

Welcome back to Fundraising 101. I'm so glad you're working through this material. I think you could probably tell by doing the homework that knowing where your time should go, that it should go to individuals, is really effective. In fact, thank you for those views. Tell me what a wakeup call that was. And how you reorienting . . . reconsidering at least, orienting your time. But we also look at what kind of funds that are there. There are annual funds. There are capital funds and then there are endowment funds. And I'm so thrilled with those of you who found that, "Maybe we do need an endowment fund," or, "Maybe we need to relook at the way that we're doing this fundraising." Congratulations. That's a huge win. And your nonprofits are going to be stronger for that.

And the second part of Fundraising 101, I want to talk about the three types of donor communication. There is only three types, that should be a huge relief to know that. Unfortunately, we often mix them. We'll talk about how to avoid that right now, and that confuses the donor. We don't want to confuse the donors. And we're going to also talk about tips on phone calls. We're going to be talking about basic ways to raise money. There's really only three basic ways. With all the different approaches out there, it boils down to just three basic ways. And we're going to talk about tips on effective fundraising events as well. You're going to leave this class, it's a little longer than the last one, but you're going to leave here feeling even more equipped to go out and do your fundraising. You're also going to have some, I would say, pretty heavy lifting homework. But it'll be okay. We'll show you when we get there.

First of all, the three types of communication. Basically there really are, only three types of donor communication. There's cultivation, there's solicitation, and there's stewardship. That's it. You're either cultivating for a gift, you're soliciting a gift or you're thinking for a gift. Don't confuse them in the process.

Let's look at cultivation. A quick Google search shows that the definition of cultivation is to preparing a land or acquiring and developing. And that's really what you're doing with cultivation. You're preparing a donor for making a gift. You're talking to the donor. You're educating them about your nonprofit. But you're also letting them learn about you. I mean you're letting yourself learn about them as well. It's like dating. It's not all, "Well, that's enough about me, the nonprofit. Now you donor tell me what you think about me the nonprofit." It's not just that. It's a two way street. You need to let them know that they're more than just an ATM to you, that they're individual with values, and talents, and passions that you may have good intersections for.

We'll get into that part more and ask without fear. But just know that's the basic part of the cultivation part. It's tilling the soil. We slip sometimes because we think we need to just skip to solicitation. And if we haven't tilled soil first, we're not going to have as big a harvest. It's agricultural, but it's also a human relations.

Let's look at solicitation. A Google search for the definition of solicit, talks about asking for or trying to obtain something from someone else. This is where we are asking someone else to take action. Generally, to give money, if we're talking about Fundraising 101, but it could also be asking them to advocate to on our behalf. Let's talk about how we do that.

First of all, and amazingly studies have been done about this. The number one reason people do not make a donation to a charity. Do you know what it is? They're not asked, exactly. If you did nothing else, but just ask for gifts, you're going to raise more money statistically than you would if you didn't. But if you actually do the cultivation, till the soil, and you actually do the stewardship, take care of it, the donor after the gift. You're going to find that you ask or a lot more effective, less like slash and burn, a lot more sustainable.

One of the interesting things with donations if asking for money is that we often feel like we need to . . . we can't just ask people for more money without giving them a reason. I challenge one of my coaching clients to ask all of her thousand dollar donors and her organization a thousand dollars was considered a major gift, which is pretty general. Major gift can go from a low of 500 in the trainings I've done, to a high of 500,000 is the initial major gift threshold. It's an elastic term. But this particular client had thousand dollar donors. And she wanted to figure out a way to get them to give more. And she was creating all these giving levels and all these other things.

I challenged her, "Why don't you just ask for more." You know what, she did. She asked all of her thousand dollar donors in a letter in her direct mail till to give 2500, to consider giving 2500 this year. That was it. No extra reasons. Just ask for more. And the best part, a third of them, 33% did. They more than doubled their gift simply because they're asked.

Now, part of the confusion comes in is that usually when we give someone money, we get something in return. We think it's a business transaction, but it isn't. It's not giving and getting the way that we think of. And we don't have to give people benefits. We don't have to rack our brains necessarily to figure out all the different things that the donors going to be getting from us. What we actually have found in studies is that people that are generous, tend to have higher quality of life. Tend to report having more fulfilled relationships. There is an intangible benefit to being generous. And the biggest part is it's not about us. It's tapping into the donor's values. And when they're investing in their values, it releases something in them and it's immeasurable. If you done a solicitation and seen the donor's eye light up with joy. You know exactly what I'm talking about. Believe me. And if you haven't believe me, it's there and waiting for you.

The last type of communication is stewardship. And the interesting terms that they're used for stewardship, interesting definitions, the person who looks after passengers on a ship aircraft or train, bringing them food, it's an official appointed to supervise arrangement, to keep order a large public events. The verbs are unofficial, supervising arrangements or keeping order, or managing, or looking after another's property. And that sort of what you're doing as a steward of a donation. You're helping a donor because you're stewarding their gift. You're showing them that they made a good investment. They made a really safe . . . they chose well in their gift.

The most important thing to do with stewardship is thank people. Time and again, I have had colleagues give lots of year-end gifts to charities. And over 70% of the charities never even acknowledged receiving the gifts. The first type of thank you is just a simple acknowledgement of, "Congratulations, your gift has been processed." But then it's also sending up levels of who gets calls, who gets notes, who gets a call from the development director, gets a call from the executive director, gets a call from the board share, who gets a note from the developing director,

who gets a note from the executive director, who gets a note from the voucher, that sort of thing. That can be incredibly important in the stewardship step. And it's just what our grandmother told us, right? Those thank you notes, the people that gave you gifts.

Why this is so important is that, look at the studies that were reported in Retention Fundraising by Roger Craver. If you have existing donors, recently lapse donors, donors that give last year or a couple years ago, but not yet this year. And then prospects, people that have never given before. What do you think the odds are of getting a gift if you ask them? Based on his multiyear study across three contents, he found that you are 60% to 70% likely to get a gift from an existing donor, somebody who has already giving this year. Adrian Sargeant who study's this stuff even says, "The next ask should be in the first 90 days after a gift is given." See what great job you did with this or what amazing impact you've made. Would you do that again for this other person or this other acre of land or this other animal over here?

Recently, existing donors are 60% to 70% likely to give a gift if you ask them again. Recently lapse donors, people that have already given to you, but not yet this year, you still get a 20% to 40% chance. It's pretty good. Where most of our boards get focused on is trying to find, "Where is the new money? Where is the new donor? Who are the new people we're talking to?" And statistically, you're less than 2% likely to get a gift from someone who's never given to you before. That's why stewardship is so important. Keeping those people in the loops that when you're ready for the ask, you're in the best . . . and the cheapest way possible for your nonprofit and the best way possible for your donor, you're able to make sure that another . . . or help increase the odds that another gifts comes.

Now, there's another study done by the Association for Fundraising Professionals that we're looking at how effective is our fundraising. And basically, they found that our fundraising is flat and we're losing donors. The flat fundraising was is that for every new hundred dollars raise, it was offset by \$96 in losses. Our nonprofits are really ineffective at fundraising. And part, because we're so focus by our boards, by executive directors and by our own development directors personal desires to find the new money. Instead of helping steward the people that have already brought us the donations to this point so far. But this is also indicated in how we're losing donors. For every hundred new donors that were required, according to the study, 105 were lost. And that's the same thing. We're so focused on the new people that we forget to dance with the ones who brought us.

And their summary of their report, the AFP Fundraising Effectiveness Project said, "The greatest losses in gift dollars came from lapsed new gifts. People that had given once, but weren't going to give again. And the greatest losses in donors came from lapsed new donors." If your fundraising program isn't as effective as you think it should be, you've got to start thanking donors. Thanking donors shows them that they are more important than the amount of their gift. And really, honestly as a human being, they always are. And it also turns out its really good for your finances of your nonprofit.

That's it. There are only three types of communication. You either are cultivating a gift, educating someone, finding out more about them. You're soliciting a gift, specifically asking

them for money or action, or you're stewarding a gift. Thanking them and letting them know what an important impact they've made through their donation to the cause.

Now, I often get questions like this. What about other communications like phone calls? That's over simplistic. Let's look at one case study from one client. They wanted to make a phone call to all their donors. And this is all the different things they wanted to accomplish. They wanted to survey the donors about a new mailing strategy that they've tried. They wanted to ask for a gift. And they wanted to ask if there's anything else that the person being called would like prayer for, all three of these things. Really, it sort of cultivation, it's some sort of engagement process, it's asking for a gift and its stewardship. Would you like us to pray for you? Totally noble, but I advise the client to just ask for one gift, decide what is the one purpose of your call.

Are you trying to do . . . which one would you have to choose if you're trying to do one of them? Because too many choices, we've seen this in sociology, neurology and other studies that are being done. Too many choices confuse the caller and the called. The person being called doesn't really know what you're trying to get, but worse, the person making the call isn't really clear on what they're trying to get either. Are you trying to cultivate? Are you trying to solicit? Or are you trying to steward? And the way to ask that if that's not clear is if nothing else were accomplished by this one phone call, which would you want? Would you want survey information? Would you want a gift? Or would you want prayer request?

Each of them are legitimate, but one of them needs to trump the others so that you know what you're doing in your phone calls. This is one way to make phone calls effective, but it doesn't really answer the question. What about other communication like phone calls? The way I teach fundraising, phone calls, mail, email, the web, crowdfunding, events, they're all ways to raise money. They're not the communication. Your message is either educating, cultivating, asking, soliciting or stewarding, thanking. Phone calls, mail, events, those are all ways. They're just tools to do the cultivation and solicitation or stewardship.

Let's look at the three biggest tools for raising money and I argue that all the tools can be lumped into here and I'll prove that in just a second. First one is there's written forms of asking for money. There are face-to-face forms of asking for money. And then there are special events. Let's look at these in detail and I'll also give you some tips to make each of these effective for your not-profit.

Written forms, usually mail, but I also lump the web in here because there's a lot of written text on web pages. And I also put email in here because email is similar to snail mail, but they're different nuances with the tool, the way you use the tool. I even throw the phone in here because phones often . . . to be effective, you need a script in your phone calling. And you need to be sure to do that. Your phone calls are more of a convenience for them, than for you as a nonprofit.

One of the problems of phone-a-thons, though they can be effective, they're often to nonprofits convenience when they can get the volunteers instead of at the donor's convenience. That was just a little public service announcement. Let's look at some tips for writing effectively. If you're going to use your writing in your letters, if you're going to use writing in your phone scripts, if you're going to use writing in email or the web. First of all, just like with that previous client

decide on the one purpose. Are you cultivating a gift? Are you soliciting a gift? Or are you stewarding one?

If you're soliciting decide on one call to action, and be specific with what you're asking for. Newsletters are notorious for this. They'll have a little education piece, a little ask piece and a little thank you piece. And it confuses the donor because are they're being thank because they read the email or the newsletter? Are they being thanked because they made a gift or considering making a gift? If they're already getting things, why would they need to take action? It just confuses them. Decide on one call to action, particularly if you're soliciting.

And one of the most effective tips on writing, whether you volunteer writing notes or writing a letter, as a volunteer or whether you're an executive director or development director, is to write to one person. I really like to put her picture on your monitor, so that you're always remembering . . . people only give to people. And if you're writing to one person, you can then have that conversation much more than if you're writing to a committee or you're trying to be bland and writing to the masses or the public or whatever else that is.

Here's another tip for writing for phone. If you're writing for the phone, write down the three things you'd like to accomplish in that call. And I would put them as bullet points with just phrases on a note card, that works for me very well, whether I'm in a car, at my desk, I can remember the three things. No matter where the conversation goes naturally and this allows the conversation to go naturally, no matter where it goes I can keep it on track. Often it's a greeting. You can either say, "Hi," you can say, "Hey, congratulations. It was good to see you win that award."

You could also start it with a thank you. If your third party, particularly if it's for a solicitation, your ask, whether it's inviting them to an event, asking them a question, asking them for money, that could be your middle thing. And maybe your last thing could be having a follow-up ask. Maybe they will not be able to give a corporate gift, but you could ask them if they'd consider a personal gift. Or maybe just to say thank you because they took your call, because they trust your organization because they're investing in you or maybe it's the next step, "Well listen, I understand that this isn't a great time for that, but let's set up a tour. Could I call in a couple weeks?" Any of those three things help you to stay on focus. And that's why it's so important to write these things out.

The next type of tool for fundraising is face-to-face. This is the best form of asking for money. If written communication, it gets maybe 35% to raise a dollar, face-to-face gives you the biggest payout. This is usually the capital campaign of the major gifts. This is often the 10 to 20 cents to raise a dollar. It's also the most time consuming for you. The way I like to teach it. I'm a Gen X'er. I heard get REAL growing up a lot. And what I'd like to do is say get REAL where the R stands for research. You learn about your prospect. You learn about your project and then you start engaging. You start getting . . . do the cultivation. That's the engage step. You get to know the donor. You get to know . . . let them know about you. You get to find out when ask is right. Where is the right fit in your organization and then you make that ask. You have to make the ask. Like I said, in the last class, if you do nothing else, but make the ask. You're going to raise more money.

And then you love them. You thank them whether they give or not. You keep some sort of relationship with them. Basically, we as nonprofits don't have a large enough network to just burn through numbers. We need to keep some sort of relationship. And some people will go to have a hands-off approach because they're not very positive to our organization or they're toxic. But we're not going to burn them and be snarky. We're going to be human beings and we're going to have some social etiquette. But then they're the ones that are in . . . they've already done the gift. They've already done what we want them to do. We're going to make sure that they know that they've made an impact. That their gift was well used and that they are incredible people for the generosity they've exhibited. And you know what that does? Leads right back to research, which leads back to engaging, which leads back to asking, which leads back to loving. And it keeps it on a wonderfully deepening relationship spiral.

These are all focused on in the Ask Without Fear class. I'm not going to go any more in-depth in this. I promise to keep this as high level overview. But this would do this format, the system, to help you keep your fundraising face-to-face effective.

Here are some more tips on doing face-to-face. Start doing your homework first. Do that research. Don't ask somebody who's an outspoken political party one way to give to a cause that's outspoken the other way, unless you know where the connection is. Don't walk into, one of my colleagues did this. He walked into a cat lover's house by accident and said, when it came up for a plan giving ask. She said, "How do I do this?" and he said, "Well, there's more than one way to skin a cat."

Know a little bit about the donor. Don't be creepy about it. And if you're a volunteer, you're already . . . probably are asking people that you know, you've already done the homework. You lived life for them. You have ideas what they're interested in. But if you don't, if you don't know the person, go see them in their natural habitat. Find out what the kind of things make them excited and get them going.

Then another tip for face-to-face is asks for a specific dollar amount. Err on decides of asking too high. I had a board member, he said he made over 300 asks for his local Y, where they raise millions of dollars in a rural state. And he said that he was surprise that every time he asked too high, it never offended somebody.

They may have been shocked. They may have wondered where the number came from. But they tended to be flattered that he thought that they could give that much. And that's been my experience too. The best part of asking to high is that people may come down in a gift, but rarely do people when they're asked at a certain gift level go up. If you err too high, at least they may go down instead of higher than if you had asked too low. That's another tip on this.

The other part, particularly for board members and volunteers is, don't just credit your story. Why are you sharing your time, your talent and your treasure in this cause? That's what the donor wants to know. And the best part is, you won't forget your own story. You may not remember all the statistics, and the pie chart of the finances, and the regulatory impacts, and the different laws governing the nonprofit. But you'll know why it matters to you and what exciting

things that you just noticed and how you've gotten to like the cause even more. And why you'd like this donor to consider investing in it and becoming part of that great story too and having the impact that you've seen this already happen. That is the most compelling part of the face-to-face asked.

Okay, let's move on to the last part. The other tool for raising money. And this is the tool that most people think of, are events. Let's just look at a whole bunch of ideas on events. First of all, most people think that a fundraiser is an event, not a person. What's great about fundraising through events is that they're time sensitive. Well, the bad thing is they're time intensive. They're the least efficient way to raise money, but they're also timely. It can be a great way to get media attention because there's a deadline to them. If you see your event as community relations, not just raising money, they can be an incredible asset. They are often least effective inefficient way . . . not least effective, but the least efficient way to raise money.

When I got started in fundraising, we were told that if you raise . . . you should expect to spend 50 cents to raise a dollar in events as supposed to 10 cents to raise a dollar in capital campaigns. There's just a lot of stuff that needs to be invested in. There's location, food, entertainment, tickets, decorations, all sorts of stuff. But why events are popular in part is that volunteers can get engaged in this in a very tangible and physical way. They have their place. Don't make this the only way of fundraising. If you do have events, here are some tips on making those effective.

First of all, give them three years . . . three iterations, but I think three years is good because it gives them iterations over time. The first year, you will find out what isn't working and what is working. And you need to debrief within 24 hours. The next year, you'll put it . . . the next time you run it, you'll put those things into place to try and fix them. And the third year you'll see if you have something that's worth continuing with. Make sure that you don't cut an event on the first go around if you can at all help it because you've done a lot of researching in your first event. It's just a pilot. It's just a beta. Give it time to grow and work into the character of your organization.

The other part here is determine your focus and I call this Curly's Rule. If you've ever see me do a training a lot, especially a longer training, I'll often start with Curly's Rule. Curly was a guy in City Slickers. The character played by Jack Palance. And he was asked the meaning of life by Billy Crystal's character. And he said, "Just one thing," and Billy Crystal said, "What? What is it? Tell me that one thing," "You got to find it out for yourself."

And it's the same thing with your fundraising event. Make sure you're just trying to do one thing. What is the one thing of your event? Are you cultivating? Are you soliciting? Or are you stewarding a gift? That's all there is to it. If you're doing a cultivation or stewardship, you can do those together. It's okay to bring donors that I've already given. And the people that are being introduced to your organization in the same room, it's incredibly time efficient in many ways, say, "Thank you so much. Many of you are already supporting us. We're doing these great things." But if you're just doing those, don't make an ask because it feels like a bait and switch. It feels like people have been lied to.

As promised, let's go through this, a fundraising house party. And I put fundraising in front because it doesn't necessarily need to be fundraising. It can be a cultivation. It can be an introduction event. It can be stewarding and thanking friends too. What I like about this is this is something every board member . . . I would challenge every board member to consider doing on an annual basis, just to the Rolodex to their friends, because it's just really easy, an easy way to be very effective and helpful for your nonprofit.

First, invitations, they typically say should be sent out four to six weeks in advance. And you have to decide whether that is by the staff or by the person. It's more effective if it's by the host or hostess and handwriting. But either way, just know who's going to be doing it and be clear about that. Also know whose list, is it going to be just the host and hostess's list or is it going to be also people that the nonprofit would like to be involved. It's strong if it can be a mix of both because sometimes nonprofit has a list of people that they're interested in getting to know better.

Be clear in the invitation. I would say if solicitations are not happening. People are pretty savvy. They understand that nonprofits need to raise money, but if there aren't solicitations happening, be sure to put that on there. "There will be no solicitation at the event." And it could be that there'll be a follow-up solicitation in two weeks. There could be that they're just a cultivation or stewardship event. But I find that that line, "No solicitation will happen in the event," helps people let down their guard and they don't feel like they have to hold on to their wallet quite as tightly.

To do it effectively, you're going to have to do a lot of follow-up calls. Gone are the days when people would RSVP four to six weeks in advance. Usually people are hanging on and waiting to see if they get a better offer. If their kids have a game. If there's something else that's going to come up, the grandkids are busy. Just make sure that you do a lot of phone calls and this may have to be staff driven. But if the host to hostess or volunteer could do it, that would be helpful too.

And here's a simple plan, totally simple. In your course materials, you'll have actually a time to plan for doing this in the evening to give you the times. A general overview of an effective house party is having a time for gathering. It's incredibly important to let people get into the space that they're in. Visit each other and say, "Hi." Then once that critical mass has arrived, you can then have the introduction. It's great to have the host introduce the cause. Telling their story, why are they so committed to just hosting this event. What they like about the nonprofit. And then give the nonprofit some time.

It doesn't have to be long. It can be something that the host and the nonprofit representative should have scripted this out in advance and at least to say what they're going to talk about. If there's a video, this can be an incredibly important time if it's in home or even if it's in an event center, to show the video. There's something in our age where people now see screen time as more legit than face-to-face. And it also can be a way to show your mission in action.

Then make the solicitation or not and if you can, let the host do that. If you're hosting this event, it would be great. If there's an ask if you could say, "I'm really committed to this cause. I've already made my donation. I really like for you to consider this." And you can make the ask right there. You can say, "Before you leave, sign a pledge card," or it can be, "We promise no

solicitation at the event, but we'd like to follow-up in a couple of weeks. This is within the next two week. This is really important and we want you to really consider how you might be able to make a gift to be proud of to this event."

And then, honestly, if it's a stewardship event, don't make an ask. No matter how giddy you may feel that, "You've got all these people. They are loving this. We're going to make the ask." Don't make the ask if it was supposed to be just a thank you event. It will feel like a bait and switch. The flip side is, if it is a solicitation, make the asked. So many people say, "The timing wasn't quite right," they just chickened out. Don't chicken out if it is an ask, but if it's not an ask be sure to just say thank you and let the thank you be a thank you.

A couple other tips, like I said previously. Script everything. It's not that you want to have talk . . . at least have talking points for everyone. It's not to lock them in, but it's actually to give them freedom. And this is usually staff directed scripting.

There was a sociological study done of kids in a playground. This is a picture from Central Park or from New York City. But picture the white space where the ice rink is is the playground. The sociological study, they wanted to let kids know they were free. They were free to do whatever they wanted to do, so they pulled away the fences. And what they found was that the kids all gravitated to the center. They huddled together. They didn't use the space well. But then, when they put the walls back up, the fences back up, the kids looked like this. They were over the space because it was well-defined. And that's all you're doing in scripting them, is giving them the fence.

One of my favorite Board chairs would freeze up. Articulate guy, great leader in the community, would freeze up at an event and so I started scripting him. The minute he held that in his hands and you could see him just relax. And then his wonderful, articulate self, he didn't say anything close to what I said in my bullet points. But it didn't matter because he was being himself and he was saying from his heart what needed to be said. I like to include times, two minutes, three minutes, just because some people have verbal creep. It's good to let them know what you're thinking of.

And then finally, it's helpful to also on the top of your sheet or whatever you're using for scripts, to remind everybody about the event objective. Is it a solicitation? Is it a cultivation? Is it stewardship? People tend to forget that. And then the rush of emotions and activity and seeing all these people, they may slip. And if they slip, they slip, it's not a big deal. And especially if a volunteer slips, there's a lot more flexibility for that than if a staff member. If a staff member slips and makes a non-solicitation event an ask, that can seem like a bait and switch. But if a volunteer does it, you can just . . . they're just excited about the cause. There's a lot more freedom and margin for that. But if you put the objective at the top, you can remind everybody why you're doing this event.

All right, homework time. First of all, you need to print out the communication audit. And it's a tool that . . . don't let the simpleness really throw you away from the effectiveness. What I want you to do is list all the activities that you do. And you can do all events. I'd like you to look at all your direct mail appeals, all of your meetings if you have those and then all of your nonprofits

events and list them by month. And then list out what each focus is. If you don't know, just do your best guess. If you think it's a solicitation, if you think it's stewardship, if you think it's cultivation, write it down and then review it.

If you're a board member or if you're an executive director, you can review it with the director of developments and say, "Did I get this right? Is this the right mix? Are we really heavy only on solicitation? We're not telling donors that we actually like them as people too? Or are we really heavy on education and awareness events, 'friendraising' events. And we're not actually pulling the trigger and making the ask." This can be a really good assessment for you to figure that out. If you have a very intensive direct mail appeal schedule or event schedule, you might want to print this out and make a separate sheet per tool that you use.

And then the second one what I'd like you to do is take a typical fundraising letter from your nonprofit and review it, counting, maybe take a red pen and a blue pen and circle all the We's in one color and all the You's in the other color. One of the things that we found that makes a fundraising letter incredibly ineffective is to talk about the nonprofit. Counterintuitive to all of us. We want donors to know we're a great investment. We do great things. We have great staff. We have great accomplishments. Look at all the great people that like us.

What actually works to get people to take action in a fundraising letter is to have it all about you, the donor. You are great people. You are smart people. You're making an impact. Look at the great things you're doing because of your donation. When the You's and the Your's are increased, they work better. I did this recently with an email from a nonprofit I'm on a board of. And there was something like 18 We's, and only eight You's in this email, short email. The worst part, was that five of those eight You's were in the ask. It became really clear that the email was all about We. We have this. We want this. We're important. And it's on you to give us the money. It's all your responsibility.

There's your homework. We are done with class two. I know we went a little bit longer, but I think you can see the reason for doing that. Let me give you a little time to do this homework. Please respond to us in the forum. Ask questions. Talk to people in your organization. This is really important for laying that groundwork for your fundraising effectiveness and it's going to make your goal much more attainable. And hopefully we're going to be able to fund your mission in a much higher level than you've ever thought possible. I look forward to seeing you in the next section, but definitely do the homework and be sure to be interacting with us in the forums.