




**Measuring What Matters:
Creating Standard Performance Metrics for
Charitable Gift Planners**

Joe Bull, J.D.
Assistant Vice President of Development
Carnegie Mellon University

Presenter



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Assistant Vice President of Development
Carnegie Mellon University

- Over 33 years of experience in the philanthropic arena
- Past experience include roles at The Ohio State University, Duke University, North Carolina State University, The Nature Conservancy and the Columbus Zoo and Aquarium
- Chair of the National Association of Charitable Gift Planners national Metrics Task Force
- Serves on the Board of Directors of the American Council on Gift Annuities
- 2005 Chair of the Board of NACGP



Vocabulary

- **Metrics:**
 - measurable activity goals
 - “playbook for success”
- **Analytics:**
 - Discovery & interpretation of meaningful patterns in data
 - Describe, predict, & improve performance
- **Best Practices:**
 - Procedures accepted as most effective
 - Basis of Benchmarking





OR



Beneficial ? **Tyrannical ?**





2014 Survey of 660 Frontline Fundraisers

- 60% say goals are inappropriate
- 42% say metrics are detrimental at worst...ineffective at best





How Management Views Metrics...



How Staff Views Metrics...



Is the Horse Out of the Barn?



“The MBA’s have already won that argument.”
- Jordan Markley



CPG Metrics Task Force

- Elizabeth Ayers, University of North Carolina
- Kat Banakis, Grenzebach Glier & Associates
- Bruce Bigelow, Charitable Development Consulting
- Josh Birkholz, Benz Whaley Flessner
- Jason Chestnut, University of Virginia
- Erik Daubert, Urban Inst/Fundraising Effectiveness Project
- John Goettler, Jackson WY St. John’s Hospital
- Steve Myers, Weizmann Institute of Science
- Kathryn Miree, Kathryn Miree and Associates
- Anne Melvin, Harvard University
- Pete Ticconi, Georgia Tech
- Jim Hodge, U of Colorado Med Center, *of counsel*
- Michael Kenyon & Barbara Yeager, CGP Staff





Task Force Phasing

- Phase One: define the value of gift planning
- Phase Two: gift planning program metrics
- Phase Three: individual gift planner metrics



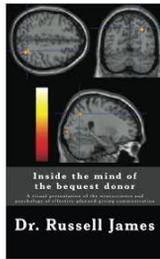


Phase One: Define the Value of Gift Planning





NIH National Institute on Aging



Total Estate Value	Estate Gifts as a multiple of Annual Giving *
< \$100,000	0.15
\$100,000 – < \$500,000	1.89
\$500,000 – < \$1,000,000	3.73
\$1,000,000 – < \$5,000,000	8.12
\$5,000,000+	11.65
TOTAL	5.07

* Prof. Russell James





- 603 bequest donors since 1993 = \$197,866,931
- Cumulative Lifetime Giving = \$65,160,450
- **204% larger...Factor of 3x !**
- 47% lifetime giving < \$1,000
- 32% lifetime giving < \$100
- 27% = first gift...\$-0- lifetime giving



Giving Before and After Adding Charitable Beneficiary to Estate Plan*



* Prof. Russell James





Average Annual Giving

- Charity in Will = \$4,400
- No Charity in Will = \$2,043
- 115% increase!





AMERICAN COUNCIL
ON GIFT ANNUITIES
Promoting Responsible Philanthropy

2018 Study

- 71% of Gift Annuity donors **continue** with usual annual gifts
- 25.5 % of Gift Annuity donors **increase** their annual gifts





Return on Investment per \$1 of expenditure

Bequests	\$56.83
Major Gifts	\$33.33
General Donations	\$19.11
Community Fundraising	\$11.15
Direct Mail	\$3.66
Events	\$3.43





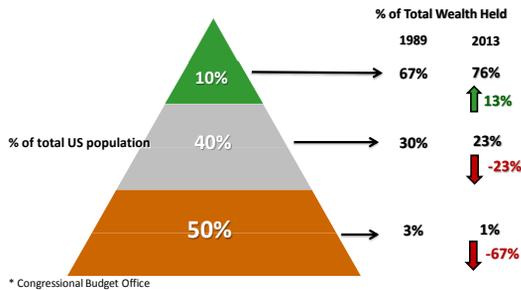
The Importance of Time Horizons

Organizational Realities

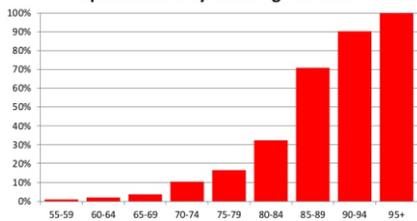
- Need cash today
- Leadership wants \$\$ on their watch
- Short Term time horizon...
- ...but gift planning is a Long Term proposition



US Wealth Distribution*



Cumulative percentage of charitable bequest dollars by donor age at death*



Over 80% of charitable bequest dollars come from decedents aged 80+

* Prof. Russell James



Bequest Realization Data

- Median Age at Death
 - Russell James = 89
 - Robert Sharpe = 87
- Date of Final Will (Australian Study)
 - 31% within 2 years of death
 - 60% within 5 years of death





How People
Want to Give

vs



How Organizations
Want to Receive



Questions?





NATIONAL ASSOCIATION of
Charitable Gift Planners

Phase Two: Gift Planning Program Metrics

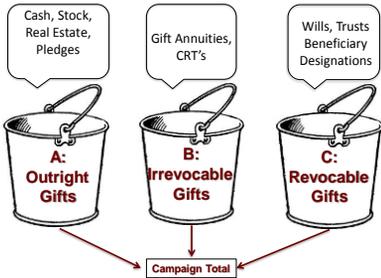




Guidelines for Reporting and Counting Charitable Gifts

2nd edition





What Managers Need to Know

- New gifts and commitments in the 3 buckets
- Program Pipeline
 - Maturing gifts
 - Commitments in Buckets 2 and 3
 - Proposals
- # of Blended Gifts...# + \$ of non-cash gifts
- Marketing measures



Analytics

- Realized Bequests: ratio of known to unknown
- Lifetime giving history of bequest donors
- # of multi-year annual donors with a PG
- # of endowment donors with a planned gift
- # of MG calls with a PG discussion





Alpha Testers

STELTER
The Personal Publishing Company

Conundrum

- Data we want to collect
vs.
Data we can collect
- Nomenclature challenges
- “Wild West” ...DYI...etc.
- Back to Basics

STELTER
The Personal Publishing Company

Questions?

STELTER
The Personal Publishing Company



Phase Three: Individual Gift Planner Metrics





Annual Giving



Leadership Annual Giving



Major Gifts



Principal Gifts

Gift Officer Roles

Gift Planning



Consider This...

- If the average MG call lasts 1 hour...*and*
- If the average GP call lasts 3 hours...*and*
- Both MG & GP officers have 100 call goals
- Then...
- ***THE MATH DOESN'T WORK !!***



Birkholz Study

- MG officers spend 80% of their time with donors **prior** to solicitation
- PG officers spend 60% of their time with donors **after** the solicitation
- Significant consulting time with MG officers is a net + for organization
- Pool penetration is a better measure than number of calls



Individual Metrics Categories

- Developing Opportunities
 - Strategy Development
 - Donor Interactions: in person, other, stewardship
 - Proposals
- # of Gifts
- \$\$ of Gifts in the 3 buckets
- Factor in Length of Service



Measure Like the Investment Office



And the work continues...



**“Not everything that counts can be counted,
and not everything that can be counted
counts.”**

-Albert Einstein



Questions



Joe Bull, J.D.
Assistant Vice President of
Development
Carnegie Mellon University



Additional Questions

joebull@andrew.cmu.edu

jeremy.stelter@stelter.com

jen.lennon@stelter.com

stella@stelter.com

www.stelter.com



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Thank You !!
