**HELPING HORSES SANCTUARY**

**TEACHING NOTE**

**Case Overview**

The Helping Horses Sanctuary decision case highlights the needs assessments for volunteer training and development activities, situational analysis, and strategic decision making and planning. Judy, the Executive Director has been the driving force behind the organization. The mission of the organization is “the rescue, care and protection of mistreated and neglected horses, where ever they may be.” Most of the horses surrendered to Helping Horses were due to a variety of situational factors, such as: lack of feed, water, and hay; starvation; neglect; or abuse. In addition, Helping Horses Sanctuary has been the organization that law enforcement has turned to for animal seizures, foreclosure, and animal abandonment situations. Currently, 803 horses have been rescued since 1999.

Helping Horses Sanctuary functions by the use of volunteers an unpaid staff. The average demographic profile of a volunteer for Refuge Farms is female with an age range of 55-65 or greater. Currently, there are 45 volunteers; 7-10 volunteers who are regularly active. Volunteers are involved in the daily operations of the farm, ground maintenance, and fundraising.

In the past, Helping Horses Sanctuary has operated in a crisis format, responding to each situation on an emergency basis. This has resulted in the tendency to over commit both in terms of space, and financial resources. Fundraising, donations, and grants have been the sole sources of funding for Helping Horses. Fundraising was a key driver for increased revenue. Volunteers were critical for fundraising efforts and survival of Helping Horses. Judy knows volunteers need training on effective fundraising methods.

A dilemma facing the organization is how to increase fundraising and donations that have significantly declined. A more strategic approach for decision making, creating the capacity for organizational change, training, fundraising, and strategic planning is required.

The Helping Horses Sanctuary decision case can be used in a variety of training, organization development, strategic thinking and planning, Human Resource Development (HRD), and non-profit management classes at both the graduate level and undergraduate level. There are a number of extenuating and situational factors that make this case appropriate for in class discussion, writing, and analytical assignments for the training and HRD disciplines.

**Research Method**

This decision case was developed as an applied research project for graduate students as a result of an in person meeting in February 2012 with the Executive Director and a lead volunteer. The focus of the discussion was on the needs assessment and development of training for volunteers on sustainable fundraising activities that would be effective and efficient. There was one additional meeting with the Executive Director the end of March 2012 after the lead volunteer abruptly withdrew from the project. Multiple e-mail conversations and several phone conversations with the Executive Director followed between late March and May 2012. Students conducted internet based and phone research based on a list of criteria derived from the mission of the organization. Student research focused on animal rescue/sanctuary organizations. The criteria were compiled against similar organizations. Three organizations were identified across the United States similar in mission, size, and non-profit status. A comparative analysis of the fundraising techniques and processes in these organizations were compared against the practices of Helping Horses Sanctuary and two Midwestern state equine rescue associations.

**Learning Objectives:**

This case can be open-ended or directed through suggested questions or weekly assignments. This case can be assigned as a group project for a class. In completing this case the students should be able to:

1. Perform a situational analysis to determine the best training approach and plan for an organization (Blooms Taxonomy level 4).
2. Analyze training problems and prescribe appropriate training solutions (Blooms Taxonomy level 3)
3. Apply the principles of designing and executing effective training initiatives (Blooms Taxonomy level 4)
4. Apply the principles of managing a training project to completion (Blooms Taxonomy level 4)

**Relevant Theory and Literature**

Helping Horses Sanctuary is a direct application of decision making and applied research and analysis. There are several Training and Human Resource Development texts that have case studies that discuss the design and implementation of effective training for change initiatives and strategies, but there are a limited number of case studies that combine the strategic thinking, decision making, and planning process for Training and HRD as a combined process. In this instance three texts were used in the course, but were quite dated which prompted the application of a real case in an applied research project context.

**Discussion Questions/Project Activities**

If the case is presented in a more directed format, the following questions and assignment activities may help in formulating the discussion.

1. Complete a situational analysis of the current versus the desired state of training regarding sustainable fundraising models (e.g., SWOT Analysis).
2. Identify the driving and resisting forces for change (e.g., Force Field Analysis).
3. Conduct a stakeholder analysis.
4. Recommend a training plan, training materials and events on how the training would be implemented for volunteers on sustainable fundraising.
5. Complete strategic training needs assessment (pre and post training) and analyze the results.
6. Analyze and tangible (monetary) and non-tangible (non-monetary) factors and develop an operating budget and facilities plan to support training for volunteers on fundraising.
7. Complete a marketing and evaluation plan for volunteer fundraising training.

**Answers to Discussion Questions/Project Activities**

1. **Complete a situational analysis of the current versus the desired state of training regarding sustainable fundraising models (e.g. SWOT Analysis).**

**Note to instructors:** Students should be able to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, Force field Analysis, and Stakeholder Analysis to determine key customers (stakeholders), current versus the desired state of the situation and the potential and actual gaps from the analysis. There are online resources and templates available to assist in conducting these activities.

A SWOT analysis is “a process of examining and integrating both internal and external environments into the strategic-planning process” (Russell & Russell, 2005). The analysis evaluates four areas of the organization: strengths, weaknesses, opportunities, and threats (see Table 1).

**Table TN-1**

**SWOT Analysis**

|  |  |
| --- | --- |
| **Strengths:**   * An ongoing organization that has experience and infrastructure in place. * Volunteers who are willing and able to accomplish assigned tasks. * A proven track record of success stories of rescued horses. * Demonstrated commitment of past and current volunteers. * Volunteers interested in creating a sustainable future | **Weaknesses**   * Aging Volunteer force. * Fiscal shortfall of a repeating nature that is in constant need of replenishment. * Limitations of size of land and facility. * Increasing demand of services. * Economic recession impacts donations and volunteers * Volunteers who are not open to fund raising |
| **Opportunities:**   * Willingness of staff members to grow in their ability to create a stronger and more robust organization. * Connection with external organizations that contribute to the mission and vision of the sanctuary. * Public events bring awareness and a physical presence * Growing demand of services for horses | **Threats:**   * Legislation changes that may increase or decrease capacities. * Public unawareness of the critical need for the organization and its mission. * Legal Liability with horses, volunteers, and events. * Loss of financial support |

**2) Identify the driving and resisting forces for change (e.g. Force Field Analysis).**

**Force Field Analysis**

A Force Field Analysis examines the two forces that drive an organization. Driving forces are forces that are pushing in a particular direction. Restraining forces are those acting to restrain or decrease the driving forces. Equilibrium is reached when the sum of the driving forces equals the sum of the restraining force

**Step 1: Define the Problem**

* Helping Horses Sanctuary needs assistance in developing new methods to raise funds to both support and sustain not only the horses but the farm itself. In addition, they are in need of fundraising training for future volunteers.

**Step 2: Define the Change Objective**

* The desired situation includes implementing a short-term and long-term fundraising opportunity prior to the end of the project.

**Table TN-2**

**Step 3: Identify the Driving and Restraining Forces**

|  |  |
| --- | --- |
| **Driving Forces** | **Restraining Forces** |
| Need for development | Starting from scratch |
| Need for more funding | Overuse of past fundraising methods |
| Desire to have a better sanctuary for the horses | Not enough “quality” volunteers on a regular basis |
| Restructuring of organization | Not enough “strong” individuals to lead (volunteer pool) |
| To educate the community; both non-horse people and horse people across the United States | Funding to allow for travel and legal limitations for crossing borders |
| Open to change  (Executive Director and volunteers) | Resistance to change  (Executive Director and volunteers) |

**Step 4: Develop the Comprehensive Change Strategy**

**Altering Factors:**

* Easier online fundraising capabilities.
* Finding the “right” individual or group to push forward.
* Training created for volunteers (could benefit everyone involved).
* Allows for an organizational framework and structure to be created.

**Unintended consequences:**

* Possibility to create more work for the fundraising team to institute than the team has capacity.
* May overstimulate the organizations with more ideas than the manpower and resources have available for implementation.
* Strong leaders within the volunteer pool of the sanctuary may become overworked (volunteer fatigue) and lose desire to help with activities.
* Resistance to change of volunteers may decrease engagement.

**3) Conduct a stakeholder analysis.**

**Note to Instructors**: It may be beneficial for students to understand the relevant stakeholders and customers (internal and external) to the organization.

Helping Horses Sanctuary has a variety of stakeholders: the horses, volunteers, Executive Director, Board of Directors, donors, adoptive individuals, horse owners, veterinarians, and the general public. The sanctuary horses also play a role as a “stakeholder” in that they benefit from the existence of the sanctuary. The public events catch the attention of only a small percentage of potential stakeholders.

**Table TN-3**

**Stakeholder Analysis**

| **Project Stakeholder** | **Specific Information Needs** | **Best Source of Information Needed** | **Planned Method of Delivery** | **Timing Considerations** |
| --- | --- | --- | --- | --- |
| **Client Contact:**  **Executive Director** | Simple training plan for fundraising committee to gain finance needed | Benevon™, Vendor costs | Classroom, documentation |  |
| **Internal stakeholders:** | | | | |
| **Volunteers** | Training plan, training sessions | Planning developed by graduate students | Classroom, documentation |  |
| **Adoptive individuals** | Aftercare program for horses | Executive Director | Documentation | TBD |
| **External stakeholders:** | | | | |
| **Adoptive individuals** | Aftercare program for horses | Executive Director | Documentation | TBD |
| **Medical Professionals** | Veterinary care for horses | Executive Director | Documentation | TBD |
| **General Public** | Education & Involvement, Mission | Executive Director | Documentation, Visitation | TBD |
| **Donors** | Operating expenses & Needs , Mission | & Executive Director Volunteers | Documentation, Visitation | TBD |
| **Board of Directors** | Operation information, Expenses, New Training processes | Executive Director & graduate students | Documentation, |  |
| **Project Team Members** | | | | |
| **Graduate Students** | Budgetary needs, Fundraising history, Vision for committee | Executive Director | Documentation, |  |
| **Instructor** | | | | |
|  | Overall project information | Executive Director & graduate students | Documentation |  |

**4) Recommend a training plan, model, and training materials and events on how the training would be implemented for volunteers on sustainable fundraising.**

**Strategic Training Events**

**Note to Instructors:** Students can develop strategic and sustainable training models unique to the organization based on their analysis of the SWOT, Force field Analysis, Stakeholder Analysis to develop a training model and materials to the organization based on the strategic needs assessment process. In this instance, the students developed the “Lifecycle of Dedication” Training Model based on the course assignments and evaluation of the mission and vision of the organization.

The proposed “Lifecycle of Dedication” or similar training model focuses on providing continuous training in the skills of fundraising. This method can be scheduled quarterly across a year. As the method proves to bring increased gains, small inefficient fundraising efforts should be decreased. This training/event method represents the ongoing dedication and the commitment fundraising holds in the life and existence of Helping Horses Sanctuary.

In the model, there are 4 Stage Events for the Helping Horses Sanctuary will be held throughout the year. At each of these events, along with the new website, will be **“The Horseshoe Store.”** This will be the location to buy Helping Horses Sanctuary branded merchandise, baked goods, crafts, and other donated handmade and artisan goods.

**Stage 1 Event Riverboat cruise and dinner or similar venue**

* An event to introduce the public to Helping Horses Sanctuary and its mission through an informational display and informed Volunteers answering questions.
* Proceeds from the sale of tickets will be a primary source of financial gain.
* Marketing for the event may be sponsored by a larger organization or through local outlets.

**Stage 2 Event-Local Restaurant sponsored Pancake Breakfast or similar venue**

* Builds on the Stage 1 Event with the introduction of the horses.
* Guests visually and physically experience the horses and learn their stories. The mission is readily available and visible.
* Videos of the Helping Horses Sanctuary depicting the life stories of horses are played on large screen TVs.
* Volunteers interact with and escort guests to their tables.

**Stage 3 Event-Vineyard Outing or Dinner/Dance or similar venue**

* A more formal informational event without the horses
* Sponsorship materials will be available for interested guests to sponsor specific horses, herd needs, or farm items.
* Volunteers will be expected to “Ask” for sponsorships and donations.

**Stage 4 Event-Fall Gala**

* The pinnacle of the fundraising cycle.
* The Gala is considered the premiere event: A formal occasion that includes horses, dinner, entertainment, and a presentation of success stories.
* Volunteers share personal experiences, stories, and be acknowledged for their efforts.
* Guests will see the impact of their donations.
* Guests will be directly asked for additional donations and to participate in the Sponsorship Program.
* “*The Horseshoe Store*” will be open on at the Gala site, selling a variety of goods
* A raffle for 5-7 premiere baskets of high quality goods will commence.
* Volunteers will be expected to “Ask” for sponsorships and donations.

Prior to each stage, event, training will occur and all volunteers will participate. All volunteers will receive their “Stories of the Herd” information packet. This will prepare the volunteers to answer questions and provide narratives to event guests.

**5) Complete strategic training needs assessment (pre and post training) and analyze the results.**

**Note to Instructors:** As part of the strategic evaluation and training process to conduct fundraising training with volunteers, it is important students and the Executive Director understand the characteristics of volunteers to identify strengths and opportunities so talent is leveraged appropriately.

**Ideal Characteristics of Volunteers**

The Fundraising activities for Helping Horses Sanctuary are expected of all volunteers. They will be committed to providing attainable fundraising ideas and active participation during fundraising events. Each member will be motivated and inspired by the mission of the Helping Horses Sanctuary.

Volunteers will be trained in persuasive soft skills. Fundraising Leaders will lead the training sessions and hold authority to evaluate and identify potential leaders for future sessions using the feedback form. This training model will rely on a mentor/companion system.

The training session will be the same every time and follow the same content for consistency. Returning Volunteers will build and refine their skills. Training leaders will evaluate volunteers using an assessment tool (see Table TN-4).

**Table TN-4**

**Fundraiser Volunteer Evaluation and Rating Form and Assessment Tool**

| ***Characteristic*** | ***Low*** | ***Medium*** | ***High*** |
| --- | --- | --- | --- |
| **Initiative** (ability to act on your own) | 1 | 2 | 3 |
| **Kindness** (an act that shows consideration & caring) | 1 | 2 | 3 |
| **Communication** (a sense of mutual understanding and sympathy) | 1 | 2 | 3 |
| **Body Language (Appearance)** (an outward aspect of somebody or something that creates a particular impression) | 1 | 2 | 3 |
| **Knowledge of “Helping Horses Sanctuary”**  (clear awareness or explicit understanding of the organization) | 1 | 2 | 3 |

**6) Analyze and tangible (monetary) and non-tangible (non-monetary) factors and develop an operating budget and facilities plan to support training for volunteers on fundraising.**

**Note to Instructors:** Creating a budget and analysis of similar budget models creates additional research opportunities, fostering creative and critical thinking. This assignment drives the focus toward sustainable cost effective deliverables for the client organization.

Below is a proposed budget for the Helping Horses Sanctuary Volunteer Training. This budget is created based on paid trainer expenses, material expenses, and facility costs. It is recommended for instructors to provide an expected range of an hourly rate of a trainer in a corporate, educational, or industrial setting for context. Ideally, an actual budget will show only the materials for Volunteer Leader operated training or train the trainer training (See Table TN-5). Table TN-6 overlays the Benevon™ Fundraising Model over the budget.

**Table TN-5**

**“Lifecycle of Dedication” Training Budget**

| **Helping Horses Training Budget** | **March** | **June** | **September** | **Annual Total** |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| **Salary/Benefits** |  |  |  |  |
| Employees | 0 | 0 | 0 |  |
| Coordinator | 0 | 0 | 0 |  |
| Training Managers (8hr @ 50) | 400 | 400 | 400 | $1,200 |
| Trainers/OEM (8hr @ 40) | 320 | 320 | 320 | $960 |
| Computer Trainers |  |  |  |  |
| **Equipment** | 0 | 0 | 0 |  |
| **Supplies and Materials** (20 @ 25) | 500 | 500 | 500 | $1,500 |
| **Telephone** | 0 | 0 | 0 |  |
| **Consultants** | 0 | 0 | 0 |  |
| **Professional Fees** | 0 | 0 | 0 |  |
| **Travel** (50m @.50) | 25 | 25 | 25 | $75 |
| Airfare | 0 | 0 | 0 |  |
| Hotel | 0 | 0 | 0 |  |
| Car Rental | 0 | 0 | 0 |  |
| **Snacks** | 50 | 50 | 50 | $150 |
| **Training Facilities** | 0 | 0 | 0 |  |
| **Lunch for trainer** | 12 | 12 | 12 | $36 |
|  |  |  |  |  |
| **Total** | **$1,307** | **$1,307** | **$1,307** | **$3,921** |

**Table TN-6**

**Analysis of Proposed Helping Horses Sanctuary Budget with the Benevon™ Fundraising Model**

|  |  |  |  |
| --- | --- | --- | --- |
| **Helping Horses Budget using Benevon™ Model** | **March** | **June** | **September** |
| Salary/Benefits |  |  |  |
| Employees | 0 | 0 | 0 |
| Coordinator | 0 | 0 | 0 |
| Benevon™ Training: |  |  |  |
| Newsletter (E-New$) | 0 | 0 | 0 |
| Software (Next Step Donor Mgmt.-Starter Package) | 596 | 596 | 596 |
| Tuition (per 1 participants) | 625 | 625 | 625 |
| Travel to Required Workshop: |  |  |  |
| Airfare | 0 | 0 | 0 |
| Hotel | 0 | 0 | 0 |
| Car Rental | 0 | 0 | 0 |
|  |  |  |  |
| Equipment | 0 | 0 | 0 |
| Supplies and Materials (20 @ 25) | 500 | 500 | 500 |
| Telephone | 0 | 0 | 0 |
| Consultants | 0 | 0 | 0 |
| Professional Fees | 0 | 0 | 0 |
| Travel (50m @.50) | 25 | 25 | 25 |
| Airfare | 0 | 0 | 0 |
| Hotel | 0 | 0 | 0 |
| Car Rental | 0 | 0 | 0 |
| Snacks | 50 | 50 | 50 |
| Training Facilities | 0 | 0 | 0 |
| Lunch for trainer | 12 | 12 | 12 |
|  |  |  |  |
| Total | **$1,808** | **$1,808** | **$ 1,808** |

**Additional Resources-Benevon™ Model**

<http://www.benevon.com/416_110/SubscribetotheBenevonE-New$.htm>

<http://www.benevon.com/documents/next-step-pricing-2011.pdf>

<http://www.benevon.com/493_124/WorkingwithBenevon:InformationforFunders.htm#q11>

<http://www.benevon.com/236_111/Benevon101:BuildingSustainableFundingforYourMission.htm>

**8) Complete a marketing and evaluation plan for volunteer fundraising training.**

**Note to Instructors:** Creating a marketing and evaluation plan provides the opportunity for students to apply and test their ideas. Such assignment activities enhance learning as student’s research and apply information from actual organizations.

**Scenario Planning – Helping Horses Sanctuary River Boat Cruise or Similar Venue**

River boat cruises (costs vary by company) or similar venues can accommodate 50-675 people. In this scenario, a river cruise was identified. The average cost per person is $25 for a 2 ½ hour cruise which includes a meal and a cash bar. The recommended estimated charge is $50 per person, which would provide an average return on investment (ROI) of $25 per attendee. Table TN-7 provides a sample ROI scenario.

**Table TN-7**

Hypothetical Projections and ROI

|  |  |  |  |
| --- | --- | --- | --- |
| ***Attendees*** | ***Rate*** | ***Total*** | ***Net Gain (ROI)*** |
| 50 people | $50 | $2500 | $1250 |
| 100 people | $50 | $5000 | $2500 |
| 250 people | $50 | $12,500 | $6250 |
| 675 people | $50 | $33,750 | $16,875 |

In Table TN-8 a sponsorship program is suggested. It consists of material that can be mailed or available at events. Recipients select their level of donation and receive a gift in return.

**Table TN-8**

**Sponsorship Program Material**

**3 Sponsorship levels for donors: (market priced with monthly donation option)**

| **Level** | **Donation Range** | **Item** | **Recognition Gift** |
| --- | --- | --- | --- |
| **Foal** | **$100-$149** | 1 item | 12-month calendar magnet with a picture of Helping Horses Sanctuary, specific horses, or a group photo (horses and volunteers)   * Bookmark * Key Chain * Signed photo from the horses |
| **Yearling** | **$150 - $249** | 2 items | * T-shirt * Long Sleeve Shirt * Sweatshirt * Mug * Reusable Bags * Free silent auction ticket or pair of Gala tickets |
| **Alpha** | **$250 & above** | 3 items | Collector/Trading Cards   * Bio - Each sanctuary horse would have a short bio written about the horse and their story * Picture – Each horse would have a glamour or action picture * Card Stock Printed on heavy card-stock and laminated. * Each card includes a metallic pin of Helping Horses Sanctuary |
| **Herd** | $5,000 yearly | 3 items | Receive Alpha level items and a name plaque in horse barn |

**Suggested Marketing Plan:**

**Newsletter Method - electronic and paper**

* Newsletter with an option to donate and raise money.
* Detachable section to bring to attention to new opportunities for the Friends of the Helping Horses Sanctuary.
* Include graphics and short descriptors to engage readers.
* Responses can be obtained via email or return the detachable portion of the newsletter with donation level and amount.
* Create a Facebook™ fan page, Pintrest™, and Twitter™ account to increase activity and track analytics.

**Outreach Method (2 options)**

**Option 1**:

* Initial postcard/envelope/newsletter with perforated edge & paid postage
* Sample Text: *"Please donate! We would not only like to provide the horses with something from you but we and the horse would like to give you something to remember us by. We have created as new opportunity to show support through our medal system. Each level not only provides for the horses but you as well."*

**Option 2:**

* Re-format newsletter to include “Donations & Support” section on front page or back page.

**Epilogue**

The Board of Directors for Helping Horses Sanctuary unanimously approved the new fundraising project and budget for the training for the next year. The fundraising training plan and model were presented to the volunteer population at the annual March meeting. The Executive Director for Helping Horses Sanctuary scheduled implementation of the training for the volunteers for June, but subsequently cancelled the training.

One of the graduate students working on this project became a volunteer for the organization and secured a grant to support additional funding for this project. The Horse Shoe Store opened in the small community town, focusing on the sale and re-sale of slightly used horse related items. The River Cruise option was not implemented. The Pancake Breakfast at a local restaurant has continued to be offered twice per year. The Fall Gala was postponed until a more cost effective venue could be secured that could accommodate the needs of the horses, volunteers, and attendees.

**Additional Pedagogical Materials**

This decision case can be presented in a variety of formats: open ended without specific questions, guided class discussions, and/or with directed assignments that focus on qualitative and non-qualitative methods. This case can also serve as a class project using teams and groups with final deliverables in terms of client portfolio reports, client presentations, and class presentations.

This case has been classroom tested in graduate level training and HRD strategic thinking and planning courses in a small group format (3-4 students). The primary objective was to develop a strategic plan and evaluation for engaging, developing, and implementing training for volunteers on sustainable and strategic fundraising techniques. The qualitative and quantitative aspects of this case proved sufficiently challenging with students logging 140+ hours of outside class time per group working on the project. The case highlights a variety of tangible and intangible factors in developing the scope for the project in a highly dynamic and transitional non-profit environment. The team also learned about their strengths, weaknesses, and opportunities as a team, displaying Tuckman’s storming, norming, performing and adjourning model of team development.

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