

MAJOR GIFT METRICS MEASURING YOUR WAY TO SUCCESS

AFP Congress 2018

YOU REALIZE YOU AREN'T GOING AS FAST AS YOU'D THOUGHT ...

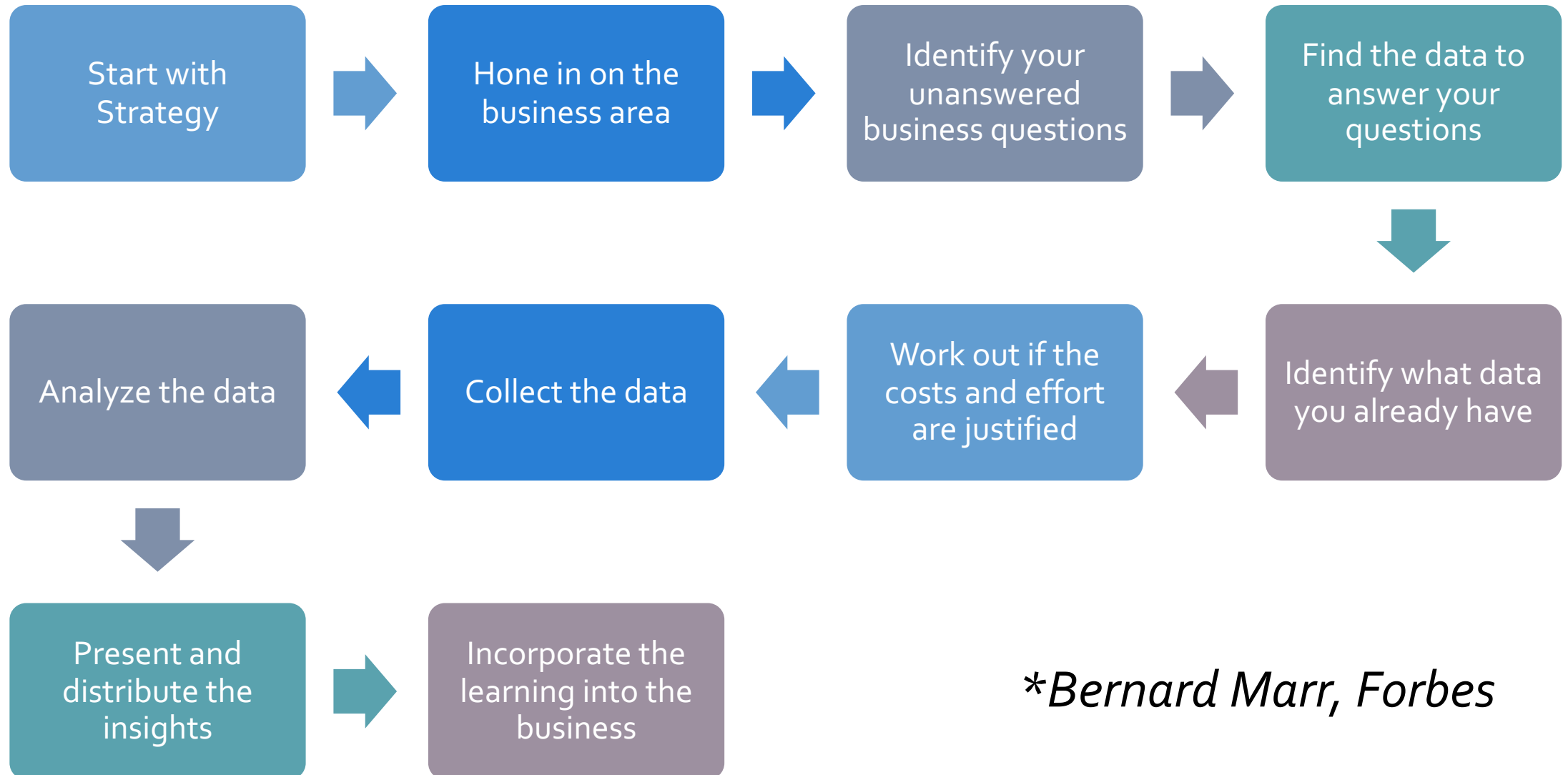
How you planned it.



How it's going.



10 Steps to Data-Driven Decision Making



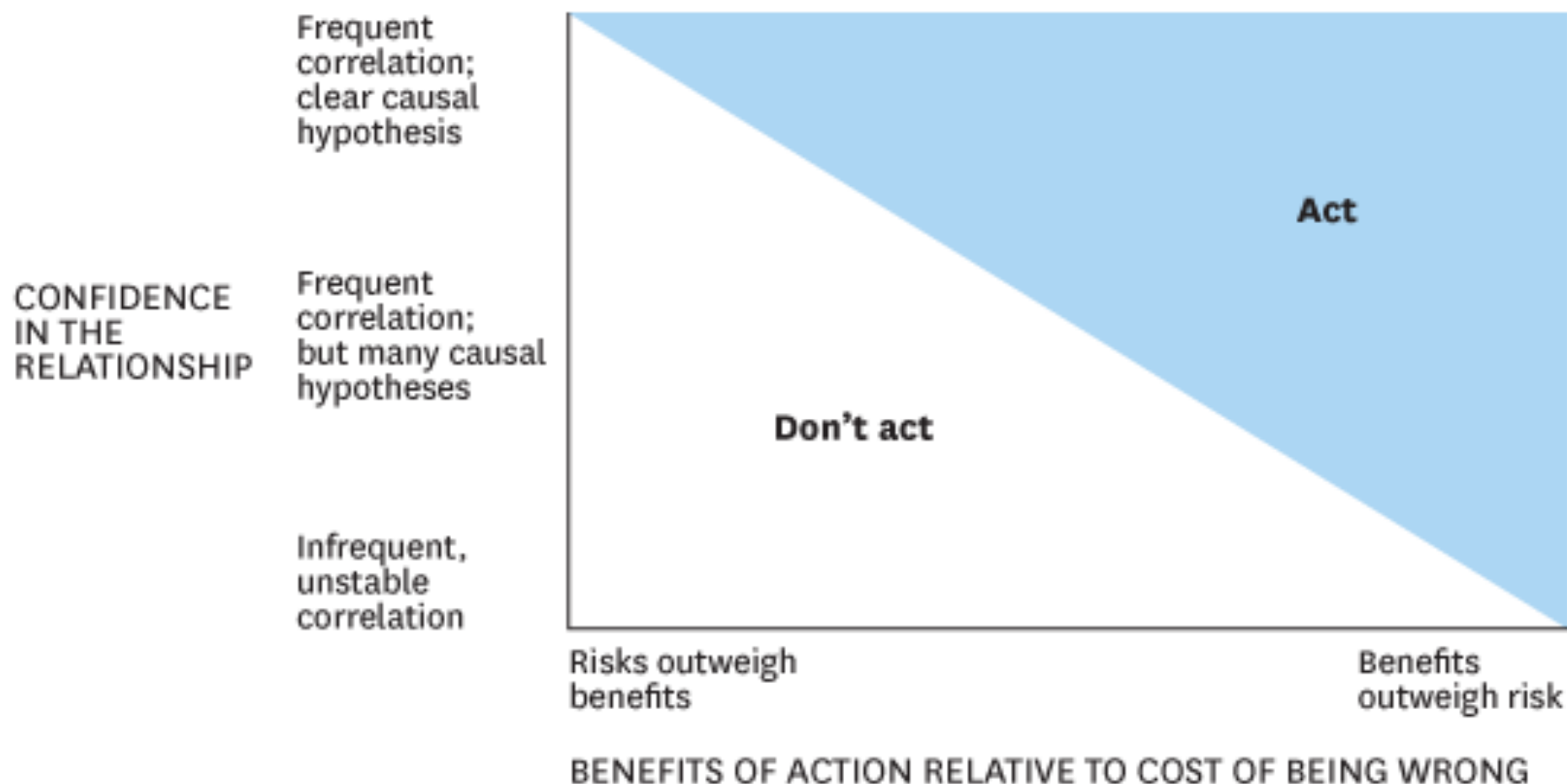
**Bernard Marr, Forbes*

Where's the Art?



WHEN TO ACT ON A CORRELATION IN YOUR DATA

How confident are you in the relationship? And do the benefits of action outweigh the risks?



Which Metrics?

Be realistic & focus on priorities

Use your fund development plan as a guide

Determine gaps & challenges

What's keeping you up at night?

What can you measure consistently & accurately?

Diversify Your Metrics

Levels

Individual

Team

Organization

Types

Outcome

Process

Quality

Length

Annually

Quarterly

Monthly

Fund Development System

Donor Management Model

- Consistent, step-by-step process to ensure effective relationship building with all donors

Performance Management

- Attracts talent & increases retention & accountability through skill development, growth opportunities & measurable goals & objectives

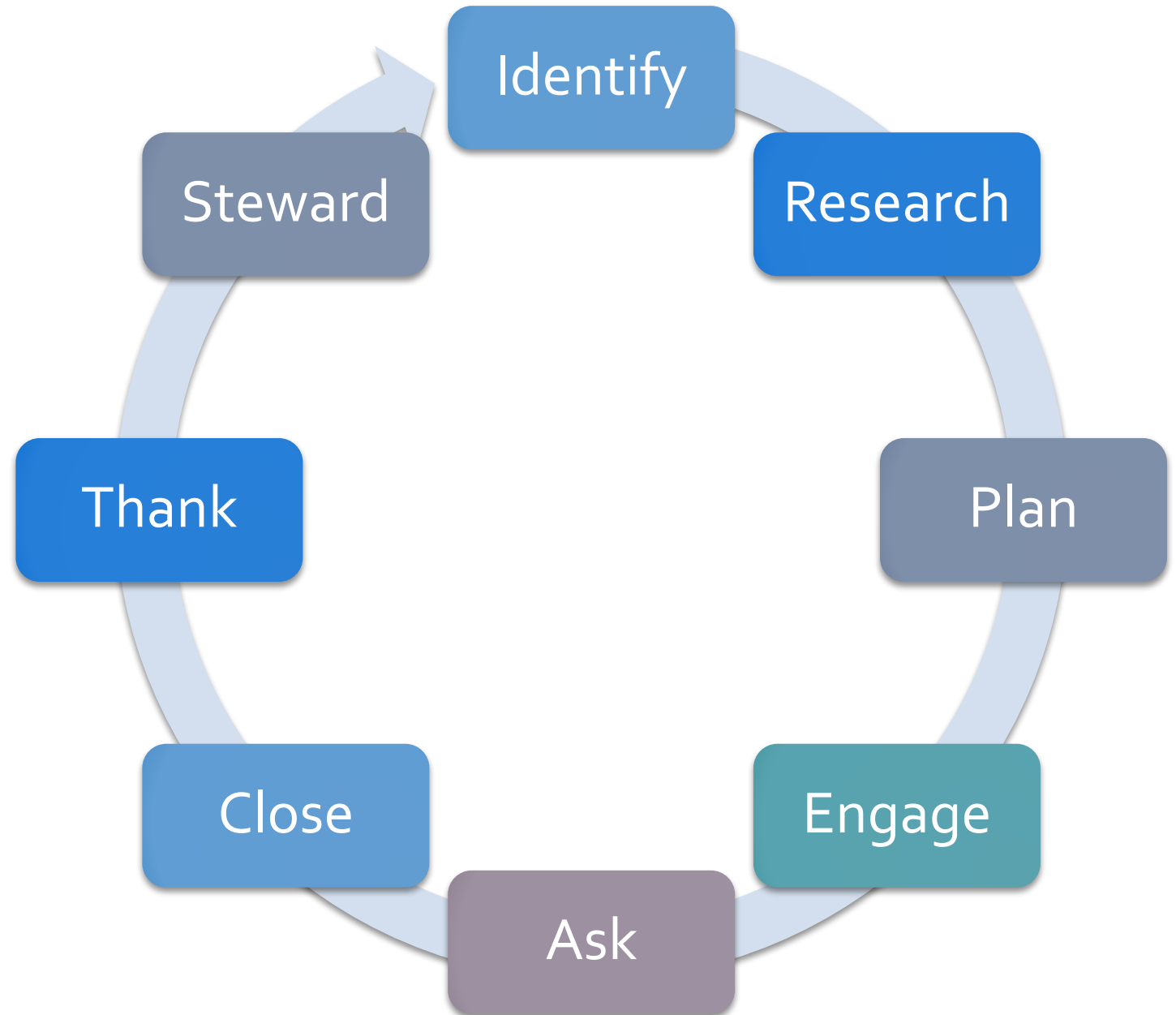
Volunteer Leadership

- Increased success through partnerships with volunteer leadership working with & through them to achieve objectives

Technology & Systems

- World-class solutions for effective donor management, tracking of key metrics and ensuring efficiencies

Donor Management Model



Identification: Table of Gifts

	\$1,000,000									
	Gifts					Number of Prospects				
	<u>Amount</u>	<u>Number of Gifts Needed</u>	<u>Subtotal</u>	<u>Cumulative</u>	<u>%</u>	<u>Needed</u>	<u>Identified</u>	<u>Closed Gifts</u>	<u>Prospects Still Needed</u>	<u>Needed Factor</u>
40%	\$100,000	1	\$100,000	\$100,000	10%	3			3	3
	\$50,000	2	\$100,000	\$200,000	20%	6			6	3
	\$25,000	6	\$150,000	\$350,000	35%	18			18	3
40%	\$10,000	15	\$150,000	\$500,000	50%	45			45	3
	\$5,000	25	\$125,000	\$625,000	63%	75			75	3
	\$2,500	45	\$112,500	\$737,500	74%	135			135	3

Name-by-Name Table of Gifts

[illegible]

Research Metrics

% of identified donors that have been rated (capacity, inclination & readiness)

% of donors with capacity rating at Major Gift level with up-to-date research profile

Number of new prospective major & principal gift donors identified per month

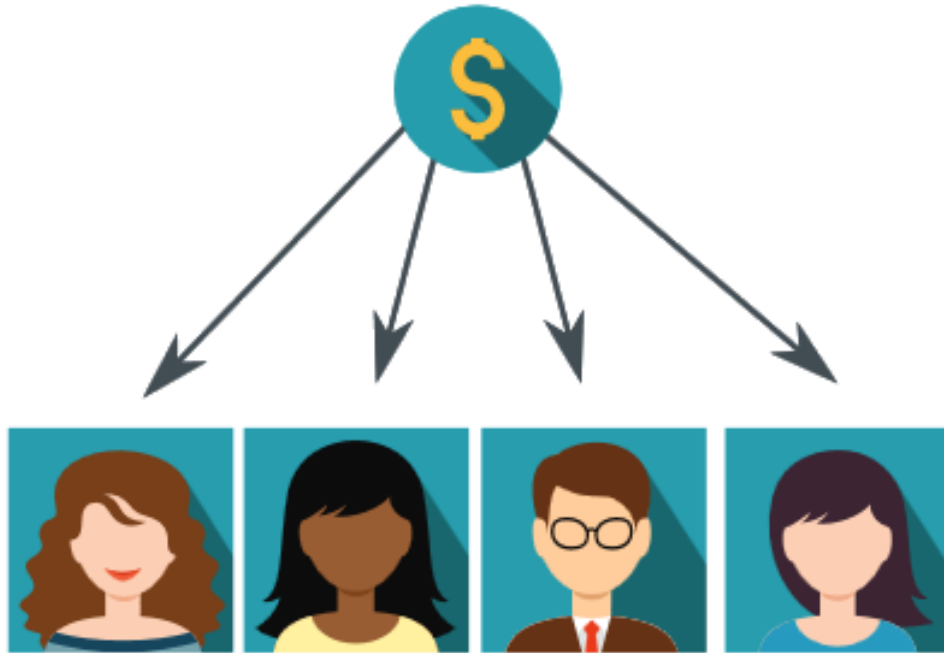
Donor Planning

- # of major & principal gift prospects assigned to gift officer (relationship manager)
- % of major and principal gift prospects with written donor engagement (major gift strategy) plan

Strategic Initiatives to Increase Motivation, Decrease Obstacles, Engage Decision Makers, Confirm Rights	Person	By When	Specific Expected Minimum and Maximum Results
Comments on Relationship, Values, Philanthropy, "Yeses"			

**Excerpt from The Osborne Group's Major Gift Strategy Worksheet*

One data point



Many data points



** Abila Donor Engagement Study, 2015, www.abila.com*

Prospect Management

- # of donor strategy meetings held per month
- Progress toward prospect management tracker

<i>Name of Prospect</i>	<i>Assigned</i>	<i>Ratings</i>			<i>Ask Amount</i>		<i>Next Move</i>	<i>Who</i>	<i>When</i>
		C	I	R	Major Gift	Annual Fund			
Joe Donor	JP	C10	H	RD	\$5m	\$250k	Confirm right purpose	JP	2/15
Sam Giver	CO	C8	L	RD	\$1M	\$500k	Raise giving sights	CO	3/31
Mary Philanthropist	TB	C7	L	RF	\$50k	\$5k	Visit w/ donor	TB	2/28
Lilly Patient	JP	C5	M	RC	\$25K	\$1K	Tour with Dr. O	JP	3/5
Jim Onthefence	TB	C4	H	RB	\$50K	\$5k	Visit w/Sue	TB	3/12

** Excerpt from The Osborne Group's Prospect Management Report*

Donor Management Process Metrics

- Yield Rate: % of prospects that make it from one step to another:
 - Identify to Plan?
 - Identify to Ask?
 - Ask to Close?
- Processing Time: Average time from one step to another:
 - Identify to Plan?
 - Plan to Ask?
 - Identify to Close?



Evaluating Calls & Visits

Call Metrics

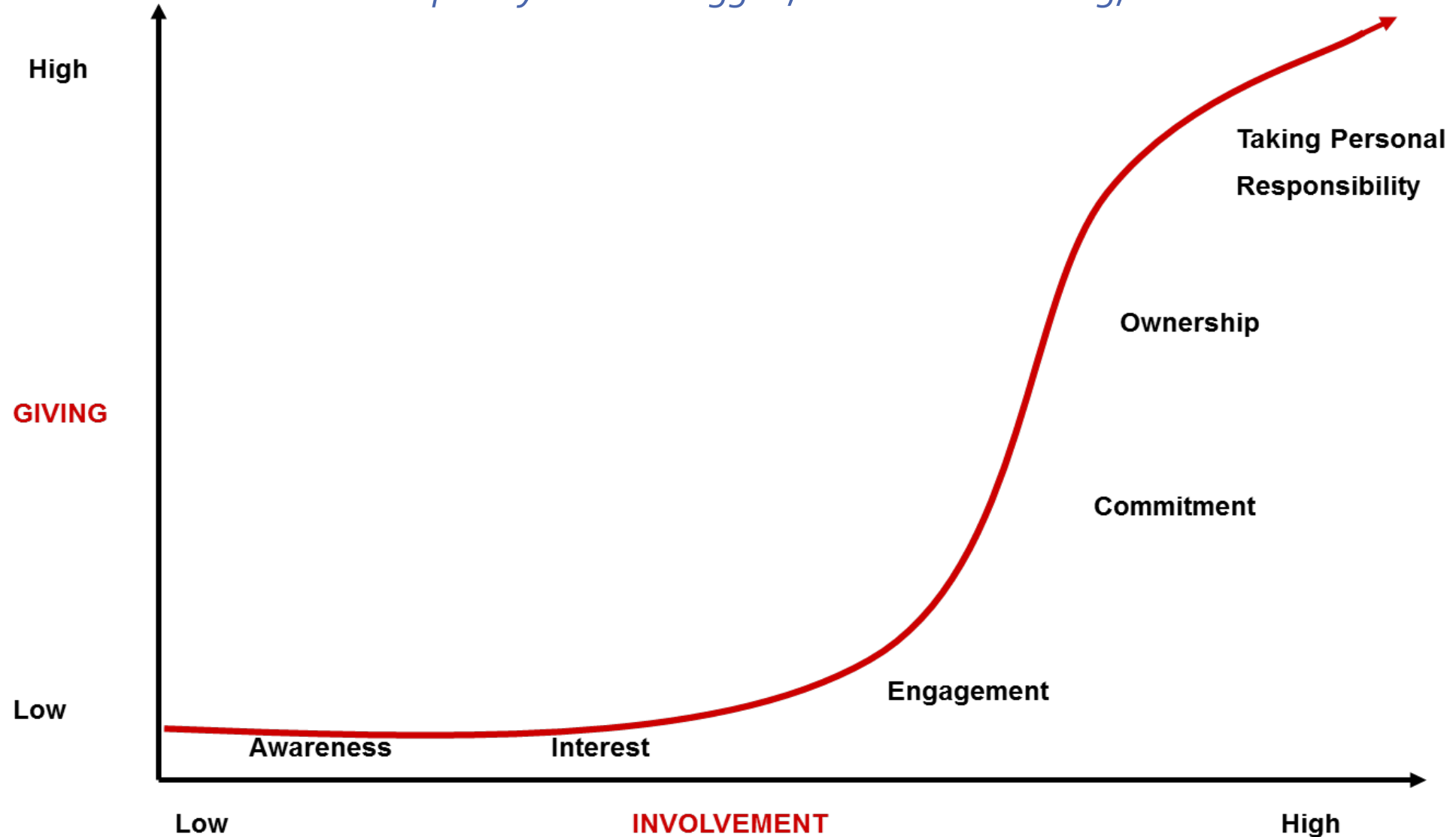
- Approaches with most success
 - Email, Note, Call
 - From whom
- Number of calls to get one appointment
- Time of day with most success
- Day of the week with most success
- Three reasons with most success

Visit Metrics

- Number of visits
- Visit plans completed
- Visit outcomes
- Visit yield (long-term)
- Other trends (regions, contacts)
- Manage calendars

The Tarnside Curve of Involvement

**Developed by Patrick Boggen, Tarnside Consulting, UK*



Know Your E (engagement) Scores

Attended vision meeting	Hosted an event	Raised money	Introduced one or more potential donors	Served on high level committee
5 points	3 points	3 points	2 points	5 points

Participated in Day of Service	Took tour and brought a friend	Trustee	Provided high level advice	Provided high level expertise
3 points	3 points	8 points	4 points	4 points

Attended Reunion	In touch with classmates	In touch with faculty	Attended alumni event	Participated in alumni survey
1 point	2 points	3 points	2 points	1 point

Ask & Close

- Number of asks (total and by solicitor)
- Asks made within donor plan timeline
- Yes/Success Rates
 - % of closed gifts to requests made
 - % of amount received to amount requested
 - % of amount received to capacity rating
 - By solicitor
 - By solicitation method/appeal



95%

Would appreciate a thank you call within a day or two of the organization receiving their donation

85%

Said such a thank you would influence them to give again

84%

Said they would definitely or probably give a larger gift

42%

Average amount of increase in giving by those that received a thank you call compared to similar donors who did not (tracked after 14 months)

39%

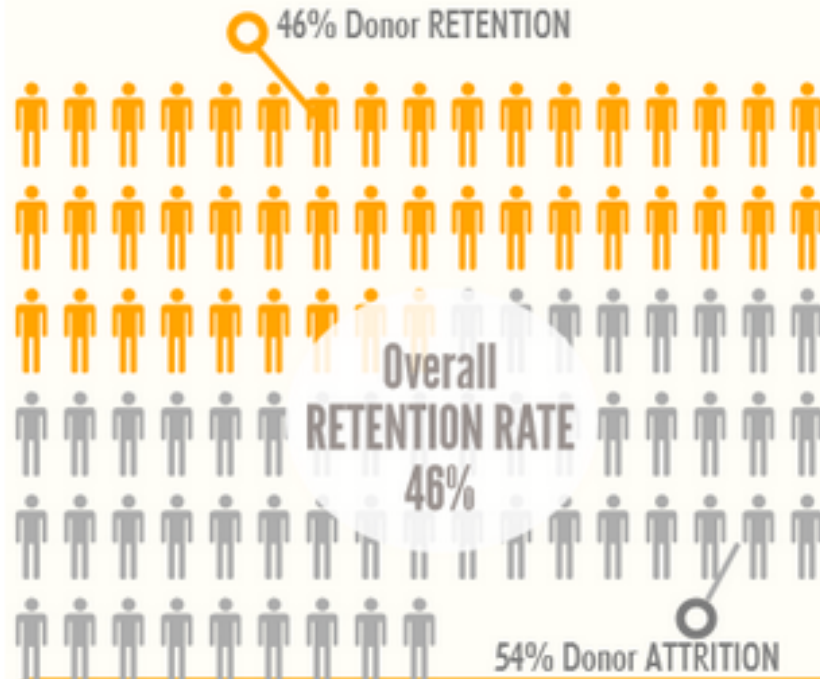
During the renewal cycle, those who received a thank you call were 39% more like to renew their support

**Penelope Burk, Donor Centered Fundraising*

Thanking Metrics

- Process:
 - % of donors receiving a thank you call at the time the gift is made (from a board member?)
 - Average gift acknowledgement turnaround time (24 hours, 48 hours, etc.)
 - % of new donors receiving welcome package
- Outcomes:
 - New donor retention, time to second gift
 - Donor retention, upgrades by thank you type

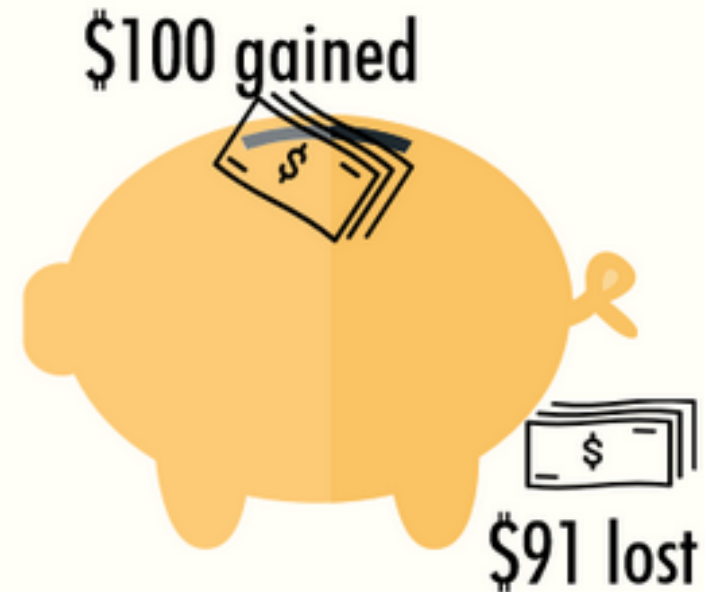
Every 100 donors gained was offset by
96 lost donors through attrition



DONOR RETENTION

- 2% net gain in donors retained from 2014 to 2015.
- 79% of the gains were from NEW donors.
- 21% of the gains were from REACTIVATED donors.

Every \$100 dollars gained was offset
by \$91 lost



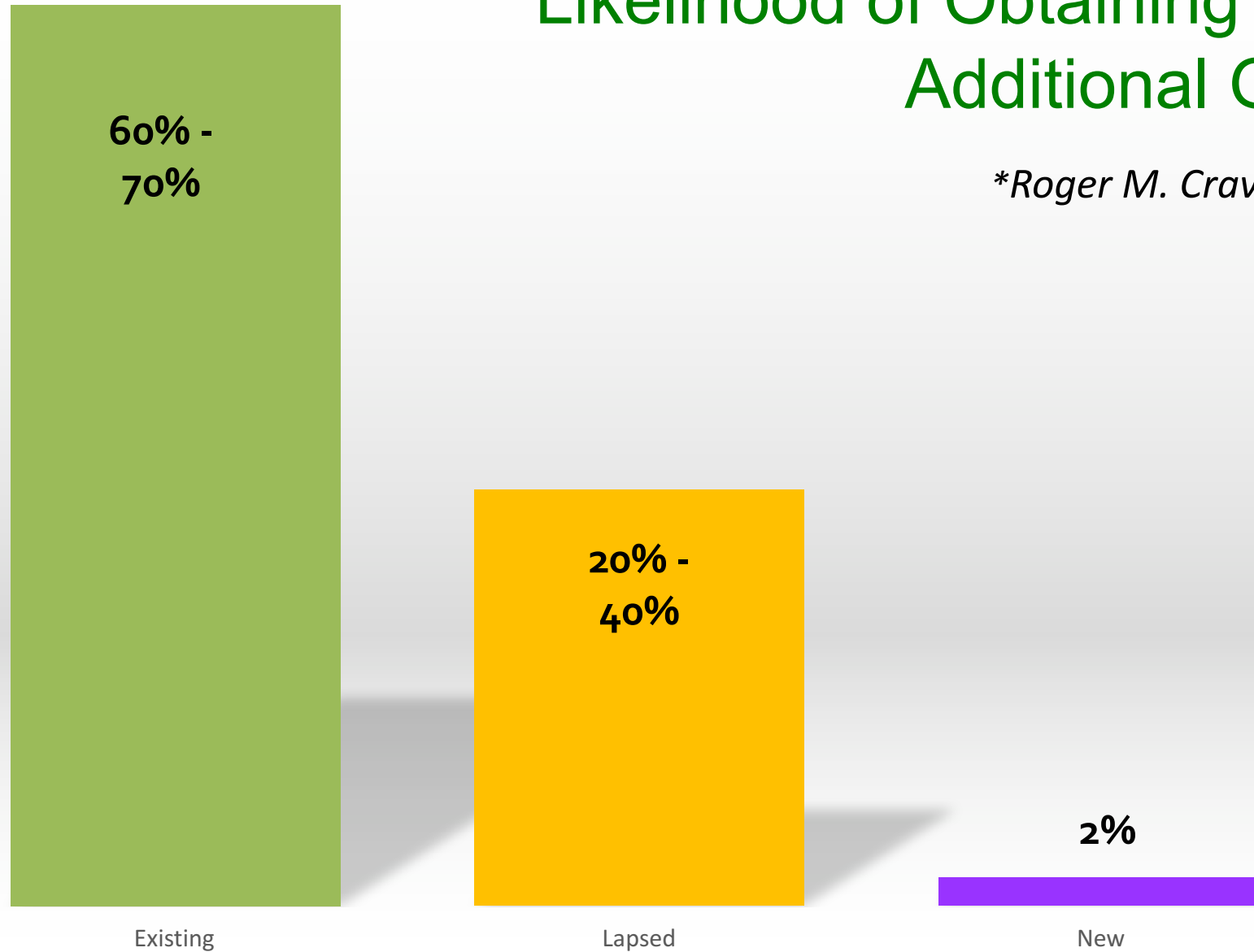
DOLLAR RETENTION

- 5.3% net gain in revenue from 2014 to 2015.
- 44% of the gains were from NEW donors.
- 37% of the gains were from UPGRADED donors.
- 19% of the gains were from REACTIVATED donors.

**2016 AFP Fundraising Effectiveness Project, Bloomerang*

Likelihood of Obtaining an Additional Gift

**Roger M. Craver*



Stewardship Metrics

Donor retention rate (first year, multi-year)

Dollars gained/lost from retained donors

Upgrades

Pledge fulfillment rate

of stewardship moves delivered

Donor satisfaction (survey)

Volunteer Leadership

- % of board/committee members giving
- % of board/committee members giving leadership gifts/major gifts; at capacity
- amount raised **from** the board as a percentage of the annual fund
- amount raised **by** the board as a percentage of the annual fund
- % of members actively involved in helping secure major & principal gifts (from all sources)
- Progress toward individual fundraising plans, progress toward team goals
- # of touches/visits with principal & major gift donors & prospective donors
- # of hours per week spent working directly with CDO on donor strategies

Culture of Philanthropy

Every constituent understands, embraces, believes in and acts on his or her collective and individual roles and responsibilities in philanthropy in a collaborative and donor-focused manner.

Non-Development Staff Major Gift Objectives

- % of time dedicated to fund development including strategy development, phone calls and visits
- # of touches/visits with principal & major gift donors & prospective donors
- # of hours per week spent working directly with CDO on donor strategies

Performance Management: Frontline Fundraisers

Progress toward performance objectives

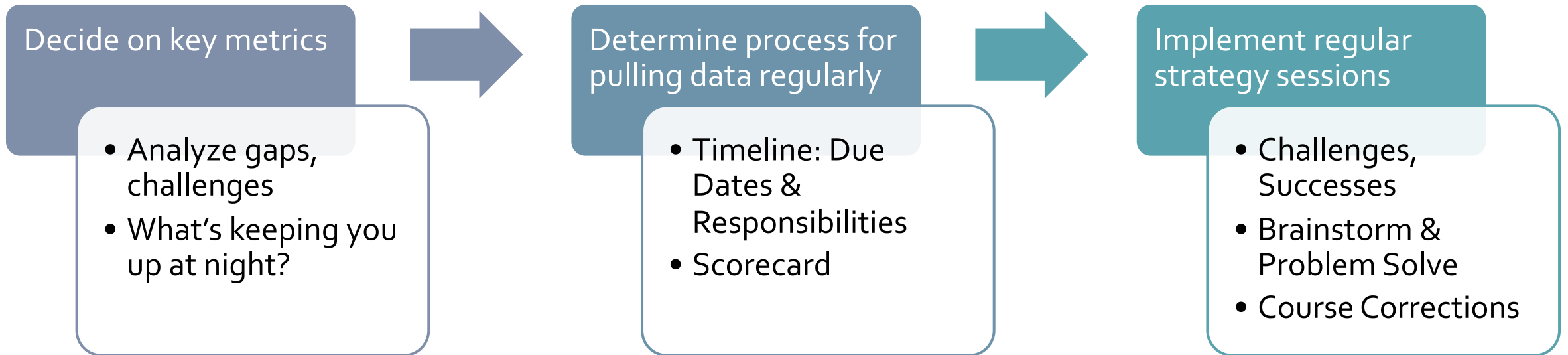
- Total dollars raised
- Number of prospects assigned
- Number of visits completed
- Solicitations made
- Stewardship “moves” delivered
- Other campus liaison responsibilities
- Professional development goals & activities
- Connection to Program

Time Allocation and Priorities

Priorities	% Actual	% Desirable
Donor Work – Direct	10%	50%
Donor Work – Planning	30%	20%
Managing Staff	40%	10%
Supporting Board, Head of School	5%	15%

- Review big picture priorities and percentage of time with supervisor
- Agree on what you won't do!
- Use a time study when necessary
- TOG Spending Time Wisely Worksheet

Implementation & Tracking





Thank You!

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