

# It Takes Three to Tango

*...how fundraising staff, CEOs and Boards can raise more money by working together more effectively*



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# 52% of Donors said they could have given more money last year

Cygnus Applied Research, *2011 Cygnus Donor Survey*, April/2011



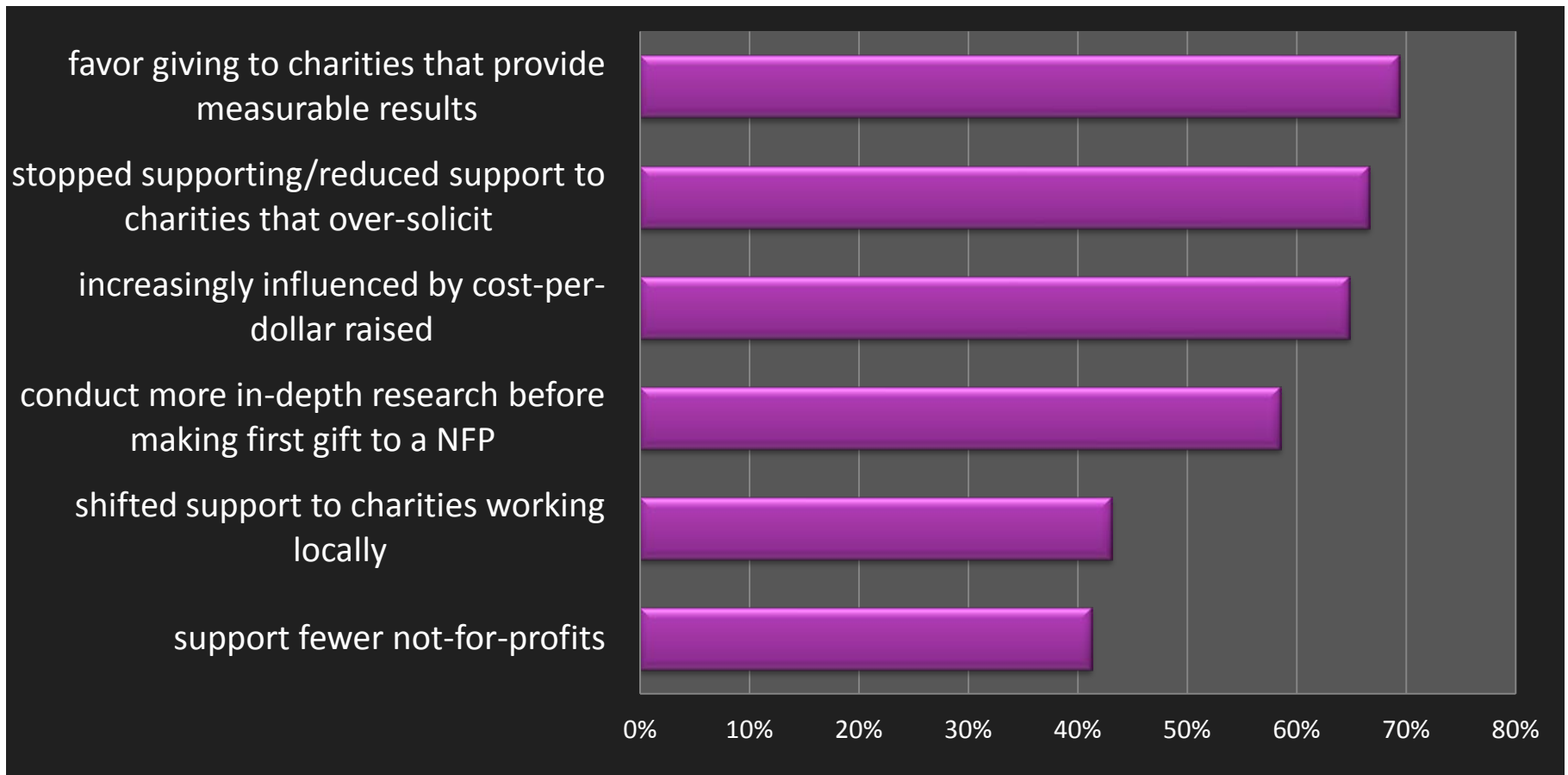
# Profit, Not Revenue

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- your organization can only spend the *profit* that fundraising makes
- profit is increased by maximizing the gap between gift value and cost to raise it, not by accruing more and more donors
- gift value grows as donor loyalty lengthens
- the first way to improve profit is to improve donor retention
- the second way is to raise gift values



# How Donors' Priorities Are Changing



# Five Ways to Make More Profit

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1. The Case (Restricted vs Unrestricted Fundraising)
2. Knowing Who Is Responsible for What
3. Investing in Fundraising Responsibly
4. Conducting Meaningful Performance Evaluation
5. Reducing Premature Staff Turnover



# Staff Views on Who Is Responsible for What in Fundraising

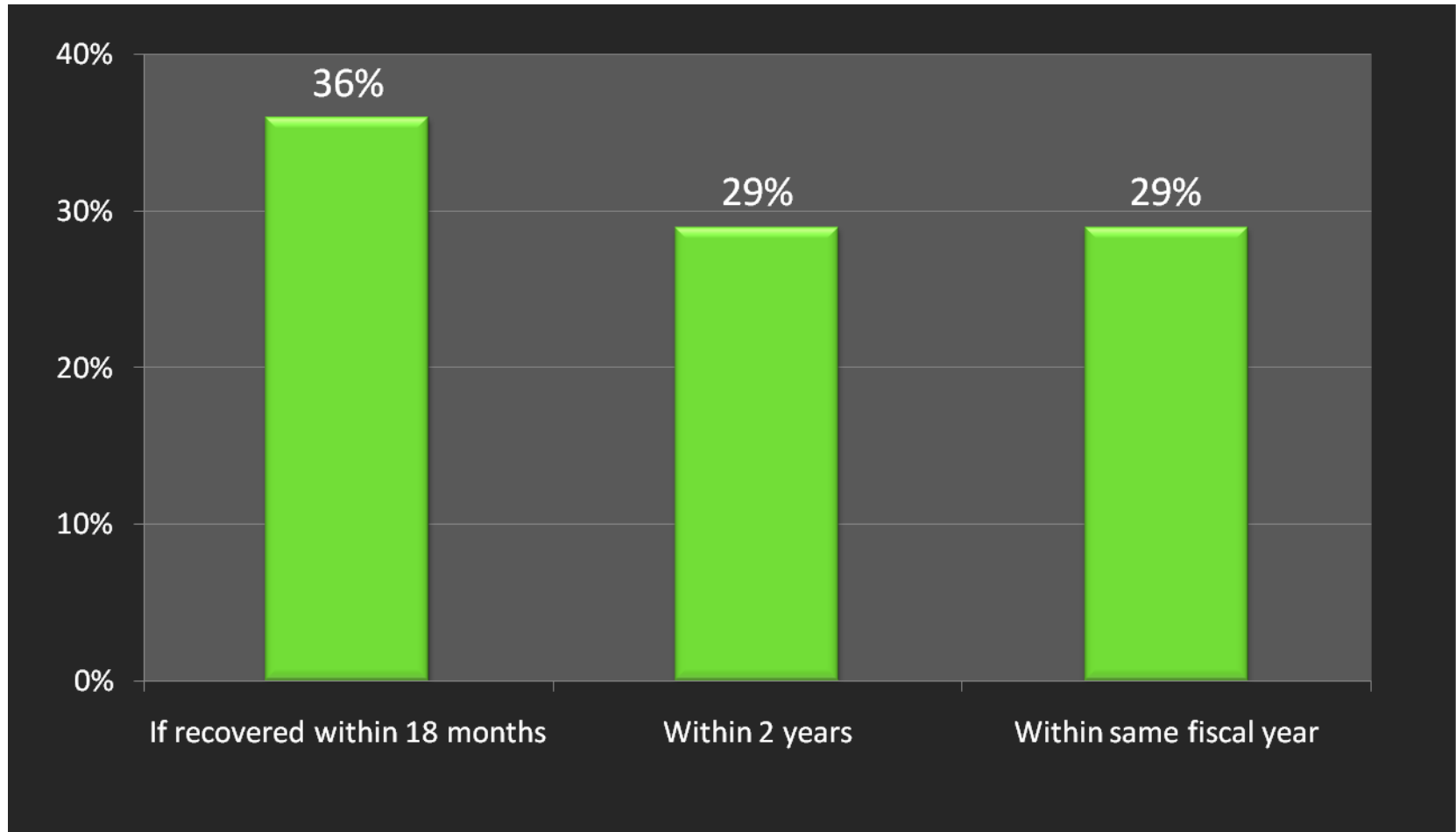
**TABLE 1:** Cygnus 2010 Supplementary Survey for Professional Fundraisers Results

**Among Board of Directors, Fundraising Committee, CEO and Professional Fundraising Staff, who is primarily responsible for each of the following tasks in your not-for-profit organization?**

Answer Options	Board	Fundraising Committee	CEO	Fundraising Staff	Don't Know
offering names of and information on potential donors	20.2%	9.5%	4.0%	65.4%	0.9%
making in-person "asks" to donors for contributions	9.2%	8.3%	16.5%	64.9%	1.1%
asking donors for gifts over the phone	7.2%	10.1%	5.5%	69.0%	8.1%
asking donors for gifts by letter	5.2%	4.7%	9.4%	80.6%	0.2%
writing thank you letters to donors	2.2%	1.3%	9.0%	87.4%	0.2%
making thank-you calls to donors	16.2%	6.9%	9.1%	66.5%	1.3%
attending donor recognition or fundraising events to meet, acknowledge and socialize with donors	20.7%	4.0%	22.3%	52.2%	0.9%
conceiving and/or planning fundraising events	2.3%	11.4%	3.6%	81.4%	1.3%
executing fundraising events	1.3%	5.8%	2.2%	89.4%	1.4%
determining the "case" for fundraising; ie the specific programs, services or initiatives that will be offered to donors for funding	7.6%	5.2%	21.0%	65.6%	0.5%
evaluating fundraising performance against budget expectations	10.5%	5.1%	28.2%	54.5%	1.8%
developing the fundraising strategic plan	6.3%	7.2%	12.0%	73.6%	0.9%



# CEOs' Willingness to Invest in Fundraising



*Only 30% of CEOs are moderately  
to fully satisfied with their Boards'  
performance in fundraising*



# 91% of CEOs Say Their Performance Is Evaluated on Fundraising Matters

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- 79% - reaching predetermined fundraising targets
- 66% - creating/sustaining good relations with major donors
- 52% - facilitating the adoption of new techniques to enhance fundraising success
- 52% - managing cost-per-dollar-raised
- 48% - stewarding the Board in their giving & fundraising responsibilities



# Definition of Adequate Job Tenure

*a length of time at the end of which both employer and employee agree that the organization has been well served*

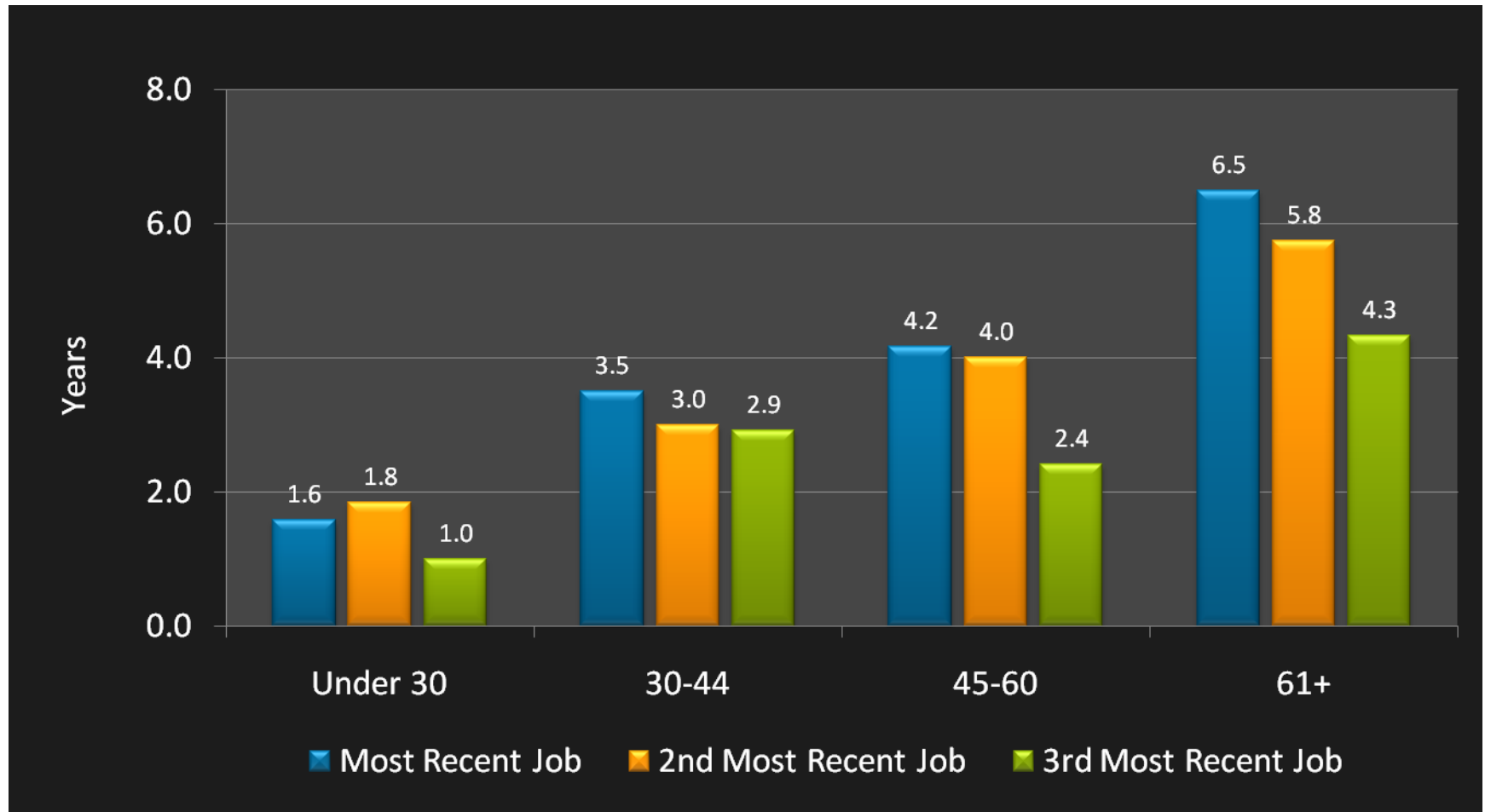
# Supply/Demand

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- 62% - fundraising staff who have never experienced a period of unemployment between jobs
- 12% - staff who have been unemployed between fundraising jobs for one month or less
- 3-6 months: average time Development Directors spend in a new job before being recruited for another



# Length of Stay in Last Three Positions by Age Group



# Why 39% of Fundraisers Intend to Leave Their Current Job

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- 48% - to obtain a higher salary
- 34% - to obtain a more senior position
- 32% - to work in a NFP with more/better career advancement opportunities
- 31% - to get away from the old school culture of fundraising
- 30% - FR staff too small to accomplish the job
- 29% - Board unreliable / unproductive in fundraising



# Your Best Hire Already Works for You

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- internal promotions
- unsolicited approaches by potential candidates
- strategic selection (raiding the competition!)
- advertising positions
  - this is the default; if you are advertising a job opening for any reason other than Department expansion, you need to improve in the area of staff retention and staff expansion

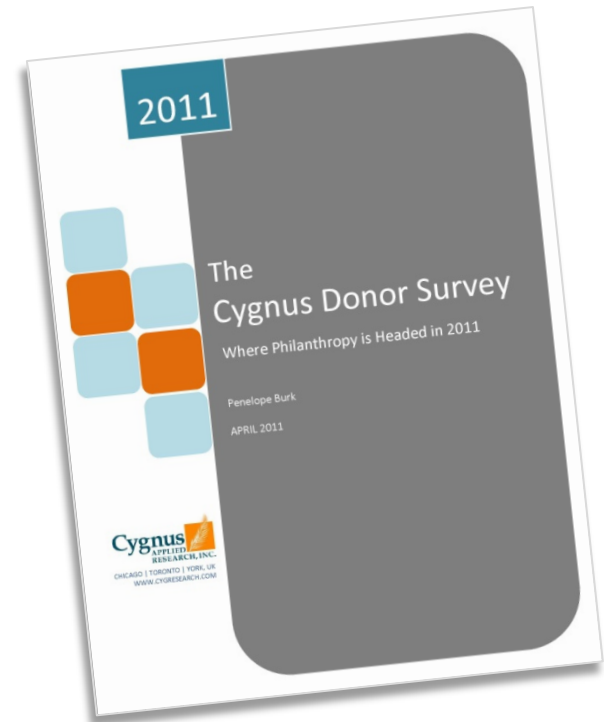


# Be Part of the 2012 Cygnus Donor Survey

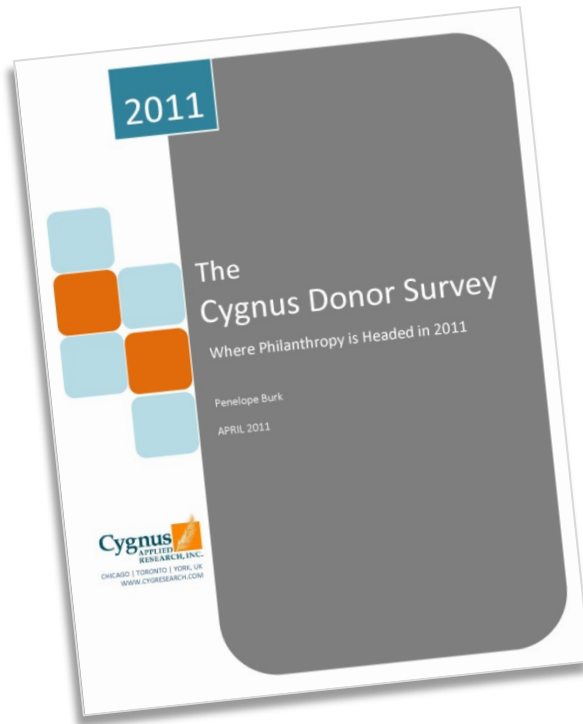
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