

## Presenter's Application

### Presenter #1:

Robert W. Hazel, MA, CFRE, CAE  
Executive Vice President  
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### Workshop Information & Presenter Requirements

**Workshop Title:** AAO Foundation Case Study: *What Worked, What Didn't & Why*

**Workshop Description:** Using the tool of a Case Study, coming from a strategic planning perspective and focusing on what worked and what did not over a period of some 20 years, consider to what extent and where other organizations might put into practice some of these observations and lessons learned.

**Length of Presentation:** 60-75 Minutes

**Target Audience (please select two max)**  Executive Directors/CEOs  Program Staff  Operations  Development/Fundraising  **Emerging Leaders (new & future)**  **Seasoned Leaders (20 yrs exp. or more)**

**Presentation Category/Track** (please select one):

- Board Development  Executive Leadership  Fundraising & Development  
 Financial Management  Human Resources & Administration  
 Information Systems/Technology  Marketing & Communication  
 Public Policy & Advocacy  Social Media  **Strategic Planning**  
 Volunteer Management  Social Enterprise  
 Other \_\_\_\_\_

**Panel:** No

**Room Needs:** (check all that are required)

- Flip chart**  Easel  **Podium**  **Podium microphone**  
 Lapel microphone  Laptop  **Will Bring Your Own Laptop**  
 **Overhead projector**  Other

## **Presenter's Bio**

Robert W. Hazel, Executive Vice President of the American Association of Orthodontists Foundation, is the chief staff officer of that organization; has been with them since 1990; and is their first full-time staff member. He has an Executive MA in Philanthropy from the Center on Philanthropy at IUPUI and holds the CFRE and CAE designations from the Association of Fund Raising Professionals and the American Society of Association Executives, respectively. He is also a Past president and founding Director of ASDFE/DFP.

### **Summary of Qualifications:**

Masters in Philanthropy (MA), certified association executive (CAE) and certified fundraising executive (CFRE) with 40 years comprehensive management experience. Documented achievement in marketing, fund development and strategic planning. Proven excellence in leadership, team building and creating consensus.

Dedicated, results-oriented professional with facility for both written and verbal communications. Polished and focused, possessing unusually strong prospecting, presentation and closing skills. Personal style characterized by warmth, sincerity and a keen sense of humor.

### **Professional History, Skills and Accomplishments:**

#### **ASSOCIATION FOUNDATION – 1992 – Present**

Chief staff officer for a premier association foundation, having realized \$38 million in endowment pledges and an additional \$30 million in planned giving expectancies. Expanded special gifts, special events and estate planning/planned giving activities. Helped create, revise and administer annual awards program. Traveled extensively representing organization to various internal publics. Edited foundation newsletter and produced campaign and planned giving videos. Coordinated foundation, association and for-profit subsidiary activities at constituent society meetings of Association. Chair of the Association Pension Committee and other staff committees.

#### **SOCIAL SERVICES – 1988-1992**

Established a donor-segmented, direct mail campaign and a private and corporate foundation appeal, which led to a 25 percent increase in annual campaign proceeds. Initiated an endowment fund equivalent to 100 per cent of annual operating expenses. Drafted the first comprehensive annual plan, with time-lines, goals and objectives.

#### **NATIONAL VOLUNTARY HEALTH ASSOCIATIONS – 1977-1988**

Revitalized two separate, dormant, local chapters of national voluntary health association, doubling income in both within three years. Attained 100 per cent of nationally established funding potential and achieved highest percent increase in income nationally. Expanded donor base 20 percent annually for seven consecutive years. Increased organization's ability to generate income by computerizing membership records. Produced extremely successful first-time telethons in both markets. Increased number of individuals reached with direct services by 100 per cent while improving cost effectiveness. Received national awards for increased income and development of new service programs. Commended by board of directors for commitment to excellence.

Increased income in this local chapter (separate organization from immediately above) by more than 20 percent annually while improving internal control systems. Initiated newsletter, self-help groups and other public education programs, which reached 100 percent of target population goal at below-anticipated costs. Developed first annual plan of work with specific goals, time-lines and objectives. Planned and executed meetings, banquets, galas and the organization's most successful annual special event.

### **Education and Training:**

- Executive Masters in Philanthropy at Indiana University Center on Philanthropy, Indianapolis, IN, December, 2000
- Bachelor of Arts, Middle Tennessee State University, Murfreesboro, TN, 1969
- Numerous continuing education courses in management, marketing and professional development through ASAE, AFP and other organizations

### **Other Accomplishments:**

- Certified Association Executive (CAE), and Certified Fund Raising Executive (CFRE)
- Award of Honor, local chapter of ASAE; board member and officer of three separate affiliates of ASAE, and past president of local chapter of ASAE
- Founding director and past president of national organization composed of health-care foundation executive.
- Article on fundraising accepted by ASAE for publication and invited to present at the organization's annual meeting; panelist at American Association for the Advancement of Science national meeting.
- Instructor, Dale Carnegie Courses; chaired Volunteer Evaluation Committee, Peace Corps, Korea; completed five (5) marathons; award winning creative writer; Eagle Scout; climbed Mt. Kilimanjaro.

### **Personal Attributes:**

Enthusiastic, entrepreneurial and enterprising in temperament. Comfortable both as a spokesperson and also working behind the scenes to achieve organizational goals. Often able to provide new answers to old questions by applying innovative approaches. Inclined towards action. Results oriented.

## References

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## PRESENTATION OUTLINE

### CASE STUDY

American Association of Orthodontists Foundation

1988-Present Time

*What Worked, What Didn't and Why*

#### Slide One

##### **Pre-Late 1980's**

- Board of six
  - Orthodontists only
  - Courtesy position for former Association Presidents?
- No Campaign
- Very Little Money
- Very Brief Agenda
- No Staff
- Ambitious, Yet Vague Goal
  - To support orthodontic education

#### Slide Two

##### **Late 1980's**

- Feasibility Study
  - Study Suggested Possible F/R Goal of \$3 Million
  - Board Established Goal of \$6 Million
  - Completely Contrived!!!
    - (i.e., 8% of \$6 Million is \$500,000+/-)
    - (\$.5 Million/Annual "Gestimated" Need)
    - *"Hey, kids, let's put on a show!"*

#### Slide Three

##### **"A Case for the Future" Initially (1989-1992+/-)**

- New Campaign theme
  - Untested Concept/Orthodontic "Case"
  - Focus on Participation
    - Everyone does \$2,500
    - Once? Continuing?
- Designation – Endowment
  - Little "Operational" Revenue
- Expand the Board
  - From four to eight Constituent Directors
  - "Public Directors"
  - Board Expectations – Fundraising

- All volunteer effort

#### Slide Four

#### **More of “A Case for the Future” Initially (1989-1992+/-)**

- Recognition
  - Actual Diamond
  - “Best Coca Cola glass money can buy.”
- Campaign Organization
  - Initially All- Volunteer Campaign
    - I.e., Board did NOT hire consultant to run Campaign
    - Execution initially by Association Staff
      - Disjointed/fragmented
    - Followed by Part-Time Staff
      - Background in Association Management
  - Governance Model for Campaign Structure
    - Great with Small Components
    - OK with Middle Size Components
    - Fair/Poor for Larger Components

#### Slide Five

#### **OK, So Far....**

- What Worked?
- What Didn't?
- Why?

#### **What, If Anything, Have You Learned That You Can Use?**

#### Slide Six

#### **“A Case for the Future” Continued (1992-1995+/-)**

- Full-Time Staff (1992)
  - Visited Benchmark Organization
- Continuation of Governance Model
- Professional Courtesy/Grateful Patient
- Endowment Campaign

#### Slide Seven

#### **Awards Program (1994+/-)**

- Created PARC
  - Administrative Section

- Awards Section

#### Slide Eight

#### **“A Case for the Future” Continued (1995-2000+/-)**

- Growth Curve Levels
  - Single Focus on Participation
- Expand Focus to Realities of F/R Pyramid
  - Participation
    - Introduced Vanguard Society Regents Round Table
  - Pledge Upgrades
    - Introduced Regents Round Table
      - Tied to Annual Session Special Event
  - Planned Giving
    - Introduced Keystone Society
- Growth Curve Accelerates
  - From 10 to 100+ Regents
  - Initial Planned Gifts
- Strategic Long Range Plan
  - Keep On Keeping On
  - Endowment Designation
  - What Could Possibly Go Wrong?

#### Slide Nine

- Study of Similar Organizations
  - Project for I/S for Executive Masters in Philanthropy (IUPUI)
  - Initially dental specialty association foundations
  - Expanded to Include Medical Specialty Association Foundations
    - Completed by consultant
- Formerly on Web Sites
  - ASDFE/DPN
  - AAOF
  - E-Mail Request

#### Slide Ten

#### **OK, Through One Decade**

- What Worked?
- What Didn't?
- Why?

#### **What, If Anything, Have You Learned That You Can Use?**

Slide Ten

**“A Case for the Future” (2000-2005+/-)**

Growth Curve Levels Off

- Participation Steady
- Pledge Upgrades Slows Down
- Planned Giving – List Grows

Campaign Organization

- Governance Model Out
- Classes/Schools In

Fundraising Strategic Long Range Plan (FR SLRP)

- Growth Curve Levels Off
  - Participation Steady
  - Pledge Upgrades Slows Down
  - Planned Giving – List Grows
  - New Campaign?
- Focus on Outcomes
  - Awards Program
    - \$750,000 for 2001
    - Beginning to See Successful Outcomes

Slide Eleven

**Continued Commitment to the Specialty (2005-2010+/-)**

- New Campaign
  - Theme, brochure, logo, tag line, etc.
- Bumps Along the Economic Highway
  - Awards Dramatically Reduced
    - High of \$750,000 +/-
    - Low of \$150,000 +/-
- Designations
  - Endowment
  - Board Discretion
  - Donor Restriction/Collections Project

Slide Twelve

AAO Foundation Craniofacial Growth Legacy Collections Project

- Specific Campaign to raise \$1.5 Million



- Successfully Completed
- Ahead of Schedule
- Unprecedented Collaborations
  - Preserve Images
  - Research Tool

#### Slide Thirteen

##### How Comfortable Is Your Rock? (2010-2012+/-)

- Participation Continues
- Pledge Upgrades – Mostly Flat
- Keystone Society – Mostly Flat
- Pledge Redemptions – Fairly Consistent

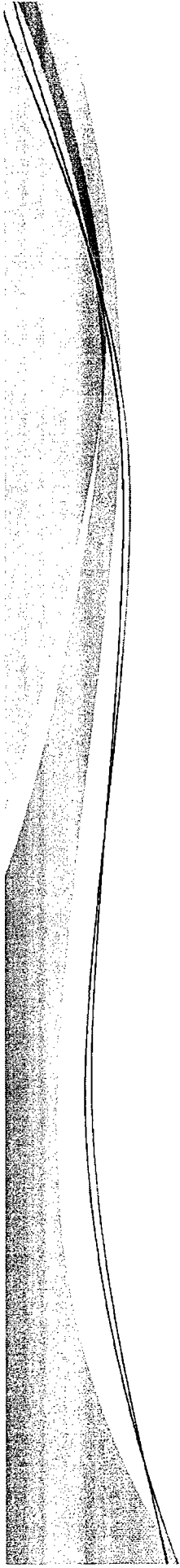
##### New Campaign

- Focus on Orthodontic Research
- Designations
  - Endowment
  - Board Discretion
  - Donor Designation/Research Initiative

#### Slide Fourteen

##### **Lessons from Case Study Afford**

- What Worked?
- What Didn't?
- Why?
- **What, If Anything, Have You Learned That You Can Use?**



# American Association of Orthodontists Foundation

1988-Present Time

*What Worked, What Didn't and Why*

**AAOF**

Committed. Committed to the Specialty.  
Committed. Committed to the Specialty.

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AAOF

Continued Commitment to the Society

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