



Setting Performance Expectations for Gift Officers

CASE Webinar
July 17, 2014

Where healthcare and science converge.



Current landscape

- Pressure to justify expenses
- Next phase of metrics
- Assessment culture



Why incorporate expectations?

- Creates data to support:
 - Employment decisions
 - Requests for additional budget dollars
 - Importance of talent management
- Build culture of accountability
- ROI for individual fundraisers



3 key areas for expectations

- Annual activity measures
 - # personal visits
 - # proposals
 - # gifts closed
 - \$ gifts closed
- Portfolio management
- Budget management



Activity measures defined

- **Personal visits:** on campus or at prospect's location; not at event
- **Proposals:** documentation that gift officer (GO) asked specific (assigned) prospect for a specific amount to support particular project
- **Gifts closed:** amount of new gifts & pledges committed as direct result of GO's efforts



Portfolio & budget management

- **Portfolio management:**
 - Strategic approach to portfolio penetration
 - Adhering to requirements for action/contact reports
- **Budget management:**
 - Efficiency of travel & entertainment expenses
 - Expense reporting & reconciliation



POLL

- Do you include portfolio and budget management in performance expectations for your gift officers?
 - Yes
 - No



Q&A BREAK



HOW TO SET ANNUAL ACTIVITY MEASURES

Major gifts officer example
(major gift: \$25,000+)



New gifts & pledges committed

- How much does each MGO need to raise to achieve major gifts goal?
- EXAMPLE:
 - \$2,000,000 major gift goal for FY14
 - \$1,000,000 goal for MGO
 - \$1,550,000 goal for VP
- Tiered approach for # commitments:
 - \$25,000 - \$100,000: 8/year
 - \$100,000+: 4/year



Proposals

- How many proposals needed for MGO to achieve goal for new commitments?
- Determine yield rate
- EXAMPLE:
 - \$25,000 - \$100,000: 16/year
 - \$100,000+: 8/year



Visits

- How many visits needed for MGO to achieve goal for proposals?
- Full-time, frontline fundraiser whose sole responsibility is cultivate, solicit and close
- EXAMPLE:
 - 12/month



MGO Annual Activity Measures

- # personal visits: 144
- # proposals:
 - \$25K-\$100K: 16/year
 - \$100K+: 8/year
- # gifts closed:
 - \$25K-\$100K: 8/year
 - \$100K+: 4/year
- \$ gifts closed: \$1,000,000



Q&A BREAK



Different measures by position

- Time expected fundraising vs. administrative tasks
- Specific department
- Vary by level of position, but consistent for those in same position



Different measures by position

- | | |
|--|---|
| <ul style="list-style-type: none"> • Dir, Individual Giving <ul style="list-style-type: none"> – # personal visits: 50 – # proposals: <ul style="list-style-type: none"> • \$25K-\$100K: 10/year • \$100K+: 3/year – # gifts closed: <ul style="list-style-type: none"> • \$25K-\$100K: 5/year • \$100K+: 1/year – \$ gifts closed: \$250,000 | <ul style="list-style-type: none"> • Advancement Officer <ul style="list-style-type: none"> – # personal visits: 120 – # proposals: <ul style="list-style-type: none"> • \$25K-\$100K: 12/year • \$100K+: 6/year – # gifts closed: <ul style="list-style-type: none"> • \$25K-\$100K: 6/year • \$100K+: 3/year – \$ gifts closed: \$300,00 |
|--|---|



POLL

- Do you have different activity measures for different fundraising positions?
 - Yes
 - No



ROI tool

- ROI of individual fundraiser performance
- ROI = dollars raised/cost of employment
 - Dollars raised: new gifts & pledges during FY
 - Cost of employment:
 - Gross salary +
 - Fringe benefits +
 - Travel & hospitality funds
 - (adjust if GO spends <100% time on fundraising)



ROI of MGO

- Dollars raised: \$1,000,000/FY
- Cost of employment:
 - \$115,000 salary (100% time)
 - \$ 37,950 fringe (33%)
 - \$ 15,000 T&E
 - \$167,950/FY
- ROI = $\$1,000,000 / \$167,950 = 595\%$



Trial period

- Begin tracking upon hire, but provide trial period
- Length depends on experience



Evaluations

- Annual performance reviews
- Quarterly evaluations after close of quarter
 - Opportunity to provide constructive criticism, guidance and praise
- Template available



Implementation

- Advisable to begin with new FY
- Consistency is critical





Contact information

Carrie Collins, JD

Vice President, Institutional Advancement

University of the Sciences

600 South 43rd Street

Philadelphia, PA 19104

O: 215.596.8948 C: 215.840.5368

c.collins@uscience.edu

www.usciences.edu

<http://www.linkedin.com/in/carriemcollins>

Follow on Twitter: @CCollinsJD

