



| Goals and Expectations Policy                                   |  |
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| Responsible Official: Vice President for University Advancement | Responsible Office: University Advancement |

### Policy Purpose

**Purpose.** This document serves as a resource to develop goals annually and submit to the VP for Advancement (typically done in March of each year). Before submitting in final, you must consult with your dean(s) and/or unit head(s). Directors of Development must also consult with corporate relations regarding opportunities and strategies in that area.

### Policy Statement

Setting and tracking progress of goals is an important element in ensuring we obtain sufficient philanthropic gifts for the university and meet our strategic goals. This policy provides guidance and procedures for the coordinated management of fundraisers assigned to University Advancement.

### History

- Effective Date: 02/07/2017
- Revision Date: 02/21/2019
- Revision Date: 04/14/2020
- Revision Date: 06/15/2021

Revision Notes: The 2/21/2019 revision provides for the AVP asking some Directors of Development to submit asks below \$5,000 and increases the minimum monthly visits from 10 to 12. The 2020 revision changes the expectations for number of managed prospects and total contacts. The 2021 revision clarifies discovery contacts for each director of development.

### Attachments:

- A. Goals Worksheet
- B. Goals Summary
- C. Campaign Wish List

### Procedure (s)

#### I. Worksheet/Summary Instructions (see Attachments A and B):

- A. Add additional rows as needed to list each prospect. DO NOT add additional columns to the document to be submitted.
- B. Listing the E-number, process manager, and a brief strategy for each prospect is required.
- C. Typically, list all asks of \$5,000 and above that are planned for the coming FY. The AVP for Advancement may adjust this level accordingly, based on the respective unit.
- D. Directors of development (DoD) who desire to solicit a prospect in the upcoming year must consult with the prospect manager in advance of submitting a goal for the prospect.
- E. Be sure to consider potential corporate and foundation solicitations.
- F. Electronic version of these files are in S:\Goals.
- G. If you need assistance, contact the University Advancement Office Manager.

**II. Expectations.** The following are expectations for Directors of Development and Advancement Officers to fulfill annually. Ranges are dependent on the size and scope of the unit, experience of the fundraiser, and assigned non-fundraising responsibilities and are to be agreed upon with your direct supervisor.

- A. *Production Goal.* A gift is defined as booked upon documenting a pledge or when the transfer of assets to the University has been recorded in Banner. The gift must be linked to some form of activity originating with the DoD, such as a personal ask, personal mailing, etc. Where the gift is a result of more than one person's involvement, all DoDs involved may count the booked gift. Associate Directors and Directors of Development Target: \$250,000 – \$1,000,000+
- B. *Managed Prospects.* The size of the portfolio includes all individuals, corporations, and foundations for whom a Development Officer is the designated prospect manager. Ideally, you should have no more than 10 corporations and/or foundations in your portfolio. Prospect managers are expected to conduct or orchestrate a minimum of two substantive face-to-face contacts per year with each managed prospect. Associate Directors and Directors of Development Target: 60-80 on the Major Gifts list and an 250+ on the Auxiliary (Gravyty) list. Preference should be given to prospects with a capacity rating of \$25,000, or more. The goal is for each Director of Development to contact 200 unique discovery (Auxiliary) prospects each fiscal year.
  - 1) Newly assigned prospects should have a successful contact and recorded contact report within 120 days.
  - 2) Prospects with no significant contact within a year or more should be evaluated and may subsequently be transferred or removed from portfolio.
  - 3) Prospects with no proposal initiated in three years should be evaluated and may subsequently be transferred or removed from portfolio.
- C. *Total Contacts.* Contacts should be made with the purpose of “discovering” new givers or to “Move” them to a different stage (Discovery, Cultivation, Pre-Solicitation, Solicitation, Stewardship, and Perpetual Stewardship). Contact Reports must be submitted by month end to be counted on Metrics Report. Associate Directors and Directors of Development Target: 60 per month.
- D. *Visits.* Associate Directors and Directors of Development Target: 12-15 per month.
  - 1) Campus Visits. These are visits where the prospect has travelled to campus to visit with faculty/staff and/or see the campus.

- 2) Visits (Site). These are visits where the DoD has travelled to the prospect’s location to meet. This includes meetings that took place in the Johnson City area, not on campus.
- E. *Events*. These are occasions when the DoD attends and meets with a prospect(s). This means having a meaningful conversation, not simply meeting them. This may include events in or outside of the Johnson City area. Associate Directors and Directors of Development Target: no target, but reported.
- F. *Correspondence*. Bulk letters and e-mails should be considered as 1 mailing, even though our tracking system may count them separately. Associate Directors and Directors of Development Target: no target, but reported.
- G. *Phone Calls*. Associate Directors and Directors of Development Target: 20-30 per month
- H. *Number of Asks*. The number of solicitations is based on the number of individuals/households solicited. Multiple asks to the same donor, at the same time, are counted as one solicitation. A solicitation is defined as an “ask” for a gift of any value which must include a specific idea or range of ideas for the gift and a specific value or range of values (amount, if applicable) for the gift. This can include asks for annual gifts as well as major gifts. Associate Directors and Directors of Development Target: 2 - 5 per month.
  - 1) A proposal solicitor is the primary fundraiser involved in developing and presenting a solicitation/proposal to the donor. There can be more than one solicitor on a proposal, but they must play a virtually equal role in the execution of the solicitation.
  - 2) A proposal contributor is a fundraiser involved in a support role in the development of a solicitation/proposal. There can be more than one proposal contributor, and a contributor can be involved in many different ways. For example, the staff member may have “opened the door” between the proposal solicitor and donor, or provided program-specific information to the solicitor vital in the development of a proposal.
- I. *Other*. From time to time, the VP for Advancement may assign other metrics to collect data regarding specific duties (or aspects of duties). These will be discussed before they are assigned.

**Related Form(s)**

N/A

**Scope and Applicability**

|  |                            |  |
|--|----------------------------|--|
|  | Governance                 |  |
|  | Academic                   |  |
|  | Students                   |  |
|  | Employment                 |  |
|  | Information Technology     |  |
|  | Health and Safety          |  |
|  | Business and Finance       |  |
|  | Operations and Facilities  |  |
|  | Communications & Marketing |  |

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| X | Advancement |  |
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Attachment A – Goals Worksheet (electronic version on S:\Goals)

| Annual Goals Worksheet |             |                    |                     |                      |                 |                   |                       |                  |             |          |                      |                   |
|------------------------|-------------|--------------------|---------------------|----------------------|-----------------|-------------------|-----------------------|------------------|-------------|----------|----------------------|-------------------|
| Donor ID               | Donor Type  | Prospect Last Name | Prospect First Name | Bucket               | Proposed Amount | College/Unit      | School/Arts/Solicitor | Prospect Manager | Action Date | PG Y/N   | Notes/Brief Strategy |                   |
| E0000001               | Corporation | Doe                | Jane                | Facilities/Equipment | \$1,000,000     | Arts and Sciences | Music                 | Amodel, Andrew   | Ritter, Pam | 4/4/2017 | No                   | Pres. Involvement |
|                        |             |                    |                     |                      |                 |                   |                       |                  |             |          |                      |                   |
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**Attachment B – Goals Summary (electronic version on S:\Goals)**

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|  |                  |              |                     |   |   |
|--|------------------|--------------|---------------------|---|---|
| College of _____                                 |                  |              |                     |   |   |
| FY 2016-17 Goals Summary                         |                  |              |                     |   |   |
|  |                  |              |                     |   |   |
|  |                  |              |                     |   |   |
| <b>Section I: 2015-16 Amount Raised</b>          | <b>DoD</b>       | <b>Other</b> | <b>College/Unit</b> |   |   |
| <b>Goal</b>                                      | N/A              | N/A          | N/A                 |   |   |
| <b>Total Raised (net production)</b>             | N/A              | N/A          | \$650,000           |   |   |
|  |                  |              |                     |   |   |
|  |                  |              |                     |   |   |
| <b>Section II: 2016-17 Individual Goals</b>      | <b>DoD Goals</b> |              |                     | <b>Identified from Worksheet</b>                  |   |
|  |                  |              |                     | <b>(should be 3 to 5 times higher than goal)</b>  |   |
| <b>Production Goal (\$) - N/A for first year</b> | N/A              |              |                     | \$  | - |
| <b>Managed Prospects (125-150)</b>               | 125              |              |                     | * = this field is auto-calculated                 |   |
| <b>Total Contacts (300)</b>                      | 150              |              |                     |   |   |
| <b>Visits (Campus/Site) (120-180)</b>            | 60-90            |              |                     |   |   |
| <b>Events Attended w/Meaningful Contact</b>      | Tracked          |              |                     |   |   |
| <b>Correspondence (mail/e-mail)</b>              | Tracked          |              |                     |   |   |
| <b>Phone Calls</b>                               | Tracked          |              |                     |   |   |
| <b>Number of Asks (24-60)</b>                    | 24               |              |                     |   |   |
| <b>Other (as assigned)</b>                       |                  |              |                     |   |   |
|  |                  |              |                     |   |   |
|  |                  |              |                     |   |   |
| <b>Section III: 2016-17 College Goals</b>        |                  |              |                     | <b>Identified from Worksheet</b>                  |   |
|  |                  |              |                     | <b>(should be 3 to 5 times higher than goals)</b> |   |
| <b>Student Support</b>                           |                  |              |                     | \$0   |   |
| <b>Faculty Support</b>                           |                  |              |                     | \$0   |   |
| <b>Program Support</b>                           |                  |              |                     | \$0   |   |
| <b>Facilities and Equipment</b>                  |                  |              |                     | \$0   |   |
| <b>Unrestricted</b>                              |                  |              |                     | \$0   |   |
|  |                  |              |                     | * = these fields are auto-calculated              |   |
|  |                  |              |                     |   |   |
|  |                  |              |                     |   |   |
|  |                  |              |                     |   |   |
| <b>Dean/Unit Head Signature &amp; Date</b>       |                  |              |                     | <b>DoD Signature &amp; Date</b>                   |   |
|  |                  |              |                     |   |   |
|  |                  |              |                     |   |   |

