

TAKING YOUR FUNDRAISING FROM GOOD TO GREAT: IMPROVING & MEASURING PERFORMANCE



Stephanie Cory | AFP Capital Conference

Defining “Greatness”

“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time...

For the social sector organization, however, *performance must be assessed relative to mission, not financial terms.*”



A Pocket of Greatness

- The Roger Briggs lessons:
 1. “...you can build a pocket of greatness without executive power in the middle of an organization.”
 2. “...you start by focusing on the First Who principle—do whatever you can to get the right people on the bus, the wrong people off the bus, and the right people into the right seats.”



Defining Great

- Your goal for metrics:
 - Defining “great results”
 - Assembling evidence that demonstrates a trend of progress



Measuring Outputs

- **Qualitative**
 - Point to progress in achieving one of the three outputs of greatness
 - Superior performance
 - Distinctive impact
 - Lasting endurance
- **Quantitative**
 - Data that reveal progress toward outputs of greatness



What to measure?

- **In order to accurately identify what to measure, you must:**
 - Define greatness
 - Separate inputs from outputs
 - Establish a baseline
 - Rigorously assemble evidence
 - Measure trends



The Outputs of a Great Org.

- Delivers superior performance results
- Makes a distinctive impact
 - A unique contribution in the community not easily replaced
- Has lasting endurance – exceptional results beyond a single leader, one great idea, or a market cycle

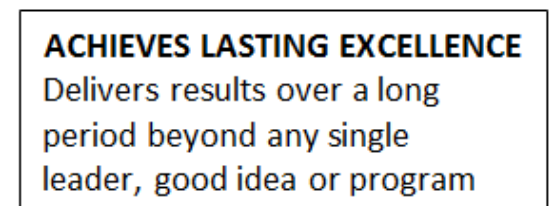
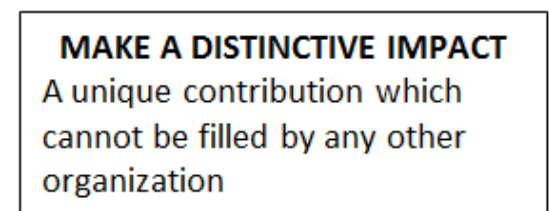
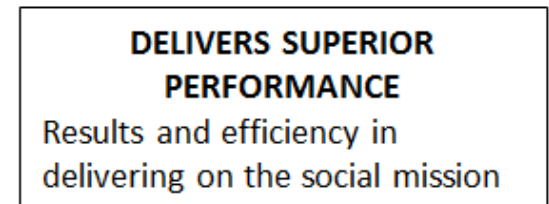
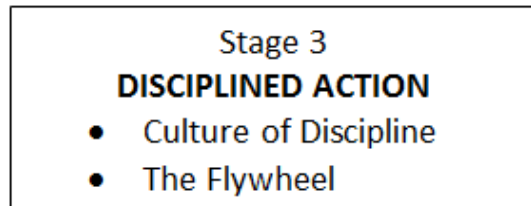
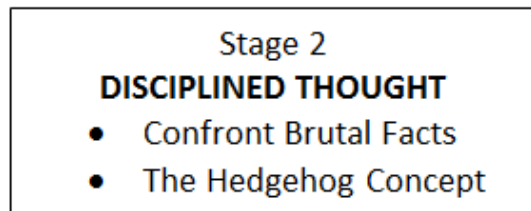
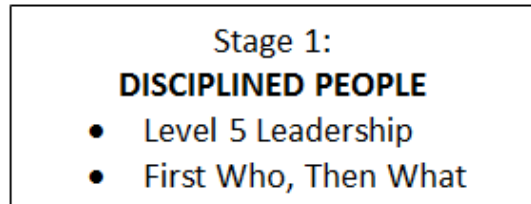
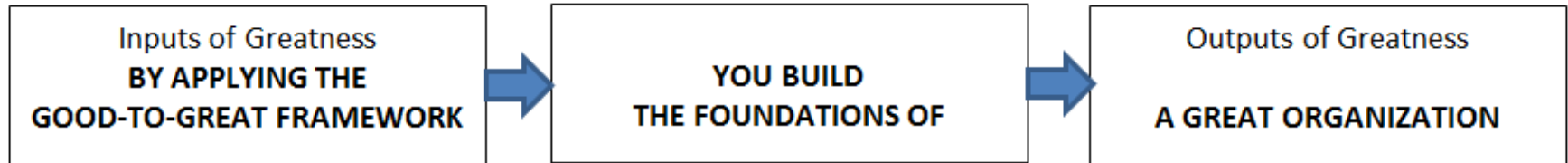


Outputs of Great Fundraising

- What does superior performance look like?
- What does distinctive impact look like?
- What does lasting endurance look like?



Generic “Good to Great” Framework



Framework for Fundraising

- What are the characteristics of a Level 5 development leader?
- What are the needed characteristics of staff or volunteers in the development department? Are they unique to your organization?
- What “brutal facts” do development departments need to face?
- What “passion” needs to characterize development staff?
- What personality, values, and skills are needed?
- Do you have the right resources and enough of them to fit the people and passion profile of your development staff?



What You Can Measure

- Year-over-year comparisons
 - Acquisition, retention, upgrades
 - Average gift size
 - Cost to raise a dollar
 - Number of new prospects
 - Number of donor meetings and proposals
 - Direct mail/email/phonathon response rates
 - Donor attrition



Fundraising Effectiveness Project

- www.afpfep.org
- Measure and compare your fundraising gain and loss ratios to the industry
- Make better-informed, growth-oriented budget decisions to boost revenue
- Fundraising Fitness Test measures fundraising programs against 100+ performance indicators
- Include seven Growth in Giving reports



The Right People on the Bus

- Hire right
- Strategically recruit board members and volunteers
- Managing up and sideways
- Support professional development



Obstacles to Greatness

- Development staff turnover
- No culture of philanthropy
- Focus on less efficient forms of fundraising



Is our focus wrong?

- Short term versus long term
- Chasing lesser sources of revenue
- Fear of change



Institutional Support

- How do you get buy-in from your executive director and board?
- The importance of education
- Backing up your statements with data
- Finding an internal champion
- Relying on outside assistance



Dashboard

- Consider the audience
- Use common, agreed-upon terminology
- Measure the “deliverables”
- Should be easy to read
 - Visual identification of what’s on track, what’s slipping behind, and what is behind



Sample Dashboard

Fund Development Activity	Goal	Last Month Performance	Current Month Performance	Current Month Performance Variance to Goal
New donor acquisition	5 new donors/month (60/year)	9	2	
Upgraded gifts	10% increase in average gift size	9%	10%	
Grant proposals submitted	2 proposals/month (24 proposals/year)	2	0	
Donor cultivation visits	10 visits/month (120/year)	7	4	
Major gift asks	2 asks/month (24 asks/year)	1	3	
Corporate sponsorship sales	12 sponsors/year	1	0	
Board participation in annual fund	100% board giving (12 participants total)	83%	92%	
Legacy society membership	3 new commitments/month (36/year)	3	2	



Building for Longevity

- Are processes documented?
- Is succession planning in place?
- Do you know the profile of the “right people”?
- Do you have an organized recruiting and hiring process?



Questions?



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