

Leadership Gift School

2014 Survey Results of Participants' Application of the Eight Leadership Gift School Principles

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The Institute for Philanthropic Leadership

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OPENING REMARKS

The Institute For Philanthropic Leadership is the umbrella nonprofit organization for Leadership Gift School and all related programs designed to encourage the growth of a strong philanthropic culture in the Charlotte Region. Leadership Gift School is the inaugural program (8 days/8 months) developed to teach executive directors and development directors how to cultivate individuals for leadership gifts.

The Board of Directors for the Institute for Philanthropic Leadership offers the Charlotte Community this report, trusting it will be received in the spirit with which it was intended.

We believe that over time Leadership Gift School will effect significant cultural and behavioral changes among individual donors and within organizations. Indeed, even the first year, we began to see a shift in the understanding of the role of the executive director as the chief fundraising officer and anecdotally, several organizations increased their investment in the development infrastructure of their organizations. Even so, the community cultural change is likely to take place over the next 10 to 20 years.

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Chris McLeod, President, Giving Matters, Inc.*

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ACKNOWLEDGEMENTS

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- Arts & Science Council
- Association of Fundraising Professionals – Charlotte Chapter
- Bank of America
- Blue Cross Blue Shield of North Carolina
- Blumenthal Foundation
- Carolinas HealthCare Foundation
- The Duke Endowment
- Duke Energy Foundation
- Foundation For The Carolinas
- GenSpring Family Office
- Goodrich Foundation
- Leave A Legacy for the Charlotte Region
- Novant/Presbyterian HealthCare Foundation
- Robinson Bradshaw & Hinson
- United Way of Central Carolinas
- Wells Fargo
- William & Patricia Gorelick Family Foundation

Special thanks are due to Jay Everette at Wells Fargo, who agreed to underwrite the entire cost of this study of Leadership Gift School participants conducted by UNC Charlotte Urban Institute.

This survey report of Leadership Gift School participants is the result of hundreds of hours contributed by the following people:

Evaluation Coordinators:

Chris McLeod, President, Giving Matters, Inc.

Karla Williams, ACFRE, Author, National Consultant and Faculty Director

Karla Williams and Chris McLeod, in consultation with UNC Charlotte Urban Institute, were responsible for the design of the survey instrument, the process, the pre-test implementation, and the review of all hard data.

Pilot Group:

Linda Reynolds, Children's Theatre of Charlotte
Katherine Lambert, Girls Scouts Hornet's Nest
Penelope Wilson, Pat's Place
Karen Parker, Safe Alliance

The pilot group provided valuable counsel on the front end of the survey project to ensure the survey design and format was user friendly and they invested significant time test driving the survey, inputting their data and helping us work out the kinks.

Development Directors and Staff:

We want to acknowledge the tremendous commitment of the more than 35 development directors/staff that spent four hours or more inputting the requested data and providing supplemental data as needed. The 28-question survey required a significant investment of time and resources that are understandably in short supply in the nonprofit sector. These individuals devoted hours to running reports, writing the required narratives and providing oversight to ensure the accuracy of the data.

UNC Charlotte Urban Institute:

We are grateful to Jeff Michael, Executive Director of UNC Charlotte Urban Institute, Eric Caratao, Social Research Specialist, and Linda Shipley, Senior Associate Director, for the valuable resource they provide the Charlotte region and for their expertise. Special thanks to Wes Lawing, Web Communications Manager, for creating the online survey portal.

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EXECUTIVE SUMMARY

Survey Results of the Application of the Eight Principles of Leadership Gift School

The vision of Leadership Gift School (LGS) is to create a cultural environment of intentional generosity for the Charlotte Region. Its goals are:

- To introduce nonprofit leaders to a fund raising model focused on cultivating leadership gifts from individuals
- To provide theoretic and practical instruction about donor motivations/values and methods to cultivate and solicit them
- To meaningfully engage nonprofit board members in fund raising
- To provide nonprofit leadership with tools/knowledge to create an organizational-wide culture of philanthropy

Through an 8-day program delivered over 8 months, LGS teaches the fundamentals of major gift fundraising to teams of executive directors and development directors. In particular, participants learn the following eight principles of LGS:

1. Increase individual giving and reduce dependency on corporate support
2. Design/implement a leadership gift strategy unique to each organization
3. Create funding opportunities that will attract major gifts
4. Improve understanding of donor psychology and philanthropic behavior
5. Develop relationships with donors/grantor that result in long-term funding
6. Increase board involvement in philanthropic advocacy and action
7. Expand responsibility for ethical fundraising, beyond the development office
8. Make major/leadership gift development a top priority of the organization

Since its inception in the fall of 2009, LGS has educated, engaged, and graduated a total of four LGS Cohorts, a total of 92 nonprofit leaders from 42 different Charlotte-based nonprofit organizations.

To better understand the impact of LGS on its participants, the Institute for Philanthropic Leadership (IPL) has contracted with the University of North Carolina at Charlotte Urban Institute to collect data from its participants. Specifically, IPL is interested in determining if the LGS principles are being applied by LGS participants.

Using self-reported data from the four LGS cohorts collected through a secured online survey portal where LGS participants can enter financial and fundraising data on their organizations, this study sought to determine if LGS participants are successfully

applying the eight LGS principles. Of the 42 participating LGS organizations, 35 completed the survey, for a response rate of 83%. Findings reported here are based on available data from FY 2010 through FY 2013. In some cases, results for Cohorts 1 and 2 are presented solely since these two groups had benefited from having two to three years to implement LGS principles. Cohort 3 has had only one year and Cohort 4 just completed their coursework.

Key Findings (Cohorts 1 and 2)

- **13** out of 16 participating organizations in Cohorts 1 and 2 **are raising more money from individual donors** (% increases range from 9.6% to 712.5%)
- **8** out of 13 organizations have **increased the number of donors who gave gifts between \$5,000 and \$10,000**
- **8** out of 13 organizations have **increased the number of donors who gave gifts over \$10,000**
- **5** out of 14 participating organizations in Cohorts 1 and 2 **have increased the number of individual and family foundation donors** that support the organization (% increases range from 15.0% to 229.9%)
- **11** out of 16 participating organizations **have written cultivation strategies** for five or more leadership level donors (ranging from \$10,000 to \$1,000,000)
- **7** out of 12 participating organizations **have written cases** specifically designed to attract leadership level donors.
- **14** out of 16 organizations **report having written a strategic plan that has a major gift focus**
- **12** out of 15 organizations are **using a Dashboard or a metrics score card** to measure their fundraising progress and their Board's level of engagement
- **9** out of 15 have **expanded fundraising responsibility to other staff, volunteers, and board members**
- **11** out of 12 report that they have **increased Board members' engagement in fundraising** (e.g., making thank you calls, calling other board members for their leadership commitment to the organization, etc.)

KEY FINDINGS (all cohorts)

- **27** out of 35 organizations are **raising more dollars from individuals**, with increases ranging from 5.4% to 996.1%
- **16** out of 30 organizations have **increased the number of donors who gave gifts between \$5,000 and \$10,000**
- **16** out of 30 organizations have **increased the number of donors who gave gifts over \$10,000**
- **20** out of 35 organizations report an **increase in the percentage of contributed revenue from individual donors**
- **23** out of 28 organizations report that they **have written case statements** for major/leadership gifts
- **20** out of 35 organizations report that they **have individualized written donor strategies** for five or more of their major/leadership gift donors
- **15** out of 24 organizations report that they **have expanded responsibility for fundraising** beyond the development staff
- **23** out of 31 report that they have **increased Board members' engagement in fundraising**, particularly in the areas of cultivation and stewardship
- **21** out of 33 report that they **have instituted a dashboard** to measure donor engagement since participating in Leadership Gift School

SELECTED NARRATIVES

Three participants provided general comments about their LGS experience:

"In April 2013, we reorganized our development department starting first with new staff leadership and then restructuring positions and responsibilities. Doing so was greatly influenced by what I, the executive director, had learned from LGS. Our board has benefited tremendously as well from how we approach development following LGS principles. In FY14, our board has given over \$100k and our board chair has been responsible for raising an additional \$200+k."

"LGS is a phenomenal experience; it has been invaluable to set aside one day a month to only focus on our Development planning with experts in the field; and with both the Development professional and the executive director actively involved, it quickly becomes a shared vision. The program has added immense

value and has already made our programs stronger -- and we're not even done with our cohort's sessions yet -- we have two more months to go!"

"LGS has been very beneficial to us. The professional relationships developed with our LGS Cohort and Faculty has been invaluable to us. We have called up class members as well as faculty to exchange ideas and troubleshoot. Also, the class materials and articles have been valuable tools in research and planning."

When queried about what they were doing differently with their Board members as the result of their participation in Leadership Gift School, the organizations responded:

"We ask board members to make thank you calls and write thank you notes to donors."

"We developed a major gift giving society that has grown to 25 members."

"Our board members decided to hold an annual retreat focused on development."

"Our Board members developed a report card where they make a commitment each year to raise a certain amount of funds; to attend specific fundraising events and to develop relationships with specific donors."

"We created a Major Gift Chair position on our board."

"The Board sets an annual goal for board giving."

"Board President and staff member meets 1:1 with each board member to discuss their contribution."

"Personal visits to major donors by the Executive Director, Development Director, and a board member."

CONCLUSION

Overall, participating LGS organizations report having benefitted from their LGS experience. They are reporting increases in their total dollar donations from and the number of individual and family foundation donors. Also, the majority of them indicate that one of the main things they are doing differently with their Board is engaging their members in their philanthropic efforts. They are also making major/leadership gift development a top priority of the organization by measuring their staff and their Board's level of engagement.

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Introduction

Brief History of Leadership Gift School

The seeds of the idea for a program to teach nonprofits how to cultivate individual donors for major gifts originated during a lunch between Michael Rose and Chris McLeod in the summer of 2008. When the economic downturn hit Charlotte in the fall of 2008, Rose and McLeod recognized that the nonprofit community was likely to suffer due to a likely decline in corporate giving. In January 2009, Michael Rose convened the following individuals to develop a program that would come to be known as Leadership Gift School:

Founding Faculty Committee

Kristin Hills Bradberry, KHB Advisors

James Bullock, Vice President for University Advancement, Queens University of Charlotte

Jim Kelley, Executive Director, Foundation For The Catholic Diocese

Bart Landess, Vice President for Major & Planned Giving, YMCA of Greater Charlotte

Chris McLeod, President, Giving Matters, Inc.

Michael Rose, President/CEO, Carolinas Health Care Foundation

Niles Sorensen, Vice Chancellor, University Development, UNC Charlotte

Karla Williams, ACFRE, Author, National Consultant and Faculty Director

The Founding Faculty Committee engaged Karla Williams to serve as Faculty Director and develop the curriculum. Karla's teaching experience and national reputation gave the program instant credibility. Information Sessions were held in the Spring 2010, to which over 125 nonprofit leaders were invited. The first cohort enrolled in September 2010.

In creating The Institute for Philanthropic Leadership, the Founding Faculty Committee aspired to do more than teach nonprofit professionals how to generate major gifts and grow their philanthropic revenue. By building sustainable fund development programs that attracted "leadership donors" who intentionally invest in an organization's leadership and helped impact services to their community, they aspired to build a stronger culture of philanthropy in the Charlotte region. The committee wanted to help executive directors to understand their roles as leaders in the fundraising success of their organizations by integrating leadership concepts into every session, every module, and every fundraising methodology.

Given Charlotte is home to several Fortune 500 corporate headquarters, it is no surprise that many of these companies historically have been generous funders of the nonprofit community. When Leadership Gift School was created in 2009, its founding committee

recognized that the Charlotte Region had a strong corporate giving climate, but an under- developed individual giving culture compared to other cities of similar size. Years of high-level corporate support had overshadowed the appearance of individual donor generosity, with a few exceptions. Over time, most nonprofits came to believe that the only way they could generate mega gifts (in the million dollar range) was to submit a grant application to the largest national, regional and local corporate foundations and/or the local “deal makers.”

On the surface, one might conclude that Charlotte had “low level philanthropy potential,” but underneath this perception, was a different reality. Many local Charlotteans, capable of million-dollar philanthropy, were opting to establish donor-advised funds at their local community foundation. Newcomers with significant resources would not become major investors until they were made to feel a part of their new community. This situation required a strategy and an educational initiative that would build a stronger individual giving climate and culture with both the “old” and “new” Charlotte citizens.

Purpose & Background of Leadership Gift School

Leadership Gift School (LGS) is an intensive eight-month program designed to increase philanthropic revenue from individual leadership donors, to benefit local nonprofit organizations. Chris McLeod is entirely responsible for the funding and overall administration of The Institute for Philanthropic Leadership² and Karla Williams serves as Faculty Director.

Developed by Karla Williams, LGS’s research-based, interactive curriculum challenges nonprofit leaders to rethink/revamp their fundraising approaches in an effort to encourage more individuals to give generously and meaningfully, and ultimately strengthen Charlotte’s philanthropic culture.

In the past four years, LGS has educated, engaged, and graduated a total of four LGS Cohorts, a total of 92 nonprofit leaders, (executive directors and development directors) from 42 different Charlotte-based nonprofit organizations. Each year, the LGS Cohorts attended eight full-day sessions or 64 classroom hours, plus 4-8 additional hours preparing for each session, for a grand total of 88 educational hours per participant. Approximately 115 of board members also attended one or more half-day LGS sessions (1-3 per organization).

Every LGS session incorporated leadership concepts into the following topics:

- (1) Organizational Alignment;
- (2) Case Development;
- (3) Constituency Resonance;
- (4) Board Best Practices;
- (5) Prospect Cultivation;
- (6) Donor Research/Metrics;
- (7) Ethics

² The Institute For Philanthropic Leadership is the umbrella nonprofit organization for Leadership Gift School.

and Etiquette; and (8) Strategic Planning/Evaluation. The LGS detailed syllabus is available upon request from The Institute for Philanthropic Leadership.

The goals of Leadership Gift School are:

1. To introduce nonprofit leaders to a fund raising model focused on cultivating *leadership* gifts from individuals
2. To provide theoretic and practical instruction about donor motivations/values and methods to cultivate and solicit them
3. To meaningfully engage nonprofit board members in fund raising
4. To provide nonprofit leadership with tools/knowledge to create an organizational-wide culture of philanthropy

Leadership Gift School believes that, over time, its graduates will significantly influence the growth of individual major/leadership gifts for Charlotte's nonprofits and collectively increase the intention and the magnitude of philanthropy among individual donors in Charlotte.

Purpose of the Study

Throughout the four years, informal evaluations were done regularly in an attempt to measure participant satisfaction, to ensure the curriculum was relevant, and to be sure the LGS principles could be applied outside the classroom. Qualitative results (surveys and comments) were laudatory and each year applications exceeded capacity. Three LGS nonprofit leaders returned for a second year when their staffing changed, because of LGS team-approach to leadership learning.

At the Sponsor Roundtable in April 2012, Leadership Gift School funders suggested collecting additional data to test the successful out-of-classroom application of LGS goals and principles. The Institute for Philanthropic Leadership Board determined which aspects of Leadership Gift School would be measured and selected UNC Charlotte Urban Institute as their partner to conduct the study.

It is understood that "*learning*" is a process that leads to "*doing things differently*"; thus, this study is not just a first-time assessment (or baseline) of the successful application of LGS principles, but is the start of subsequent annual data collection from program participants. Obviously, the organizations in Cohort I (2010/2011) will have different results because they graduated a full three years ago than those in Cohort IV (2013/2014), who have yet to implement their LGS strategies because they are fresh out of the classroom.

The study is based on the original Leadership Gift School Goals and Measures:

1. Increase individual giving and reduce dependency on corporate support
2. Design/implement a leadership gift strategy unique to each organization
3. Create funding opportunities that will attract major gifts
4. Improve understanding of donor psychology and philanthropic behavior
5. Develop relationships with donors/grantor that result in long-term funding
6. Increase board involvement in philanthropic advocacy and action
7. Expand responsibility for ethical fundraising, beyond the development office
8. Make major/leadership gift development a top priority of the organization

To better understand the status of the LGS participants, LGS has contracted with UNC Charlotte Urban Institute to collect data from its participants. Specifically, LGS is interested in determining if the LGS principles are being applied by the LGS cohorts since participating in the program. This report highlights findings from this data collection effort. The report is organized by first describing the LGS organizations that participated in the study. Then, then the majority of the report discusses the findings from the data collected, organized by the eight LGS principles. The report concludes with a summary of the findings.

A brief note about the methodology:

Data from the four LGS cohorts was collected through a web-based data entry instrument (survey). The UNC Charlotte Urban Institute created a secured online survey portal where LGS participants can create a password-protected account and enter financial and fundraising data on their organizations. Questions such as the number of their donors, the amount of contributions received from various sources, and how their fundraising efforts have changed since participating in the LGS program are some of the questions raised in the survey.

Beta testing of the online survey portal began on January 28, 2014 and was completed by February 19, 2014. After the beta testing process, URL links to the survey were rolled out broadly via email to LGS cohorts³ on February 26, 2014 and the data collection period ended on June 30, 2014. During this data collection period, links to the survey were sent to 42 participating LGS organizations, and of those 35 completed the survey.⁴ Findings reported in this report capture data collected from FY 2010 through FY 2013, whenever data are available.

³ Each participating organization has two cohort members. An email with a link to the online survey portal was provided to only one cohort member per organization to avoid duplicate responses since the unit of analysis is the participating organization and not the individual cohort members.

⁴ It should be noted that a total of 37 LGS participants accessed the survey. However, two organizations were dropped from the analyses due to insufficient data.

Organizational Demographics

In this section of the report, the characteristics or demographics of participating LGS organizations are described. This includes the organization's cohort membership, subsector type, budget size, fiscal year start date, and tenure of leadership.

Cohort Membership

The chart below compares the actual number of LGS attendance (gray bar) and the number of LGS participants surveyed (green bar), both cumulatively (Total) and by cohort.⁵ The participation rate is not at 100% because of several factors including loss of staff to implement the learning and/or inability of new staff to fill out the survey.

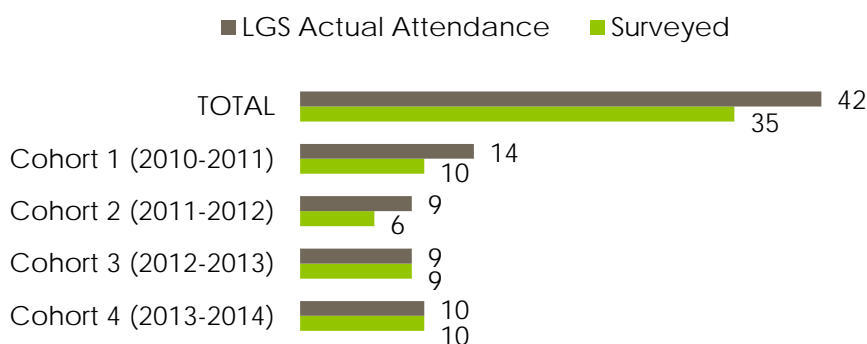


Figure 1: Number of LGS attendance vs. Number of LGS participants surveyed

To date, there are 42 total attendees to the LGS program, each representing a non-profit organization.⁶ Of those, 35 responded to the LGS survey (83% response rate). Since Cohorts 1 and 2 had more time to implement and act on what they learned in LGS, the majority of the results presented in this report focus on these first two cohorts of the program.

⁵ See Appendix section for a list of LGS attendees.

⁶ This number excludes Foundation For The Carolinas, which was a Cohort 2 participant. Due to the nature of the survey questions and as a funder to non-profit groups, the Foundation was not included in this study. It should also be noted that there were three organizations that participated in more than one cohort. For clarity and ease of reporting, these organizations were grouped under the initial cohort that they participated in.

Subsector Type

When asked to select the subsector type or category that best describes their organization, 31% reported Human Services, followed by Arts & Culture (26%), Education (23%), Health Services (6%), Faith-based (6%), Environment (6%), and Animal Welfare (3%). The following chart demonstrates that LGS organizations are highly diverse by type of organization ensuring an excellent cross-section and level of impact across the entire community.

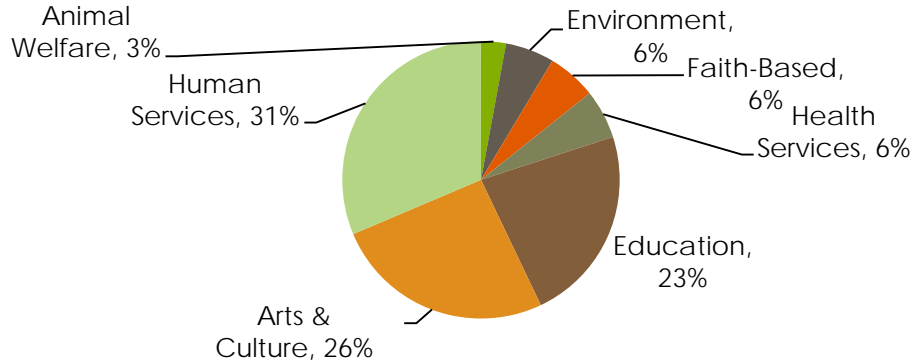


Figure 2: LGS participants' subsector type

Budget Size

The survey asked respondents to report their organization's budget for 2012-2013. The pie chart below shows that 32% has a budget of \$2 million or less, 24% has a budget over \$2 million but less than \$5 million, 27% has a budget of over \$5 million but not more than \$10 million, and 18% has a budget of over \$10 million. This chart shows how diverse and balanced the LGS Cohort composition is by size of budget; this ensures that LGS principles, when applied, may influence a broad array of nonprofits, across the entire community.

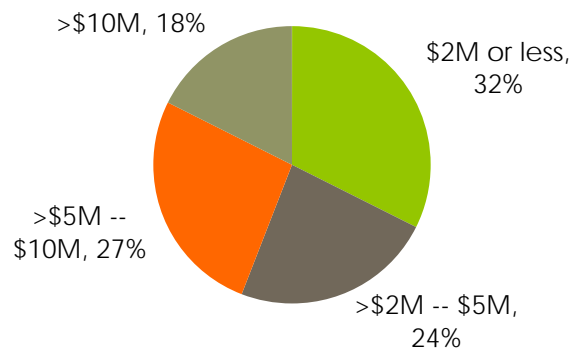


Figure 3: LGS participants' budget size for FY 2013

Fiscal Year Schedule

The majority of the organizations indicated that their fiscal year schedule begins on July 1 (80%). About 17% reported that January 1st is the start of their fiscal year schedule and a small percentage (3%) indicated April 1st. It was helpful to know that the majority (80%) of the LGS participants had similar budgetary years, for the purpose of comparing annual data for number of gifts, size of gifts, and total contributed revenue.



Figure 4: LGS participants' fiscal year start date

Tenure of Leadership

The survey also asked respondents how many years have their current Executive Director and their Chief Development Officer been serving their organization. As the bar graph below indicates, Executive Directors (green bar) are more likely to serve longer terms than Chief Development Officers (gray bar). This chart shows there is more stability in the Executive Director positions versus the Chief Development Officer positions. According to Karla Williams, "National research supports that turnover in the Chief Development Officer is very high. The results here support the LGS principle of training teams, which has a strong focus on the Executive Director, who is more likely the one to have the most influence on organizational change."

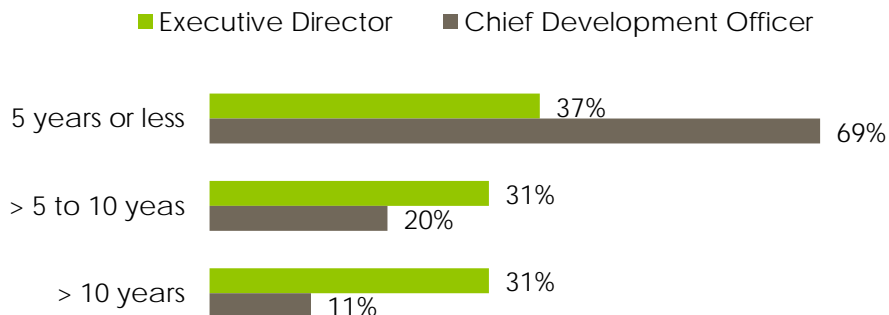


Figure 5: LGS participants' leadership's years of service

Research and Findings: Applying the Eight LGS Principles

As stated earlier, this study is based on the original Leadership Gift School Goals and Measures:

1. Increase individual giving and reduce dependency on corporate support
2. Design/implement a leadership gift strategy unique to each organization
3. Create funding opportunities that will attract major gifts
4. Improve understanding of donor psychology and philanthropic behavior
5. Develop relationships with donors/grantor that result in long-term funding
6. Increase board involvement in philanthropic advocacy and action
7. Expand responsibility for ethical fundraising, beyond the development office
8. Make major/leadership gift development a top priority of the organization

In this section of the report, survey results from questions that assess LGS participants' application of the eight LGS principles are presented. Results are presented in the order of the survey questions related to each of the LGS principles. In addition, some cohorts were dropped from the analysis for clarity and ease of reporting, particularly if the survey question does not apply to them. This is especially true for newer cohorts, who may not have the time to implement and act on what they learned in LGS.

Caveat:

It is important to note that fundraising totals vary year to year, seldom showing a straight-line increase because major/leadership gifts are made on a donors' timelines, not when the nonprofit is most in need of these resources.

1. Increase individual giving and reduce dependency on corporate support

Total contributed revenue from individuals and family foundations

The first LGS principle “Increase individual giving and reduce dependency on corporate support” is measured by the percentage of growth in individual giving by total dollars. For clarity and ease of reporting individual giving and contributions from family foundations were combined.⁷ The table below shows the total contributed revenue (in dollars) from individuals and family foundations for Cohorts 1 and 2 for fiscal years 2010 through 2013. It shows that 13 out of 16 participating organizations in Cohorts 1 and 2 are raising more money from individual donors (% increases range from 9.6% to 712.5%) since FY 2010.

Table 1. Total Contributed Revenue from Individuals and Family Foundations

	Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY10 - FY13
COHORT 1	A	\$323,244	\$233,973	\$2,447,453	N/A	657.2%*
	B	\$335,400	\$372,600	\$389,400	\$438,044	30.6%
	C	\$316,750	\$348,682	\$272,767	\$760,921	140.2%
	D	\$391,663	\$465,668	\$522,552	N/A	33.4%*
	E	\$465,224	\$440,765	\$453,308	\$456,141	-2.0%
	F	\$19,569,567	\$20,573,663	\$21,638,641	\$21,456,278	9.6%
	G	\$3,905,965	\$13,353,230	\$8,680,168	\$9,384,058	140.2%
	H	\$710,804	\$570,072	\$819,694	\$1,080,316	52.0%
	I	\$2,758,733	\$2,887,555	\$2,988,609	\$3,075,464	11.5%
	J	\$2,338,804	\$2,564,233	\$2,510,741	\$2,846,103	21.7%
COHORT 2	K	\$4,284,750	\$4,555,510	\$3,921,523	\$3,338,071	-22.1%
	L	N/A	\$421,275	\$530,009	N/A	25.8%*
	M	\$888,887	\$1,045,876	\$1,200,838	\$1,442,694	62.3%
	N	N/A	\$417,052	\$1,998,195	\$2,720,659	552.4%*
	O	\$40,000	\$60,000	\$325,000	N/A	712.5%*
	P	\$2,890,000	\$2,364,000	\$2,335,000	\$2,819,000	-2.5%

Notes: “N/A” indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

⁷ It should be noted that this was also necessary for analysis since some organizations do not track giving from individuals and family foundations separately.

Percent of total contributed revenue from individuals and family foundations

When looking at the percent of individual and family foundation contributions relative to the total contributed revenue, survey results indicate that 12 out of 16 participating organizations in Cohorts 1 and 2 have increased the proportion of their individual and family foundations revenue since participating in LGS. The table below shows the increases in percentage points range from 0.7% to 30.8%.

Table 2. Percent of Total Contributed Revenue from Individuals and Family Foundations

	Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Points Change FY10 - FY13
COHORT 1	A	40.1%	29.8%	70.9%	N/A	30.8%*
	B	23.4%	25.1%	26.3%	31.9%	8.5%
	C	13.4%	15.6%	12.1%	31.4%	18.1%
	D	28.8%	28.5%	26.0%	N/A	-2.8%*
	E	72.1%	64.9%	55.1%	63.9%	-8.2%
	F	76.8%	80.1%	79.9%	N/A	3.1%*
	G	48.7%	34.2%	55.0%	66.4%	17.7%
	H	33.6%	32.2%	38.2%	47.5%	13.9%
	I	97.8%	97.1%	96.3%	96.3%	-1.4%
	J	16.4%	16.8%	18.2%	17.1%	0.7%
COHORT 2	K	62.7%	78.7%	56.7%	72.1%	9.4%
	L	N/A	32.5%	39.0%	N/A	6.5%*
	M	55.0%	58.3%	57.2%	58.8%	3.8%
	N	N/A	8.9%	32.6%	34.8%	25.8%*
	O	100.0%	92.3%	46.4%	N/A	-53.6%*
	P	80.7%	80.2%	73.2%	85.1%	4.5%

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

Total number of individuals and family foundation donors

Another way of measuring if LGS participants have increased individual giving and reduced dependency on corporate support is to look at the total number of individual donors (including individual donors from family foundations) over time. The table below shows the total number of individual donors and family foundations for participating organizations in Cohorts 1 and 2. Of the 14 participating organizations that provided sufficient data on their number of donors, 5 shows an increase in the total number of individual and family foundation donors (% increases range from 15.0% to 229.9%).

Table 3. Total Number of Individual and Family Foundation Donors

	Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY10 - FY13
COHORT 1	A	1,460	1,188	1,205	N/A	-17.5%*
	B	480	555	439	391	-18.5%
	C	1,094	1,249	1,057	1,060	-3.1%
	D	1,274	1,469	1,557	N/A	22.2%*
	E	835	754	817	808	-3.2%
	F	54,840	54,977	56,478	52,619	-4.0%
	G	3,266	3,447	3,568	3,756	15.0%
	H	265	296	359	378	42.6%
	I	1,706	1,708	1,574	1,566	-8.2%
	J	5,349	4,991	4,336	3,985	-25.5%
COHORT 2	K	26,727	27,039	25,872	23,291	-12.9%
	L	N/A	N/A	N/A	N/A	N/A
	M	1,986	1,851	1,855	1,677	-15.6%
	N	N/A	N/A	N/A	N/A	N/A
	O	97	214	320	N/A	229.9%*
	P	866	825	1,241	1,463	68.9%

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

Percent total of individuals and family foundation donors

When looking at the percent of individual and family foundation donors relative to the total number of donors, 5 out of 14 participating organizations in Cohorts 1 and 2 with available data show an increase in the proportion of their individual and family foundation donors. The table below shows the percentage points increases range from 0.1% to 5.5%. The small percentage increase in the proportion of individual and family foundation donors is not surprising since these two groups make up the largest share of the total number of donors (which accounts between 83.2% and 100% among the participating organizations).

Table 4. Percent of Total Individual and Family Foundations Donors

	Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Points Change FY10 - FY13
COHORT 1	A	95.8%	95.3%	94.4%	N/A	-1.4%*
	B	92.5%	92.8%	92.0%	89.1%	-3.4%
	C	87.2%	89.4%	92.4%	92.7%	5.4%
	D	85.2%	86.1%	83.2%	N/A	-2.0%*
	E	93.4%	91.4%	92.1%	92.4%	-1.0%
	F	99.2%	99.2%	99.2%	99.3%	0.1%
	G	94.4%	95.2%	95.5%	95.5%	1.0%
	H	89.2%	92.8%	95.7%	94.7%	5.5%
	I	99.4%	99.3%	99.2%	99.2%	-0.1%
	J	93.9%	91.5%	91.7%	91.4%	-2.6%
COHORT 2	K	97.6%	97.3%	96.5%	95.6%	-2.0%
	L	N/A	N/A	N/A	N/A	N/A
	M	89.8%	90.2%	90.3%	89.8%	0.0%
	N	N/A	N/A	N/A	N/A	N/A
	O	100.0%	91.5%	91.4%	N/A	-8.6%*
	P	95.6%	95.9%	96.1%	96.9%	1.3%

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

2. Design/implement a leadership gift strategy unique to each organization

The second LGS principle is “Design/implement a leadership gift strategy unique to each organization.” This principle is measured by determining if organizations have a Board approved strategic plan with adequate resources allocated for Leadership Gift initiatives, with fundraising growth goals established for the next 3 years. The LGS survey included five questions to help measure this principle. Results from these questions are based on responses from all four Cohorts.

Major/leadership gift strategy in place prior to LGS participation

The first survey question related to the second LGS principle asked respondents if their organization had a major/leadership gift strategy in place before their organization participated in LGS. Based on the 35 participating organizations (all Cohorts), 49% replied Yes to this question while 46% said No. The remaining 6% were not sure. The chart below demonstrates that less than half (49%) did have a majority gift strategy in place before attending LGS, demonstrating the need for the type of education provided through LGS. The survey, however, did not inquire as to how this changed after attending LGS. This will be added in future surveys.

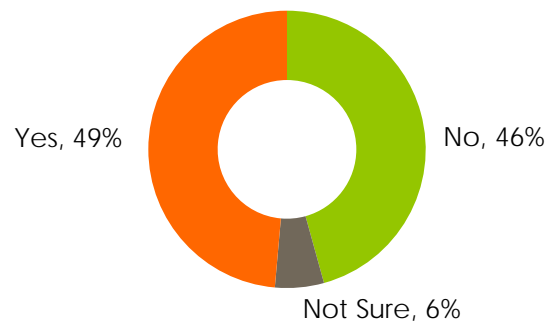


Figure 6: Percent of LGS participants with a major gift strategy in place prior to LGS participation

Have a written strategic plan and/or fundraising plan

The next survey question related to the second LGS principle asked respondents if their organization has a written strategic plan and/or fundraising plan. The following chart demonstrates that 95% of LGS participants have a strategic plan and/a fundraising plan in place. This is very impressive, since written goals are more likely to be implemented, because they can be measured.

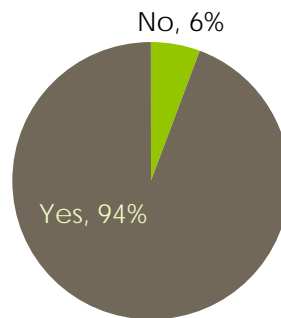


Figure 7: Percent of LGS participants with a written strategic plan and/or fundraising plan

While the survey did not inquire as to whether LGS participants have a strategic plan and/a fundraising plan in place prior to, or after attending LGS, responses to this survey question can be compared to the previous question on whether LGS participants have a major/leadership gift strategy in place before attending LGS. Of the 16 LGS participants who indicated that they did not have a major/leadership gift strategy in place before their organization participated in LGS, 14 (or 88%) indicated that they do have a written strategic plan and/or fundraising plan. In future surveys, LGS participants will be asked additional questions to clarify whether or not LGS had an impact on the development of the plans.

Plan includes strategy for growing major/leadership gifts

Survey respondents who indicated that their organization has a written strategic plan and/or fundraising plan were asked if their plan includes a strategy for growing major/leadership gifts. Of the 33 LGS participants who said that their organization has a written strategic plan and/or fundraising plan, 29 (88%) replied that their plan includes a strategy for growing major/leadership gifts while the remaining four (12%) indicated the opposite. This is positive since a written strategy with goals is more likely to be implemented than something unstated or unmeasured.

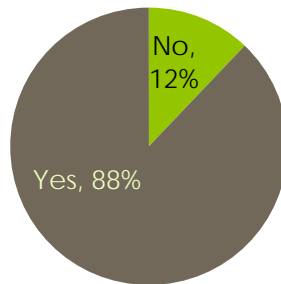


Figure 8: Percent of LGS participants with a strategic plan for growing major/leadership gifts

Goals for increasing philanthropic revenue

The fourth survey question related to the LGS principle “Design/implement a leadership gift strategy unique to each organization,” asked LGS participants to list their specific goals for increasing philanthropic revenue in the next few years.

When participating LGS organizations were asked to list their specific goals for increasing philanthropic revenue in the next few years, 29 took the opportunity to do so. The two goals most often cited were:

- Goal 1: Engage in Organizational Strategic Planning, with a Major Gift Focus
- Goal 2: Retain/Increase Existing Individual Donor Base, and Solicit New Major Donors

Goal 1: Engage in Organizational Strategic Planning, with a Major Gift Focus

Of the 29 participating LGS organizations that listed their goals, 21 (72%) reported that they developed or are in the process of developing a new organization strategic plan that includes revenue diversification and/or a specific major gift strategy. This necessitates a process between staff and board, and at times, outside counsel and task-groups. Three organizations stated that they are also establishing or integrating a planned giving program while another four are exploring how to grow their endowment as part of their major gift focus.

Goal 2: Retain/Increase Existing Individual Donor Base, and Solicit New Major Donors

Nineteen of the 29 (66%) participating LGS organizations have established goals to increase revenue from individuals by growing both the number of major donors and their respective giving levels. Six mentioned the need to strengthen existing donor relationships through better stewardship and personal contact. In addition, four offered specific growth rates and dollar goals, and eight offered improved methodologies such as increasing staff time for more in-depth prospect research and more tailored solicitations to better align with the prospects’ interests.

Major gift amount

The last question related to the second LGS principle asked LGS participants what is considered a major gift for their organization. Thirty-five organizations provided a response. The following chart shows the amount that is considered a major gift for all LGS Cohorts.⁸ Sixteen organizations considered donations between \$1,000 and \$4,999 as a major gift and four organizations reported \$5,000. Eleven organizations indicated that \$10,000 is a major gift and the remaining four organizations said \$25,000 or more.

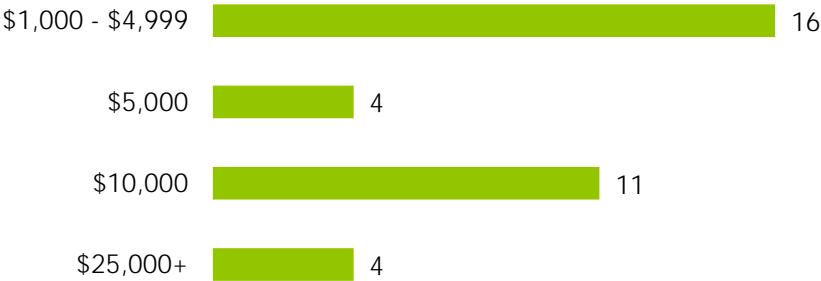


Figure 9: Dollar amount considered as major gift

⁸ It should be noted that one organization mentioned that \$25,000 is a minimum gift but is spread over five years. One organization explains that because they are a young organization, they are cultivating members and donors at all levels, but \$2,500 represents a gift of significance. Finally, one organization reported \$10,000 as their minimum major gift although they start substantive benefits at \$1,000 to cultivate to major gifts.

Major gift amount by budget size

When major gift amounts were analyzed by budget size, the following variations were observed. Six out of eleven organizations with a budget size of \$2 million or less considered \$1,000 to \$4,999 as a major gift while five out of eight organizations with a budget size of more than \$2 million up to \$5 million and four out of nine organizations with a budget size of more than \$5 million did. Lastly, three out of six organizations with the highest budget size (more than \$10 million) reported that \$10,000 is considered a major gift.

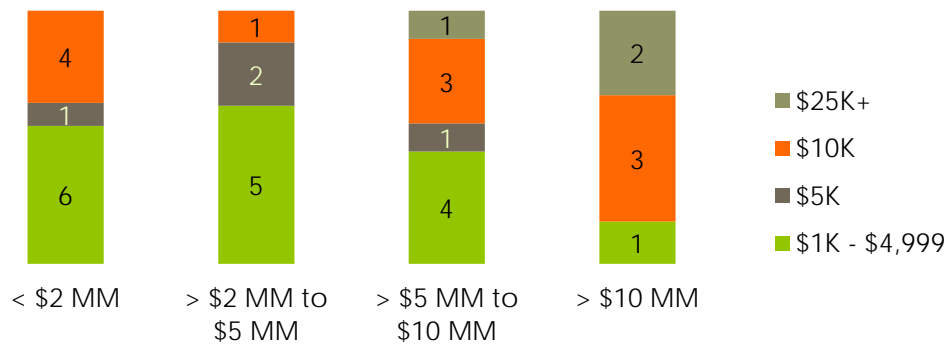


Figure 10: Dollar amount considered as major gift by budget size

Major gift amount by size of full-time development staff

When the number of full-time development staff is considered, the following variations in what is considered a major gift were found. Five out of ten organizations with a staff size of 1-2 reported \$1,000 to \$4,999 as a major gift while seven out of thirteen organizations with a staff size of 3-5 did. Five out of eleven organizations with a staff size of six or more indicated that \$10,000 is a major gift.

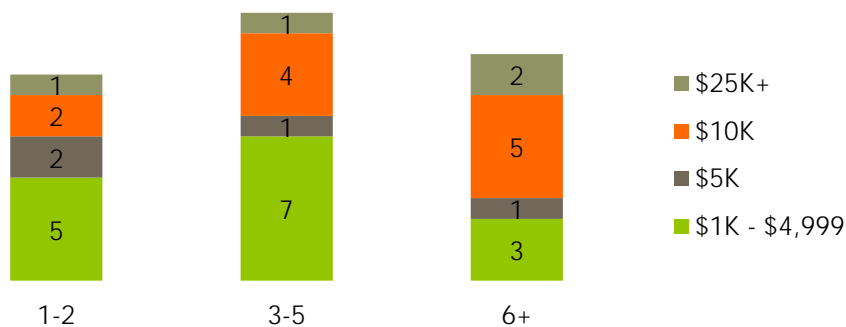


Figure 11: Dollar amount considered as major gift by number of full-time development staff

3. Create funding opportunities that will attract major gifts

Written cases for support/major gifts

The third LGS principle is “Create funding opportunities that will attract major gifts” and is measured by documented cases for each program/project and each donor type. The survey asked LGS participants to describe their LGS “case” for each major/leadership gift level, ranging from \$10,000 to \$1 million. Twenty-eight of those surveyed provided a response, for which 82% (23 organizations) indicated that they have documented LGS cases while the remaining 18% (5 organizations) said they do not.

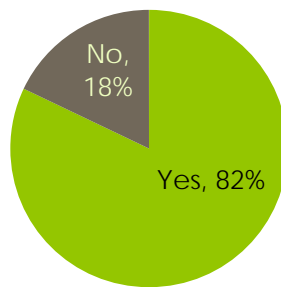


Figure 12: Percent of LGS participants with written cases for support/major gifts

Of the five organizations that do not have documented LGS cases, one mentioned that they are in the process of completing this process, and another organization explained that they do not operate with standard case statements for each level, but that “there are a significant number of varying opportunities to which they develop unique cases such as submitting a proposal for support of faculty study abroad, a learning resources endowment proposal, and many more that were results of individual conversations uncovering donor interests.”

4. Improve understanding of donor psychology and philanthropic behavior

Written solicitation plan for top prospects

The fourth LGS principle is “Improve understanding of donor psychology and philanthropic behavior.” It is measured by a management action plan for each of the top 25 or 50 prospects. The survey asked respondents to report how many of their top 25-50 prospects have an individualized written solicitation plan. This means that these prospects have been researched, rated, ranked and a strategy is in place. The chart below shows the number of organizations in Cohorts 1 and 2 with an individualized written solicitation plan for five or more of their major gift donors. Looking at Cohort 1 only, six out of ten organizations indicated that they have an individualized plan for five or more of their top prospects. For Cohort 2, five out of six LGS participants reported that they have an individualized plan for five or more of their major gift donors.

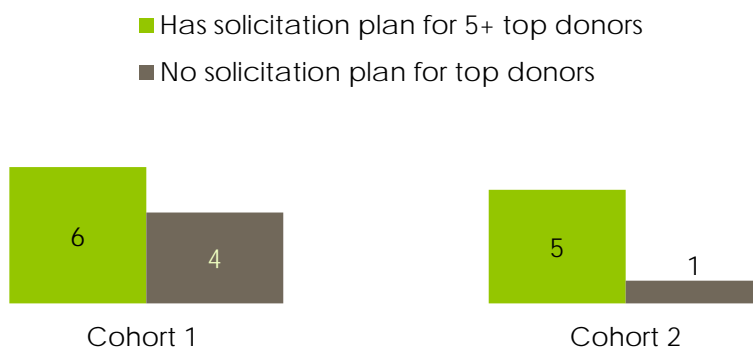


Figure 13: Number of LGS participants with written solicitation plan for five or more top donors

5. Develop relationships with donor/grantor that will result in a long-term funding

The fifth LGS principle, “Develop relationships with donor/grantor that will result in long-term funding,” is measured by the increase in the number of donors and the number of increased gifts. The LGS survey asked respondents to indicate the total number of individual donors their organization has by the following giving levels: (a) \$1,000 to \$4,999; (b) \$5,000 to \$10,000; and (c) more than \$10,000. Respondents were instructed to include all gifts from individuals (capital, endowment, bequests) but NOT in-kind gifts. The following three tables show the number of individual and family foundation donors by giving level for Cohorts 1 and 2 during the last four years.

Number of individual and family foundation donors: \$1,000 - \$4,999

Looking at the number of individual and family foundation donors at the \$1,000 to \$4,999 giving level, the table below shows that for Cohort 1, seven of the ten LGS participants have seen an increase in the number of donors that fall under this giving level (% increases range from 7.8% to 82.0%). For Cohort 2, two of the three LGS participants with sufficient data reported an increase (% increases range from 12.3% to 24.4%).

Table 5. Total Number of Individual and Family Foundation Donors: \$1,000 - \$4,999 Level

	Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY10 - FY13
COHORT 1	A	42	55	57	N/A	35.7%*
	B	74	78	72	62	-16.2%
	C	53	105	114	68	28.3%
	D	68	78	115	N/A	69.1%*
	E	114	107	141	135	18.4%
	F	3,978	3,841	3,836	3,867	-2.8%
	G	292	314	317	463	58.6%
	H	50	71	78	91	82.0%
	I	204	220	227	220	7.8%
	J	283	283	265	257	-9.2%
COHORT 2	K	47	52	44	36	-23.4%
	L	N/A	N/A	N/A	N/A	N/A
	M	204	202	222	229	12.3%
	N	N/A	N/A	N/A	N/A	N/A
	O	N/A	N/A	N/A	N/A	N/A
	P	271	247	273	337	24.4%

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

Number of individual and family foundation donors: \$5,000 - \$10,000

In terms of the number of individual and family foundation donors at the \$5,000 to \$10,000 giving level, the table below demonstrates that five of the ten LGS participants from Cohort 1 reported an increase in the number of donors under this giving level (% increases range from 36.4% to 1100.0%). As for Cohort 2, all three LGS participants with sufficient data reported an increase (% increases range from 3.1% to 225.0%).

Table 6. Total Number of Individual and Family Foundation Donors: \$5,000 - \$10,000 Level

	Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY10 - FY13
COHORT 1	A	2	N/A	2	N/A	0.0%*
	B	10	11	8	14	40.0%
	C	11	13	13	15	36.4%
	D	5	11	13	N/A	160.0%*
	E	10	12	11	10	0.0%
	F	250	233	229	240	-4.0%
	G	30	42	39	82	173.3%
	H	11	13	9	8	-27.3%
	I	69	64	64	66	-4.3%
	J	3	28	30	36	1100.0%
COHORT 2	K	16	22	31	52	225.0%
	L	N/A	N/A	N/A	N/A	N/A
	M	32	32	27	33	3.1%
	N	N/A	N/A	N/A	N/A	N/A
	O	N/A	N/A	20	N/A	N/A
	P	64	60	60	80	25.0%

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

Number of individual and family foundation donors: More than \$10,000

Finally, the table below shows the number of individual and family foundation donors who contributed more than \$10,000. For Cohort 1, six of the ten LGS participants reported an increase in the number of donors under this category (% increases range from 1.4% to 400.0%). For Cohort 2, two of the three LGS participants with sufficient data reported an increase (% increases range from 10.0% to 200.0%).

Table 7. Total Number of Individual and Family Foundation Donors: More than \$10,000 Level

	Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY10 - FY13
COHORT 1	A	N/A	1	5	N/A	400.0%*
	B	5	5	7	5	0.0%
	C	7	6	6	4	-42.9%
	D	4	6	2	N/A	-50.0%*
	E	10	3	2	2	-80.0%
	F	283	287	328	287	1.4%
	G	44	56	54	83	88.6%
	H	12	15	12	14	16.7%
	I	43	49	47	44	2.3%
	J	25	32	29	32	28.0%
COHORT 2	K	10	11	27	30	200.0%
	L	N/A	N/A	N/A	N/A	N/A
	M	20	20	23	22	10.0%
	N	N/A	N/A	N/A	N/A	N/A
	O	N/A	N/A	N/A	N/A	N/A
	P	59	40	40	50	-15.3%

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

6. Increase board involvement in philanthropic advocacy and action

The sixth LGS principle is “Increase board involvement in philanthropic advocacy and action”. This principle is measured by the increased percent in board giving and money raised by board members. The LGS survey included four questions to help measure this principle.

Average number of Board members

The first survey question related to the sixth LGS principle asked respondents to indicate the number of Board members as measured at the end of their fiscal year. The following chart shows the average number of Board members in the last four years for each Cohort and for all LGS participant who participated in the survey. It demonstrates that Cohort 1, on average, had the highest average number of Board members (ranging from 26 members in 2010 to 27 in 2013). As a whole, the average number of Board members for all participating LGS organization is 22.

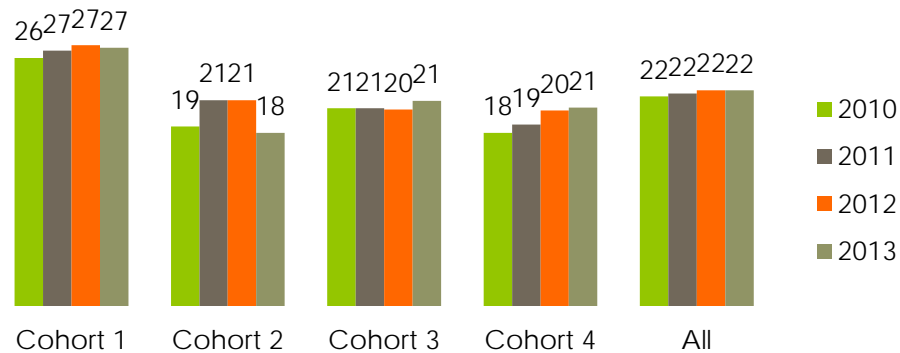


Figure 14: Average number of Board members by Cohort

Total dollar amount given by Board members

The second question related to the sixth LGS principle asked respondents to indicate the estimated total dollar amount given by their Board members. Results for this question are presented for Cohort 1 only. The following table shows the total dollar amounts given by Board members for each participating LGS organization in Cohort 1 in the past four years (ranging from \$16,059 in FY 2010 to \$5.6 million in FY 2011) as well as the number of Board members.

Table 8. Cohort 1's Total Dollars Given by Board Members

Org ID#	FY 2010		FY 2011		FY 2012		FY 2013	
	Total \$ Given	# of Board Members	Total \$ Given	# of Board Members	Total \$ Given	# of Board Members	Total \$ Given	# of Board Members
A	\$26,875	23	\$41,283	27	\$49,510	23	N/A	N/A
B	\$86,560	34	\$85,300	36	\$79,300	37	\$77,656	32
C	\$19,777	15	\$32,678	16	\$47,660	16	\$71,660	16
D	\$16,059	21	\$18,745	23	\$34,542	24	N/A	N/A
E	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
F	\$172,900	23	\$172,122	24	\$194,909	23	\$216,097	23
G	\$1,576,171	36	\$5,684,251	39	\$3,441,456	39	\$2,473,433	38
H	\$247,125	36	\$147,808	32	\$239,099	38	\$121,792	36
I	\$193,501	25	\$209,196	24	\$216,850	25	\$213,910	23
J	\$19,443	19	\$18,897	18	\$47,025	19	\$52,161	20

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

Average dollar amount given by Board members

When the total dollar amount given by Board members is divided by the number of Board members, the result is the average dollar amount given by Board members. The following table shows the result of this calculation for Cohort 1 during the past four years. Of the nine LGS participating organizations in Cohort 1 with available data, seven (78%) reported an increase in the average dollars given by their Board members (% increases range from 20.2% to 239.7%).

Table 9. Cohort 1's Average Dollars Given by Board Members

Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY10 - FY13
A	\$1,168	\$1,529	\$2,153	N/A	84.2%*
B	\$2,546	\$2,369	\$2,143	\$2,427	-4.7%
C	\$1,318	\$2,042	\$2,979	\$4,479	239.7%
D	\$765	\$815	\$1,439	N/A	88.2%*
E	N/A	N/A	N/A	N/A	N/A
F	\$7,517	\$7,172	\$8,474	\$9,396	25.0%
G	\$43,783	\$145,750	\$88,242	\$65,090	48.7%
H	\$6,865	\$4,619	\$6,292	\$3,383	-50.7%
I	\$7,740	\$8,717	\$8,674	\$9,300	20.2%
J	\$1,023	\$1,050	\$2,475	\$2,608	154.9%

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

Total dollar amount raised by Board members

The third question related to the sixth LGS principle asked respondents to indicate the estimated total dollar amount raised by their Board members. Results for this question are presented for Cohort 1 only.⁹ The following table shows the total dollar amounts raised by Board members for each participating LGS organization in Cohort 1 in the past four years (ranging from \$25,000 in FY 2010 to \$160,000 in FY 2013) as well as the number of Board members.

Table 10. Cohort 1's Total Dollars Raised by Board Members

Org ID#	FY 2010		FY 2011		FY 2012		FY 2013	
	Total \$ Raised	# of Board Members	Total \$ Raised	# of Board Members	Total \$ Raised	# of Board Members	Total \$ Raised	# of Board Members
A	\$181,818	23	\$46,968	27	\$31,150	23	N/A	N/A
B	\$40,000	34	\$40,000	36	\$46,000	37	\$31,000	32
C	\$25,000	15	\$40,000	16	\$60,000	16	\$160,000	16
D	\$37,044	21	\$125,356	23	\$95,626	24	N/A	N/A
E	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
F	N/A	23	N/A	24	N/A	23	N/A	23
G	N/A	36	N/A	39	N/A	39	N/A	38
H	N/A	36	N/A	32	N/A	38	N/A	36
I	N/A	25	N/A	24	N/A	25	N/A	23
J	N/A	19	N/A	18	N/A	19	N/A	20

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

⁹ It should be noted that some LGS participants reported that their organization does not track this information, hence, the low number of respondents who provided data for this question.

Average dollar amount raised by Board members

The average dollar amount raised by Board members for Cohort 1 is calculated by dividing the total amount raised by the number of Board members. The following table shows the result of this calculation for Cohort 1 during the past four years. Two of the four LGS participating organizations in Cohort 1 with available data (50%) reported an increase in the average dollars raised by their Board members (% increases range from 125.9% to 500.0%).

Table 11. Cohort 1's Average Dollars Raised by Board Members

Org ID#	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY10 - FY13
A	\$7,905	\$1,740	\$1,354	N/A	-82.9%*
B	\$1,176	\$1,111	\$1,243	\$969	-17.7%
C	\$1,667	\$2,500	\$3,750	\$10,000	500.0%
D	\$1,764	\$5,450	\$3,984	N/A	125.9%*
E	N/A	N/A	N/A	N/A	N/A
F	N/A	N/A	N/A	N/A	N/A
G	N/A	N/A	N/A	N/A	N/A
H	N/A	N/A	N/A	N/A	N/A
I	N/A	N/A	N/A	N/A	N/A
J	N/A	N/A	N/A	N/A	N/A

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

Three things organizations doing differently with Board since LGS participation

The final question related to the sixth LGS principle asked respondents to state three things their organization is doing differently with their Board members since participating in LGS. Thirty-one organizations took the opportunity to provide a response and their responses are summarized in the following chart:



Figure 15: Common responses to what organizations are doing differently with their Board since LGS participation

Of the 32 participating LGS organizations that provided a response, 23 (72%) provided examples to increase Board engagement in philanthropic efforts since participating in LGS. These responses range from creating a Board giving challenge to “having Board members write notes or make calls thanking donors for their support.” Other examples include engaging Board members in Planned Giving efforts and providing them with more education and training on philanthropy.

The second most common cited response, Restructuring Board meetings / Creating Board committees to emphasize philanthropic efforts, was provided by 12 of the 32 (38%) participating LGS organizations. For instance, one organization mentioned that they have made development a priority at each Board meeting; another reported that they “made the Development Committee a committee of the Board and assigned Development Committee members leadership level prospects for the annual fund.”

Mentioned by 11 of the 32 (34%) participating LGS organizations, the third most common thing that organizations are doing differently with their Board since participating in LGS is tracking progress of Board’s performance on development activities. Examples include meeting annually with each Board member to review engagement / development contributions and creating a tracking sheet or a report card where Board members make a commitment each year to donate and raise a certain amount of funds.

Responses that could not fit into these three common groups were categorized into an “Other” category. Fifteen organizations (47%) provided such a response. These

responses range from asking Board members to complete a campaign profile to providing more data and information. One organization reported they have created a new Board manual; another mentioned that “the Board is taking more ownership of the agency’s fundraising goals.”

7. Expand responsibility for ethical fundraising, beyond the development office

The seventh LGS principle, “Expand responsibility for ethical fundraising, beyond the development office” is measured by the increased percentage of time allocated for fund raising by others (staff and volunteers). The LGS survey contained six questions to help measure this principle.

Number of full-time development staff

The first survey question related to the seventh LGS principle asked respondents to indicate the number of full-time development staff members. The following chart shows the responses for all Cohorts. Of the 34 participating LGS organizations that provided data for this question, ten reported they have 1 to 2 development staff members (30%), thirteen said they have 3 to 5 (38%), and the remaining eleven reported 6 or more development staff member (32%).

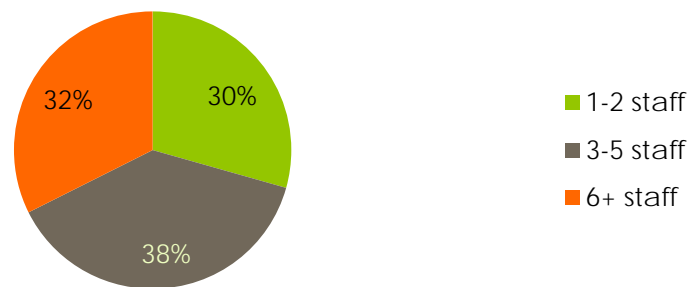


Figure 16: Number of full-time development staff

Number of full-time development staff members by budget size for Cohort 1

The following chart represents the number of full-time development staff members for Cohort 1 by budget size. Of the ten participating LGS organizations in Cohort 1, three had a budget size of \$2 million or less. Of those three, two reported having 1 to 2 development staff members while the third has 3 to 5. Three participating LGS organizations in Cohort 1 had a budget size of more than \$2 million up to \$5 million, and all three reported having 3 to 5 development staff members. There were two LGS participating organizations in Cohort 1 with a budget size of more than \$5 million up to \$10 million. Of those two, one has 3 to 5 development staff members and the other has more than 6.

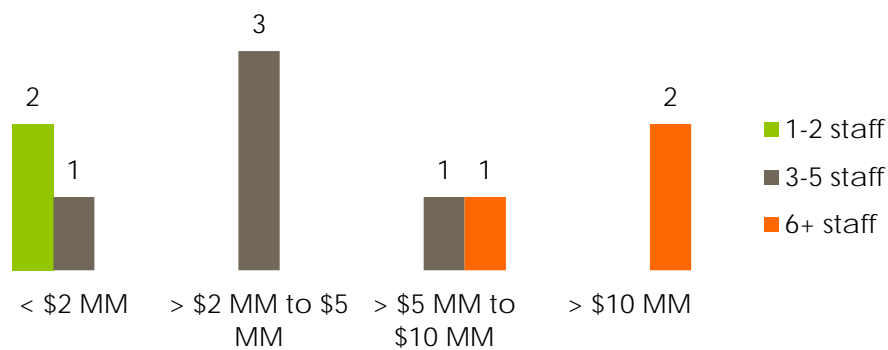


Figure 17: Number of full-time development staff by budget size (Cohort 1)

Number of full-time development staff members by subsector for Cohort 1

The following chart shows the number of development staff members for Cohort 1 by subsector. Of the ten participating LGS organizations in Cohort 1, two are in the Arts & Culture sector and both reported having 3 to 5 development staff members. Of the two participating LGS organizations in Cohort 1 that are in the Education subsector, one has 3 to 5 development staff members while the other reported more than 6 staff members. Cohort 1 is represented by one organization in the Environment sector and another in the Faith-Based sector; both reported having 1 to 2 development staff members. The remaining four participating LGS organizations in Cohort 1 are in the Human Services sector.

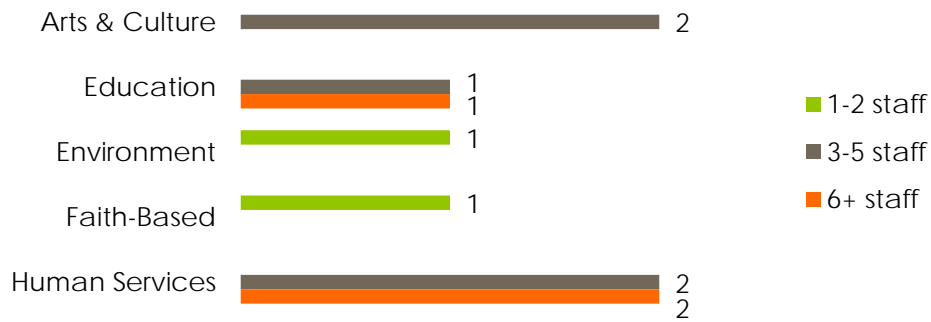


Figure 18: Number of full-time development staff by subsector type (Cohort 1)

Expanded development team since LGS participation

The second survey question related to the seventh LGS principle, “Expand responsibility for ethical fundraising, beyond the development office,” asked participating LGS organizations if they have expanded or added to their development team since completing LGS. The following chart shows responses to this question for the first three Cohorts only since Cohort 4 had not completed the LGS program at the time of writing this report. Of the 23 LGS participants from the first three Cohorts who answered this question, fourteen (61%) responded affirmatively and the remaining nine (39%) said no. When responses were isolated by Cohort membership, five of the nine participating organizations in Cohort 1 reported expanding or adding to their development team since completing LGS. For Cohort 2, three out of five said yes while Cohort 3 had six out of nine responding affirmatively.

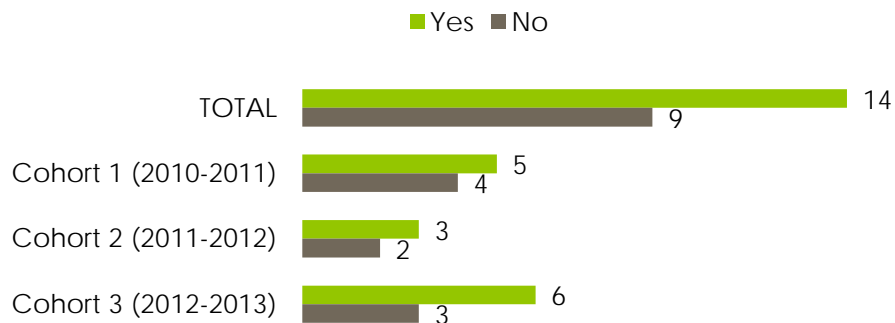


Figure 19: Number of LGS participants that have expanded development team since LGS participation

Expanded fundraising responsibility to non-development staff since LGS participation

The third survey question related to the seventh LGS principle asked participating LGS organizations if they have expanded responsibility for fundraising to non-development staff since completing LGS. As in the previous chart, the following chart shows responses to this question for the first three Cohorts only since Cohort 4 is still completing the LGS program. Of the 24 LGS participants from the first three Cohorts that answered this question, fifteen (63%) responded affirmatively and the remaining nine (38%) said no. Variations among the three Cohorts were as follows: six of the nine participating organizations in Cohort 1 reported expanding fundraising responsibility to their non-development staff since completing LGS; three out of five for Cohort 2; and six out of nine for Cohort 3.

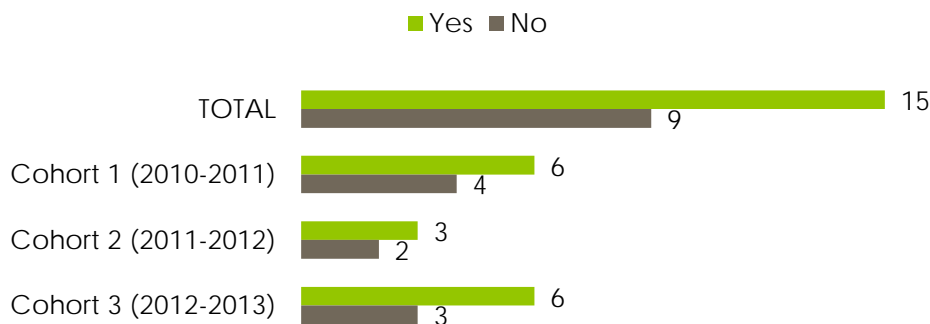


Figure 20: Number of LGS participants that have expanded fundraising responsibility to non-development staff since LGS participation

Ways fundraising responsibility has been expanded to non-development staff

The fourth survey question related to the seventh LGS principle asked participating LGS organizations to describe how they have expanded responsibility for fundraising beyond the development staff. Fourteen of the 15 organizations that indicated they have expanded fundraising responsibility beyond their development staff since participating in LGS took the opportunity to provide a response. These responses can be summarized into two themes:

1. Include more staff to participate in specific fundraising efforts
2. Create a culture of philanthropy

Ten of the fourteen organizations (71%) mentioned that they have included more staff to participate in specific fundraising efforts. For instance, one organization reported “Since participating in LGS, we have expanded efforts to identify and empower relationship managers beyond the development staff and Board.” More specifically,

one organization indicated that they select staff to be included in donor cultivation by writing thank you notes; while another said they utilize multiple staff positions outside of the development staff to help raise funds.

The other common response that organizations said they have done to expand fundraising responsibility beyond the development staff is creating a culture of philanthropy. Five of the fourteen organizations (36%) provided a response that fall under this theme. These responses range from teaching staff to tell the organization’s story to help engage potential supporters to including “new requirements through performance evaluation system for entire leadership team to write grants, participate in speaking engagements, and assist in donor cultivation and stewardship efforts.”

Expanded fundraising responsibility to volunteers since LGS participation

The fifth survey question related to the seventh LGS principle asked participating LGS organizations if they have expanded responsibility for fundraising to their volunteers since completing LGS. The following chart shows responses to this question for the first three Cohorts only since Cohort 4 is currently completing the LGS program at the time of writing this report. Of the 22 LGS participants from the first three Cohorts that answered this question, fifteen (68%) responded affirmatively and the remaining seven (32%) said no. Variations among the three Cohorts were as follows: seven of the nine participating organizations in Cohort 1 reported expanding fundraising responsibility to their volunteers since completing LGS; two out of four for Cohort 2; and six out of nine for Cohort 3.

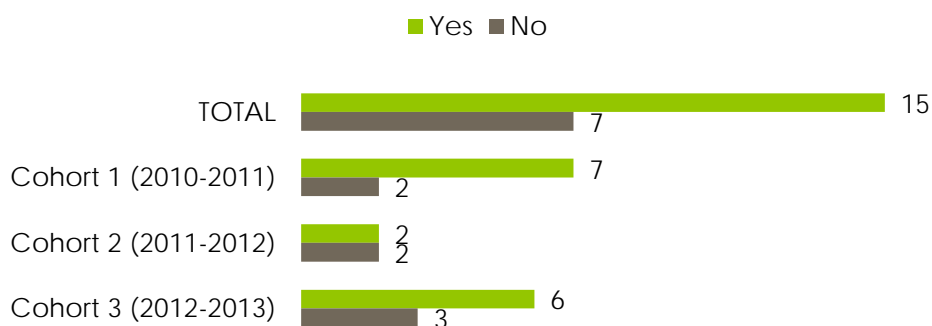


Figure 21: Number of LGS participants that have expanded fundraising responsibility to volunteers since LGS participation

Total number of paid staff with fundraising responsibility

The sixth, and last, survey question related to the seventh LGS principle asked participating LGS organizations to indicate the number of development staff members and the number of staff outside the development department who have fundraising responsibility at their organization. Respondents were instructed to only include paid employees. The following table represents the total number of paid staff with fundraising responsibility for each of the four Cohorts in the last four years.

Looking at Cohort 1, of the nine participating LGS organizations with sufficient data four reported an increase in the number of paid staff with fundraising responsibility (% increases range from 11.1% to 200.0%). As for Cohort 2, four of the six participating LGS organizations reported an increase in the number of paid staff with fundraising responsibility (% increases range from 75.0% to 166.7%). Five of the nine participating LGS organizations in Cohort 3 saw an increase in their number of paid staff with fundraising responsibility (% increases range from 5.6% to 100.0%). Finally, for Cohort 4, six of the ten participating LGS organizations indicated an increase in the number of paid staff with fundraising responsibility (% increases range from 16.7% to 66.7%).

Table 12. Total Number of Paid Staff with Fundraising Responsibility

	Org ID#	2010	2011	2012	2013	% Change FY10 - FY13
COHORT 1	A	9	12	15	N/A	66.7%*
	B	4	4	4	4	0.0%
	C	2	3	4	6	200.0%
	D	35	35	35	N/A	0.0%*
	E	14	15	13	N/A	-7.1%*
	F	43	47	49	49	14.0%
	G	11	10	11	11	0.0%
	H	4	3	3	3	-25.0%
	I	9	10	10	10	11.1%
	J	N/A	N/A	N/A	1	N/A
COHORT 2	K	46	53	73	90	95.7%
	L	N/A	5	5	N/A	0.0%*
	M	4	5	7	7	75.0%
	N	N/A	4	7	7	75.0%*
	O	1	1	1	N/A	0.0%*
	P	6	16	16	16	166.7%
COHORT 3	Q	2	1	4	4	100.0%
	R	124	126	107	N/A	-13.7%*
	S	N/A	2	3	N/A	50.0%*
	T	5	5	5	N/A	0.0%*
	U	4	3	4	N/A	0.0%*
	V	2	2	2	N/A	0.0%*
	W	4	4	5	6	50.0%
	X	6	5	6	7	16.7%
	Y	18	18	19	N/A	5.6%*
COHORT 4	Z	N/A	2	2	N/A	0.0%*
	AA	N/A	6	6	7	16.7%*
	BB	7	7	7	N/A	0.0%*
	CC	1	1	1	1	0.0%
	DD	136	147	157	167	22.8%
	EE	N/A	43	42	42	-2.3%*
	FF	N/A	3	2	5	66.7%*
	GG	N/A	40	45	47	17.5%*
	HH	253	259	301	N/A	19.0%*
	HH	N/A	N/A	5	6	20.0%*

Notes: "N/A" indicates data was not available. Percentage changes marked with an asterisk (*) were based on available data.

8. Make major/leadership gift development a top priority of the organization

The final LGS principle is “Make major/leadership gift development a top priority of the organization.” This principle is measured by demonstrated use of fundraising metrics/scores cards at Board meetings. The LGS survey contained two questions to help measure this principle.

Use of dashboard or metrics score card prior to LGS participation

The first question related to this principle asked LGS participants if they used a fund development dashboard or a metrics score card prior to participating in LGS. The chart below shows the number of LGS participants by Cohort who replied “Yes” to this question relative to the number of those who replied “No.” The chart demonstrates that prior to entering LGS, the majority of participating organizations from each Cohort report the lack of a formal measure of success, using either a dashboard or some other metrics scoring system. Specifically, six out ten in Cohort 1, four out of six in Cohort 2, six out of nine in Cohort 3, and eight out of ten in Cohort 4 reported not using a fund development dashboard or a metrics score card prior to participating in LGS.

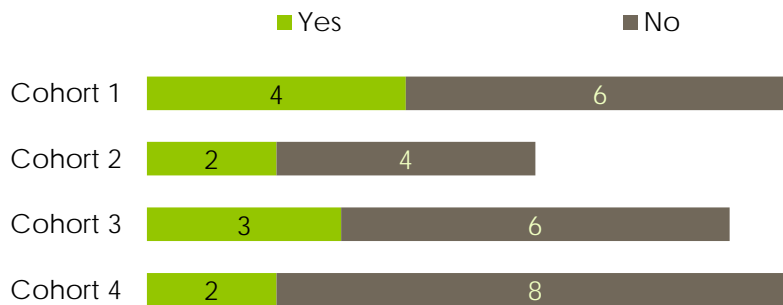


Figure 22: Number of LGS participants using a dashboard or metrics score card prior to LGS participation

Use of dashboard or metrics score card since LGS participation

The other question related to the eighth LGS principle asked LGS participants if their organization currently uses a fund development dashboard or a metrics score card with their Board since participating in LGS. As the chart below demonstrates, except for Cohort 4 who may not have had the time to implement a fund development dashboard or a metrics score system, the majority of LGS participants from each Cohort reported using such a system since participating in LGS. Specifically, eight out of ten in Cohort 1, four out of five in Cohort 2, and six out of nine in Cohort 3 indicated that their organization is now using a dashboard or metric score card with their Board. This demonstrates a high level of application for this particular LGS principle.

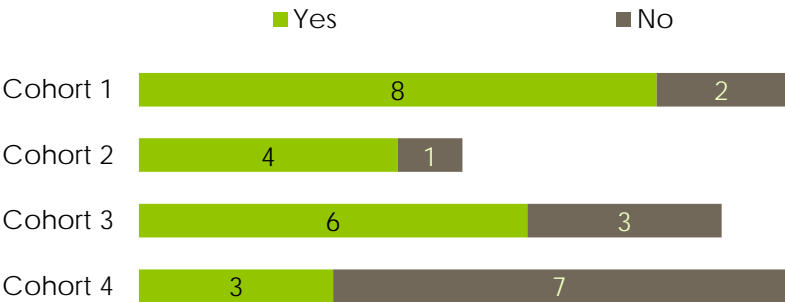


Figure 23: Number of LGS participants using a dashboard or metrics score card since LGS participation

Comments

At the end of the survey, participants were given the opportunity to provide general comments. Eighteen participants took the opportunity to provide comments, but the majority of their comments (15 of the 18 comments) were explanatory notes about the data submitted for this report. These responses include statements that the organization do not track total money raised by Board members or that they currently do not collect data on individual donors and donations from family foundations separately. Most of these comments were included as footnotes in the body of this report whenever appropriate to help explain the variation in the data findings.

However, three participants did provide general comments about their LGS experience:

"In April 2013, we reorganized our development department starting first with new staff leadership and then restructuring positions and responsibilities. Doing so was greatly influenced by what I, the executive director, had learned from LGS. Our board has benefited tremendously as well from how we approach development following LGS principles. In FY14, our board has given over \$100k and our board chair has been responsible for raising an additional \$200+k."

"LGS is a phenomenal experience; it has been invaluable to set aside one day a month to only focus on our Development planning with experts in the field; and with both the Development professional and the executive director actively involved, it quickly becomes a shared vision. The program has added immense value and has already made our programs stronger -- and we're not even done with our cohort's sessions yet -- we have two more months to go!"

"LGS has been very beneficial to us. The professional relationships developed with our LGS Cohort and Faculty has been invaluable to us. We have called up class members as well as faculty to exchange ideas and troubleshoot. Also, the class materials and articles have been valuable tools in research and planning."

Conclusion

The concluding section identifies the key findings for each of the eight LGS principles.

Overall, participating LGS organizations report having benefitted from their LGS experience. They are reporting increases in their total dollar donations from and the number of individual and family foundation donors. Also, the majority of them indicate that one of the main things they are doing differently with their Board is engaging their members in their philanthropic efforts. They are also making major/leadership gift development a top priority of the organization by measuring their staff and their Board's level of engagement.

The key findings for each of the eight LGS principles were:

1. *Increase individual giving and reduce dependency on corporate support*

Since participating in LGS, **the majority of organizations** (27 out of 35 or 77%) are **raising more dollars from individual and family foundation donors**, with increases ranging from 5.4% to 996.1%. This is especially true for organizations in Cohorts 1 and 2 for which 13 out of 16 organizations (81%) reported an increase in the total dollars received from individual and family foundation donors (% increases range from 9.6% to 712.5%).

2. *Design/implement a leadership gift strategy unique to each organization*

About **88%** (29 out of 33 organizations) of all participating LGS organizations report **having a strategic plan that has a major gift focus**. For Cohorts 1 and 2, fourteen out of sixteen organizations (75%) indicated that they have a strategic plan that has a major gift focus. Most of the organizations (21 out of 29 or 72%) reported that they developed or are in the process of developing a new organization strategic plan that includes revenue diversification and/or a specific major gift strategy. The gift amount that is considered a major gift by a number of organizations was between \$1,000 and \$4,999, especially for organizations with a budget size of less than \$10 million and for those with less than six full-time development staff members.

3. *Create funding opportunities that will attract major gifts*

Twenty-three out of 28 organizations (82%) report that they **have written case statements** for major gifts. Seven out of twelve organizations (58%) in Cohorts 1 and 2 said that they have written cases for major gifts.

4. *Improve understanding of donor psychology and philanthropic behavior*

Over half (20 out of 35 or 57%) of all participating LGS organizations report that they **have individualized written donor strategies** for five or more of their major gift donors. For Cohorts 1 and 2, 68% (11 out of 16 organizations) have **written cultivation strategies** for five or more donors.

5. *Develop relationships with donors/grantor that result in long-term funding*

About **62%** (8 out of 13) organizations in Cohorts 1 and 2 have **increased the number of donors who gave gifts between \$5,000 and \$10,000**. The same proportion of organizations in Cohorts 1 and 2 reported an increase in the **number of donors who gave gifts over \$10,000**.

6. *Increase board involvement in philanthropic advocacy & action*

Twenty-two is the **average number of Board members** for all participating LGS organization. **Nearly all organizations** from Cohorts 1 and 2 (11 out of 12 or 92%) report that they have **increased Board members' engagement in fundraising** (e.g., making thank you calls, calling other board members for their leadership commitment to the organization, etc.).

7. *Expand responsibility for ethical fundraising, beyond the development office*

About **61%** (14 out of 23) organizations from the first three cohorts have **expanded their development team** since participating in LGS. Additionally, **sixty-three percent** (15 out of 24) have **expanded responsibility for fundraising** beyond the development staff. The two common ways that organizations have addressed this are including more staff in specific fundraising efforts (e.g., donor cultivation and stewardship) and by creating a culture of philanthropy in their organization through education and training, as well as through performance evaluations of their leadership team.

8. *Make major/leadership gift development a top priority of the organization*

Twenty-one out of 33 organizations (64%) indicated that they currently **using a dashboard or metric score card** with their Board. For Cohorts 1 and 2, 80% (12 out of 15) of the organizations are using such a system to measure their progress and their Board's level of engagement.

Appendix: Leadership Gift School Participants

Below is a list of LGS participants for all four cohorts to date (2010-2014). A total of 43 organizations (93 individuals) have participated in Leadership Gift School.

*Names in BOLD are participants who have enrolled for the second time.

Arts and Culture (11)

Bechtler Museum of Modern Art	John Boyer, President & CEO Elizabeth Sheets, Director, Individual Giving
Blumenthal Performing Arts	Tom Gabbard, President/CEO Cindy Rice, VP- Development
Carolina Raptor Center	Jim Warren, Executive Director Michelle Houck, Director, Community Relations Heather Moeller, Philanthropy Manager
Charlotte Symphony	Robert Stickler, President Michelle Hamilton*, Chief Development Officer
Children's Theatre of Charlotte	Bruce LaRowe, Executive Director Linda Reynolds, Managing Director, Sales, Marketing & Development
Community School of the Arts	Devlin McNeil, Executive Director Stephanie Stenglein, Chief Development Officer
Daniel Stowe Botanical Garden	Kara Newport, Executive Director Carmen Schultz, Director of Development

Arts and Culture (continued)

Harvey B. Gantt Center

David Taylor, Executive Director
Tiffany Graham, Director of
Development

McColl Center for Visual Art (ENCORE)

Suzanne Fetscher*, President
Michael Andrews, Director of
Development
Mike Davis, Sr. VP, Institutional
Advancement

Mint Museum

Kathleen Jameson,
President/CEO
Nelia Verano, Director of
Development

North Carolina Dance Theatre

Doug Singleton, Executive
Director
Brooke Mize, Director of
Development

Education (9)

Cannon School

Bill Diskin, Assoc. Head of School
Todd Hartung, Director of
Advancement

Charlotte Latin

Arch McIntosh, Head of School
Mary Jane Gallagher, Director of
Development

John Crosland School

Sean Preston, Head of School
Jennifer Nichols, Director of
Development

Education (continued)

Johnson C. Smith University (ENCORE)¹⁰

Joy Page, VP – Institutional
Advancement
Torrey Feimster, Director of
Corporate Relations
Sharon Harrington, AVP –
Advancement
Jenene Seymour – Director of
Foundation Relations

Queens University of Charlotte

Tamara Burrell, Exec Assistant to
the President
Elyn Dortch, Managing Director –
Campaign

Trinity Episcopal

Tom Franz, Head of School
Emily Johnson, Director of
Advancement

UNC Charlotte - College of Art & Architecture

Dean Ken Lambla
Candice Langston, Director of
Developments

UNC Charlotte - College of Health &
Human Services

Dean Nancy Fey-Yensan
Heather Shaughnessy, Director of
Development

UNC Charlotte Murrey Atkins Library

Dean Stanley Wilder
Donna Mitchell, Director of
Development

¹⁰ ENCORE – FOUR nonprofits participated or are participating in Leadership Gift School for the second time.

Environment & Animal Welfare (2)

Catawba Lands Conservancy (ENCORE)

Tom Okel, Executive Director
Margaret Brantley, Director of
Development
Dean Thompson, Director of
Development & Communications
Ann Browning, Campaign
Director – Carolina Thread Trail

Humane Society of Charlotte

Shelly Moore, Executive Director
Donna Canzano, VP -
Development

HEALTH (3)

CARE RING

Susan Furtney, Executive Director
Steffi Travis, Chief Development
Officer

Hospice & Palliative Care of Charlotte

Pete Brunnick, President/CEO
Cindy Clark, Director of
Development
Rachel Smith, Director of Major
Gifts

InReach

Lori Gougeon, Executive Director
Kathy Knier, Director of
Development

Human Services (14)

A Child's Place (ENCORE)

**Annabelle Suddreth*, Executive
Director**
Laurie Schwartz, Director of
Development
Randall Boone, Director of
Development

Human Services (continued)

American Red Cross	Angela Broome, CEO Emily Davis, Chief Development Officer
Big Brother/Big Sister	Karen Calder, Chief Executive Officer Doug Hartjes, VP – Development
Charlotte Rescue Mission	Rev. Tony Marciano, Executive Director E.J. Underwood, Director of Development
Communities in Schools	Molly Shaw, Executive Director Gina Salvati, Director of Development
Council for Children's Rights	Brett Loftis, Executive Director Stacy Jesso, Director of Development & Communications
Crisis Assistance Ministry	Carol Hardison, Executive Director Michelle Hamilton*, Chief Development Officer
Girls Scouts Hornet's Nest	Sally Daley, CEO Katherine Lambert, Executive Vice President
Habitat Charlotte	Bert Green, Executive Director Linda Blum, Director of Development
Men's Shelter of Charlotte	Carson Dean, Executive Director Trish Hobson, Development Director

Human Services (continued)

Mental Health Association

Ellis Fields, Executive Director
Andrea Towner, Development
Director

Pat's Place

Anne Pfeiffer, Executive Director
Penelope Wilson, Director of
Development

United Family Services/Safe Alliance

Phil Kline, President
Amanda Wilson, Chief Strategy
Officer
Karen Parker, Vice President –
Development

Urban Ministry Center

Dale Mullenix, Executive Director
Liz Peralta, Co-Director,
Development
Lauren Cranford, Co-Director,
Development

YWCA

Kirsten Sikkelee, President/CEO
Anita Self, Chief Philanthropy
Officer
Marianne Schild, Donor Relations
Manager

PUBLIC BENEFIT (3)

Foundation For The Carolinas

Holly Stubbing, SVP- Philanthropic
Advancement
Catherine Warfield, VP-
Philanthropic Advancement

Jewish Federation

Sue Worrel, Executive Director
Sue Littauer, Development
Director

United Way of Central Carolinas

Shannon Young, VP- Resource
Development



UNC CHARLOTTE

UNC Charlotte Urban Institute
9201 University City Blvd, Charlotte, NC 28223-0001