



# Retention



# Agenda

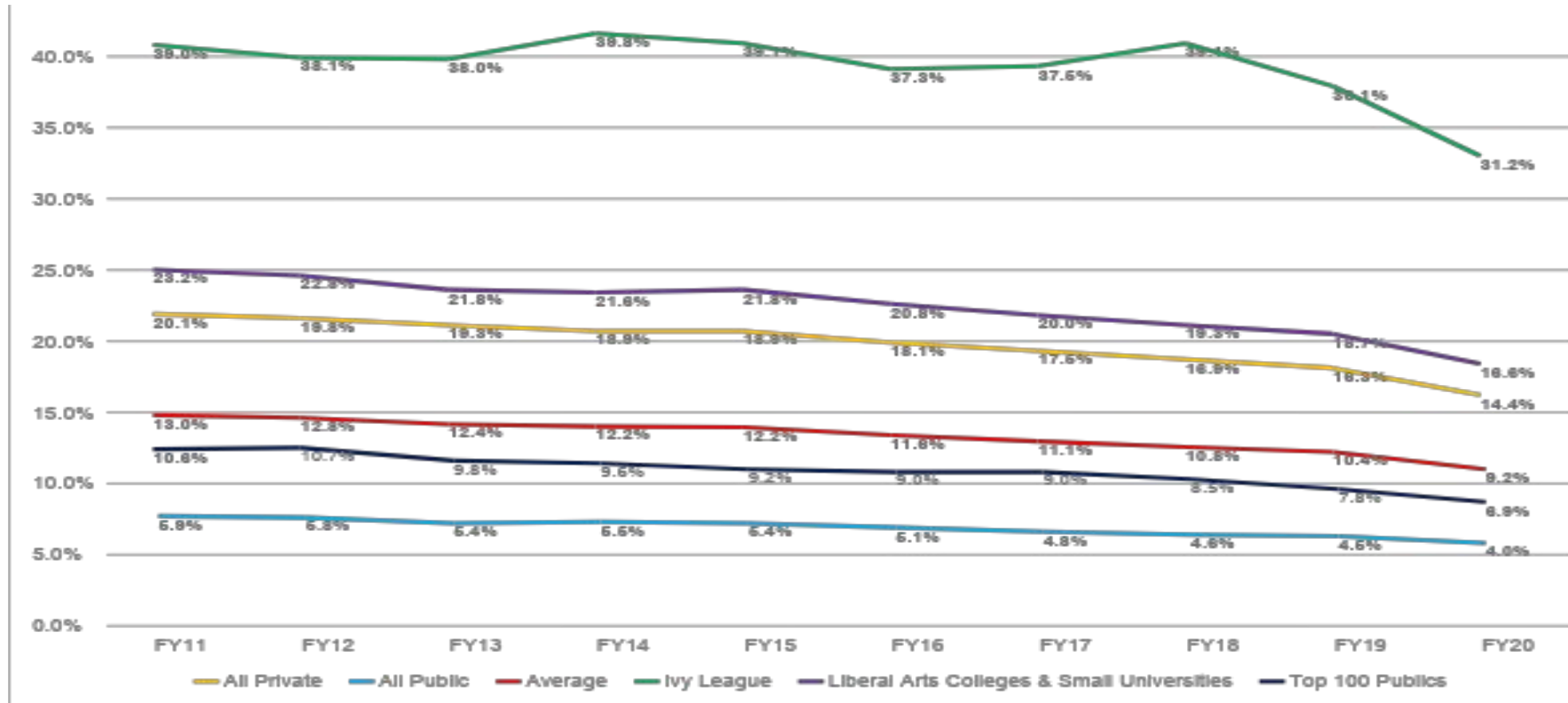
- Measuring donor retention rates
- Developing renewal messages
- Coordinating renewal appeals across multiple channels
- Evaluating your efforts and reporting results



# **MEASURING DONOR RETENTION RATES**



# Consider the national decline in participation



Source: Voluntary Support of Education Survey accessed via AMAtlas Data Miner



# Demonstrate the importance of donor retention

Starting # of donors	Retention rate (% kept)	Attrition rate (% lost)	Donors remaining after 1 year	Donors remaining after 3 years	Donors remaining after 5 years
1,000	80%	20%	800	512	328
1,000	60%	40%	600	216	78
1,000	40%	60%	400	64	10



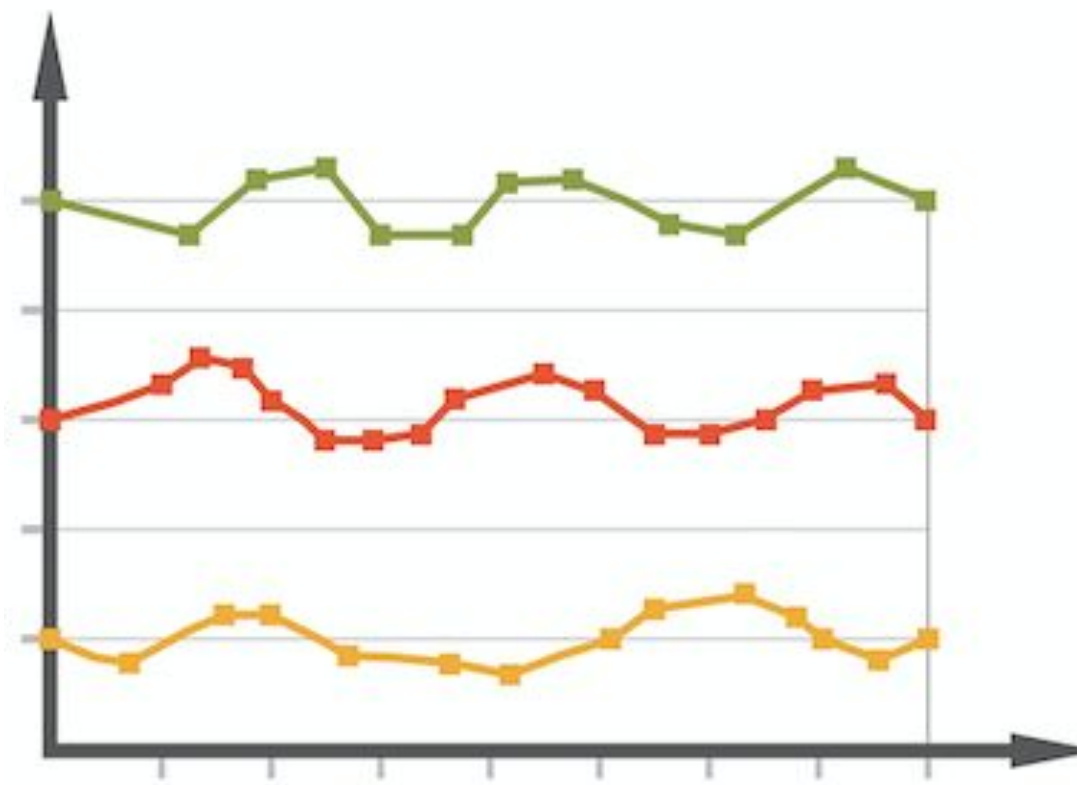
# Calculate your retention rate

$$\frac{\begin{array}{c} \text{\# of Returning Donors} \\ \text{Example} = 600 \end{array}}{\begin{array}{c} \text{\# of Donors from Previous Year} \\ \text{Example} = 800 \end{array}} = \begin{array}{c} \text{Retention} \\ \text{Rate} \\ \text{Example} = 75\% \end{array}$$



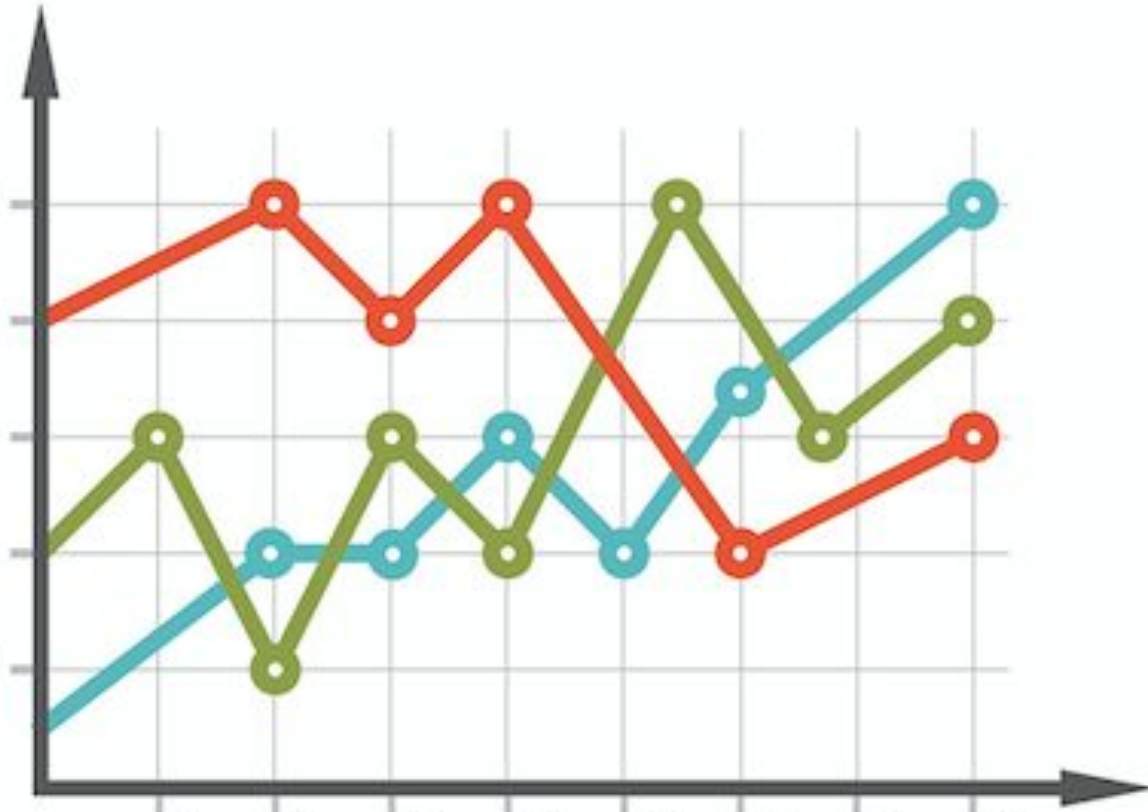
# Look at industry data to inform your goals

- Median donor retention rates have been stable for years
  - Private schools: ~60%
  - Public schools: ~50%
  - Overall: ~55%
- Two main contributing factors impact retention
  - Gift amount: \$1K+ overall 75%
  - Gift frequency: 1.42 gifts per donor





# Invest in young alumni



- Students as new donors play an important role in retention strategies
  - Overall: ~20%
- Donor retention for students is significantly lower in the first year

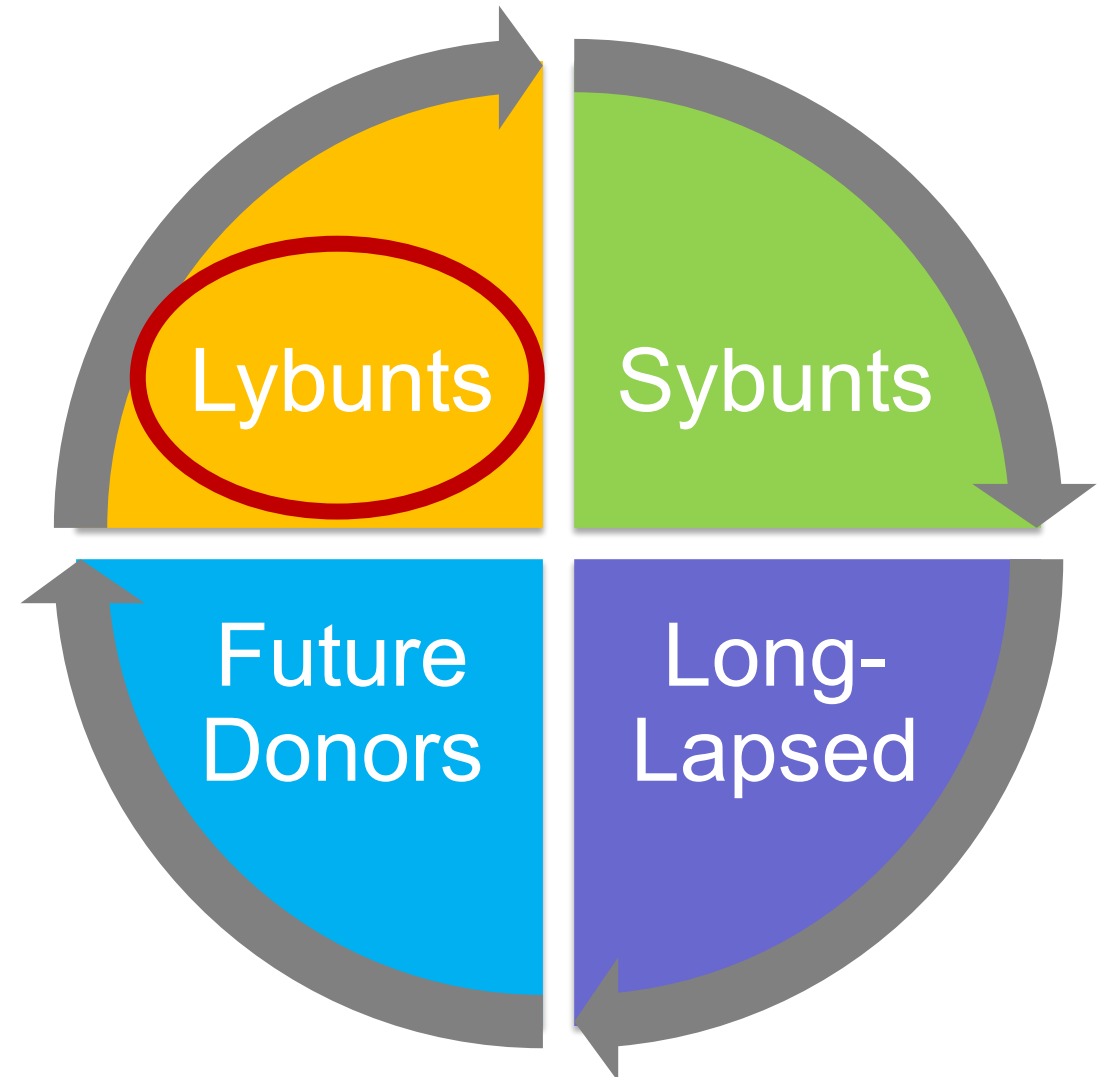


# DEVELOPING RENEWAL MESSAGES



# Use segmentation to prioritize your strategies

- Segmentation is the art and science of categorizing your donors into groups to allow for tailored messaging
- Segments should help you speak more directly to your audience
- Segments can be nested
- Over-segmentation should be avoided as much as possible





# Review your data to develop segments



- Donor segmentation strategies rely on good data
- Four primary categories:
  - Geographical
  - Demographic
  - Behavioral
  - Psychological



# Identify different strategies based on segmentation

## Geographical

- Location
- Language(s)
- Climate

## Demographic

- Age
- Gender
- Income
- Ethnicity

## Behavioral

- Life Moments
- Life Stages
- Giving Frequency
- Giving Recency

## Psychological

- Values
- Beliefs
- Opinions
- Interests

Source: <https://builtvisible.com/understanding-customers-market-segmentation/>




# Consider possible segmentation groups

- Giving Society Members
- Giving Society Eligible
- Leadership Society Members
- Volunteers
- Alumni Couples
- Alumni Parents
- Non-Alumni Parents
- Student Leaders
- Former Student Callers
- Reunion and Non-Reunion Alumni
- Giving Frequency
- Geography/Region
- Generational
- Demographic
- Class Year
- Young Alumni
- Scholarship Recipient
- Alumni Faculty and Staff



# Harness variable text to increase personalization

 LIBRARY

Date \_\_\_\_\_

Name \_\_\_\_\_

Address 1 \_\_\_\_\_

Address 2 \_\_\_\_\_

Address 3 \_\_\_\_\_

Address 4 \_\_\_\_\_

Dear XXXX,

With its original placement in the Rotunda at the head of the Academical Village, the Library is the foundation on which UVA built a transformational educational community. But it's much more than just a foundation. The Library is also a hub of intellectual engagement, scholarship, research, creation, and community.

The Library serves the entire University. There are specific collections for the arts, music, humanities, and science and engineering, as well as specialized libraries for advanced sciences and mathematics. There are spaces to practice a presentation (or even a musical instrument), check out an array of materials and equipment, experiment with virtual reality and media creation, or attend workshops on a variety of topics such as data research, 3D printing, and programming (to name just a few). Increasingly, the Library is a hive of social activity, a place to meet friends for coffee, to take in an exhibition or lecture, or to find a group study space to spread out and plug in.

Of course, it's also a place to unplug. Whether engaging with primary sources in special collections, taking advantage of one of our many reading rooms, or finding a hidden nook and a good book, users will always value the Library as the place that provides the materials and spaces for immersion in solitary research, quiet study, and reading.

Your support allows us to maintain these resources and further enhance services and spaces, and provides our dedicated staff with funds for innovation and growth. A gift to the Library is truly a gift that supports all of the University community. Please consider renewing your commitment early this fiscal year with a gift to the Library's annual fund today.

Sincerely,

John M. Unsworth  
University Librarian, Dean of Libraries, and Professor of English

P.S. The Library is also an online space—to make your gift right away, visit [www.library.virginia.edu/give](http://www.library.virginia.edu/give).

 LIBRARY

University of Virginia Library Annual Fund  
P.O. Box 400109, Charlottesville, VA 22904-4109  
(434) 924-6083

Please accept my gift: ☐ \$2,500 ☐ \$1,000 ☐ \$500 ☐ \$250 ☐ Other \_\_\_\_\_

☐ This is a joint gift. Please also credit (name of spouse, with school and class year if applicable): \_\_\_\_\_

☐ I will support UVA Library with a recurring gift installment (**signature required below**)  
\$ \_\_\_\_\_ beginning \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

☐ Monthly ☐ Quarterly ☐ Annually Number of payments: \_\_\_\_\_

☐ Enclosed is a check payable to UVA Library.

☐ Please charge my gift: ☐ Visa ☐ Mastercard ☐ American Express ☐ Discover

Card Number \_\_\_\_\_ Expiration Date \_\_\_\_\_

Signature \_\_\_\_\_

☐ I/we desire this gift to be anonymous  
☐ Employer's matching gift form enclosed.  
Gifts to the Library through employer matching programs are credited to you.

Your gift is tax deductible to the fullest extent of the law.

**Give online: [www.library.virginia.edu/give](http://www.library.virginia.edu/give)**

**THANK YOU!**

OALDDMS1

Source: University of Virginia



# Demonstrate loyalty with visual cues

C

*You keep the light of knowledge burning bright.*



JULY 2015  
-  
JUNE 2016



JULY 2016  
-  
JUNE 2017



JULY 2017  
-  
JUNE 2018



JULY 2018  
-  
JUNE 2019

Source: Colgate University



Your consecutive gifts to Colgate have helped to build the University into the remarkable institution that it is today. Thanks to your generosity, students are carrying the light of knowledge down the hill and into the world.

Please renew your support with a gift before **June 30**.

When you make your gift to Colgate in this Bicentennial year and you light your torch, you help to ensure that Colgate's mission of academic excellence continues into its third century and beyond.

Make your gift online at [colgate.edu/torchgift](https://colgate.edu/torchgift),  
by calling 800-668-4428, or through Venmo  
@ColgateUniv.

## COLGATE UNIVERSITY

Annual Giving  
13 Oak Drive  
Hamilton, NY 13346


Address service requested

First Class Mail  
AUTO  
U.S. Postage  
PAID  
Colgate University

ADDRESSEE  
PREF ADDRESS 1  
PREF ADDRESS 2  
CITY  
STATE  
ZIP  
PREF NATION

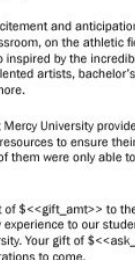


## Showcase students and people to highlight impact



1330 Elmhurst Drive NE  
Cedar Rapids, IA 52402

319-368-6468



"I knew I wanted to attend Mount Mercy from the minute I toured, but I wasn't sure I could afford it. Through scholarship support from generous donors, I was able to come to Mount Mercy and am so thankful I could attend the school I love!"

» **NATHAN ACUFF '21**

Business Management  
& Religious Studies Majors

Washburn, IA

<<date>>

Dear <<informal\_salutation>>,

There's a tremendous sense of excitement and anticipation as countless students have returned to Mount Mercy, eager to continue the legacy of excellence in the classroom, on the athletic fields, in music activities, and in the community. Our students are a diverse and remarkable group and I am so inspired by the incredible things they have accomplished. We have aspiring nurses and future civic leaders, stand-out athletes and talented artists, bachelor's degree seekers and doctoral candidates, and students studying in the classroom, online—and so much more.

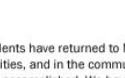
Your generosity can ensure Mount Mercy University provides a tremendous education to each and every student while providing them with numerous opportunities and resources to ensure their success on the Hill. Though our students are tremendously talented, driven, and committed to success, many of them were only able to access a Mount Mercy education because of support from *generous donors like you*.

<<informal\_salutation>>, your gift of \$<<gift\_amt>> to the <<scholarship\_name>> last school year was instrumental in providing the transformational Mount Mercy experience to our students and we are so *grateful for your support*. Thank you for your consistent investment in Mount Mercy University. Your gift of \$<<ask\_1>> will ensure that the Mount Mercy experience remains available to our students here on the Hill for generations to come.

To renew your support of Mount Mercy, simply head to [mtmercy.edu/make-gift](https://mtmercy.edu/make-gift) or complete and return the pledge card below.

Thank you, in advance, for your continued support of Mount Mercy and our students. Your generosity will help to provide future students with access to the life-changing Mount Mercy experience.

With gratitude,



**Brenda K. Haefner, '96, CFRE**  
Vice President for Development & Alumni Relations

**P.S. Did you know your employer may double or even triple your gift to Mount Mercy?**  
**Check to see if your company offers a matching gift program today!**

QUESTIONS?

[giving@mtmercy.edu](mailto:giving@mtmercy.edu) | 319-368-6468

YES

I want to turn academic dreams into realities with a gift to MMU today.

☐ **ONE-TIME GIFT** I will contribute to Mount Mercy in the amount of
 

☐ \$<<ask\_1>>
 ☐ \$<<ask\_2>>
 ☐ \$<<ask\_3>>
 ☐ Other \$ \_\_\_\_\_

☐ I/we are pleased to support a **NAMED SCHOLARSHIP** in the amount of \$ \_\_\_\_\_

**NAME OF SCHOLARSHIP** \_\_\_\_\_

**PERSONAL INFORMATION:**

NAME <<informal\_name>> \_\_\_\_\_  
PHONE <<cell\_phone>> \_\_\_\_\_  
EMAIL <<email\_address>> \_\_\_\_\_  
ADDRESS <<address\_line\_1>> <<address\_line\_2>> \_\_\_\_\_  
CITY <<city>> \_\_\_\_\_ STATE<<state>> ZIP <<zip\_code>> \_\_\_\_\_

**METHOD:**

☐ **I'D LIKE TO LEARN MORE ABOUT PLANNED GIVING AT MOUNT MERCY**

☐ **CHECK**  
Enclosed is my check, made payable to Mount Mercy University

☐ **CREDIT CARD**  
☐ Discover ☐ MasterCard ☐ Visa

CREDIT CARD NUMBER \_\_\_\_\_ SECURITY CODE \_\_\_\_\_  
\_\_\_\_\_/\_\_\_\_\_  
EXPIRATION DATE (mm/yy) NAME AS IT APPEARS ON CARD (please print) \_\_\_\_\_

**EMPLOYER MATCHING:**

☐ **MATCHING GIFT**  
My employer will match my gift.  
☐ My form is attached. ☐ My form will follow.  
Employer \_\_\_\_\_ <<appeal\_code>>

*Source: Mount Mercy University*



# **COORDINATING RENEWAL APPEALS ACROSS MULTIPLE CHANNELS**



# Leverage an engagement framework

Measuring **behaviors** that support the mission and goals of the University of Iowa.



COMMUNICATION



EXPERIENTIAL



PHILANTHROPIC

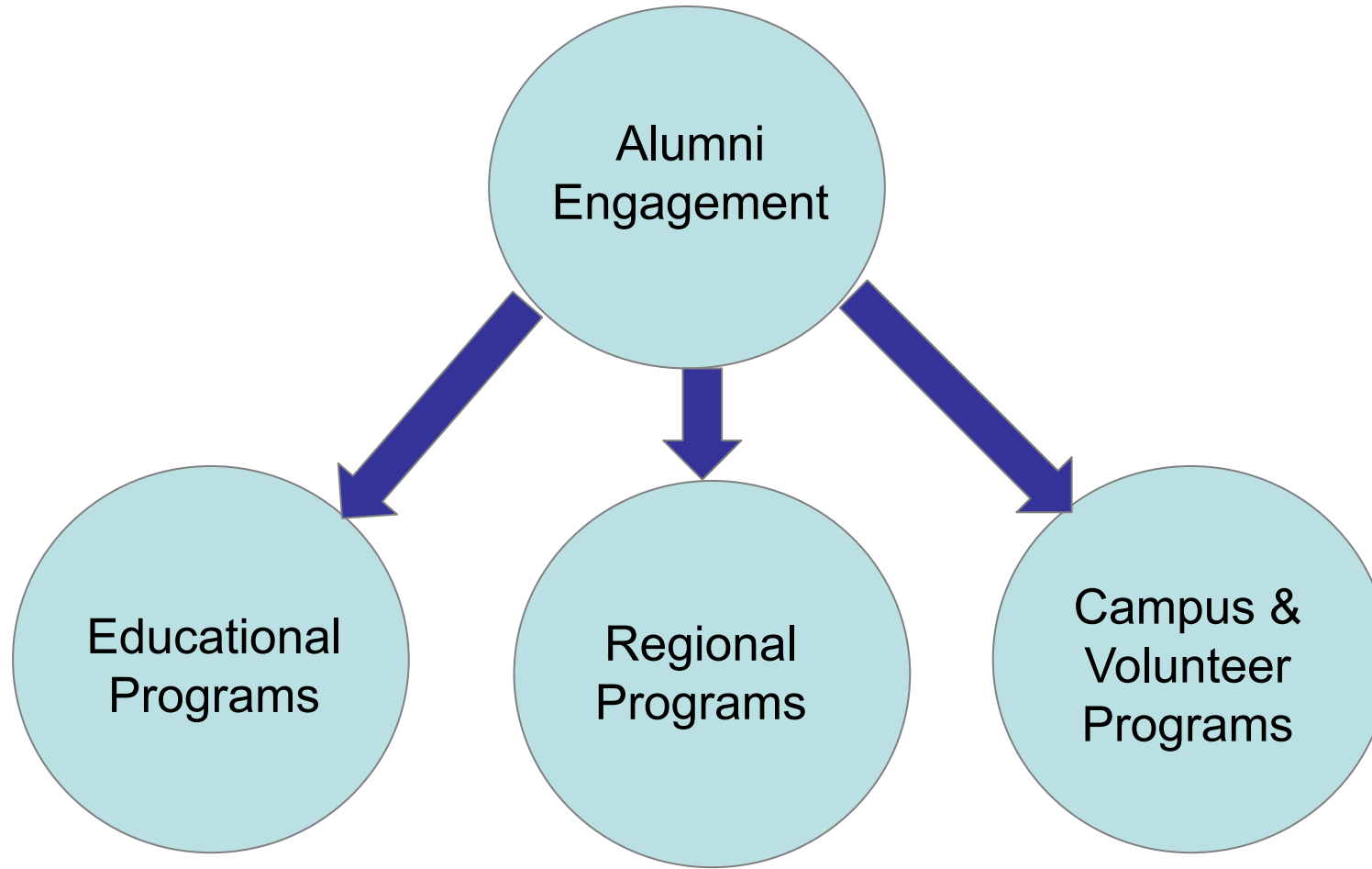


VOLUNTEER

*Source: University of Iowa*

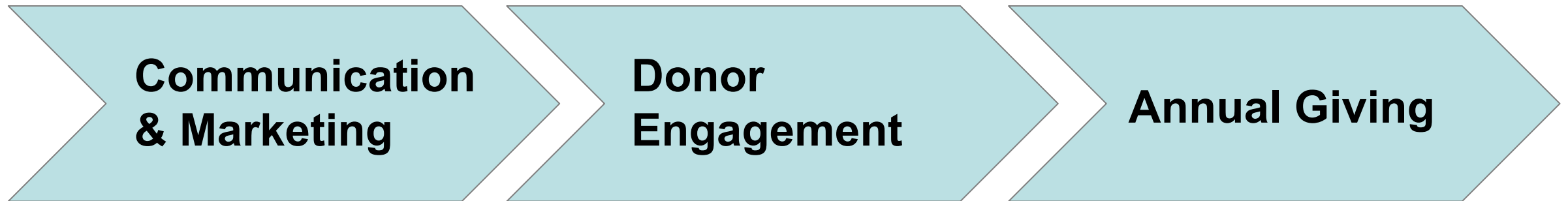


# Use teamwork to renew donors





# Apply a wholistic approach





# Leverage opportunities to collaborate

- Refer prospects from engagement officers to development officers, and vice versa
- Connect prospects to volunteer opportunities
- Cultivate and steward prospects through events
- Support regional programs when traveling
- Nominate worthy individuals for appropriate awards



# Unlock potential with campus communications

- Collaborate with campus communicators to connect opportunities with donors
- Find non-traditional communication vehicles to engage donors and illustrate philanthropic impact



Source: University of Iowa



# Use storytelling to break through



- To date: \$296,191 in gifts
- Six gifts of \$5,000+
- Two major gifts with additional conversations ongoing
- One major gift used as a matching gift to encourage additional support
- One major gift identified from a previously unengaged prospect



# Connect strategies through multi-channel outreach

Colin,

A global audience will gather at the University of Iowa Museum of Natural History this fall to experience our historic Laysan Island Cyclorama for possibly the last time.


Without funding to restore this rare exhibit, it will soon be unsalvageable—and that's why [we need your support!](#)

**Save the Cyclorama**

Here are a few reasons why it's vital to conserve this immersive exhibition:

- Our cyclorama opened to the public in 1914 and is one of roughly 30 of its kind left in the world.
- The sprawling display features 360-degree views and more than 100 mounted seabirds collected from the remote Laysan Island.
- This historic gem attracts visitors from around the world and will be the centerpiece of the 32nd International Panorama Conference in September.

Laysan Island is more than 4,500 miles from Iowa City. [Make a gift](#) today to help bring this endangered bird haven to life for future generations to enjoy in our community.



[f](#) [t](#) [i](#) [v](#) [in](#)

**IOWA**





**WBEZCHICAGO** [DONATE](#)

Colin — Do you know your **WBEZ** membership is at risk of ending? Your membership powers important global and local fact-checked news and information as well as in-depth analysis that keeps you and your family informed.

To provide news, investigative reporting, and local cultural coverage you've come to expect from **WBEZ** takes regular funding. We're emailing today to let you know we depend on you and to let you know **it's time to renew your WBEZ membership**. While none of us can predict what the year may have in store, **your annual sustaining donation today** will make sure that no matter what comes your way, the steady voices of **WBEZ's** journalists will be right by your side, helping you make sense of it all.

**RENEW TODAY**

Our ability to deliver trusted journalism in the next year comes from **your support right now**. Also, when you renew you can **choose some awesome swag** to show your **WBEZ** pride!



For **WBEZ** to stay financially strong we need your support, **renew today**.

[VIEW ONLINE](#)

**>>> GIVE TODAY  
TRANSFORM  
TOMORROW**  
#PittDayofGiving

**DAY OF GIVING**  
2.21.23  
UNIVERSITY OF PITTSBURGH

Colin, add your piece to the PDoG puzzle on 2.21.23

If there were a Pitt Day of Giving red carpet, we'd roll it out just for you, Colin. We'll work on that for next year. Meanwhile, because you have been such an incredible advocate for Pitt Day of Giving (PDoG) and a loyal friend to the University, we're offering you a special VIP look at our 2023 PDoG launch video. It's full of those warm blue and gold fuzzies to get you inspired and remind you that you're a vital piece of our PDoG puzzle.

What are you waiting for? [Click on the image below](#) and bask in the Pitt pride.



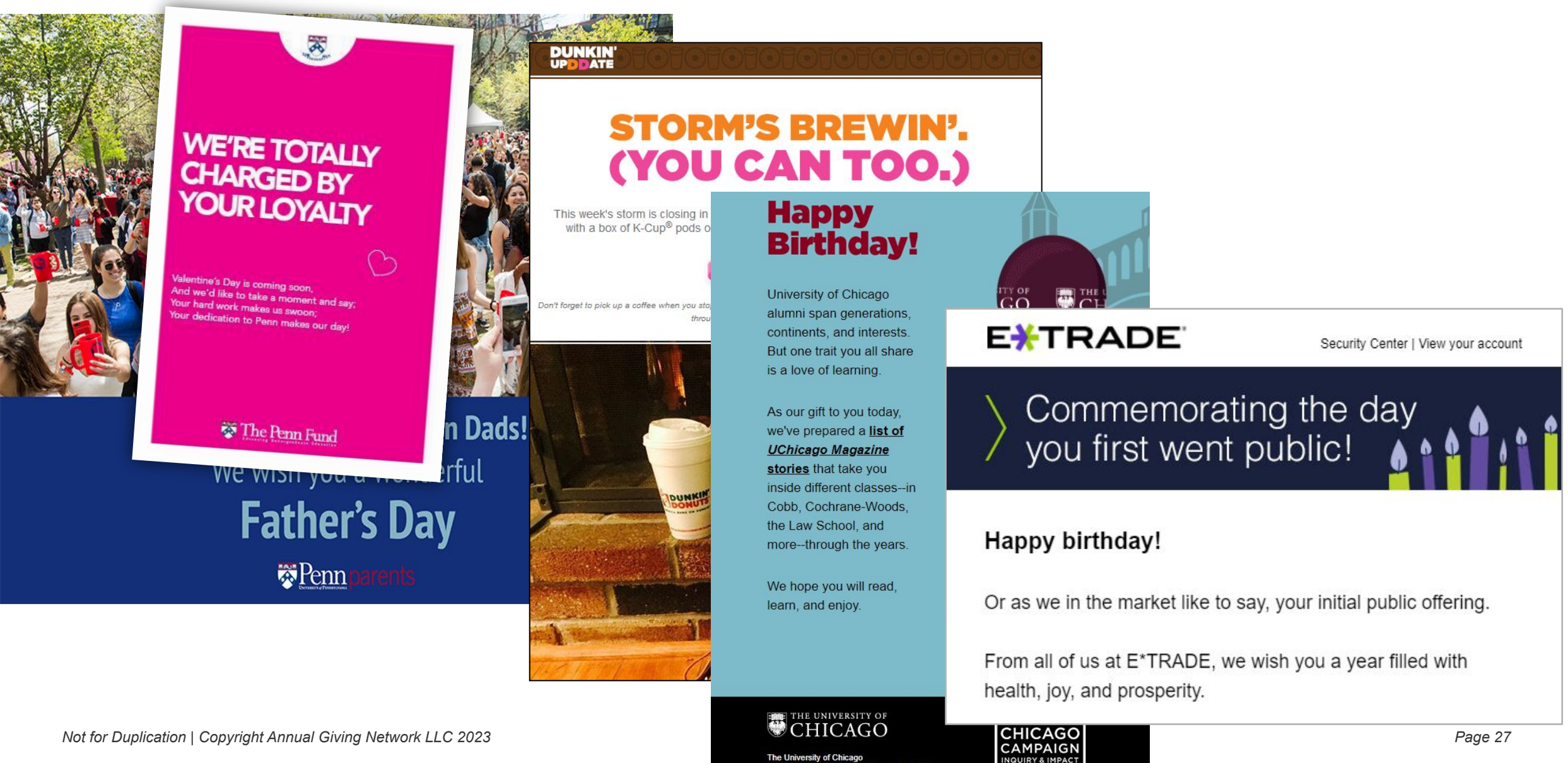
Remember, you don't have to wait for February 21 to join in—you can [make your gift](#) today!

**I'M READY TO GIVE**

Sources from left: University of Iowa, WBEZ Chicago, University of Pittsburgh



# Celebrate life milestones





# Tell their story, not yours



Because of you



January to IMPACT



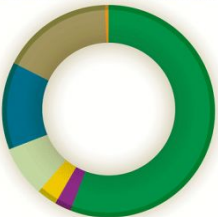
## YOUR GIFT. YOUR IMPACT

As another successful academic year has drawn to a close at UNC Charlotte, we can look back with pride at our many accomplishments. These achievements would not have been possible without the support of our dedicated alumni, faculty, staff, parents and friends, like you. Your annual gifts offer valuable financial assistance that enhances our quality degree programs and exceptional student experiences.

Thank you for demonstrating how much you value and believe in our efforts. With your help, we can provide a student-centered educational environment as we continue to build a world-class university.

We are most grateful to you for staking your claim!

OVERALL DOLLARS RAISED  
**\$804,783.58**



Alumni = 3202  
Corporations & Foundations = 148  
Current Students = 184  
Faculty/Staff = 446  
Friends/Individuals = 755  
Parents = 968  
Other = 29

First Time Donors  
**1955**  
Average Gift  
**\$158.27**

### ARTS + ARCHITECTURE

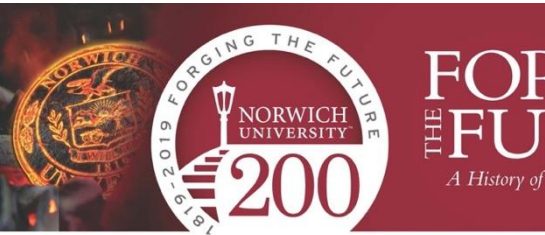
The Keeping Watch on Water: City of Creeks project gave more than **7,000** people the opportunity to interact with exhibitions and special projects.

### BELK COLLEGE OF BUSINESS

More than **400** people were able to learn innovation techniques from author and scholar Jacob Goldenberg at the NEXT Speaker Series.

### COMPUTING & INFORMATION

The College hosted a Security symposium and Data conference that served over **1,000** people in the Charlotte community and beyond.



A REPORT ON THE IMPACT OF

### Thanks to you...

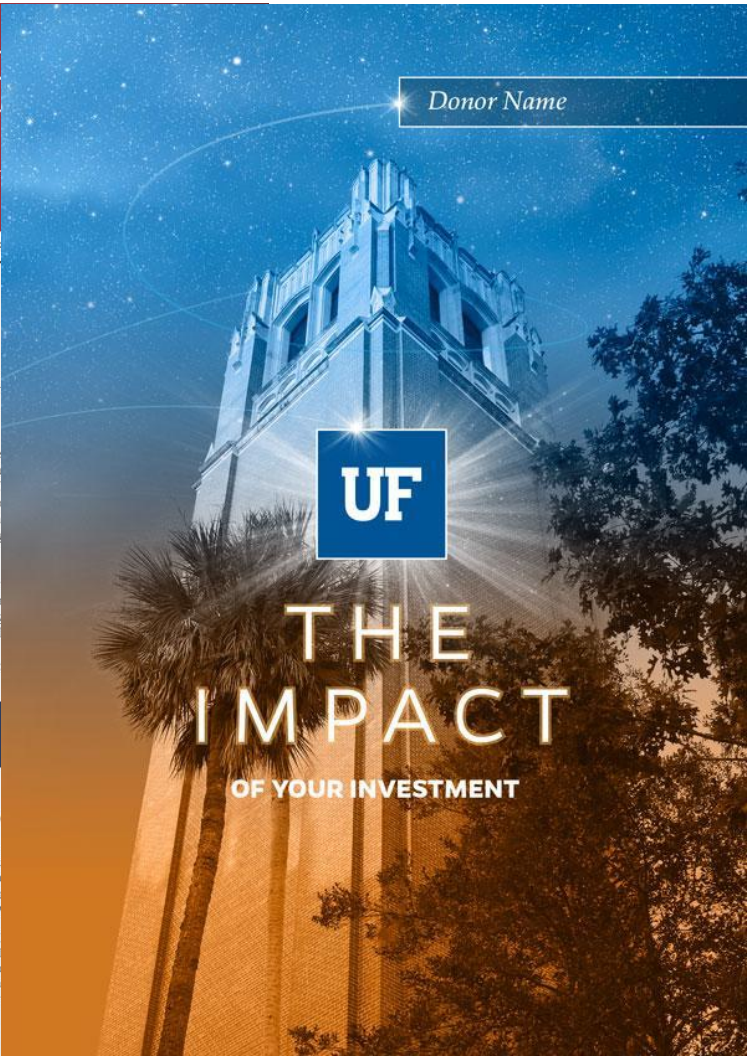
Dear Norwich Friends and Family,

Norwich University is renowned for educating men and women who excel in their chosen fields. The invaluable role, investing in the transformative student.


Your gifts to the Norwich Fund help ensure the around the world can attend this special institution. prepare to serve with distinction in the world. Campaign, you and many generous members of students have facilities worthy of their potential continue to adapt as a university to the challenges of a global community.

As you read about a team of Norwich students to use social media to combat violent extremism success. Like so many of the tremendous young these students are here thanks in large part to the

On behalf of Norwich University, today's students

Donor Name



# THE IMPACT

OF YOUR INVESTMENT


WELCOME

Opening in academic building learning space pocket lounge functional space

Your gifts all like Mack H. Norwich student in a global a Captain Par




# Time your asks and offers to drive behavior




Thank you for your loyal and enduring support throughout the years. Because of your generous support, the University of Chicago continues to make new discoveries, shape the future, and bring great minds together in 2020 and beyond.

As a small token of our gratitude, please [enjoy this digital calendar](#) featuring images across the seasons.


All the best to you in the new year.




The University of Chicago  
5801 South Ellis Avenue, Chicago, IL 60637  
1.800.955.0065



We asked for your help meeting our goals for 2020, and you delivered. Each year, your support makes a difference at the University. We are grateful for everything you accomplish. Thank you for being a part of our community.

Sincerely,  
  
Colin D. Hennessy  
Executive Director  
Alumni Engagement and Annual Giving




The University of Chicago  
5801 South Ellis Avenue, Chicago, IL 60637  
1.800.955.0065

**Give by June 13 to get this exclusive UChicago swag!**

**3 days only!**


[Make a gift. Choose a gift. »](#)

Which is your favorite? [Give \\$55 or more](#) by midnight on June 13 and get yourself one of these exclusive UChicago items. This is our way of saying THANKS for your generous support—but act now, because this offer ends in three days.




Don't take a rain check—and don't get cold feet. [Get this offer in the bag](#) before it expires! (OK, you see what we're driving at.)

*Offer good while supplies last.*



The University of Chicago  
5801 South Ellis Avenue, Chicago, IL 60637  
1.800.955.0065





# **EVALUATING YOUR EFFORTS AND REPORTING RESULTS**



# Pay special attention to giving day donors

- Giving days are increasingly popular—donors use them as an annual reminder to give
- Consider segmenting your giving day donors
- Work to activate these donors throughout the year to increase their engagement and giving





# Increase retention by increasing gift frequency

Thank you for supporting the College. Alumni giving is critical to maintaining the College's transformative educational and career programs.

\*\*\*\*\*AUTO\*\*ALL FOR AADC 600

0000001  
PAL1 T11\_357

**JUN 30**

**MAKE YOUR GIFT BY JUNE 30, 2020.**  
Your generosity will support the College throughout the coming year.

**UCHICAGO'S FUNDRAISING YEAR ENDS 6/30. GIVE TODAY.**

We recognize that the last several months have been challenging in immeasurable ways. We are grateful for the continued support of our alumni and friends as we begin to plan for our next academic year during these uncertain times. If you are in a position to give, your support today will provide the flexibility and resources that are more important than ever for the College's students and faculty. Thank you for being part of the UChicago community, and we wish you and your family all the best.

**YOUR GIVING RECORD**

	FOR ACADEMIC YEAR
<b>2015</b>	\$200
<b>2016</b>	\$250
<b>2017</b>	\$300
<b>2018</b>	\$300
<b>2019</b>	\$350

Note: This only reflects gifts to the College in the last five years.

**the college**  
THE UNIVERSITY OF CHICAGO

- Donors who have a higher retention rate:
  - Make more than one gift in a fiscal year
  - Give more money in a fiscal year
- Reminder mailings can nudge donors to increase both gift amount and frequency

Source: University of Chicago



# Invest in recurring giving programs

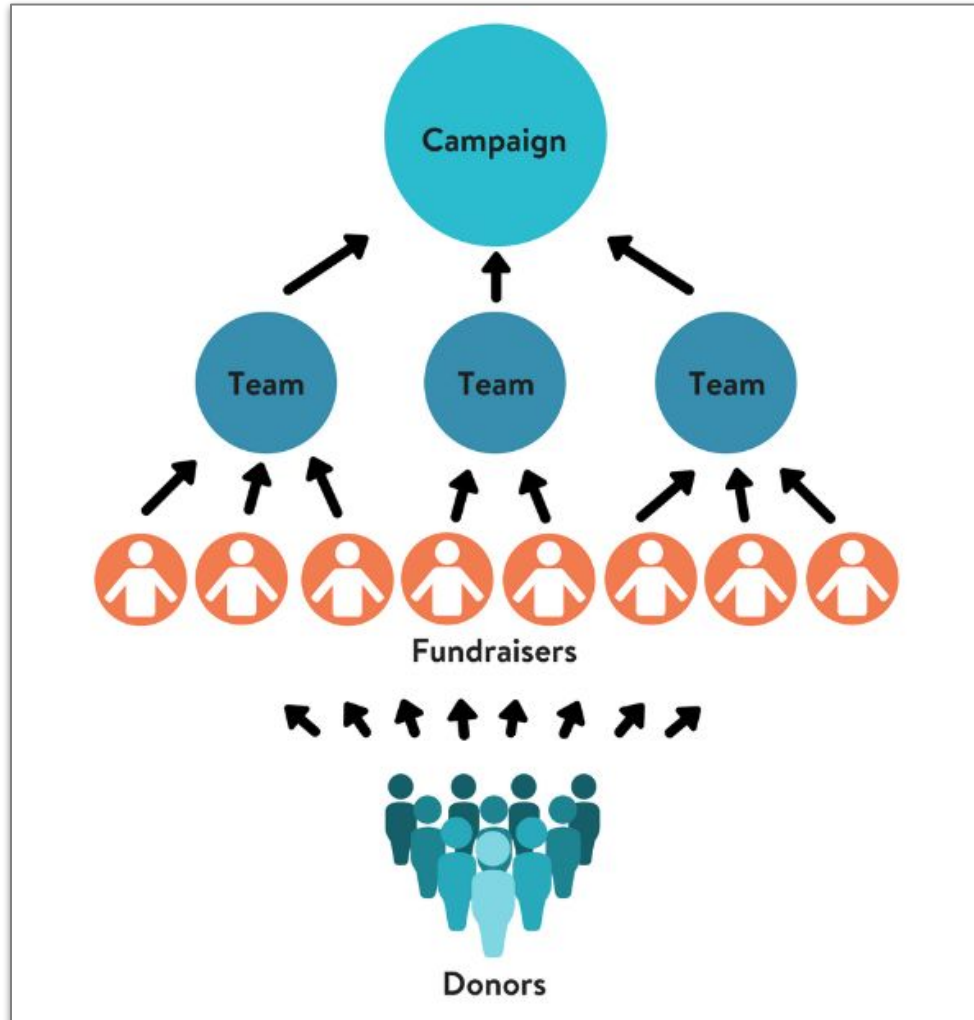
- Recurring donors are GOLD
- Segment your recurring donors and treat them well—you don't want to lose them
- Develop a concierge model of stewardship
- Recognize that recurring donors are focused on the long game

***“Let me tell you about my first gift...”***





# Innovate to survive



- Don't discount the importance of an omni-channel marketing approach
- Your best solicitors are your best donors
  - Invest in volunteer-driven peer-to-peer campaigns
- If it isn't easy, they won't do it
- Design and build with a digital-first philosophy

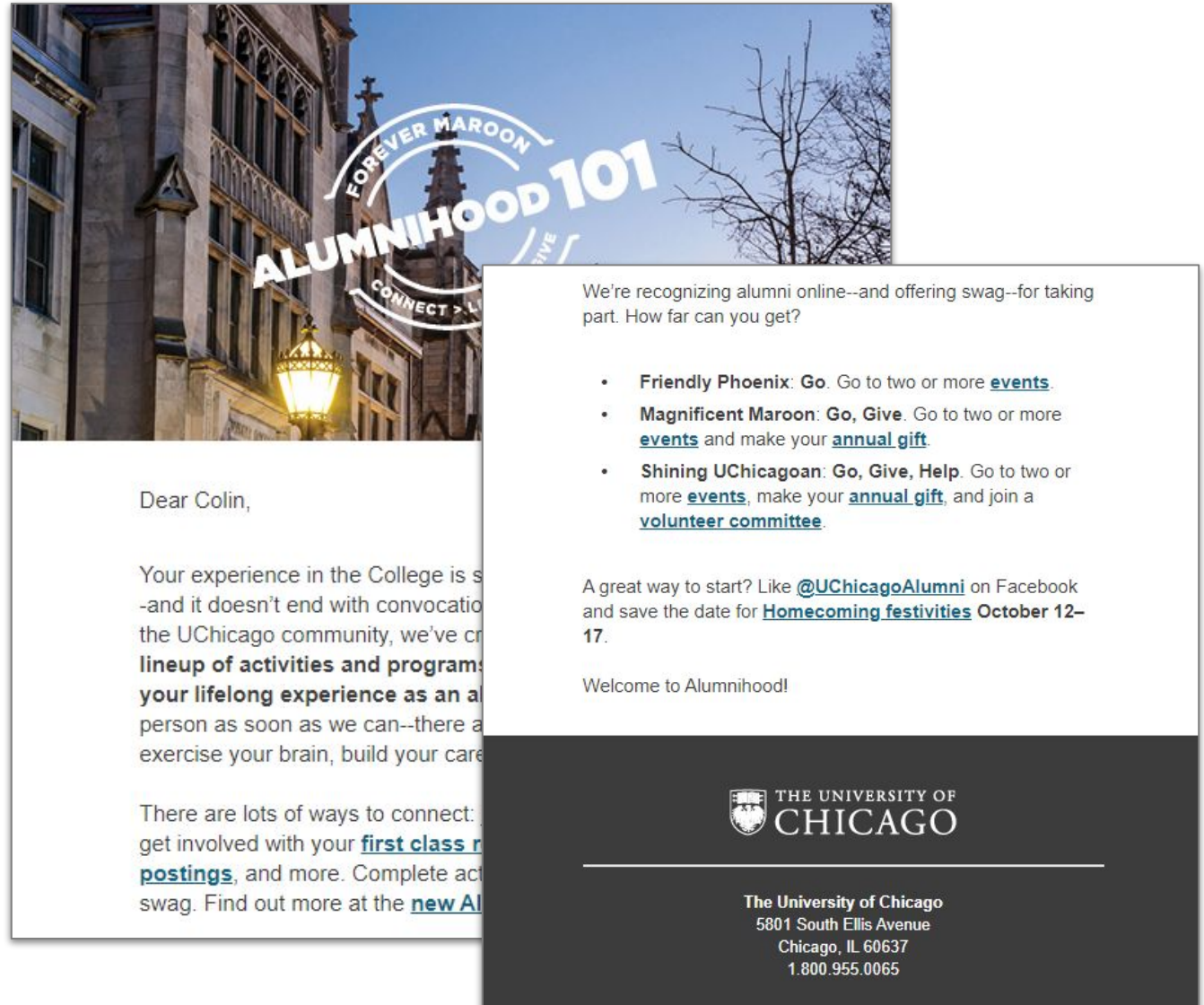
Source: <https://www.agilitypr.com/pr-news/public-relations/text-messaging-has-six-times-the-engagement-of-email-is-your-brand-texting/>



# Remember your young alumni

- Create special programs to help keep your newest alumni close
- Incentivize them to stay connected
- Add a dose of competition and swag

*Source: University of Chicago*



The image shows a screenshot of an email from the University of Chicago. The header features a photograph of a building with a 'FOREVER MAROON ALUMNIHOOD 101' graphic overlay. The email body is addressed to 'Dear Colin,' and discusses the 'lineup of activities and programs' available to alumni. It includes a list of three challenges: 'Friendly Phoenix', 'Magnificent Maroon', and 'Shining UChicagoan', each with specific goals and rewards. The footer contains the University of Chicago logo and contact information.

Dear Colin,

Your experience in the College is s  
-and it doesn't end with convocation  
the UChicago community, we've cr  
**lineup of activities and programs**  
**your lifelong experience as an al**  
person as soon as we can--there a  
exercise your brain, build your care


There are lots of ways to connect:  
get involved with your **first class r**  
**postings**, and more. Complete ac  
swag. Find out more at the **new Al**

We're recognizing alumni online--and offering swag--for taking part. How far can you get?

- **Friendly Phoenix: Go.** Go to two or more [events](#).
- **Magnificent Maroon: Go, Give.** Go to two or more [events](#) and make your [annual gift](#).
- **Shining UChicagoan: Go, Give, Help.** Go to two or more [events](#), make your [annual gift](#), and join a [volunteer committee](#).

A great way to start? Like [@UChicagoAlumni](#) on Facebook and save the date for [Homecoming festivities](#) **October 12–17**.

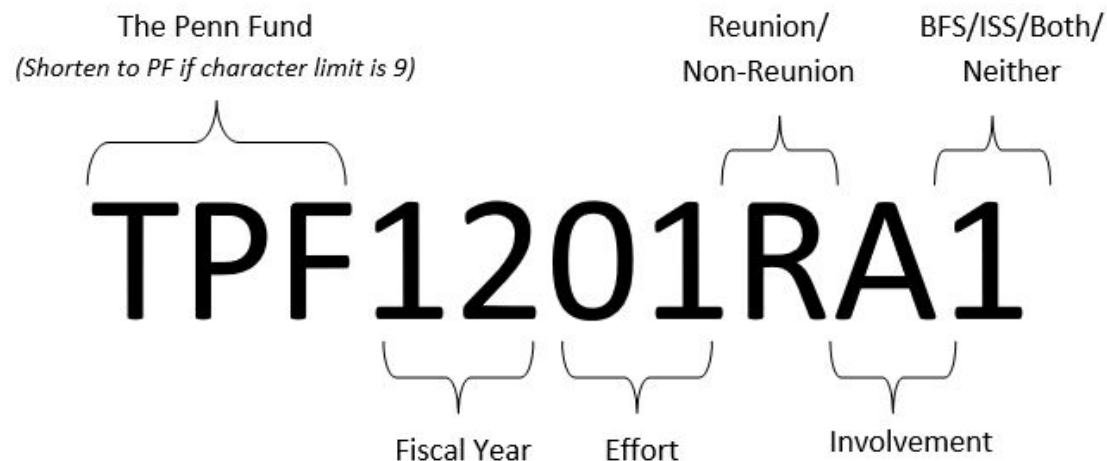
Welcome to Alumnihood!

 THE UNIVERSITY OF CHICAGO

The University of Chicago  
5801 South Ellis Avenue  
Chicago, IL 60637  
1.800.955.0065



# Track everything: Sample appeal code



Involvements:		
A = Current		
B = Current Pledge		
C = TPF-FY12 First-Time Lybunts		
D = TPF-FY12 2-Year Consecutive Lybunts		
E = TPF-FY12 3-Year Consecutive Lybunts		
F = TPF-FY12 4-Year Consecutive Lybunts		
G = TPF-FY12 5-Year Consecutive Lybunts		
H = TPF-FY12 Reactivated Lybunts		
I = TPF-FY12 1-Year Sybunts		
J = TPF-FY12 2-4 Year Sybunts		
K = TPF-FY12 5+ Year Hybunts		
L = TPF-FY12 Not Yet Donors (Never)		
...		
T = Test (allows for better tracking when testing ask strings, package differences, etc.)		

Efforts:	Giving Group Identifier:
01 = First DM Effort of FY12	0 = Neither
02 = Second DM Effort of FY12	1 = BFS
03 = Third DM Effort of FY12	2 = ISS
...	3 = Both
20 = Email Appeal Codes Start	
21 = Second Email Appeal of FY12	
22 = Third Email Appeal of FY12	
...	



# Use A/B tests to drive performance



Control



Short  
Timeline



Long  
Timeline



*Source: Milkman and Galak (2011)*

- **Random sample:** 36,644 alumni who had donated at least 1x to Penn Fund, but last donation was 2+ years ago
- **Insights:** Donors believe they are more current than they are—treat Sybunts like Lybunts and invite them to your loyal giving society



# Share your success with your donors

- Let your donors know they are part of a successful organization
- Quantify your shared success
- Offer ways to stay connected and share with friends and fellow alumni
- Use segments to streamline communications and treat donors with respect



Source: University of Chicago



# Use small interventions to make a big impact



- Sometimes a simple solution is the best solution
- Consider taking one segment and rebuilding the donor journey with a focus on retention
- Use your data to inform which segment to pick
- Layer or nest interventions on top of one another to fuel change



## Measure key metrics

- Overall retention rate
- Retention rate based on number of years of giving (1, 3, 5, etc.)
- Retention by gift level
- % of recurring donors
- Number of gifts per donor





# Key Takeaways

- Start with what you have in your data
- Plan and prepare for the long game
- Invest in small, manageable interventions that—when combined with others—will yield big results
- Set goals and determine your timeline and key stakeholders
- Adjust your plans based on what is happening in the world around you (i.e., what worked in FY18 might not work now)
- Report, review, revise, repeat





# aGn

# ANNUAL GIVING NETWORK