

## Duke University Bonus Program - 2003

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Duke University developed a bonus program for central development office employees the first year of the public portion of their current campaign. 100% of all development employees, provided they were employed in the development office for the entire year, are eligible for the program.

Each year, approximately 5-7 indices are selected, performance towards which would determine whether a bonus would be awarded. These indices were selected from the annual departmental operating plans. There is no guarantee that an indicator selected in one year would be used in a subsequent year. Examples of indicators include: certain number of moves/major gifts officer; certain number of university-wide events scheduled and completed; lost alumni percentage rate; alumni participation rate; total dollars raised; percent of annual fund pledges satisfied.

At the end of the fiscal year performance associated with these indices would be reported to the “bonus committee.” This committee consists of the Executive Vice President, the Senior Vice President for Development & Alumni Affairs, the Vice President for Development, the Vice President of Human Resources, and the University Provost. They would determine if the goals were sufficiently met and, if so, award the bonus to all employees. This award amounted to \$2,000/individual after taxes (in one year all but one goal was attained – the committee elected to award a reduced bonus in recognition of the efforts expended post 9/11).

Additionally, there exists a “retention bonus.” Directors annually nominate a “superstar” from their division – an individual who significantly exceeded their personal goals and had the greatest impact on the overall fund-raising program. Those individuals nominated 3 out of 5 years (the balance of the campaign) will receive an additional bonus when the campaign is concluded.