

# **NAADD MEMBERSHIP RESEARCH: BEST PRACTICES AND PEER COMPARISON ANALYSIS**

**PRESENTED BY:  
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# AGENDA

- **RESEARCH OVERVIEW**
- **SURVEY RESULTS**
- **QUALITATIVE RESEARCH**
- **QUESTION & ANSWER**



# RESEARCH OVERVIEW

- **PURPOSE: BEST PRACTICES & PEER COMPARISON**
- **QUANTITATIVE RESEARCH: ON-LINE SURVEY INSTRUMENT**
  - 197 PARTICIPANTS
- **QUALITATIVE RESEARCH**
  - 30 PERSONAL INTERVIEWS



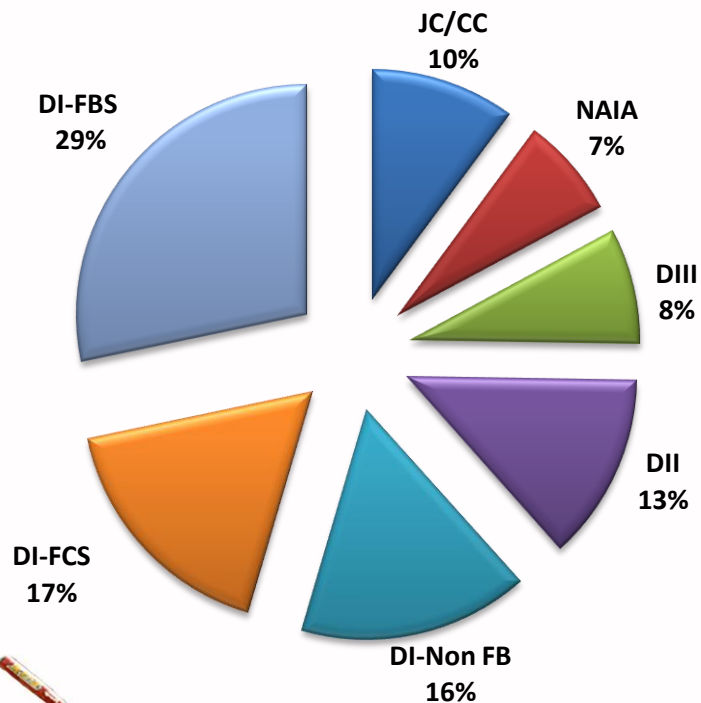
# RESEARCH OVERVIEW

- **SURVEY**
  - **GENERAL INSTITUTION INFORMATION**
  - **DEVELOPMENT REVENUE**
  - **BEST PRACTICES**
  - **STAFFING**
  - **NAADD INFORMATION**



# 197 RESPONDENTS

## PARTICIPATION BY DIVISION



# WHERE ATHLETIC DEVELOPMENT IS HOUSED

- 50% INSTITUTIONAL DEVELOPMENT
- 40% ATHLETIC DEPARTMENT
- 10% 501 (C3)



# DEVELOPMENT REVENUE - AGGREGATE

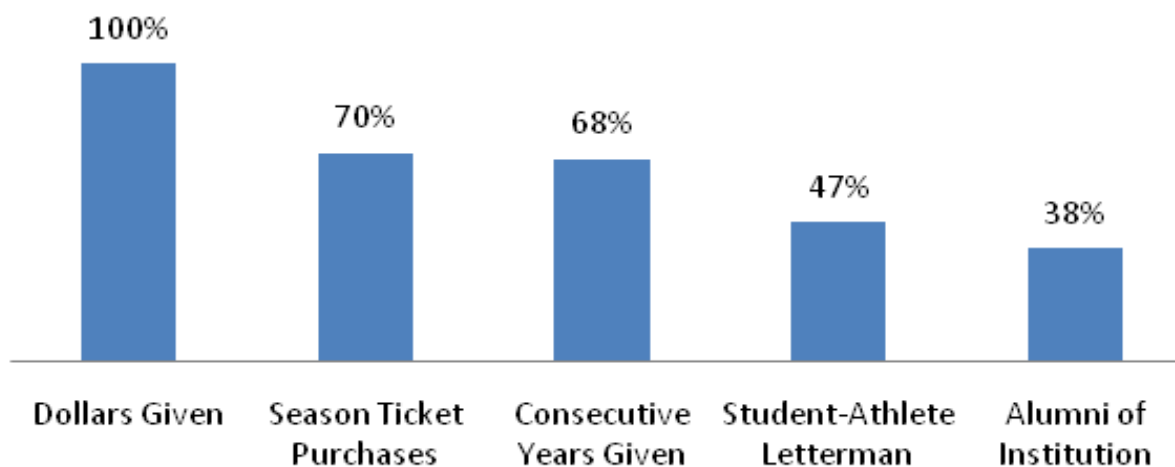


Areas	2006-2007	2007-2008	Change Between Years (%)
Institution Fundraising	\$47.4 M	\$61.5 M	29.8%
Athletic Annual Fund	\$2.7 M	\$2.9 M	8.4%
Capital Campaigns	\$4.7 M	\$4 M	-15.2%
Scholarship Endowment	\$1.6 M	\$1.4 M	-15.5%
Position Endowment	\$138,000	\$207,000	50.7%
Other	\$990,000	\$542,000	-45.2%
<b>Total Raised for Athletics</b>	<b>\$7.4 M</b>	<b>\$6.9 M</b>	<b>-6.1%</b>

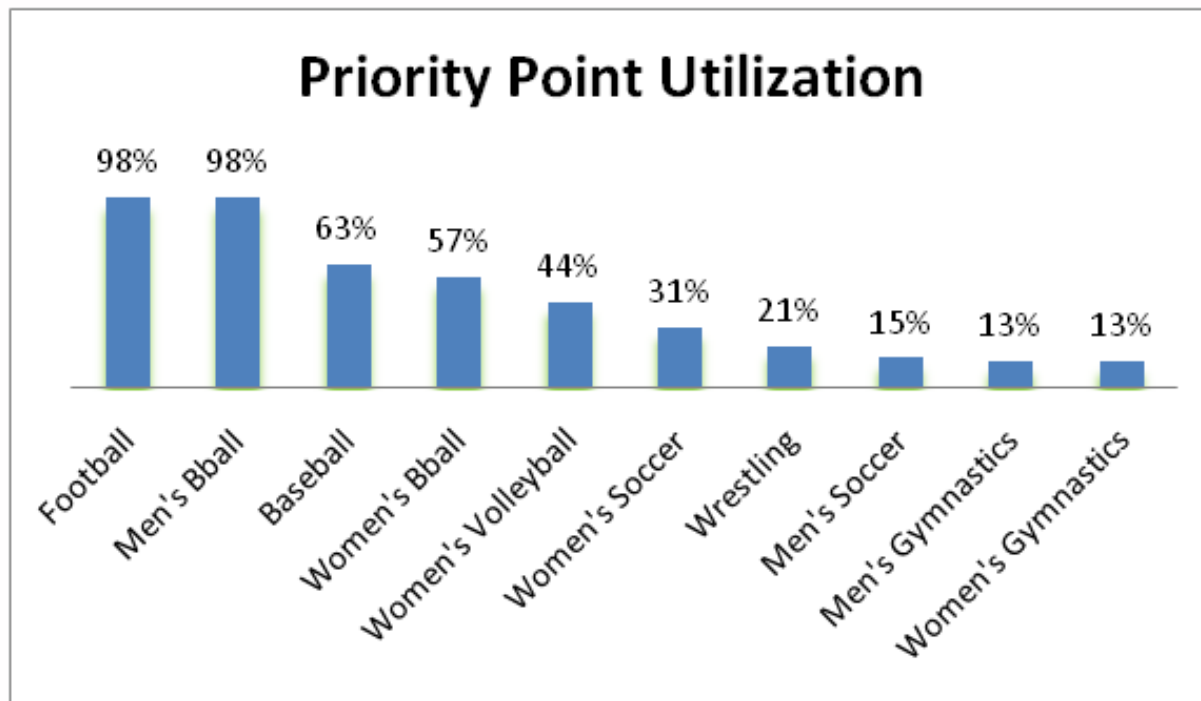


# PRIORITY POINTS – DI FBS

## Criteria for Distributing Priority Points



# PRIORITY POINTS- SPORT APPLICATION

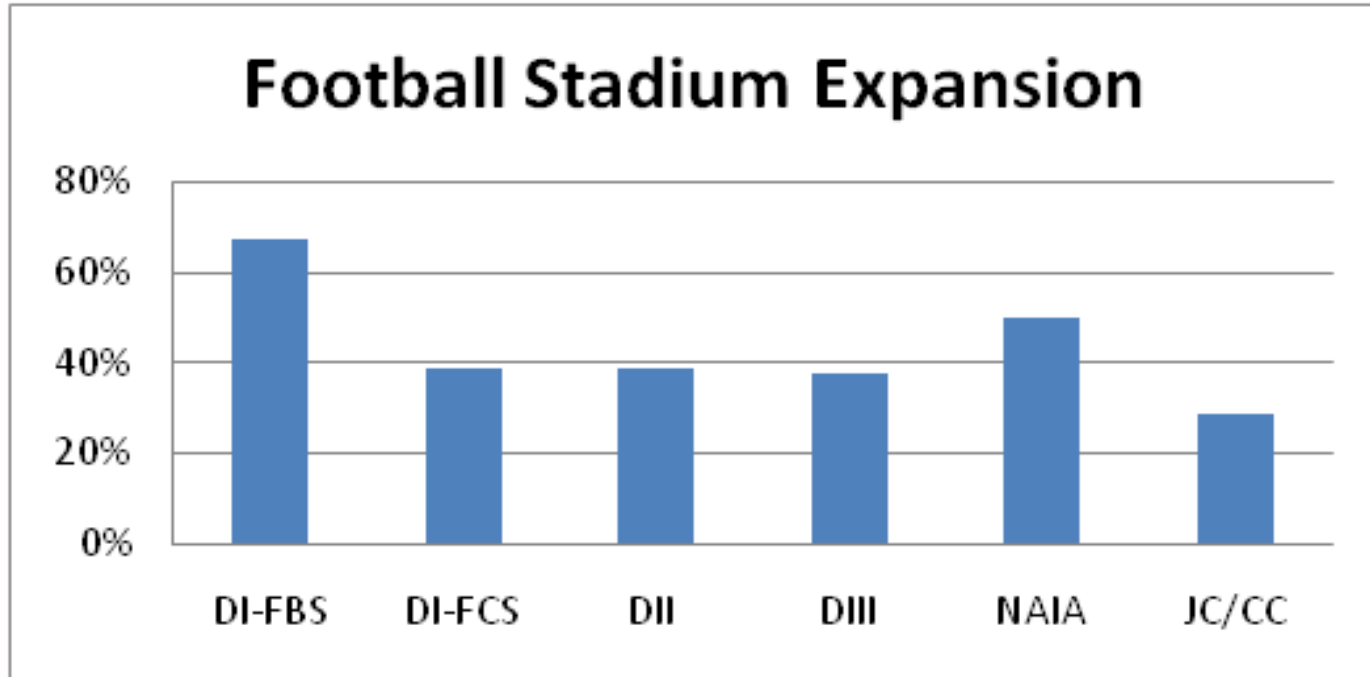


# GIFT METHODS & BENEFITS

	Most Common	Least Used
Gift Methods	<ul style="list-style-type: none"><li>• Matching Gifts</li><li>• Gifts-in-Kind</li><li>• On-line Donation</li></ul>	<ul style="list-style-type: none"><li>• Phone-a-Thon</li><li>• Stock Transfers</li><li>• Estate Bequests</li></ul>
Benefits	<ul style="list-style-type: none"><li>• Tickets</li><li>• Media Guide</li><li>• Game-day Hospitality</li></ul>	<ul style="list-style-type: none"><li>• Plaques</li><li>• Away Game Tickets</li><li>• On-line Video Streaming</li></ul>



# EMPHASIS ON FOOTBALL

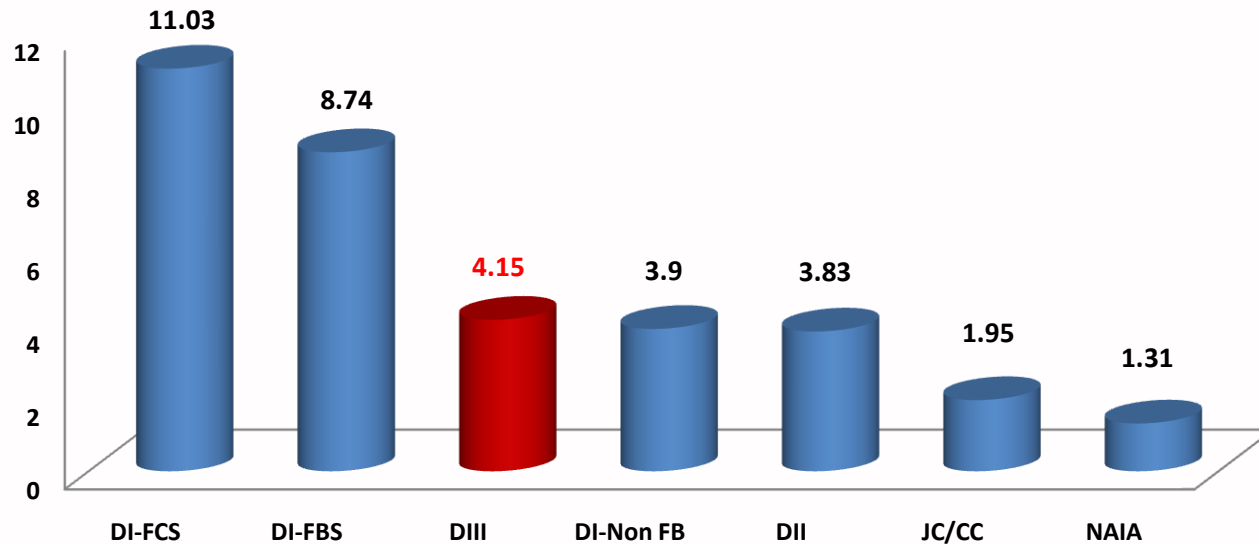


# STAFFING MODELS

- **A GRADUATE STUDENTS PERSPECTIVE**
- **SIX CATEGORIES:**
  - **DEVELOPMENT OFFICERS**
  - **SUPPORT STAFF**
  - **GRADUATE ASSISTANTS/INTERNS**
  - **VOLUNTEERS**
  - **ACCOUNTANTS AND GIFT-PROCESSING PERSONNEL**



# AVERAGE NUMBER OF FULL-TIME EMPLOYEES



# KEY FINDINGS

- **DI-FCS AVERAGE 14 VOLUNTEERS**
- **FBS AVERAGE 2 VOLUNTEERS**
- **DI-FBS: 4.7 FEMALE, 4.38 MALE**
- **ALL OTHER DIVISIONS: NEAR 1:1, FEMALE: MALE RATIO**



# COMPOSITION OF AVERAGE DEVELOPMENT OFFICES

Staff Members	DI-FBS	DI-FCS
Development Officers	5	2
Support Staff	3	2
Graduate Assistant/Intern	1	2
Gift-Processing	0	1
<b>TOTAL</b>	<b>9</b>	<b>7</b>



# ETHNICITY REPRESENTATION

- **WHITE MALES DOMINATE**
- **DI-FCS LARGEST MINORITY PRESENCE 31%**
- **DIII LOWEST MINORITY PRESENCE 5%**



# COMPENSATION-EXPERIENCE OVERVIEW

- **11 DIFFERENT POSITIONS**
- **7 DIFFERENT DIVISIONS**
- **YEARS AT CURRENT INSTITUTION**
  - **DI-FBS – HIGHEST NUMBER OF YEARS FOR 6/11 POSITIONS**



# AVG. COMPENSATION OF DEVELOPMENT STAFF



Title	DI, FBS	DI, FCS	DI, NON FB	DII	DIII	NAIA	JC/CC
Senior Associate AD	\$ 101,848	\$ 42,183	\$ 35,503	\$ 41,333	\$ 55,000	\$ 30,833	\$ 59,625
Associate AD	\$ 89,291	\$ 86,692	\$ 68,900	\$ 44,250	\$ 53,333	\$ 6,600	\$ 27,000
Assistant AD	\$ 60,695	\$ 43,912	\$ 38,000	\$ 39,625	\$ 35,000	\$ 11,200	\$ 27,400
Executive Director	\$ 59,533	\$ 37,401	\$ 27,000	\$ 33,000	N/A	N/A	N/A
Director of Development	\$ 54,638	\$ 64,432	\$ 49,615	\$ 40,571	\$ 73,000	N/A	N/A
Director of Annual Giving	\$ 49,365	\$ 38,166	\$ 27,142	\$ 10,000	N/A	N/A	N/A
Director of Capital Giving/Major Gifts	\$ 69,452	\$ 37,073	\$ 53,400	N/A	N/A	N/A	N/A
Director of Finance/Administration	N/A	\$ 53,458	N/A	\$ 11,333	N/A	N/A	N/A
Assoc./Assistant Director of Development	\$ 45,051	\$ 46,916	\$ 26,888	N/A	\$ 38,333	N/A	N/A
Manager of Development	\$ 32,250	\$ 15,416	\$ 10,000	N/A	N/A	N/A	N/A
Development Coordinator	\$ 27,200	\$ 22,954	\$ 24,650	\$ 7,125	\$ 40,250	N/A	N/A



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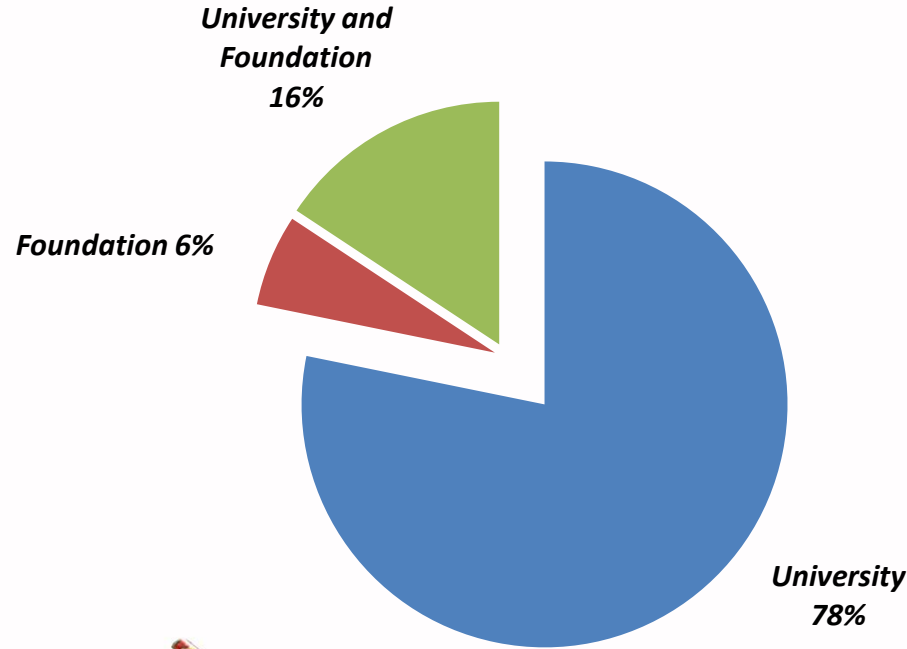


# KEY FINDINGS

- **COMPENSATION**
  - **DIII EQUAL-TO OR GREATER-THAN DII AND DI-  
NON FB**
  - **DI-FBS HIGHEST AT 10/ 11 POSITIONS**
  - **CONSIDERABLE INCREASE AT UPPER LEVEL  
POSITIONS**



# EMPLOYEE STATUS AT INSTITUTION — AGGREGATE



# CAPITAL CAMPAIGN – AVERAGE ALL DIVISIONS

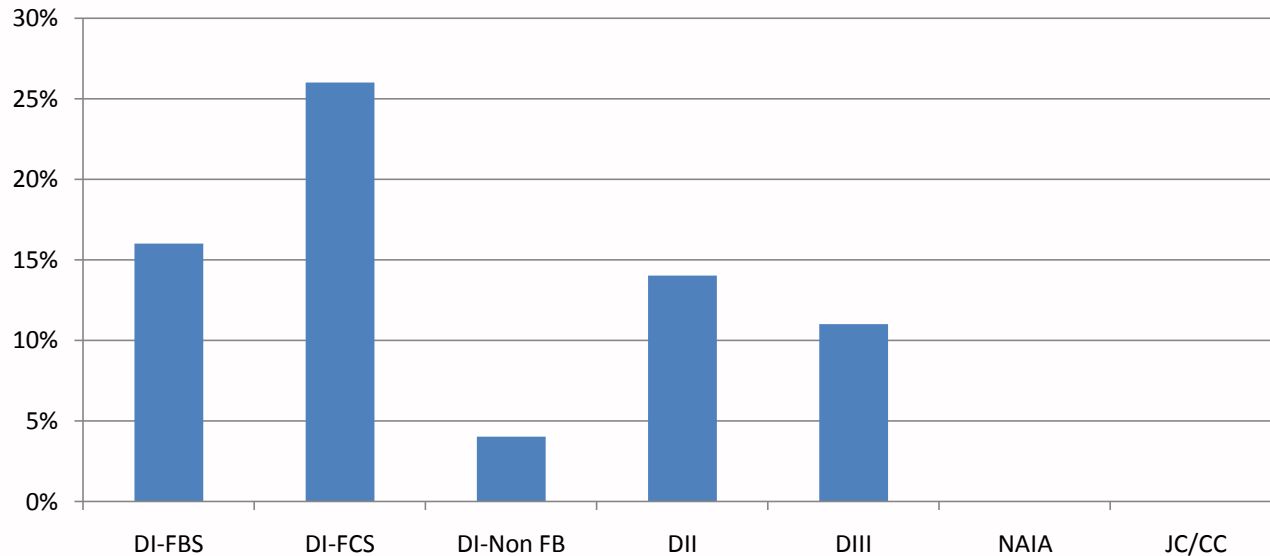
	D-I FBS	D-I FCS	D-I, NON FB
Capital Campaigns	\$105 M	\$42 M	\$84 M

	D-II	D-III	NAIA	JC/CC
Capital Campaigns	\$8 M	\$13 M	10 M	\$3.7 M



# BONUS OR INCENTIVE STRUCTURE IN PLACE

## Capital Campaign Bonus Incentive



# BONUS STRUCTURE EXAMPLES

- **UNIVERSITY X**

- **CRITICAL SUCCESS FACTORS**
- **ELIGIBILITY**
- **3 YEARS**
- **SUCCESSFUL**

- **UNIVERSITY Y**

- **4 GOALS**
- **FOUNDATION & FRONT-LINE**
- **2 YEARS**
- **SUCCESSFUL**
- **1-6%**



# ADD OR ELIMINATE ONE INITIATIVE

- **ADD**
  - **REFERRAL PROGRAM**
  - **VOLUNTEER/REPRESENTATIVE PROGRAM**
  - **VARSITY LETTERWINNERS PROGRAM**
  - ***SMALLER SCHOOLS* – PREFERRED SEATING FOR MOST POPULAR SPORTS**



# ADD OR ELIMINATE ONE INITIATIVE

- **ELIMINATE**

- **EVENTS – GOLF TOURNAMENTS AND COACHES APPEARANCES**
- ***SMALLER SCHOOLS* – SPORTS SPECIFIC BOOSTER CLUBS**



# STRATEGIC STEPS RESPONDING TO ECONOMY

- **INTERNALLY**
  - **STAFF CUTS, HIRING FREEZES, PAY-CUTS, CUT NON-ESSENTIAL TRAVEL**
- **EXTERNALLY**
  - **BIGGER SCHOOLS – CAUTIOUS ABOUT MAJOR GIFTS, RETENTION**
  - **SMALLER SCHOOLS – FOCUS ON ANNUAL GIVING, INCREASING INCENTIVES**



# STRATEGIC STEPS RESPONDING TO ECONOMY

- **BEST IDEA**
  - **UP-SCALE ANNUAL REPORT – INCREASED TRANSPARENCY VALUED**
  - **HIGH-END DONOR PERSONAL VISITS – \$1,000+ DONORS**



# **NAADD MEMBERSHIP SURVEY: BEST PRACTICES AND PEER COMPARISON ANALYSIS**



**SPECIAL THANK YOU TO:**

**NAADD EXECUTIVE COMMITTEE  
HEATHER OULD (NACDA CONSULTING)  
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**IN ADDITION TO ALL THOSE WHO PARTICIPATED IN THE SURVEY AND QUALITATIVE RESEARCH.**



# NAADD MEMBERSHIP SURVEY: BEST PRACTICES AND PEER COMPARISON ANALYSIS



**SURVEY RESULTS WILL BE AVAILABLE AT:**

**[WWW.NAADD.COM](http://WWW.NAADD.COM)**

**FOR SURVEY QUESTIONS OR ADDITIONAL INFORMATION CONTACT:**

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