



Best Practice in Major Gift Officer Metrics and Goal Planning

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Category: Prospect Development

Comments To: bestpractices@advserv.org (please include the Name of Practice, above, in the subject line)

Description of Practice:

As experts in data and partners in fundraising, prospect development professionals are often tasked with facilitating the process for major gift officer (MGO) individual goal setting and planning. This Best Practice will cover what to assess, how to plan, measure, and report on goals, the role of leadership, and managing unexpected changes.

Prospective Users of Practice:

- Prospect development
- Major gift officers
- Fundraising managers
- Executive leadership

Issue Addressed:

Goal setting, planning, tracking, and reporting is a common challenge in major gift fundraising. This process must be approached thoughtfully and with a full understanding of the nuances and requirements involved in order to be successful.

Desired Outcome:

While there is no one-size-fits-all approach, this Best Practice will help users understand the fundamental principles and considerations of MGO metrics as well as goal setting and planning.

Process:Selecting Metrics and Setting Goals

Any number of direct or proxy measures can be selected as indicators of MGO performance. While it may be tempting to try to set goals around every aspect of major gift fundraising work, we recommend focusing on a handful of meaningful goals and metrics. Typically, these fall into three main categories:

1. Contacts made
2. Solicitations asked
3. Dollars raised

The way these metrics are tracked and reported are typically volume-based (the total number) or percentage-based (the proportion of the portfolio). Volume-based metrics are usually agnostic of whether the prospect is in the MGO's portfolio or not and are good for illustrating the full range of an MGO's activity.

Percentage-based metrics, on the other hand, are usually concentrated on prospects in the MGO's portfolio and are good for demonstrating portfolio saturation - i.e., the fraction of the portfolio that is being reached/engaged/solicited appropriately.

Contacts Made

While your exact terminology and categorization may vary, contacts usually fall into three buckets as the relationship with the prospect progresses.

Most relationships begin with a **qualification** contact. This type of contact may also be called identification, discovery, etc., but the gist is the same: a gift officer attempts to engage a prospect for the first time in order to assess their capacity and inclination to support the organization. If you are not measuring qualification efforts via contacts, you should choose some other related measure (e.g. prospect stage, upgrade rates, etc.) to ensure this critical work is properly incentivized, tracked, and reported.

Once the prospect has been qualified, the gift officer will work to build the relationship through engagement and cultivation. These relationship-building contacts are typically called something like **substantive** or significant contacts. They deepen the prospect's relationship with the organization, grow their affinity, and begin exploring opportunities for support that align with the prospect's interests and the organization's needs. A note of caution: it can be challenging to ensure these contacts are truly substantive. Consider designating a subset of contact reports as substantive based on type and/or purpose; a checkbox indicating substantive (or not); or some other demarcation between one-way outreach and two-way interaction. What works for your organization may be different from what works for others!

One of the most meaningful contacts a gift officer has with a prospect is a face-to-face **visit**, whether in-person or virtual. As such, visits are often measured separately from substantive or significant contacts. When setting this metric, consider restrictions related to travel/geography; for example, if your MGO is unable to meet most of their prospects in person because of where they reside, they will need a lower visit goal (or a broader definition of a visit).

For each of these contact types, tailor a balance that is appropriate for the gift officer's role, tenure, and portfolio. Newer/more junior MGOs will likely need to focus on qualification efforts, while more tenured/senior MGOs will concentrate on relationship building activities (reflected in more substantive contacts and visits).

Solicitations Asked

Ultimately, the qualification and relationship building work the MGO performs should result in a solicitation. MGO solicitation metrics are often built around volume (how many asks of various kinds they will make) and/or saturation (what percentage of their

portfolio they are expected to solicit and at what level). Both encourage a throw-spaghetti-at-the-wall approach that assumes high numbers of solicitations will inevitably result in greater attainment.

However, a more thoughtful approach measures the quality and impact of the MGO's work on their solicitations. Here you may focus on:

- Proposal yield (how much of the ask amount is ultimately received)
- Closure rates (of the solicitations made, how many are accepted)
- Asking at capacity (how close is the ask amount to the prospect's rating)

By rewarding productivity (outcomes) over activity (inputs), these metrics are ultimately more informative and encourage better performance than volume or percentage based metrics. It also provides fundraising managers with clear insights into where their staff may be underperforming, creating opportunities for meaningful coaching and training towards greater fundraising success.

While major gift officers should be making most of their asks at or above the major gift level, there are other types of solicitations that may be considered for metrics/goals:

Annual gift asks can be leveraged to ramp up prospects to first-time major gift donors. By starting smaller, MGOs can ease prospects into feeling more comfortable with larger amounts over time and can demonstrate how their impact can be scaled up with greater contributions. At some organizations, solicitations at the leadership annual giving level can even be used as a major gift qualification technique. Solicitations at this level can also be used to generate current use dollars from donors paying off pledges. Annual giving is especially important to universities as alumni giving and retention rates factor into school ratings. If there are clear benefits to your institution, you should consider including annual gift level solicitations in your MGO metrics.

Principal gift proposals have the potential to provide transformational resources to your organization. However, increased potential reward comes with increased complexity and risk; for example, principal gift solicitations may:

- Cover multiple interest areas (and thereby involve multiple fundraisers)
- Necessitate closer collaboration and greater participation by your academic and/or programmatic leadership in developing the proposal concept(s)
- Include a number of family members, each with their own philanthropic passions and relationship dynamics
- Require complex gift structures and/or involvement of the family's financial advisors, attorneys, etc.
- Entail prominent, extensive recognition and stewardship components
- Pose higher potential for reputational risk to your organization

- Negatively impact your institution more significantly if something goes wrong
- Take years to realize, requiring extraordinary patience and delicacy

When considering principal gift solicitation metrics, make sure your organization is prepared for these potential complexities and right-size expectations accordingly. Your prospect pool must also support these metrics; if your MGO does not have any principal gift prospects in their portfolio or prospect pool, setting principal gift solicitation goals for them does not make sense. For a deeper dive into the nuances of principal gift programs, please refer to the [Best Practice](#) on that topic.

Deferred **planned gift** solicitations (bequests, retirement plans, life insurance) ensure future income for the organization and are ideal for those who want to leave a legacy. Life income planned gifts (charitable gift annuities, charitable remainder annuity trusts, charitable remainder unitrusts, charitable lead trusts, pooled income funds) are appealing to savvy donors who want to support your organization but also wish to provide for themselves or others, and/or to protect their income or assets. Planned gift solicitations may take longer than the typical major gift timeline as attorneys, financial advisors, family members, and others become involved; these prospects need time and space to consider and arrange such a significant gift. Similar to principal gift solicitation metrics, you should account for the longer timeline and additional complexity of planned gift proposals in your expectations, and you should not set planned gift metrics where such prospects do not exist.

In kind gifts are not typically included in MGO metrics, as they tend to be unpredictable, difficult to appraise, and may not be bookable as philanthropic dollars. If such metrics are appropriate for your organization, be as conservative as possible and seek best practices from peer organizations to help inform your recommendations.

Dollars Raised

In general, you want to measure the outcome of your work. The ultimate outcome of major gift fundraising work is, of course, **dollars raised**. But there is some debate about whether this is actually a helpful goal or not. Some organizations feel that dollar goals stress their staff unnecessarily; they believe that if the work (contacts and solicitations) is being done, the money will naturally follow. They may say the absence of a dollar goal allows MGOs the grace and space they need to build deep, meaningful prospect relationships that produce exponentially greater attainment in the long term. However, other institutions feel that dollar goals are necessary to motivate their MGOs and hold them responsible for their performance. Setting consistent dollar goals across the organization ensures that all MGOs are held equally accountable and reduces favoritism among managers; requiring dollar goals to be supported appropriately by the

MGO's portfolio ensures that prospects are dispersed equitably. Therefore, this approach is seen much more often across the industry.

If you decide to measure dollars raised, you will most likely want to look at **individual attainment**: that is, how much did the gift officer raise as a direct result of their work? There are a number of different possible mechanisms to track this: proposal manager assignment, relationship manager assignment, personal code or link, etc. This may depend on what your database allows in terms of coding certain fields or roles. Think about whether you want to require a solicitation in order to award credit. For example, some organizations grant attainment credit whenever a prospect in the MGO's portfolio makes a gift on the assumption that the relationship building work the MGO has done likely influenced the prospect's decision to give, regardless of whether the MGO asked for it. Others consider this "gift catching" and will only award credit for gifts that have a recorded solicitation on file (either via a proposal or a solicitation contact report). Consider also whether to allow shared direct attainment credit for the same gift (versus team credit - see below).

You may also consider **team credit**, particularly if your gift officers collaborate to produce more transformational outcomes (or if you want to incentivize them to do so). This also helps if your system doesn't allow shared individual attainment credit for one gift. You can award team credit at 100% of the gift value, or divide the credit between the MGO receiving individual credit and the MGO(s) receiving team credit (e.g., 80% of the gift value is awarded as individual credit and 20% as team credit). 100% is cleaner and easier, and it provides a stronger incentive to collaborate. However, particularly if you are counting team credit toward the MGO's attainment credit goal, you may find that weighting works better for your institution. Regardless, make sure the consideration of team credit in fundraiser performance is clear and consistent across your organization.

Annual Planning Process

Planning processes range from simple to complex, often depending on the size of the organization. Particularly at smaller institutions, goal planning may be quite informal and/or private - perhaps just a one-on-one conversation between the MGO and their manager. Graduating levels of complexity may include:

- Review of the past year's activity and results
- A portfolio review, and maybe a pipeline review
- Holistic review/updating of prospect strategies/plans for the coming year, possibly including MGO-assessed ratings
- Entry of new moves or solicitations the MGO plans to make
- Identification and resolution of any gaps where the MGO's plans do not support full achievement of their goals

- Review of role and tenure of the MGO with the organization
- Repetition of this process in some form at midyear or even at quarterly intervals

What will work best for your organization depends heavily on institutional size and culture as well as MGO position and tenure. However, the more you can consistently integrate rigorous, data-based approaches and regular progress checks, the more effective your planning process is likely to be.

Tracking, Measuring, and Reporting

Before starting a project to track and report goals, there are a few considerations to make. The right decisions depend on what your leadership understands and wants to see, as well as other factors such as your technology and office culture. For example, you will have to decide if you want to present goals as numbers, as a percentage, and/or in a chart. You may also need different reports for different audiences. It may be best to make a gift officer's metrics transparent to the entire department or just the individual giving team, or you may decide to make them private and present just a rollup report of everyone's combined metrics. Organizations have successfully implemented both styles of metrics, so this decision should depend heavily on leadership and organizational culture.

When creating reports of any sort, make sure there is a full understanding of the report contents: notations/definitions in the reports, supplemental data, trainings, resources, documentation, etc. If you are changing or refreshing metrics on an annual basis, you will need time to figure out what the changes will be, communicate them, get reporting updated, etc. Make sure to allow enough time to get the research staff, technical staff, gift officers, and fundraising managers fully prepared.

Things to keep in mind as you are tracking, measuring, and reporting metrics:

- Timeline: determine the timing of when you will release reports, such as monthly, quarterly, or annually
 - Consider having goals per month, which may differ from month to month
 - Think about lower goals in the summer and holiday season if that tends to be a slower time for fundraising
 - Consider if a monthly goal will really show the whole picture, or whether quarterly/annually is more holistic
 - Determine if using an incremental increase in goal would be more appropriate (such as a 25% incremental increase to the goal each quarter so progress to goal is more in line with how the year progresses)
 - See if your technology will allow you to show progress and pipeline compared to goal, as when MGOs can see how they are doing relative to

goal, it's often more effective/motivating - especially if shown with a graphic and/or color coding

- Consider showing portfolio penetration/saturation (i.e., what percentage of a portfolio has been contacted over a specific amount of time)
- Establish how reports will be used during:
 - Portfolio review sessions or other meetings between prospect development and MGOs
 - Make sure to have a regular schedule of meetings to discuss portfolios and next steps
 - Leadership reviews or other meetings between leadership/fundraising managers and MGOs
 - This may include meetings between leadership and prospect development, too!
- Determine how reports be pushed out and on what schedule:
 - This may not require a meeting if the reports can/should pushed out with something like Tableau or other software that can do this automatically
 - Implement self-service options to promote transparency and accountability, making sure that reports are accessible to MGOs and their support people.
 - You may need to use a combination of delivery vehicles/settings, depending on the report and how it is intended to be used

Role of Leadership

Because of our role in MGO metrics and goal planning, prospect development may be put in the undesirable position of “enforcer.” For our partnership with frontline fundraisers to be successful, it’s critical to establish distinctions between the role of prospect development and that of leadership when it comes to accountability. Managers need to manage their staff’s growth and performance; this includes enforcing fundraising policies and procedures, as well as helping their staff succeed and holding them accountable for their performance fairly and equitably. Prospect development can provide information and insights, but managers must be the ones to take the action.

Similarly, leadership needs to make and communicate final decisions involved with MGO metrics and goal planning. The role of prospect development is to partner with MGOs by bringing expertise in data and analytics to support their success - not to tell them how to do their jobs or define their success for them. Furthermore, without the explicit support from leadership, metrics and goal planning lose their teeth and are all but guaranteed to be ineffective.

It is imperative to build a healthy relationship with leadership and hold regular check-ins. They do not always need to be lengthy; for example, a brief (15-20 minutes) touch-base

prior to a prospect review session is an ideal time to provide leadership with a few key bullet points to communicate to or ask MGOs about during the review itself. Provide the data/reports to back up the points you believe should be made. Fewer, more impactful points are best as having too many can be overwhelming to leadership. Consider a bullet point format coupled with a visualization/graph to support the messages.

Handling Unexpected Changes

It's important to plan for handling unexpected changes, both internal and external, with respect to MGO metrics/goals. Some of these are easier to plan for than others; some, you'll simply never see coming. But by planning as best you can while maintaining flexibility, agility, and grace, you can help your organization get through these shake-ups successfully.

One example of unexpected change that happens frequently is staff transitions. For MGO departures, refer to the AASP Best Practice in [Gift Officer Transitions](#). When an MGO goes on temporary leave (maternity, FMLA, etc.):

- There are several options for this scenario; the best choice for your organization depends on length of time the person will be gone, norms at your institution, the law, and other specifics. In particular, make sure that your plan is compliant with your organization's HR policy.
- Some options include: have team members divide out and take over all assignments, reassign just key prospects, or find some other way to put the portfolio in a holding pattern such that the prospects are still getting attention and are ready when the MGO returns.
- It is important to understand what other touchpoints may be happening outside the relationship with the MGO; for example, are they receiving stewardship reports, direct mailings, etc. from other offices? What else may be needed during the gift officer's leave?
- Be sure to adjust the MGO's goals/metrics to account for their time away.

We also experience big internal changes, like leadership shake-ups and organizational scandals, and significant external changes, like national/global crises that draw resources away for a short period of time (COVID-19, 9/11, tsunami, etc.)

- One possibility is to change goals to reflect the current situation when it happens, regardless of where you are in your fiscal year. This may be done as a blanket change that is the same for all MGOs, or may be approached in a more nuanced way (case by case), as appropriate. You may also consider simply eliminating certain or all goals.
- No matter which approach is chosen, leadership must be clear about what the new expectations are and when/how they will start to be evaluated and enforced.

- Looking forward, think about how this will impact the coming fiscal year. What might you need to adjust from the outset? Will there be another point during the coming fiscal year at which you pause and recalibrate?
- Think about how the change may affect your staffing needs. What happens if someone leaves because their goals/metrics are not achievable - can you backfill? Do certain types of goals change or get thrown out as our collective capacity is reduced?

There is no one right way to deal with unexpected change. Do your best to balance creating and stick to your plan with implementing flexibility when and where needed, and communicate needs and goals consistently and regularly with all development staff.

AASP Recommendation:

As experts in data and partners in fundraising, prospect development professionals are often tasked with facilitating the process for major gift officer (MGO) individual goal setting and planning. Any number of direct or proxy measures can be selected as indicators of MGO performance. While it may be tempting to try to set goals around every aspect of major gift fundraising work, we recommend focusing on a handful of meaningful goals and metrics. Typically, these fall into three main categories: contacts made, solicitations asked, and dollars raised.

While your exact terminology and categorization may vary, contacts usually fall into three buckets as the relationship with the prospect progresses: qualification, substantive, and visit. Ultimately, these contacts should result in a solicitation. MGO solicitation metrics are often built around volume, but a more thoughtful approach measures the quality and impact of the MGO's work on their solicitations. In addition to major gift solicitations, you may also consider setting metrics around annual, principal, planned, and/or in-kind solicitations, as appropriate for your organization.

The ultimate outcome of major gift fundraising work is, of course, dollars raised. But there is some debate about whether this is actually a helpful goal or not. If you decide to measure dollars raised, you will most likely want to look at individual attainment: that is, how much did the gift officer raise as a direct result of their work? You may also consider setting goals around team credit.

MGO goal planning processes range from simple to complex, often depending on the size of the organization. The more you can consistently integrate rigorous, data-based approaches and regular progress checks, the more effective your planning process is likely to be.

Before starting a project to track and report goals, there are a few considerations to make. Think about your audience, the message you're trying to convey to them, the framing or style that will help your audience best understand your message, and how/when/with what frequency to distribute your report(s).

For our partnership with frontline fundraisers to be successful, it's critical to establish distinctions between the role of prospect development and that of leadership when it comes to accountability. Managers need to manage their staff's growth and performance; this includes enforcing fundraising policies and procedures, as well as helping their staff succeed and holding them accountable for their performance fairly and equitably.

Lastly, it's important to plan for handling unexpected changes, both internal and external, with respect to MGO metrics/goals. This could be anything from staff transitions to a global pandemic. By planning as best you can while maintaining flexibility, agility, and grace, you can help your organization get through these shake-ups successfully.

Sample Policies & Procedures: see subsequent pages.

Virginia Commonwealth University, June 2021

- The Executive Director of Prospect Development uses a spreadsheet where each unit goal is calculated, with base dollars (annual fund averages, sponsored research, Corporate & Foundation Relations-driven gifts) being deducted. From the subtotal, we can extrapolate what fundraisers need to directly contribute through solicitations to the unit overall goal. (Fig.1)
 - This calculation also considers the individuals highest ever year
 - Roll each unit up into master list to review with leadership
- Once dollar goal has been established, leadership uses those numbers to create individual goals in the following categories:
 - Scheduled Personal Visits (SPV)
 - For FY22, moving back to overall engagement counts (did this from FY16-FY18)
 - Solicitations
 - Since FY20, for MGOs, broken out into annual and major gift solicit count goals
 - Closed gift rate/count
 - Dollars raised
- Executive Director of Prospect Development then correlates past averages with what the VP thinks goals should be to come up with a realistic, achievable goal values
 - VP has vetoed some of these numbers in the past for higher/lower based on his assessment
- Operating plans for units include advising unit priorities, dollar goal for these, and strategies to achieve them, along with what assistance is needed from central services for success
 - Up to FY22, goals were also input by the unit lead development officer that the Executive Director of Prospect Development would cross reference to the worksheet noted in Fig.1. The VP would then approve/reject the goals fundraisers noted.
 - In FY22, VP and AVP's will determine goals and discuss with fundraiser after if adjustments are requested
- Once all the operational plans are complete, the Executive Director of Prospect Development then transfers goals to display in the Fundraiser Activity Report (FAR, Fig.2) that calculates percent to goal in real-time
- Separate from all the above, our VP also utilizes a 100-point performance system
 - Executive Director of Prospect Development uses data from the FAR to calculate individual fundraiser points based on weights attributed to each metric (Fig.3)
 - Also roll it up to campus and separate out data by role
 - Doing this monthly currently, used to be quarterly (disagreed with monthly as there is too much variation, AVP's wanted it). Still do a quarterly report as well.
 - This report is supposed to be used to help identify gaps or successes, but struggle with AVP adoption/usage

Fig. 1:

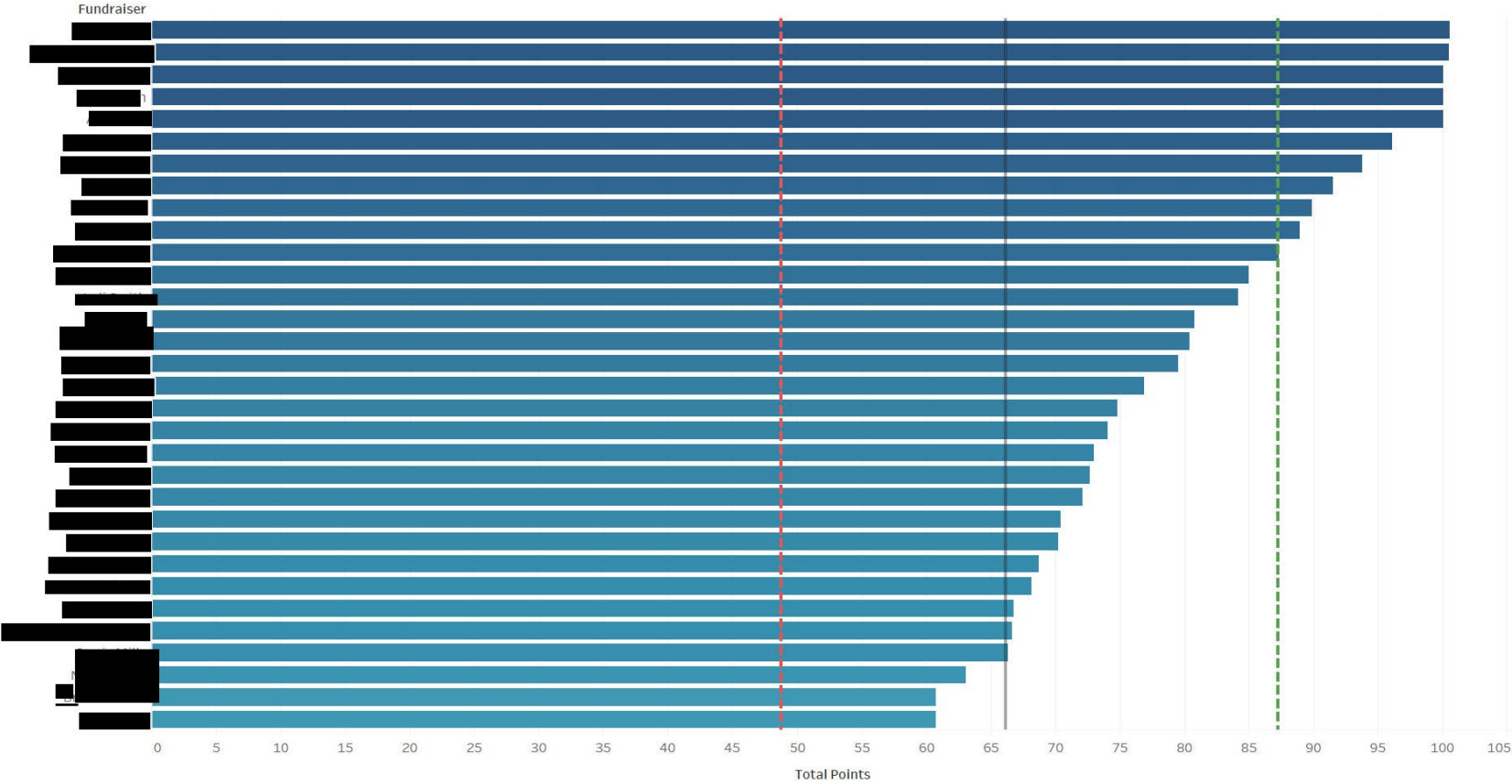
Unit	Remaining to Goal	Remaining annualized	Average CFR Dollars-annual	Goal Less CFR-Annualized	Remaining as of 6/1-Annualized	Remaining less annual CFR	Fundraiser/Role	Jay Suggested Goal from 3.12.18	Amended Taking CFR out	FY19 Unit Fundraising Total	Highest Fundraising Year Total
HP	\$ 2,075,692.45	\$ 1,037,846.23	\$ 382,440.72	\$ 655,405.51	\$ 571,868.00	\$ 189,427.28	MGO	\$ 1,000,000.00	\$ 850,000.00	\$ 850,000.00	\$ 1,060,865.00
Arts	\$ 7,850,285.66	\$ 3,925,142.83	\$ 253,740.91	\$ 3,671,401.92	\$ 3,784,693.00	\$ 3,530,952.09	MGO	\$ 2,000,000.00	\$ 2,000,000.00		\$ 6,250,000.00
							MGO	\$ 1,500,000.00	\$ 1,250,000.00		\$ 658,000.00
							LAGO	\$ 500,000.00	\$ 500,000.00	\$ 3,750,000.00	\$ 1,088,000.00

Fig.2:

Site	Fundraiser	Portfolio Size (PM or Team)	Discovery Assignments	Scheduled Personal Visit			Portfolio Coverage	MG Referrals/Physician Engagement			Solicitations (PPM only)			Closed Gifts (PPM only)			Opportunity Dollars (PPM or Secondary Solicitor)			
		Actual PM/TM	Actual	Total (Owner/Secondary) Discovery (Owner Only)			Actual	Goal	Actual	Goal	%	Actual (AG/MG)	Goal (AG/MG)	% (AG/MG)	Actual	Goal	%	Actual As PPM As Sec. Sol. Not Linked	AG / MG	Goal
Arts																				
BB		0 0/0	0	38 14	(38/0) 60	21% 23%	0%	50%	0	0	0%	20 18/2	78 75/3	26% 24%/67%	10	36	28%	\$9,025 NL: \$250	(\$12,025 / \$81,000)	\$150,000
JC		60 51/9	1	113 33	(113/0) 20	94% 165%	52%	50%	0	0	0%	17 7/10	65 40/25	26% 18%/40%	17	32	53%	\$1,470,986 PPM: \$1,325,996 SS: \$121,990 NL: \$0	(\$63,990 / \$1,383,996) (\$27,000 / \$1,298,996) (\$36,990 / \$85,000) (\$0 / \$0)	\$1,500,000
Athletics																				
AB		81 77/4	17	146 5	(143/3) 0	97% 0%	64%	50%	0	0	0%	42 35/7	40 20/20	105% 175%/35%	30	20	150%	\$437,818 PPM: \$53,500 SS: \$384,318 NL: \$434,292	(\$62,818 / \$375,000) (\$53,500 / \$0) (\$9,318 / \$375,000) (\$237,292 / \$197,000)	\$1,000,000
CR		116 112/4	11	15 1	(15/0) 0	100% 0%	40%	50%	0	0	0%	2 2/0	10 10/0	20% 20%/0%	0	5	0%	\$0	(\$0 / \$0)	\$25,000

Fig. 3:

FY21
7/1/2020-12/31/2020



Gift Officer Goal Plan Report

Fiscal Year 2021

Mr. Gift Officer (UNIT)

Buff Font = Goal

Blue Font = Actual

Report Date: 5/14/2021

Gift Officer Fundraising Progress	Gift Officer Information	SCHOOL/UNIT Information
Fundraising Goal: \$1,000,000 Dollars Raised to Date: \$2,259,658 Proposal Based: \$2,233,389 Appeal Code (<\$5K) Based: \$26,270 Power and Promise (P&P) Goal: \$500,000 P&P Dollars Raised to Date: \$2,141,889	Gap to Goal: \$1,259,658 Progress to Goal: 226% Current Expected Pipeline Value: \$152,500 Team Credit Dollars Raised to Date: \$25,000	Role Type: MGO Years in Current Role: 2+ Prospect Count: 110 Expectation: 120 Team Member Count: 7 % of portfolio with current Strategy: 97% % of portfolio solicited: 40%
		Fundraising Goal: \$16,000,000 Attainment to Date: \$9,408,914
		DAR Information Fundraising Goal: \$100,000,000 Attainment to Date: \$88,402,859

Proposals Solicited as Proposal Manager

All Proposals with a Date Asked in FY21 to which the gift officer was assigned as the active Proposal Manager at the time the Ask was made (Clearance Proposals are excluded below).

	Actual	Goal	Progress to Goal	Ask Made	Accepted	Declined	Total of Amounts Asked
Total Proposals (any amount)	55	36	55 actual / 36 goal = 153%	5	49	1	\$1,715,500
Major Gift Proposals (\$50K+)	11	15	11 actual / 15 goal = 73%	0	11	0	\$1,200,000

Completed Contacts

All completed contact reports with a date in FY21 for which the gift officer was the author or received staff credit. If a contact report spans two of the types below, it will be counted in each applicable line (e.g., a Qualify visit will be counted on both the Visit/Phone and the Qualify/Contact Attempt lines).

Type	Q1	Q2	Q3	Q4	Total to Date			Goal	Progress to Goal
					PM	Non-PM	Total		
Qualify/Contact Attempt	34	26	45	8	49	64	113	150	113 actual / 150 goal = 75%
Substantive	225	379	268	66	557	381	938	450	938 actual / 450 goal = 208%
Visit/Phone	40	44	41	9	80	54	134	100	134 actual / 100 goal = 134%
Visit Assist	0	1	0	0	0	1	1		

Gift Officer Goal Plan Report

Fiscal Year 2021

Mr. Gift Officer (UNIT)

Report Date: 5/14/2021

Goal Plan Report – Reporting Definitions

FUNDRAISING PROGRESS

1. Dollars Raised to Date

- a. Proposal-Based: The sum of all new attainment transactions received by GW during the current fiscal year linked to proposals for which the gift officer is the current, active Proposal Manager.
- b. Appeal Code (<\$5K) Based: The sum of all new attainment transactions received by GW during the current fiscal year under \$5,000, not linked to any proposal, with the gift officer's appeal code attached.

2. **Power & Promise (P&P) Dollars Raised to Date**: The sum of all new attainment transactions supporting Power & Promise student aid received by GW during the current fiscal year:

- a. linked to proposals for which the gift officer is the current, active Proposal Manager, AND
- b. under \$5,000, not linked to any proposal, with the gift officer's appeal code attached.

3. **Gap to Goal**: The difference between the gift officer's Fundraising Goal and their Dollars Raised to Date.

4. **Progress to Goal**: The gift officer's Dollars Raised to Date divided by their Fundraising Goal, expressed as a percentage.

5. **Current Expected Pipeline Value**: The sum of all Expected Amounts of proposals in (1) Stage Clearance or Ask Made, and (2) Stage Accepted with no linked transaction, where each proposal has an Expected Date within the current fiscal year, and where the gift officer is the current, active Proposal Manager.

6. **Team Credit Dollars Raised to Date**: The sum of all new attainment transactions received by GW during the current fiscal year linked to proposals for which the gift officer is a current, active Proposal Team Member.

GIFT OFFICER INFORMATION

1. Role Type

- a. MGO: Major Gift Officer

Gift Officer Goal Plan Report

Fiscal Year 2021

Mr. Gift Officer, UNIT

Report Date: 5/14/2021

- b. CR: Corporate Relations
 - c. FR: Foundation Relations
 - d. MNGR: Staff/Personnel Manager (#2 in the office where the manager has 2+ direct reports)
 - e. CDO: Chief Development Officer for School/Unit/Central Office
 - f. AVP: Associate Vice President
2. **Years in Current Role:** the time the gift officer has been in their current role (<1 year, 1-2 years, or 2+ years), as of the first day of the fiscal year of the report (for example, as of 7/1/2020 for FY21)
3. **Prospect Count:** The total number of prospect records to which the gift officer is assigned as the current, active Prospect Manager.
- a. Expectation: The total possible number of prospect records to which the gift officer could be assigned as the current, active Prospect Manager, as defined by MGO metrics (MGO/CR/FR=120; Manager=100, CDO=75, AVP=60).
4. **Team Member Count:** The total number of prospect records to which the gift officer is assigned as a current, active Team Member.
5. **% of Prospects with current FY Strategy:** The percentage of prospect records to which the gift officer is assigned as the current, active Prospect Manager that have a contact report with Purpose=Strategy and Type=Strategy dated within the current fiscal year.
6. **% of portfolio solicited:** The percentage of prospects to which the gift officer is assigned as the current, active Prospect Manager in Stages Engage through Negotiate (excluding Parents, Grateful Patients, and Corporate/Foundation/Organizational prospects) solicited by the gift officer within the current fiscal year for a gift of any amount, either via a contact report with Purpose=Solicit or via a proposal in Advance.

PROPOSALS SOLICITED AS PROPOSAL MANAGER

Total Proposals (any amount)

- 1. **Actual:** The number of proposals in stage Ask Made, Ask Accepted, or Ask Declined with an Ask Date in the current fiscal year for which the gift officer was the current, active Proposal Manager as of the Ask Date.
- 2. **Goal:** The number of proposals the gift officer is expected to solicit during the fiscal year where the gift officer is the current, active Proposal Manager as of the Ask Date.

Gift Officer Goal Plan Report

Fiscal Year 2021

Mr. Gift Officer, UNIT

Report Date: 5/14/2021

3. **Ask Made:** The number of proposals in stage Ask Made with an Ask Date in the current fiscal year for which the gift officer was the current, active Proposal Manager as of the Ask Date.
4. **Ask Accepted:** The number of proposals in stage Ask Accepted with an Ask Date in the current fiscal year for which the gift officer was the current, active Proposal Manager as of the Ask Date.
5. **Ask Declined:** The number of proposals in stage Ask Declined with an Ask Date in the current fiscal year for which the gift officer was the current, active Proposal Manager as of the Ask Date.
6. **Total Value of Amounts Asked:** The sum of Ask Amounts for all proposals in stage Ask Made, Ask Accepted, or Ask Declined with an Ask Date in the current fiscal year for which the gift officer was the current, active Proposal Manager as of the Ask Date.

Major Gift Proposals (\$50K+)

1. **Actual:** The number of proposals in stage Ask Made, Ask Accepted, or Ask Declined with an Ask Date in the current fiscal year and an Ask Amount greater than or equal to \$50,000 for which the gift officer was the current, active Proposal Manager as of the Ask Date.
2. **Goal:** The number of proposals the gift officer is expected to solicit during the fiscal year where the Ask Amount greater than or equal to \$50,000 and the gift officer is the current, active Proposal Manager as of the Ask Date.

Fundraiser Activity Report

Fiscal Year: 2021

Sort Order: Unit Name Sort

Unit: School/Unit Name

Report Date:5/14/2021

Gift Officer Information						Gift Officer Fundraising Progress								Proposals Solicited as Proposal Manager				Completed Contacts					
Name	Unit	Role Type	Tenure in Role	Prospect Count		Dollars Raised		% to Goal	Gap to Goal	Current Pipeline Expected	Power and Promise Dollars Raised		Proposal Team Credit	Total Proposals (any amount)		Major Gift Proposals (50K+)		Qualify /Contact Attempt		Substantive Contacts		Visit/Phone	
				Exp.	Actual	Goal	Actual				Goal	Actual		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Gift Officer A	UNIT	MGO	2+	120	110	\$1,000,000	\$2,259,658	226%	\$1,259,658	\$152,500	\$500,000	\$2,141,889	\$25,000	36	55	15	11	150	113	450	938	100	134
Gift Officer B	UNIT	MGO	2+	120	108	\$2,000,000	\$1,215,525	61%	\$-784,475	\$752,000	\$410,000	\$5,000	\$0	36	12	15	5	150	217	450	200	100	113
Gift Officer C	UNIT	CDO	N/A	75	65	\$1,550,000	\$768,500	50%	\$-781,500	\$72,500	\$300,000	\$524,000	\$0	21	13	15	4	50	104	225	540	50	71
Gift Officer D	UNIT	MNGR	N/A	100	86	\$1,000,000	\$167,179	17%	\$-832,821	\$0	\$350,000	\$21,578	\$0	24	28	15	7	100	90	325	482	65	68
Gift Officer E	UNIT	MGO	2+	120	114	\$300,000	\$119,484	40%	\$-180,516	\$540,000	\$160,000	\$49,984	\$0	36	11	15	5	150	160	450	981	100	70

Fundraiser Activity Report – Reporting Definitions

GIFT OFFICER INFORMATION

1. Role Type

- a. MGO: Major Gift Officer
- b. CORP: Corporate Relations
- c. FND: Foundation Relations
- d. MNGR: Staff/Personnel Manager (#2 in the office where the manager has 2+ direct reports)
- e. CDO: Chief Development Officer for School/Unit/Central Office
- f. AVP: Associate Vice President

2. **Tenure in Role:** the time the gift officer has been in their current role (<1 year, 1-2 years, or 2+ years), as of the first day of the fiscal year of the report (for example, as of 7/1/2020 for FY21)

3. Prospect Count:

- a. Actual: The total number of prospect records to which the gift officer is assigned as the current, active Prospect Manager.
- b. Exp.: The total possible number of prospect records to which the gift officer could be assigned as the current, active Prospect Manager, as defined by [MGO metrics](#) (MGO/CR/FR=120; Manager=100, CDO=75, Assoc VP=60).

FUNDRAISING PROGRESS

1. Dollars Raised:

- a. Actual: The sum of all new attainment transactions received by GW during the current fiscal year linked to proposals for which the gift officer is the current, active Proposal Manager, PLUS the sum of all new attainment transactions received by GW during the current fiscal year under \$5,000, not linked to any proposal, with the gift officer's appeal code attached.

2. **% to Goal:** The gift officer's Dollars Raised to Date divided by their Fundraising Goal, expressed as a percentage.

3. **Gap to Goal:** The difference between the gift officer's Fundraising Goal and their Dollars Raised to Date. If the number is positive, the gift officer has exceeded their Fundraising Goal; if the number is negative, the gift officer has not yet reached their Fundraising Goal.

4. **Current Expected Pipeline Value:** The sum of all Expected Amounts of proposals in (1) Stage Clearance or Ask Made, and (2) Stage Accepted with no linked transaction, where each proposal has an Expected Date within the current fiscal year, and where the gift officer is the current, active Proposal Manager.

5. Power & Promise Dollars Raised:

- a. Actual: The sum of all new attainment transactions supporting Power & Promise student aid received by GW during the current fiscal year:
 - i. linked to proposals for which the gift officer is the current, active Proposal Manager, AND
 - ii. under \$5,000, not linked to any proposal, with the gift officer's appeal code attached.

6. **Proposal Team Credit:** The sum of all new attainment transactions received by GW during the current fiscal year linked to proposals for which the gift officer is a current, active Proposal Team Member.

PROPOSALS SOLICITED AS PROPOSAL MANAGER

- 1. Total Proposals (any amount)**
 - a. Actual: The number of proposals in stage Ask Made, Ask Accepted, or Ask Declined with an Ask Date in the current fiscal year for which the gift officer was the current, active Proposal Manager as of the Ask Date.
- 2. Major Gift Proposals (\$50K+)**
 - a. Actual: The number of proposals in stage Ask Made, Ask Accepted, or Ask Declined with an Ask Date in the current fiscal year and an Ask Amount greater than or equal to \$50,000 for which the gift officer was the current, active Proposal Manager as of the Ask Date.

COMPLETED CONTACTS

- 1. Qualify/Contact Attempt**
 - a. Actual: The total number of Completed contact reports of Purpose=Qualify or Contact Attempt where the gift officer has Author or Staff Credit and the contact report date falls within the current fiscal year.
- 2. Substantive Contacts**
 - a. Actual: The total number of Completed contact reports of Type=one of (Background Meeting, Correspondence, Email, Event, Phone, or Visit) AND Purpose=one of (Engage/Cultivate, Solicit, Negotiate, Commitment Received, Steward, or Strategy) where the gift officer has A author or Staff Credit and the contact report date falls within the current fiscal year.
- 3. Visit/Phone**
 - a. Actual: The total number of Completed contact reports of Type=Visit or Phone where the gift officer has Staff Credit where the Credit Type=Visit Assist Credit only and the contact report date falls within the current fiscal year.

MGO Goal Planning Process

Phase 1: Goal Setting – Spring

In partnership with the Executive Leadership Council (ELC) and Chief Development Officers (CDOs), Research & Relationship Management (RRM) will facilitate the division-wide annual attainment Goal Setting process; as usual, university and academic leadership have an active role in the process. The school and unit goals, along with Major Gift Officer (MGO) Metrics, will be incorporated into subsequent planning phases.

Phase 2: Goal Planning – early Summer

MGOs will complete a short Goal Plan Form with their individual attainment goal and scholarship campaign goal (as appropriate). Solicitation and contact goals will be auto-populated according to MGO Metrics; deviations from any of the Metrics should be addressed on case-by-case basis in concert with the gift officer, their manager, the manager's appropriate Associate Vice President (AVP), and RRM to ensure equity across DAR. Goals will be uploaded to Advance by Technical Services.

Phase 3: Strategy and Proposal Planning – mid to late Summer

CDOs, AVPs, and RRM will partner to facilitate the Strategy and Proposal Planning process that will take place with that CDO's major gift officers and include support staff. Other school/unit staff, such as annual giving-focused gift officers, are not expected to attend. As in the past, CDOs will be asked to indicate which format they prefer for their team's session: individual MGO Strategy and proposal planning work time (traditional format), group Strategy discussion time (alternative format), or a blend of individual MGO Strategy/proposal planning work time AND group Strategy discussion time (hybrid format).

In these sessions, depending on the format, gift officers will:

- Be able to ask questions about MGO metrics for FY22
- Receive a quick refresher on what Strategies should and should not contain
- Draft or update Strategies for all prospects in their portfolios (stage Engage or later)
- Identify which prospects they plan to solicit for a major/principal gift, an annual gift, or (preferably) both this fiscal year
- Outline proposals to be entered in Advance by RRM following the planning session
- Discuss with their colleagues where they may be feeling stuck and would like assistance in developing or moving forward a Strategy for a prospect or group of prospects

In these sessions, RRM will:

- Assist in translating Strategies into planned proposals and, where requested, advise on Strategies for potential philanthropic alignment and attainment
- Help gift officers understand whether a proposal is already or should/should not be entered for a specific prospect
- If a proposal is not appropriate, and the prospect is not in the Qualify stage, help gift officers determine whether the prospect truly needs active management for the coming fiscal year, including strategic steps to help move the prospect forward

Phase 4: Gap Analysis – early Fall

During Q1 portfolio reviews, RRM will review each MGO's planned proposals and analyze to what extent these plans support their fundraising attainment goal. RRM will assess the existing portfolio and determine if additional prospecting is needed to fill any gaps.

Phase 5: Midyear Planning – January

CDOs, AVPs, and RRM will partner again to facilitate the Midyear Planning process. This process mirrors Phase 3, but the focus is twofold:

1. MGOs will revisit their current Strategies and Proposals to ensure they are on track, updating as necessary for the remainder of the FY; and
2. MGOs will also begin planning their Strategies and Proposals for the next FY. This second element is donor-centric and forward thinking, and supports an accelerated goal setting timeline for Divisional, school/unit, and individual fundraiser attainment and scholarship campaign goals.