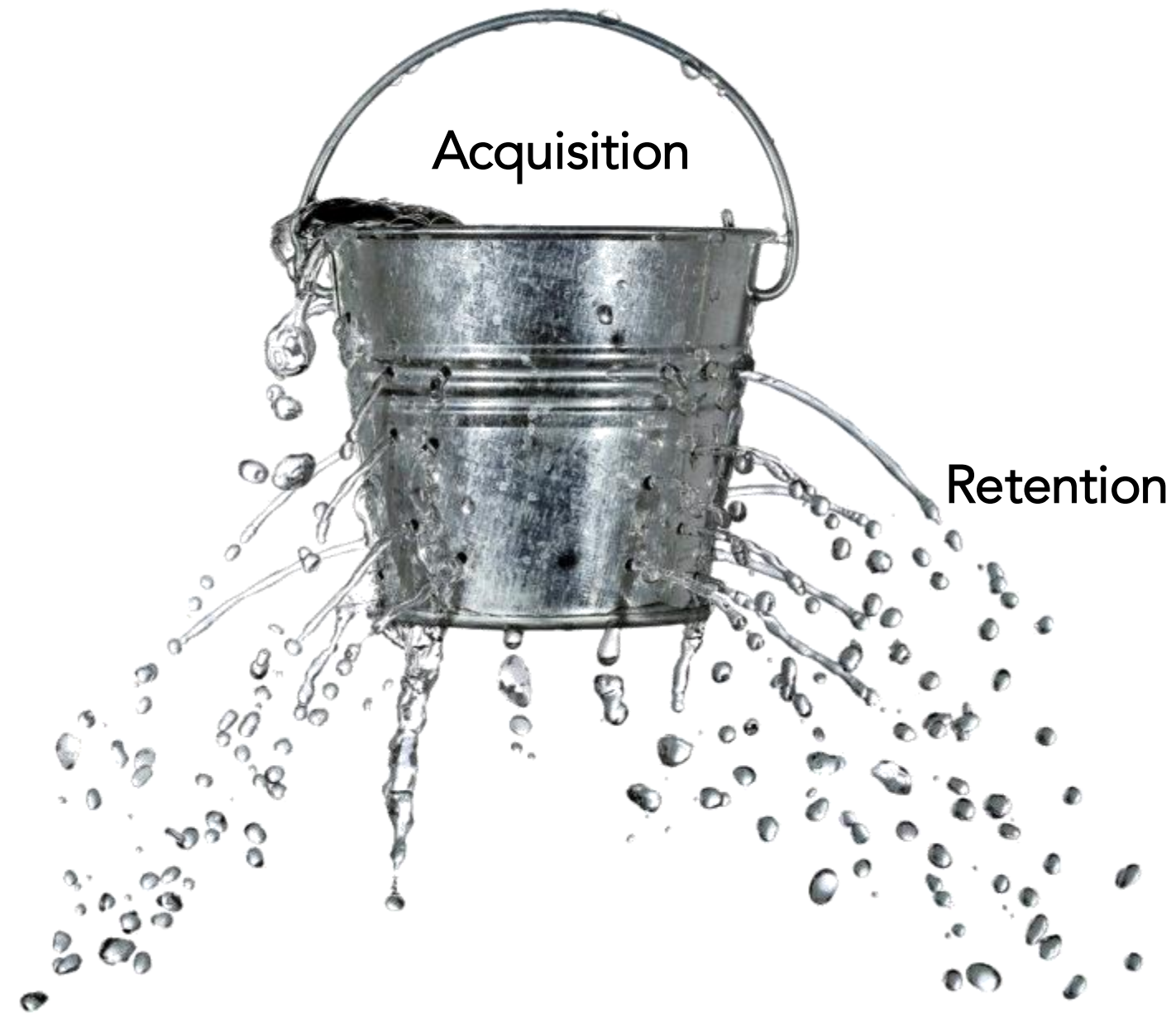
Turn models into forecasts to aid decision making.

# Front foot

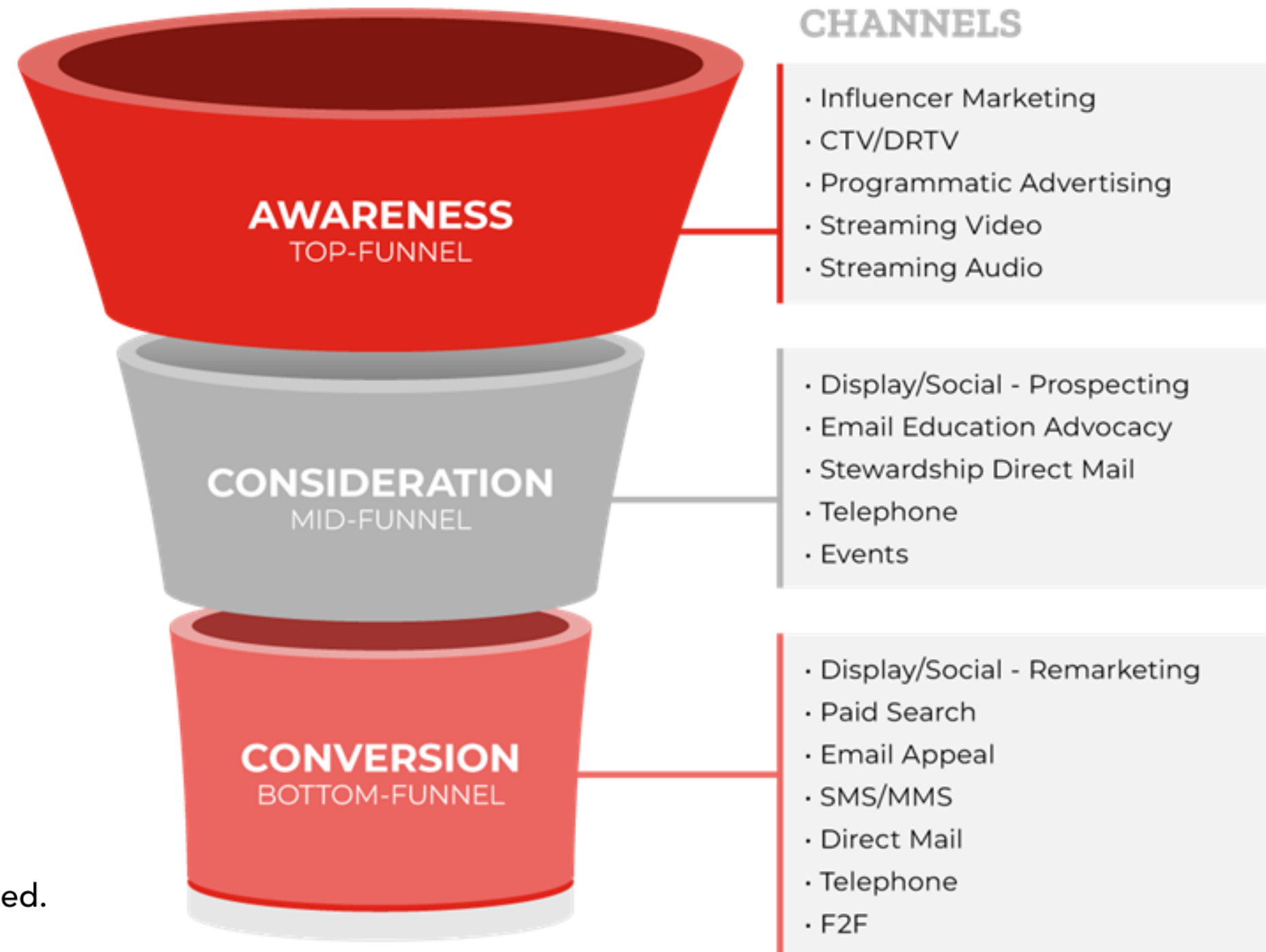
Fundraiser should be (at least) the second most financially astute person on the team.

(Never be bamboozled!)

## How mass-market fundraising works



## How mass-market fundraising works



## Finance

Compliance  
Efficiency  
Accuracy

## Development

Relationships  
Growth  
Velocity

## Cost of silos

- Audit findings
- "Unfunded" grant expenditures
- Missed opportunities
- Fundraising ineffectiveness
- Donor distrust.

## Poll question

Does your team set budgets at the level of:

- Program
- Audience
- Channel
- Sub-channel

# DEPARTMENT OF NO



NOPE NOPE NOPE  
NOPE NOPE NOPE  
NOT POSSIBLE



# DEPARTMENT OF HOW



LET'S MAKE IT WORK!  
SOLUTIONS AHEAD!



## How the Nature Conservancy does it

- Three-year payback on all investments
  - All channels
  - All campaigns
  - All communications
- Investment mindset
- Allows for efficient allocation of resources
- 47% growth in three years

## Playing the long game

- Importance of donor retention
- Importance of lifetime value
- Unimportance of single transaction



## Development metrics

- Important KPIs
- How efficiency metrics can kill growth
- Balancing efficiency and growth

## How finance can enable the ask

- Impact reporting
- Gift acceptance policies
- Investment policies

## How American Heart Association does it

- No budgeting by channel
- Incentive pay is granted by overall results
- Goals are set for all development
- Channel expertise but no channel “ownership”

# The Translation Layer

## What is the source of truth?

- CRM
- General ledger

How do you reconcile these?

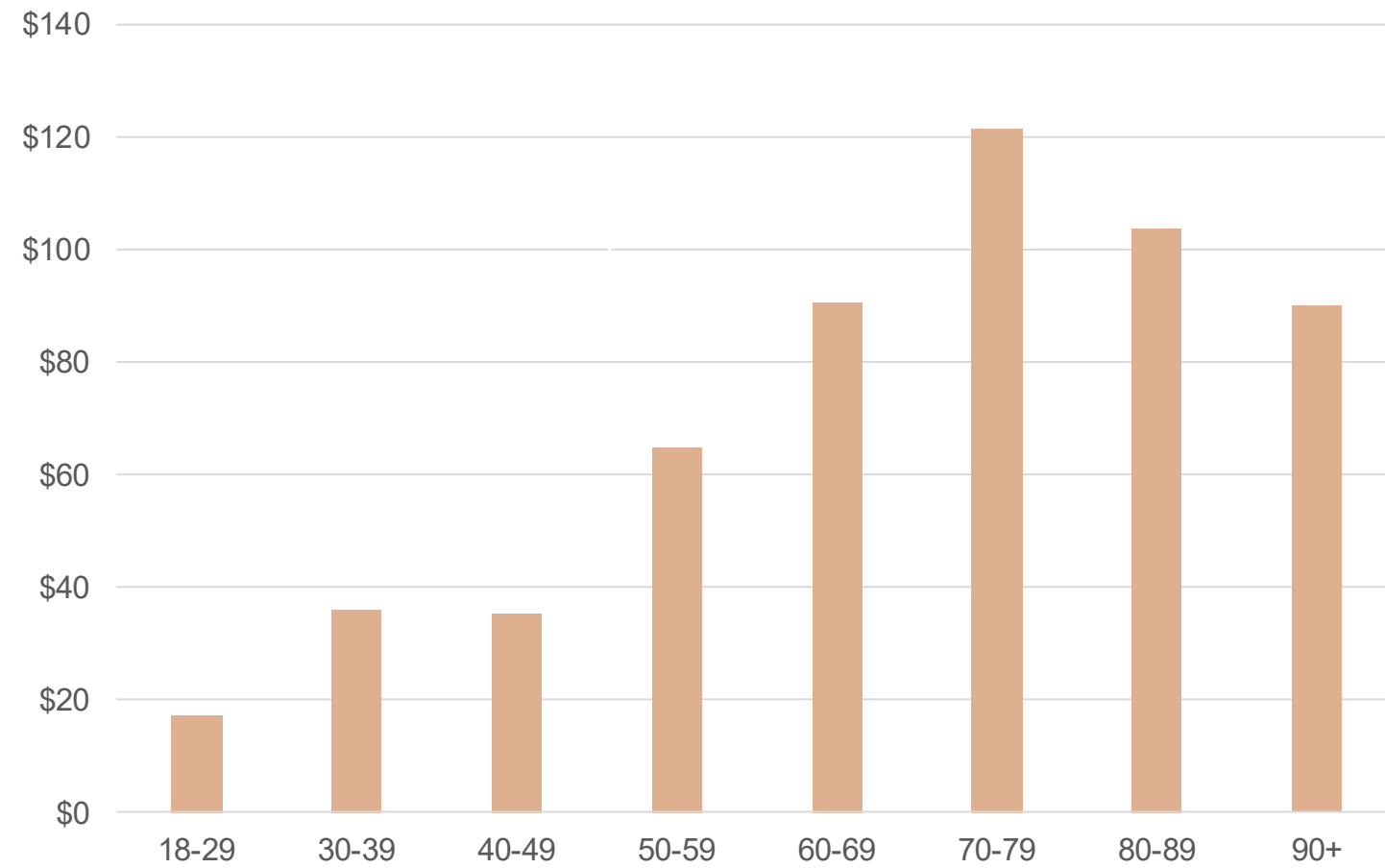
## Poll question

Which department currently holds the “source of truth” for donation data?

- Development
- Finance
- Both
- Neither
- It's complicated
- Outlook hazy; try again later

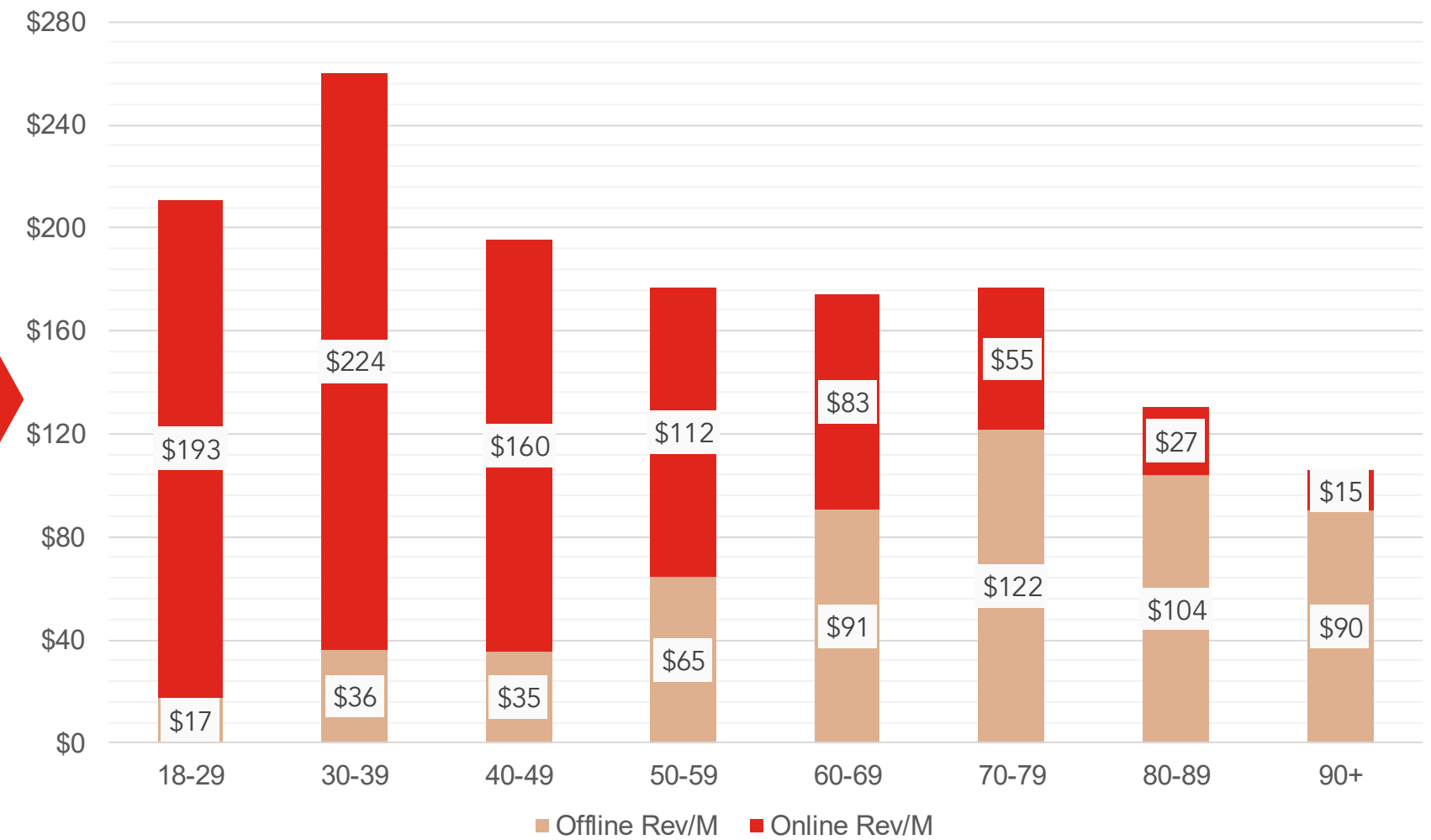
# The challenge of attribution

Offline Rev/M



Traditional view of campaign performance—  
tracking offline gross Rev/M

Multi-Channel Rev/M



Younger cohorts provide top Rev/M metrics with  
30-day matchback online gifts



## Collaborative budgeting

- Where are funding gaps?
- Where are opportunities?
- How can data be collaborative?

## Poll question

How often do Finance and Development meet for a purely strategic (non-emergency) sync?

- Weekly
- Monthly
- Quarterly
- Annually
- We have a Development department?

## Key takeaways

- Master the job; stay the student
- Lead with authenticity
- Scale for the future

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