

# GG+A Quarterly Review

Fall 2011

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*Philanthropic News & Analysis*

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## The Successful Development Officer Fundraisers Meet Pressure of Competing Demands and Rising Expectations

The stormy economy of the past three years has left donors thinking long and hard about their philanthropic investments and forced many chief advancement officers to re-evaluate what it takes for development staff members to maintain momentum. From strengthening social media skills to going on the road with faculty researchers, today's front-line fundraisers are constantly seeking ways to tap new resources and build partnerships.

For some institutions, that means a greater reliance on relationship building and tried-and-true fundraising tactics. For others, it means creating new positions and testing innovative strategies to engage donors at all giving levels. In this issue, chief development officers and leadership from educational, cultural, and healthcare institutions offer their perspectives on the skills and talents required to be a successful fundraiser today. On the pages that follow, learn about techniques to keep development staff members motivated and

energized, explore hiring trends, and discover strategies to measure and boost performance.

### Broader Program Knowledge

While strong interpersonal skills and the ability to ask for gifts are givens for successful fundraisers, the portfolio of talents required of today's front-line fundraisers goes far beyond closing the deal. Today's top fundraisers must demonstrate a range of financial, technological, and management skills, in addition to embracing the mission of

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## Performance Measurement Takes Many Forms

Measuring the performance of major gift officers and other advancement staff members is critical to set annual goals, forecast revenue, determine staffing needs, and ensure accountability to internal and external constituents. For many interviewees, finding the right balance between qualitative and quantitative measures remains a challenge.

To better understand the work of its major gift officers, the **Virginia Mason Foundation**, which supports one of Seattle's largest healthcare systems, implemented a management methodology developed by Toyota. The foundation used the business management system to shorten its cultivation process from 18 months to 5.7 months, to help identify the most productive prospects and ensure more time was spent with them, and to increase the number of completed major gift solicitations by 47 percent. ("Major Gift Officers: A Valuable Commodity," by Jeanne *continued on page 10*)

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# The Successful Development Officer

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their institutions and articulating programmatic information in greater detail than ever before.

The ability to engage in meaningful discussions about topics of interest to donors is essential for fundraisers. “The bar has been raised when it comes to the level of knowledge required of major gift officers,” says Kristen Rozansky, chief development

officer at the **Penn State Hershey Medical Center** and associate vice president for development at **The Pennsylvania State University**. The Medical Center and College of Medicine, which together have raised more than half of their \$300 million goal, have the highest goal of any Penn State unit in the university’s \$2 billion *For the Future* campaign. “You don’t have to be a doctor, but those working in healthcare philanthropy need to be informed about diseases and disease management.”

Dolores Ellenberg, vice president for development at **Carnegie Museums of Pittsburgh**, concurs. “If I am hiring a development officer for the Museum of Art, an interest or background in art history is almost imperative, and experience raising money for another art museum is preferable.”

Victoria Rogers, executive vice president of the **New World Symphony** in Miami, notes that as the symphony moved from “an organization asking for gifts to an educational cause looking for investors in the long-term future of the orchestral enterprise,” the development approach broadened as well. “The symphony president and I meet regularly with major gift development officers to discuss their portfolios and work plans. The development and marketing

and communications departments meet with the senior vice president of artistic operations to review the guest conductors and artists for the coming season, and development officers are expected to listen to the music being performed in advance of the season – all of which enhances their ability to talk to donors about the New World Symphony.”

## Heightened Financial Savvy

Greater financial acumen also prepares development officers to understand donors’ philanthropic investment options and how they can best serve institutional needs. “Development officers need to be more comprehensive in their abilities to understand and articulate gift vehicles that go beyond cash and securities, which was our typical practice in years past,” says David Unruh, senior vice president for institutional advancement for **Temple University**, which completed a \$380 million comprehensive campaign in 2009, exceeding its original goal by \$30 million. “They must be attuned to market situations and different types of financial instruments, such as shares in hedge funds and mutual funds, or individual retirement accounts, so they can understand donors’ positions in the market.”

In the U.K, development officers are still introducing many potential donors and institutional leaders

### GG+A Quarterly Review

Philanthropic News and Analysis  
Fall 2011, Vol. 8, No. 1

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to the concept and rewards of philanthropy. “Our gift officers have a major educational component to their responsibilities,” says Tania Jane Rawlinson, director of campaigns and alumni relations at the **University of Bristol**, which will complete its £100 million *Centenary Campaign* in 2014. “They must be able to relay subtle details about giving opportunities to potential donors who have never entertained the idea of making a gift.”

### A Greater Understanding of Family Dynamics

Domestically and abroad, philanthropy has become a family affair, and gift officers must be prepared to work with multiple decision-makers. “Philanthropy is more of a family activity than

of **Southern California**, who is planning to increase his advancement staff from 250 to 400 individuals to support the \$6 billion *Campaign for the University of Southern California*, the most ambitious fundraising campaign in the history of higher education. “Understanding family value systems and developing relationships with several family members can be tricky.”

Working with families has become such a priority for fundraisers at **The Children’s Hospital of Philadelphia** that Stuart Sullivan, executive vice president and chief development officer, recently created a new position: director of concierge services. “That individual is often the initial contact with families of patients, building relationships even before the development officer is

### Expanded Technology Proficiency

From entry level to senior staff in the advancement office, one of the most critical skills identified by interviewees is a proficiency with technology. “We all know that technology is integral to communication with donors, but we must learn how to use it most effectively,” says Mary Carole Starke, associate vice president for operations and associate campaign director for **Vassar College**, which is celebrating its 150th anniversary with the \$400 million *Vassar 150: World Changing* campaign. “From e-mail to social media, we must know donor preferences and comfort levels. However, technology should not be a substitute when a more personal touch is needed.”

Starke asserts that fundraisers also need to be adept at using technology to access relevant data. “Some advancement operations are more sophisticated about pushing information out to fundraisers. For those that are not, fundraisers must be willing to use the database to generate reports and work with the advancement operations team to find the most productive and efficient way to access the data they need.”

Sullivan notes his office has been making improvements in its information system to be more responsive to the reporting needs

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“We all know that technology is integral to communication with donors, but we must learn how to use it more effectively.”

Mary Carole Starke, Vassar College

ever before, and fundraisers must have the ability to navigate family dynamics and work with family members who have diverse interests,” says Albert Checcio, senior vice president for university advancement at the **University**

introduced to the family. He or she will lay the groundwork for the development officer and listen for cues that a family may have a philanthropic interest in the hospital.”

# Measuring Fundraising Effectiveness

## *The Use of Metrics*

As development shops grow in scope and complexity, the challenge of how best to measure effectiveness has grown as well. Why does the work of one development officer appear to yield greater results than those of his or her peers? How can we define standards for activity (new prospect qualification, substantive contacts, proposals submitted, proposals funded) that are genuinely useful in establishing a framework for the work of each gift officer, yet flexible enough to accommodate variations in such factors as the size, capacity, and affiliation level of the assigned portfolios?

The data represented below is excerpted from a study of major gift officer activity in 2010 at six highly competitive private research universities. Each operates in a hybrid environment (central and unit-based development officers) and each includes an academic medical center. Cohort groups at the six institutions ranged in size from 35 to 75 development officers. GG+A measured a number of indicators seeking to isolate the factors that seemed most closely correlated to fundraising success.

### Major Gift Officer Activity: Factors for Success

First Name	Total Years in Advancement	Prospect Assignments	Visits	Number of Proposals Submitted	Dollars Closed
Mary	10	141	122	22	\$4,242,000
Tom	17	127	87	27	\$4,758,000
Bob	11	128	93	19	\$1,810,000
Tara	22	128	29	12	\$945,000
Sandra	14	123	48	9	\$112,500

The results are intriguing. When we compare two gift officers with similar levels of experience and prospect assignments, the strongest correlation to success is simple: the number of proposals submitted to prospective donors. Tom and Tara each have over 15 years of experience and each manages a portfolio of close to 125 prospects, yet Tom's 27 proposals yielded \$4.8 million for his institution, while Tara's 12 proposals yielded \$0.9 million. More activity, and more effective activity, translates to greater rewards for the institution.

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of fundraisers and to track their performance. He believes that technology is providing ever greater options for sharing information internally, as well as for spreading the institutional message to donors. “Fundraisers should be familiar with how technology, including social media and web sites, can help them maintain a dialogue with donors who are negotiating and closing gifts through e-mail, text messages, and phone calls,” says Sullivan. “The process to reach a formal gift agreement is changing, and development officers must be able to read between the lines in electronic communications.”

While the addition of social media to the advancement toolbox can expand the opportunity to cultivate relationships, Paul Higgins, chief advancement officer at **St. George’s School**, an independent school in Rhode Island, notes, “At the end of the day, it’s all about relationship building. The difference today is that advancement staff members must have a greater customer service mentality with increased attention to donors and constant communication about the significance of their gifts.”

### Institutional Support and Collaboration

The success of a major gifts officer is closely linked to a high level of internal support, from institutional leaders to back-office systems. With

a larger menu of philanthropic choices before prospects, it frequently takes enhanced collaboration and coordination across an institution to identify and maintain relationships with current and potential donors.

### Support from the Top

Ferdinand von Prondzynski, who has served as principal and vice-chancellor of Scotland’s **Robert Gordon University** for less than one year, having previously served as president at **Dublin City University**, explains his approach to advancement. “My chief development officer at Dublin City

require the leader to take an active role, a concept that is not clearly understood in the U.K., especially by governing boards,” agrees Eric Thomas, vice-chancellor of the University of Bristol. “The development director knows the business and how to operate it, but he or she cannot make assumptions that a vice-chancellor knows about legacy funds or high net-worth donors, which makes the role of the development director in the U.K. even more important.”

Howard Herring, president and chief executive officer of the New World Symphony, describes how a

“The process to reach a formal gift agreement is changing, and development officers must be able to read between the lines in electronic communications.”

Stuart Sullivan, The Children’s Hospital of Philadelphia

University had access to me 24 hours a day, seven days a week. I knew it was a significant part of my role to participate in solicitations for major gifts.” He acknowledges that many institutional leaders in the U.K. may not share his perspective.

“The most significant fundraising campaign is one headed by the institutional leader. Certain gifts

leader can help set the tone for the fundraising operation. “As a leader, you must know when to go full speed ahead with your foot to the floor. But you also must know when you need to take a deep breath and think about how you can do better,” says Herring, who notes how he and his chief development officer often tap the expertise of trustees and key donors to provide feedback on

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solicitation tactics. “Some of our best strategies have come from them.”

### Presenting a United Front to Donors

To ensure greater collaboration in Bristol’s development office, Rawlinson abandoned the title of “major gifts officer” and replaced it with “leadership giving manager” to recognize the contributions of all staff members in cultivating and soliciting gifts. In addition, she merged one of the U.K.’s most successful annual giving programs with alumni relations to create a constituent engagement team and shifted responsibility for data and analytics to a new position. Rawlinson also created a “population manager” position. “Similar to an affinity group manager or store club card manager, this individual will look at the populations we are currently serving and analyze additional populations we could be reaching through new activities and events. We are looking for purposeful engagement from existing and new populations.”

In the U.S., advancement operations have long recognized the value of a multidisciplinary approach to fundraising, and some believe that merging functions and programs will yield greater success in reaching donors. “It is no longer possible to manage our philanthropic efforts if we think only in functional silos,”



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"ARE WE TALKING ABOUT A GIFT TODAY, OR ARE WE PRETENDING I'M HERE FOR ANOTHER REASON?"

says Unruh. To better coordinate efforts at Temple, he is creating executive director-type positions with “virtual” responsibility for a specific area, such as the arts, humanities, or social sciences. “This individual will help develop a university-wide strategy in a thematic area and will serve as the central contact point for all advancement efforts in that area, including the annual fund, prospect research, and the development services housed within the program area. We are no longer leaving this coordination to chance.”

Ellenberg is working to create a greater synergy among development

officers of the four museums that comprise the Carnegie Museums of Pittsburgh: Carnegie Museum of Art, The Andy Warhol Museum, Carnegie Museum of Natural History, and Carnegie Science Center. “We are attempting to be more collaborative with education programs and exhibitions and to better meet societal needs,” says Ellenberg, citing a museum-wide effort to leverage K-12 education interest in the concept of STEAM (science, technology, engineering, art, and math), which can translate into more opportunities for development officers to work together with donors across organizations.

Louis Nanni, vice president for university relations at the **University of Notre Dame**, acknowledges collaboration across programs and disciplines

by renowned architect Frank Gehry, symphony leaders worked with media consultants to prepare administrative staff, musicians, and development officers for the

the donor to bond with them. Most big gifts involve teamwork, and some fundraisers are less likely to distribute responsibility and work with others.”

“One of the biggest problems in the profession is individuals whose insecurities get in the way of doing their jobs.”

Louis Nanni, University of Notre Dame

is increasingly important, but warns against “engagement for engagement’s sake.”

“You must be vigilant and protect against developing relationships for other institutional or personal reasons at the expense of being out there raising money,” says Nanni. “If it doesn’t testify to greater numbers, then it’s for naught.”

“Understanding that relationships are dynamic and complex, we must be clear that our role is to advance our institution’s mission by raising money,” says Nanni, who led the recently completed *Spirit of Notre Dame* campaign, which raised \$2.01 billion, exceeding its original \$1.5 billion goal.

## A Team Approach

When it came time to open the New World Symphony’s 100,641 square-foot New World Center, designed

opening. “We wanted development, marketing and communications, and senior staff speaking the same language to donors, the media, and other constituents,” says Rogers. Development officers and key communications staff were trained to give building tours, rehearsing answers to questions donors and prospects might raise. “All of this collaboration creates a strong feeling of camaraderie among the staff, trustees, and donors,” says Herring.

## Trust Among Collaborators is Critical

Goodwill and camaraderie can easily be undermined by a lack of trust and what Nanni calls emotional insecurity. “One of the biggest problems in the profession is individuals whose insecurities get in the way of doing their jobs,” he says. “These individuals are less willing to have the donor bond with the institution; they prefer

At Penn State Hershey Medical Center, Rozansky describes how a physician withheld the names of 40 potential donors until he developed a trusting relationship with a new major gift officer. “This is the ultimate example of successful collaboration: when a physician gains confidence and a high level of comfort and trust in dealing with a gift officer.”

## Motivating and Engaging the Staff

Today’s major gift officers may well be tomorrow’s senior vice presidents of advancement. The challenge is keeping staff interested and moving forward in their careers, which often takes a multi-pronged approach, according to interviewees.

“We have a tremendous obligation to prepare the next generation of development leaders,” says Checcio, who attests to the value of creating a career path and promoting from within the organization. “Every three to four years, you need to give people a chance to grow and challenge themselves in new positions in your organization. If not, they may leverage their current position for the next one elsewhere.”

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## The Successful Development Officer

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Starke believes there is much to be gained by young professionals in watching masters at work. “I have always been amazed at the natural talent of successful fundraisers and their ease in working with donors,” says Starke. “The best way for young people to learn is by working with mentors and giving them an opportunity to see how a true professional breaks the ice or keeps conversations going with donors.”

She searches for opportunities to expand job responsibilities whenever possible. “Identify what people are good at, then get them involved in projects that draw on their strengths.” Starke also involves staff members at every level in planning staff retreats.

### Encourage Professional Development

While the economy has forced many advancement officers to tighten their belts, experts warn against using the economic downturn to slash professional development opportunities (“The Way We Ask Now,” by John DiConsiglio, *CASE Currents*, March 2010). Instead, development staff members should be encouraged to continue education and career training programs.

Advancement staff at Penn State Hershey Medical Center receive training via programs offered through Penn State’s

central development office and are encouraged to attend national conferences and join fundraising listservs. “One of the great revelations from interactions with peers is that staff members realize that start-up efforts and the most sophisticated development operations share many of the same problems,” says Rozansky.

At Temple, Unruh is looking to create a position to deliver management and leadership training for advancement staff in coordination with the university’s human resources department. “It is important for us to build the training capacity internally and use external resources as needed,” he notes. “Our deans are hungry for training on development basics – how to get an appointment with a donor, how to make the ask,” he notes.

“We can offer some of this ourselves, but there is a benefit in sharing the learning experience together.”

### Recognize, Reward, Reassess

In addition to professional development training, chief development officers and leadership are always looking at other ways to engage staff members and recognize their contributions.

“The founder of the symphony wanted to give each musician an opportunity to chart his or her

career,” relates Herring. “We give development officers, as well, a voice in the future of this organization, and they truly feel they are making a difference to Miami and to the future of the art form globally. This kind of investment translates to convincing fundraising messages and the compelling delivery of those messages.”

“We try to be creative in recognizing and rewarding staff members and making them feel fully connected to the institution,” says Sullivan. “At monthly meetings, staff members recognize colleagues with a Lifesaver Award for helping them reach a goal or accomplish a task. We encourage staff to get out of the office and get involved in the many hospital fundraising events as well as volunteer in the hospital.”

Checcio attests to the benefits of occasionally stepping back from the tasks at hand to reassess. “In this profession, you are always looking ahead to the next meeting, solicitation, event, or publication deadline. To stay energized, it is important to find ways to hit pause, look back, and celebrate on a regular basis,” he says. “We have found that debriefing sessions allow us time to think, slow down, and generate ideas about what to do next.” ❖



## How Advancement Leaders are Broadening the Pool for Top Talent

The ability to recruit from a diverse pool of high-quality fundraising candidates is often a factor of location, type of institution, and the economic climate. Some institutions are looking beyond candidates with traditional backgrounds to leverage the skills professionals from other fields bring to advancement, while others are growing their own talent.

“One of the benefits of recruiting non-advancement applicants is the opportunity to increase diversity in thinking and experience. Some of my best hires have not been traditional development officers, but individuals with strong sales and marketing experience.”  
*David Unruh, Temple University*

“I was recruiting an individual to manage both alumni relations and annual giving. I was looking for an analytic and strategic thinker capable of managing events and volunteers. The person we hired has a civil service background, is accustomed to being a front-line spokesperson, and has extensive management training.”  
*Tania Jane Rawlinson, University of Bristol*

“We recently hired a front-line fundraiser who has no extensive development experience. She has sales, marketing, and communication experience, and she wants to do something meaningful in the latter part of her career. In the last year, we have also created five entry-level positions to allow us to grow our own development professionals.”  
*Stuart Sullivan, The Children’s Hospital of Pennsylvania*

“The majority of individuals we hire have a demonstrated zeal and a longstanding love affair with the institution. Many are parents or alumni who have successful sales backgrounds and see Notre Dame as a destination, not a steppingstone in their career path. We are trying to grow diversity from within by implementing steps for young talent to move into more senior positions.”  
*Louis Nanni, University of Notre Dame*

“For the first time, we are seeing members of the younger generation pursuing careers in fundraising and viewing advancement as a viable profession. In the U.K., young people are beginning to view advancement as an interesting, stimulating career that pays well.”  
*Eric Thomas, University of Bristol*

“We are based in Miami but a large percentage of our donor base live in Florida and the New York area, so it is important for a development officer to have that frame of reference. We also look for development officers who are bilingual, since Miami is a city of so many different nationalities.”  
*Victoria Rogers, New World Symphony*

“We feel strongly that our advancement team should reflect the diversity of the university and the diversity of our donor base. In California, one of the most encouraging trends is that our applicant pools for advancement positions are more similar to society at large.”  
*Albert Checcio, University of Southern California*

“In hiring a new annual fund director, I was looking for someone with grassroots fundraising and community organizing experience who could maintain our programs with older classes and implement strategic changes with our young alumni. I hired someone with a political background who was experienced in managing different constituents.”  
*Mary Carole Starke, Vassar College*

## Performance Measurement Takes Many Forms

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Jachim, *Association for Healthcare Philanthropy Journal*, Fall 2010).

Many institutions take a more hybrid approach to measuring performance of front-line fundraisers. At one time, says Albert Checcio, senior vice president for university advancement at the University of Southern California, development was considered the quintessential bottom-line business: “You looked at dollars raised this year and compared it to dollars

growing number of prospects, those activities must be rewarded.”

### Align Measurement with Annual Plans

Performance measurement is often aligned with an institution’s annual planning process. “Every member of our development staff from major gift officers to administrative assistants develops an individual strategic plan that is written to align with the institutional strategic plan,” says Victoria Rogers, executive

that “gets down and dirty. We beat up the numbers as a team and share each other’s goals as part of the process. Staff members can clearly see if they are not measuring up, and over the years a number of them have chosen to look for work elsewhere before we’ve had to address any problems internally.”

To boost performance during the \$1.5 billion *Spirit of Notre Dame* campaign, the university administration approved an incentive compensation plan for the development team. “We have four metrics: total campaign production, cash receipts, unrestricted giving, and undergraduate alumni participation,” says Nanni. Targets are coordinated with the university’s chief financial officer and human resources department. “If we hit the numbers at the base level, staff receive a four percent bonus; if we hit at mid-level, the bonus is eight percent; and if we hit it out of the ballpark, the bonus is 15 percent.”

### Look Beyond the Numbers

Still, chief advancement officers are quick to note that numbers don’t tell the full story. “We have to stop evaluating gift officers as if they function in a ‘vacuum,’” says David Unruh, senior vice president for institutional advancement at Temple University. “We look at how successful they are in collaborating with each other, how they work with

“It is not how much money each gift officer raises, but the activities they engage in that lead to a strong number at the end of the year.”

Albert Checcio, University of Southern California

raised last year.” While he used to put stock in a set formula, “it no longer applies across the board.”

“Activity may vary from program to program within the institution,” he explains. “It is not how much money each gift officer raises, but the activities they engage in that lead to a strong number at the end of the year.” Checcio manages a bonus program to reward individual performance that is tied to outcomes, “but never just dollar outcomes. For instance, if you have a dynamic researcher whose efforts lead to a

vice president of the New World Symphony in Miami. She personally reviews all plans and goals, which are shared with the full development team. “Our philosophy is evaluations should never be surprises because issues should be addressed throughout the year,” adds Rogers, who tracks individual performance weekly and keeps staff on target through regular staff meetings.

Louis Nanni, vice president of university relations for the University of Notre Dame, develops a thorough annual planning model

research to identify new prospects and communicate the results of qualification searches. We need to reward them for handing off donors who would be better served by another gift officer or unit even though the donor may be a graduate of their particular program.” He adds, “It is easy to celebrate success when hard dollars are attached, but we need to tie that success back to the support elements that allow gift officers to excel.”

Stuart Sullivan, executive vice president and chief development officer of The Children’s Hospital of Philadelphia, notes his department is in the process of building a new, more holistic performance model that includes typical measures, such as dollar goals, proposals submitted, and visits made, but also “asks gift officers to take greater responsibility in total fundraising and work with all development staff involved in supporting the programs or divisions they have been assigned,” he says. “We want to design measures and set goals that we can track.”

Kristen Rozansky, chief development officer at the Penn State Hershey Medical Center and associate vice president for development at The Pennsylvania State University, believes there are two ways to virtually guarantee failure for a development operation: look only at number of visits and total

dollars raised. “I am a big fan of performance metrics, but staff must own the goals that are set. With the right metrics in place, you can raise the dollars and ensure a sustainable performance,” she says.

For instance, she adds, “You must look at the type of visits – assessment calls with current donors or new prospects, solicitation calls, or internal strategy visits with a department chair or researcher. Then you have to look at other variables, such as the time between the solicitation and gift closure.”

Rozansky notes it is essential to have a reliable system to chart progress. “Within the last year, we’ve put in place the ability to monitor specific goals and track progress so we can set reasonable expectations,” she says.

Unless a manager follows up with staff members in a timely manner, performance measurement can backfire and have a negative affect on morale and annual performance. “Individuals respond well if managers are exceptionally clear about establishing standards and work with them to develop regular reporting mechanisms with follow-up in annual and semi-annual performance reviews,” says Sullivan. ❖

## Best Practices for Major Gift Management

GG+A offers the following observations about major gift program management, based on our collaboration with development programs at institutions small and large over the decades:

- The common starting point of “number of visits” as a target is just that—a starting point. A well-managed program also implements other measures, such as the number and value of proposals submitted, the rate at which gifts are closed, and total dollars raised, either individually or within teams.
- Target objectives must be modified to take into account institution-specific characteristics:
  - How well known are the institution’s likely prospects? What level of basic “qualification” is required to advance the program to a level of consistent cultivation and solicitation?
  - How are responsibilities for annual fund solicitation assigned? Within a campaign context, what annual giving expectations have been defined for major gift officers to apply to their portfolios, above and beyond significant capital gifts?
  - What level of support is available to front-line fundraisers for prospect research, scheduling, or stewardship?
  - How are other responsibilities (management, alumni or constituent relationships, support for the dean or president) factored into each gift officer’s available time, and what impact do these have on time spent with prospects and donors?
- Quantitative objectives for gift officer productivity should provide a framework that assists staff members in planning their work on a weekly, monthly, quarterly, and annual basis.

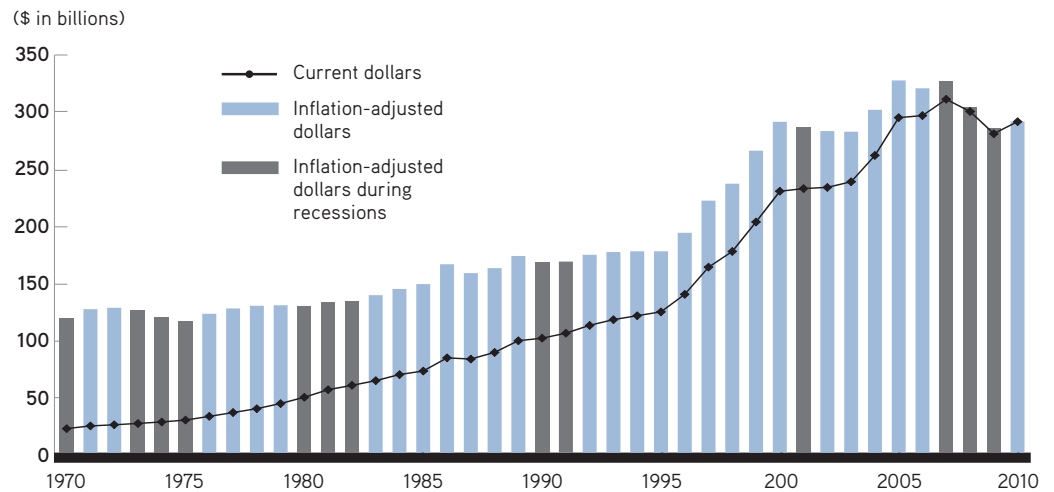
## Charitable Giving in the U.S. Demonstrates Modest Gains in 2010

Following a combined drop in charitable giving of nearly 10 percent in 2008 and 2009 from the 2007 high of \$310.57 billion — the largest declines since the Great Depression — *Giving USA* estimates that charitable contributions from American individuals, corporations, and foundations totaled \$290.89 billion in 2010, representing an increase of 3.8 percent from the total of \$280.30 billion in 2009. Prompted in part by recent criticism about the accuracy of *Giving USA* data, a refined model that relies more heavily on estimates of giving from the U.S. Internal Revenue Service over time was used in preparing the 2010 report.

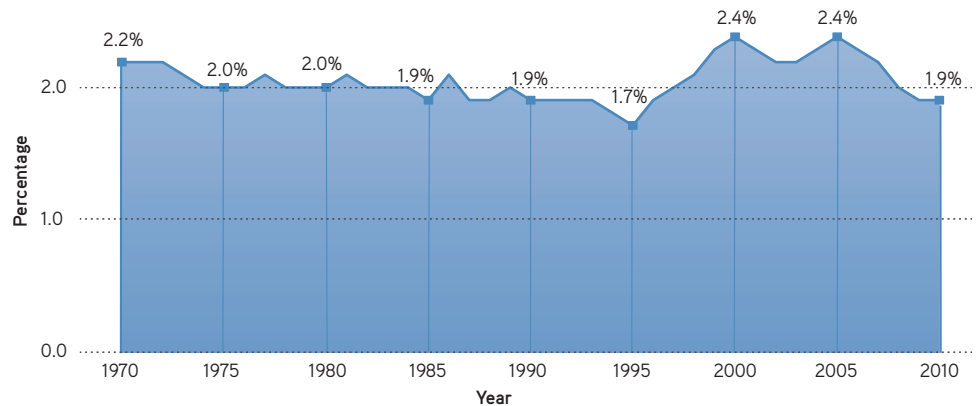
Religious organizations and educational institutions continued to capture the greatest share of total giving in 2010, at 35 percent and 14 percent respectively. Although all other sectors of the not-for-profit community registered growth over the period 2008 to 2010 (ranging from 1.2 percent for environmental and animal concerns to 18.6 percent for international affairs), giving to religion and education remained slightly below their results in 2008 (-0.8 percent and -0.7 percent).

Individual donors continued to provide the overwhelming majority of total charitable giving; when living individuals, charitable bequests, and gifts from personal foundations

### Total Giving, 1970-2010



### Individual Giving As A Percentage Of Disposable Personal Income, 1970-2010



Source: *Giving USA Foundation™ / Giving USA 2011*, an annual publication of the Giving USA Foundation that is researched and written by the Center on Philanthropy at Indiana University.

are combined, they represented 87 percent of total giving in 2010. Although individual giving rose slightly (2.7 percent) from 2009 to 2010, it appears that donor confidence has not yet rebounded entirely. Individual donors contributed only 1.9 percent

of disposable income in 2010, down from the 2.4 percent peak achieved in 2000 and 2005, suggesting a level of caution consistent with the climate of uncertainty that characterized much of 2010. ❖