



[] COLLEGE

Fundraising Assessment & Recommendations



RESPECTFULLY SUBMITTED BY
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7.24.14

CONTENTS

Introduction	3-5
Observations and Recommendations	6-7
FY2015 Proposed Development Revenue Goals: Team & Individual	8
Proposed Giving Ranges	9
<i>Master Tracking Template [redacted]</i> <i>Fundraising Activities Chart [redacted]</i>	
Proposed Development Structure and Responsibilities	10-12

INTRODUCTION

This document assesses the current Development operation of [] College and recommends specific ways to increase fundraising success, including infrastructure enhancements, concrete goal-setting, and clarification of staff members' roles. Ultimately, these elements will strengthen the College's donor base and increase the amount of dollars raised annually, paving the way for a comprehensive, multi-year campaign.

Development Snapshot

Mission: The Development team raises charitable dollars and strengthens prospect and funder relationships on behalf of [] College.

Activities: The team fulfills these goals primarily through:

- Targeted major and planned gift solicitations
- Direct mail appeals (4 per year: trustee appeal, LYBUNT/SYBUNT, wrap-up, fall)
- Phonathons (2 per year: fall and spring)
- Recurring online gift program
- Salons and other cultivation events
- Foundation and corporate grant submissions
- Emails, social media, written, and telephone communications

Staffing: Development team members consist of:

- 4 frontline staff:
 - Filled FY14: Annual Giving Director, Alumni Relations Director
 - Vacant FY14: Director of Development, Senior Development Officer
- 2 support staff (filled): Development Operations Manager, temp. Admin. Assistant

Fundraising Data Analysis FY10-FY14

Fundraising data analysis was conducted utilizing giving totals from FY10-14 using two primary approaches: Totals with Jones donations and without Jones donations. This delineation helps to understand the core fundraising effectiveness of the Development enterprise, without the skewing effect that occurs when we include the giving history of []'s most generous annual donor.

[giving data analysis table redacted]

Notable Data Points

For All Years

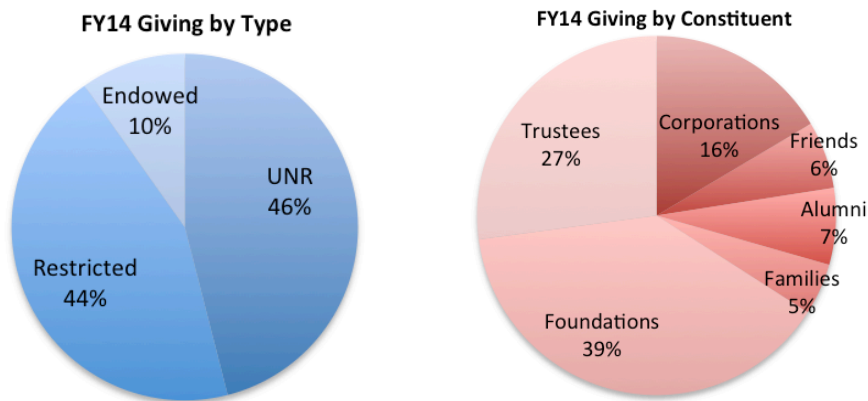
- Each year, Development's unrestricted (UNR) fundraising goal increases automatically by \$50,000 in lieu of strategic goal setting. The team has met or nearly met this goal annually (122% **average** success rate FY10-FY14 with Jones funds; 88% without). This consistency indicates that Development is capable of meeting a higher UNR goal moving forward.
- By almost all accounts, FY10 was the least successful fundraising year, despite having the highest number of FTEs.
- Interestingly, while FY14 and FY12 show several top fundraising successes, FY13 bears neither the highest nor lowest-performing statistics. However, it does bear the second lowest statistics in several categories (without Jones: UNR % to goal, UNR actual \$ raised, and # of unique donors).

For FY14

Despite a staffing shortage (the lowest number of Development FTE in a given year from FY10-present) in FY14, several fundraising results for that year rank at the all-time highest. It is very encouraging that three of these six “number ones” still hold true upon removing Jones giving.

With Jones gifts included in totals	Without Jones gifts included in totals
Restricted funds	Restricted funds
Total raised	
Unique donors	Unique donors
Average gift size	
Average raised per FTE	Average raised per FTE

The following pie charts represent FY14 totals **without** Jones:



Of note:

- Nearly equal amounts of restricted and UNR were raised.
- If we were to remove the Endeavor Foundation grant (\$825K) from FY14 giving totals, trustees would represent the most generous constituency at 40%, with corporations ranked second. (The red chart above includes Endeavor; therefore, foundations are most generous at 39%, with trustees at 27%.)
- Once the data become available, it will be a very worthy effort to compare the numbers of unique donors against the giving totals in each constituent category.

Other Notable Points and Challenges

- The Director of Development and Senior Development Officer departed simultaneously.
- The team has suffered from ongoing conflicts and inefficiencies between the Development Operations Manager and the Director of Annual Giving around best practices in donor data tracking/data entry.
- The team has not historically performed regular “deep-dive” analyses of various fundraising activities or results.
- The team does not have specific fundraising goals, other than UNR.
- Frontline fundraisers do not have individual fundraising goals or metrics.
- Gift levels have not been established for principal gifts, major gifts, or annual giving.
- As of March 2014, the College’s mailing list contains 5,118 constituents. Of these, 2,317 (45%) are living alums; 2,030 (40%) are donors of any size; yet only 49% of the college’s

donors made gifts in FY14. These 1,003 donors represent just 20% of the total mailing list. By comparison, the average donor retention rate is 27% (Blackbaud 2013). As such, it will be vital to grow the list, connecting with non-alumni donors and prospects in very targeted and deliberate ways.

Opportunities

As outlined in the Observations and Recommendations section that follows, several opportunities exist to overcome the aforementioned challenges and enhance Development's efforts significantly in the coming fiscal year:

1. Implement new fundraising activities to increase revenue;
2. Set concrete monetary goals;
3. Create or enhance fundraising reports to track progress toward these goals;
4. Define clear funding priorities that align with the strategic plan;
5. Articulate the specific responsibilities and goals for each Development staff member;
6. Boost Development Operations staffing to better support fundraising efforts;
7. Enhance Development Operations infrastructure to better support fundraising efforts.

OBSERVATIONS AND RECOMMENDATIONS

OBSERVATIONS	RECOMMENDATIONS
<p>1. Fundraising activities: As observed in the Development Activities chart and analysis on pages 11-12, the team's activities are not adequately balanced in favor of solicitations, which comprise only 16% of total Development activities (<i>excluding Ellen's work</i>), as seen in the attached activities chart (p. 11). Proactive, targeted individual solicitations and expansion of the major gift and annual giving donor bases must increase significantly in order to boost revenue in the coming fiscal years.</p>	<p>1a. Execute a targeted endowment campaign to encourage more and larger endowed gifts.</p> <p>1b. Identify and aggressively target prospects with the capacity to make single gifts of \$10,000-\$50,000 (major donors). Few [] donors currently exist in this range; a major priority among Annual Giving, Alumni Relations, and the entire team should be to identify prospects capable of making such an investment and move them up the pipeline (p. 9).</p> <p>1c. Tap into the graduate school prospect pool; in particular, its traditional degree programs, technology alums, nonprofit management program, and affinity groups (e.g., women's leadership circle). These cohorts have gone largely unexplored from a fundraising perspective, and will become a critical pool due to the college's relatively small undergraduate alumni cohort.</p>
<p>2. Monetary goals: Development's unrestricted (UNR) fundraising goal increases automatically by \$50,000 each year, in lieu of formal analyses to set a specific target. In addition, Development has not established restricted or endowment fundraising goals.</p>	<p>2. Based on an analysis of historical giving patterns, establish aggressive but achievable dollar goals by:</p> <p>2a. GIFT TYPE: UNR, Restricted, Endowment (p. 8, 16-17)</p> <p>2b. DONOR TYPE: Annual Gifts, Major Gifts, Principal Gifts (p. 9, 15-16)</p> <p>2c. GIFT PURPOSE: Scholarship, Financial Aid, Specific Programs, Capital Needs</p> <p>2d. In addition, create clear definitions for 2a-b (completed; please refer to pages listed in 2a-b).</p>
<p>3. Fundraising reports: Current Development reporting is geared mostly toward financial accounting reconciliation and does not provide clear giving analyses that explicitly gauge fundraising progress, effectiveness, or future goal setting.</p>	<p>3. Implement or enhance fundraising reports (p. 10) that help track a variety of goals and metrics, including gifts and pledges by:</p> <p>3a. Funding/gift type</p> <p>3b. Donor type</p> <p>3c. Fundraising activity</p> <p>3d. Funding priority</p> <p>3e. Individual and team progress</p>
<p>4. Funding priorities: The College's strategic plan was completed in the past year but has not yet been exploited from a fundraising perspective.</p>	<p>4. Identify specific, major funding priorities that support and align with the strategic priorities. To this end, garner input from key stakeholders.</p>
<p>5. Development staff: Although job descriptions exist for each Development staff member,</p>	<p>5a. Revise job descriptions and organizational chart to accurately reflect the appropriate roles and</p>

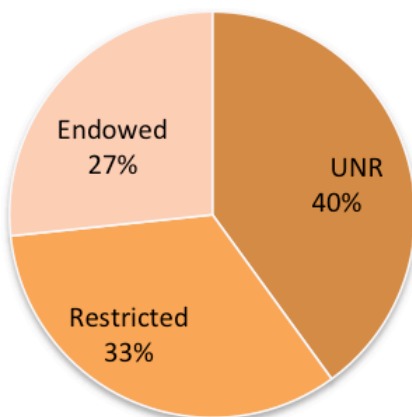
quantifiable expectations for each employee as both individual and team contributors have not been articulated.	<p>responsibilities of each staff member, with an emphasis on more solicitations and external relationship building (pp. 13-17).</p> <p>5b. To augment Recommendations 1 and 2, which focus on analysis of monetary goals, set non-monetary goals and metrics (pp. 13-17) for</p> <ul style="list-style-type: none"> • each individual contributor • the Development team as a whole
<p>6. Development Operations staffing: Until the temporary Administrative Assistant position was established during FY14, the Operations Manager was by necessity in a “reactive” mode, tending to a significant volume of data entry, project management, and events logistics and unable to coordinate or help shape the team’s overall workflow and analyses. Furthermore, certain coding efforts in Talisma, such as off-list inquiries, do not seem productive. Finally, the historical turnover in the Manager position seems also to suggest a need for re-envisioned staffing of Dev. Ops.</p>	<p>6a. Create a permanent, full-time Development Operations Assistant role reporting to the Dev. Ops Manager to handle day-to-day data entry and administrative tasks. This will liberate the Manager to focus on establishing the infrastructure and reporting necessary to track and help fulfill Recs. 1-3 above.</p> <p>6b. Elevate the Dev. Ops Manager to Director. To support increased fundraising productivity, Dev. Ops. must devise meaningful coding and tracking for new, “smarter” reports and analyses. This elevated role will represent the position’s new supervisory responsibilities and stronger focus on data strategy.</p>
<p>7. Development Operations infrastructure: In addition to bolstering the Dev. Ops staffing, certain aspects of the Dev. Ops infrastructure must be strengthened in order to enhance the department’s fundraising work.</p>	<p>7a. Donor database: Clean up data; document data entry procedures and best practices; create solicitor 1 and 2 codes, using these to track solicitors’ prospect management.</p> <p>7b. Inventory the team’s current prospect research resources and practices; help the team to boost their research capabilities.</p> <p>7c. Confirm or refine proper gift agreement and acknowledgment procedures.</p> <p>7d. Streamline the Development operating budget into one “account.”</p> <p>7e. Explore the possibility of transitioning to a new Development database (e.g., Raiser’s Edge) that “speaks” to Finance’s database.</p>

FY15 PROPOSED DEVELOPMENT REVENUE GOALS

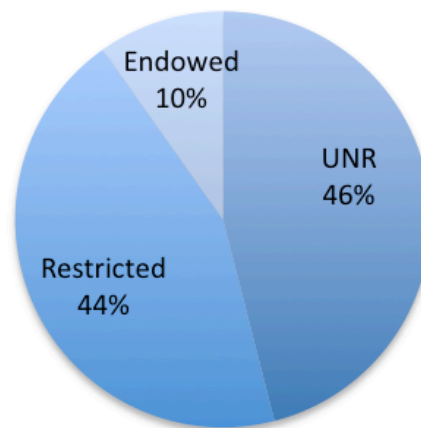
TEAM GOALS

	FY15 Proposed without Jones	FY14 without Jones	\$ Change from FY14 Actuals w/o Jones	% Change from FY14 Actuals w/o Jones
Unique donors	1000	1002	-2	0%
Average gift	\$2,500	\$2,558	(\$58)	-2%
Fundraising	\$3,000,000	\$2,563,025	\$436,975	17%
<i>UNR</i>	\$1,200,000	\$1,179,354	\$20,646	1.75%
<i>Restricted</i>	\$1,000,000	\$1,131,821	\$(131,821)	-11.65%
<i>Endowed</i>	\$800,000	\$251,850	\$548,150	217.65%

FY15 Proposed Giving by Type



FY14 Giving by Type



INDIVIDUAL GOALS

	Pat and Kathy	Ellen and DoD
TOTAL	\$1,200,000	\$1,800,000
UNR	\$1,200,000	
Restricted		\$1,000,000
Endowed		\$800,000

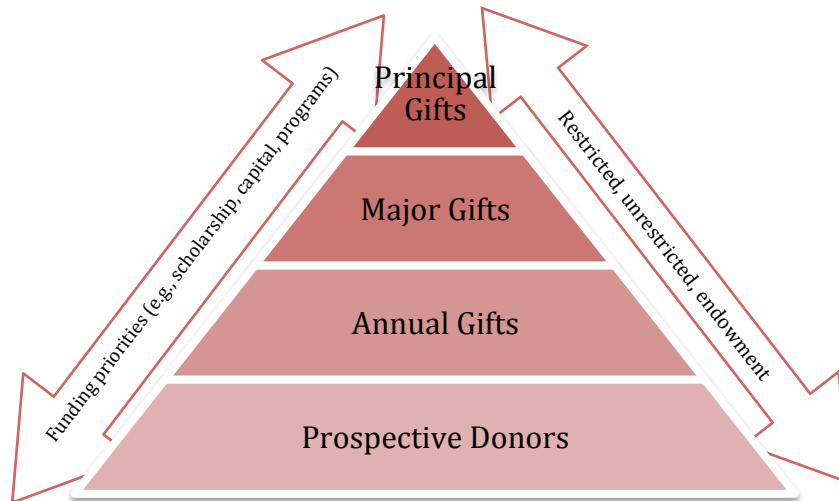
It is expected that Pat and Kathy will secure new and recurring UNR gifts from alumni and non-alumni; and that Ellen and the interim DoD will 1. increase the endowment through Ellen's targeted farewell campaign and 2. secure restricted major and principal gifts. Finally, it is anticipated that some historically restricted-giving donors will instead endow in FY15 for the targeted Ellen campaign.

PROPOSED GIVING RANGES

The following giving ranges are recommended, based on an assessment of all single gifts to [] College of \$1,000 and up over the past 10 years.

Principal Gifts:	\$50,000+	<i>Top 5% of [] donors</i>
Major Gifts:	\$10,000-\$49,999	<i>Top 10% of [] donors</i>
Annual Gifts*:	up to \$10,000	<i>Bottom 85% of [] donors</i>
Prospective Donors:	N/A	<i>Individuals w/ the interest and capacity to give</i>

These gift categories refer to single gifts or pledges made by an individual donor in a given fiscal year (not cumulative). Ideally, these categories will build on one another; that is, Development staff will help move donors up the pyramid, from annual giving category into major gifts, thus securing larger and greater numbers of gifts over time for a variety of purposes.



Donor Type (triangle) + Gift Purpose (left arrow) + Gift Type (right arrow) = Robust Fundraising Program

See pages 15-17 for definitions of these three areas.

MASTER TRACKING TEMPLATE (FY13 REPORT)

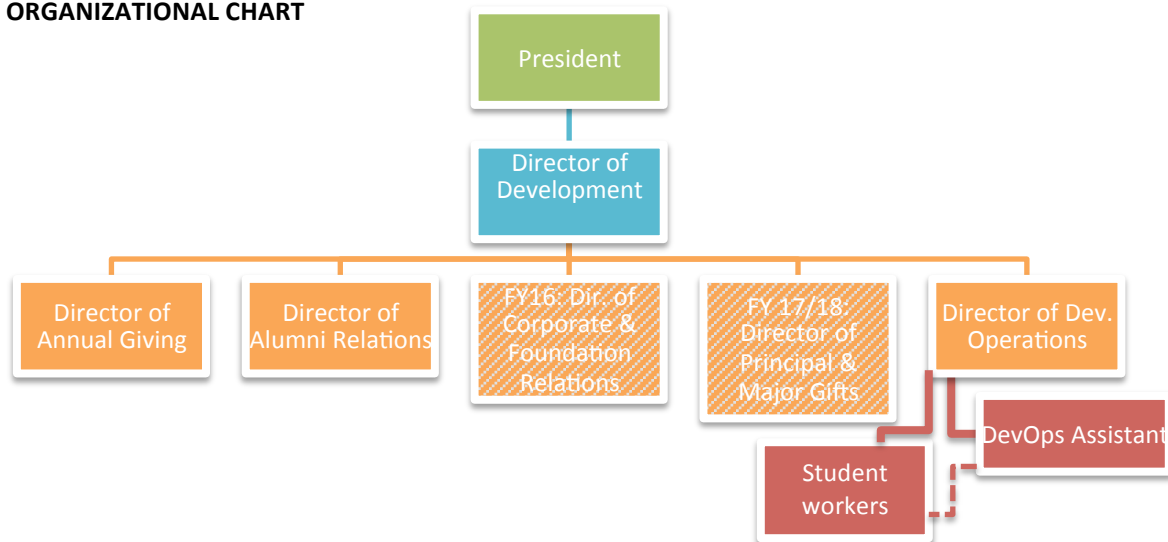
[redacted]

DEVELOPMENT ACTIVITIES CHART (FY14)

[redacted]

PROPOSED DEVELOPMENT STRUCTURE AND RESPONSIBILITIES

ORGANIZATIONAL CHART



INDIVIDUAL CONTRIBUTOR RESPONSIBILITIES

*Note: Development staff members submitted revised job descriptions and/or percentage effort summaries to Sarah. Sarah also drafted new job descriptions for the proposed Director of Development Operations and Development Operations Assistant positions. **The matrix below highlights the core elements of these various documents, taking into account both staff feedback and Sarah's observations.***

ROLE	RESPONSIBILITIES	DEV EFFORT
President	Solicitor1 for ~25 principal, major, and planned gift prospects, including trustees. Cultivate, solicit, and steward these prospects with support from Director of Development.	75%
	Attend cultivation, solicitation, and stewardship events as needed by Development.	25%
Director of Development Responsible for overall Development team management, strategy, and planning. Responsible for raising principal, major, and planned gifts from alumni and non-alumni for current use and endowed, unrestricted and restricted	Solicitor1 for ~40 principal, major, and planned gift prospects, including trustees. Cultivate, solicit, research, and steward these prospects.	30%
	Solicitor2 (staffing and strategy support) for President's major gifts and planned giving prospect pool.	20%
	Set and manage Development's annual fundraising goals and objectives.	20%
	Support and guide Development staff members in their work.	20%
	Coordinate trustee relations, including annual trustee appeal and appeal follow-up from Trustee President; and working with Operations to prepare fundraising reports to be presented to the Board.	10%

purposes.		
Director of Annual Giving Responsible for raising current use unrestricted and restricted annual fund dollars (gifts of up to \$10K) from non-alumni.	Solicitor1 for 50-100 non-alumni with annual gift capacity via personalized strategies for each. Cultivate, solicit, research, and steward these prospects. Arrange off-campus meetings and travel to visit prospects as needed, collaborating with Alumni Relations Director to consolidate resources and efforts.	40%
	Coordinate fall and spring appeals, phoneathons, small special events, and other AG methods to solicit and steward the general pool of non-alumni prospects/donors. (Lead staff member responsible for these activities. Dev staff collaborate and consult as needed.)	50%
	With input from DoD, create a formal initiative to regularly identify and transition major gift prospects from the annual fund pool to the DoD/Director of Major Gifts.	10%
Director of Alumni Relations Responsible for raising current use unrestricted and restricted annual fund dollars from alumni. Major focus on relationship building with current students and alum, but also maintaining an active solicitation portfolio of alumni prospects.	Solicitor1 for 50 alumni with annual gift capacity via personalized strategies for each. Cultivate, solicit, research, and steward these prospects. Arrange off-campus meetings and events, and travel to visit prospects as needed, collaborating with Annual Giving Director to consolidate resources and efforts.	30%
	Ensure targeted, ongoing communications and outreach to as many alumni as possible beyond the 50 targeted prospects.	20%
	Assist Admissions and Career Development through on and off-campus events and other recruitment activities; social media; communication; and other initiatives.	20%
	With input from DoD, create a formal initiative to regularly identify and transition major gift prospects from the annual fund pool to the DoD/Director of Major Gifts.	10%
	Engage with faculty and students on a regular basis.	10%
	Develop and manage alumni advisory committee.	10%
Director of Development Operations Responsible for project managing frontline activities, actively seeking out efficiencies, report generation, and careful data management.	Project management: Plan and coordinate appeals and other mailings with Development staff; plan and coordinate Development events; facilitate communications and collaboration across team and across campus; support foundation grant fundraising; drive meeting agendas for team and interdepartmental meetings; oversee and improve online giving processes; produce acknowledgment letters; oversee database maintenance and usage; and work with Development Operations Assistant to improve departmental efficiencies.	50%
	Serve as point person for all finance and team budget needs.	25%
	Help DoD to envision and generate regular, customizable reports that measure team progress against a range of goals and objectives using quantifiable data.	15%
	Supervise Development Operations Assistant and student workers.	10%
Development Operations Assistant	Database management: Develop a thorough understanding of fundraising database; perform data entry related to fundraising activities, gifts, events, etc.; develop and	40%

Responsible for data entry and related tracking systems. Support a range of fundraising and infrastructural needs for the Development team.	document systems for tracking a wide variety of information in Talisma.	
	Help to plan and coordinate infrastructural/back-end tasks to support Development event planning, mass mailings, and other activities.	25%
	Administer and maintain the Recurring Online Giving program.	10%
	Maintain the team's receipting and acknowledgment systems	10%
	Assist in the supervision of student workers and take on student worker tasks as necessary.	10%
	Perform general administrative duties, including troubleshooting technical issues with IT staff.	5%
Director of Corporate and Foundation Relations (FY16) Responsible for raising current use and endowed, unrestricted and restricted dollars from foundations and corporations.	Private, corporate, and government grant submissions and reporting for fundraising priorities identified by leadership.	60%
	Develop new corporate giving and employee engagement opportunities.	20%
	Prospect research to identify new C&F prospects and stay abreast of deadlines/details for existing prospects.	20%
Director of Major & Principal Gifts (FY17/18)	TBD	TBD

[remaining assessment redacted]