

Public Engagement: From First-Time Visitor to Major Donor

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First-Time Visitor to Major Donor



Sample Giving Pyramid

Moves
Management

Donor Pyramids



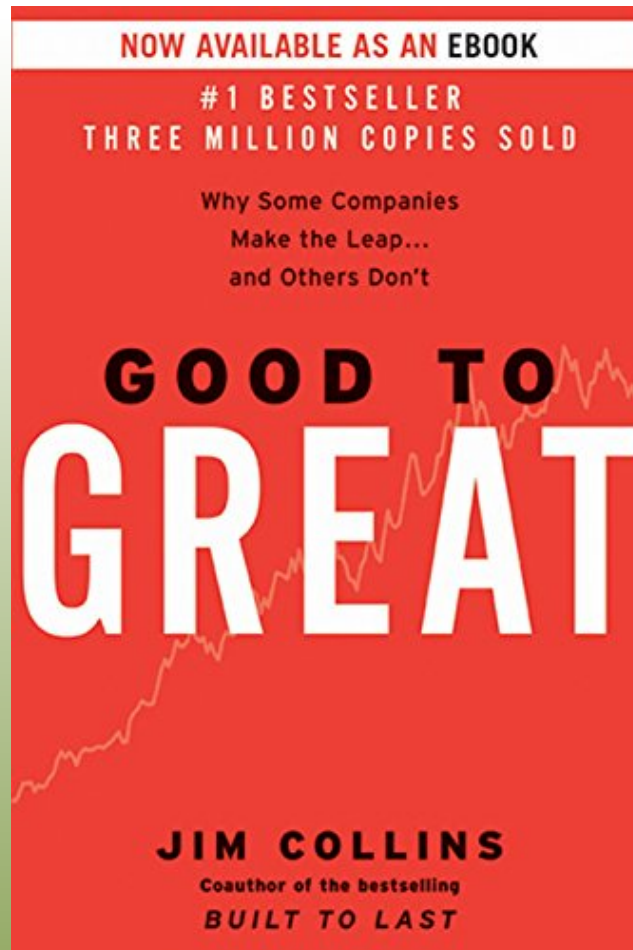
First-Time Visitor to Major Donor

Major Gifts

Membership & Volunteers

Marketing and Visitor Services





“Good to Great” by Jim Collins

- Analysis of the 11 best Fortune 500 companies
- 7 key findings, including Level 5 Leadership, First Who...Then What, Confront the Brutal Facts, Culture of Discipline, and...
 - The Hedgehog Concept:
 - What you are deeply passionate about
 - What you can be best in the world at
 - What drives your economic engine



Driving the Economic Engine

- Identify a single economic denominator to systematically increase over time in order to drive a company's economic engine.



Driving the Economic Engine



Driving the Economic Engine



Driving the Economic Engine

- “Good to Great” examples of “single economic denominators” from the business world:
 - Profit per customer
 - Profit per customer visit
 - Profit per ton of finished steel



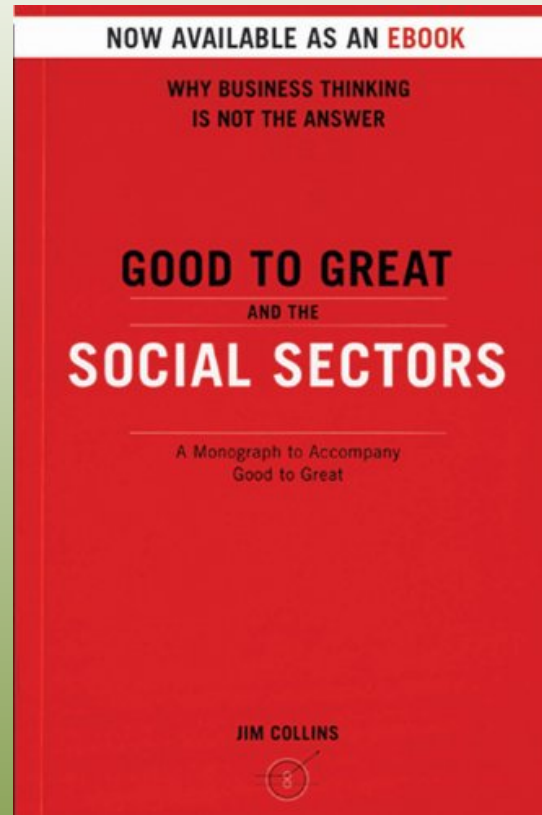
Driving the Economic Engine

“Single economic denominators”

- People
- Product
- Profit



“Good to Great and the Social Sectors”



“Good to Great and the Social Sectors”

- Guidance for organizations driven by mission, not profit
- Resource engine, rather than economic engine
- Maintains the need to identify a single denominator to systemically increase over time in order to drive the resource engine.



Fueling The N.C. Arboretum's Resource Engine

Mission: The North Carolina Arboretum cultivates connections between people and plants through creative expressions of landscape stewardship, including: conservation, education, garden demonstration, research and economic development.



Fueling The N.C. Arboretum's Resource Engine



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Fueling The N.C. Arboretum's Resource Engine



Fueling The N.C. Arboretum's Resource Engine

A single denominator to systematically increase
over time in order to drive the resource engine:

Revenue
Engaged Constituent



Revenue/Engaged Constituent

What is Revenue?

- Cash support (gate/parking, memberships, events, rentals, major gifts, etc.)
- In-kind support (donated time, goods, services)

Why Revenue?

- We can't achieve much without revenue.
- It's easy to measure.



Revenue/Engaged Constituent

Who are Engaged Constituents?

- People who are truly engaged in our mission of connecting people and plants.
 - Members, donors, volunteers, youth and adult students, teachers, conservation partners, media partners, craft vendors...
 - Entities that can be tracked easily through Altru and Quick Books.



Revenue/Engaged Constituent

Why not measure expenses or net revenue?

- Spending does not drive our resource engine.
- Spending is not inherently good or bad, neither is saving.
 - Encouraging spending can lead to waste.
 - Encouraging saving can lead to lack of maintenance, reduced/overworked staff and dissatisfied constituents.



Revenue/Engaged Constituent

Why not measure visitors?

- Visitation is easily impacted by external pressures (e.g., rain, snow, fire/smoke, gas prices).
- A visitor who never returns probably has not engaged in our mission in any significant way.
- The one-time visitor does not fuel our resource engine over time.
- Visitation is harder to track and measure vs. engaged constituents.
- Visitors do contribute to “revenue.”



Revenue/Engaged Constituent

- The ratio balances our two primary concerns:
 - Revenue to implement our mission
 - People to “connect with plants”
- The ratio also encourages efficiency of effort.
- R/EC also fulfills a new UNC System requirement to have one performance metric for our entire operation.



Improvement Over Time

- “Good to Great:” ... a single denominator (R/EC) to systematically increase over time to drive our resource engine
- The goal is improvement in the ratio over time, by department, by division and as a whole.



Increasing R/EC: Marketing

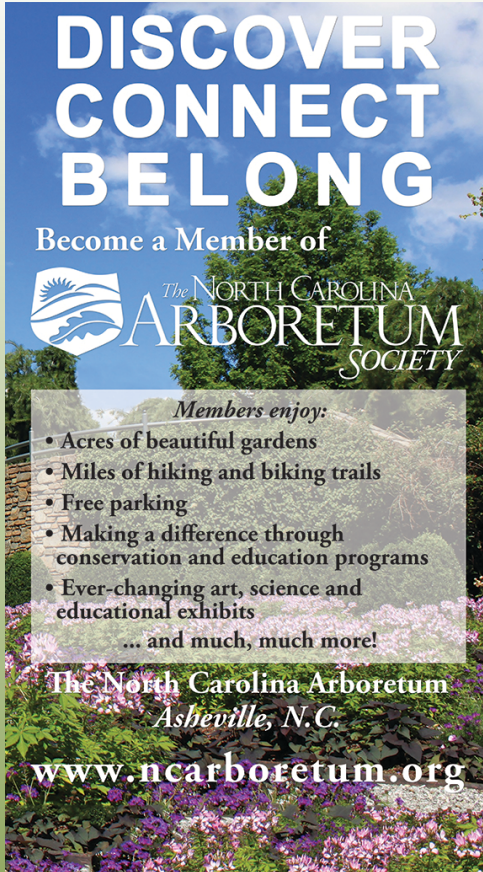


Increasing R/EC: Marketing

- New website that focus on new visitors
 - Mobile-friendly
 - Streamlined content (e.g., hours, events, fees)
- Maximizing media donations (ads and editorial content)
- More on-site marketing to convert visitors to “engaged constituents” (e.g., promoting membership and volunteer program)
- Press releases to recognize and thank major donors




Increasing R/EC: Membership



**DISCOVER
CONNECT
BELONG**

Become a Member of



The NORTH CAROLINA
ARBORETUM
SOCIETY

Members enjoy:

- Acres of beautiful gardens
- Miles of hiking and biking trails
- Free parking
- Making a difference through conservation and education programs
- Ever-changing art, science and educational exhibits

... and much, much more!

The North Carolina Arboretum
Asheville, N.C.

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- 9,900 member households
- Membership households have doubled in 10 years.
- But... R/EC has not increased much beyond membership fee increases (~\$58/household).



Increasing R/EC: Membership

Goal: Move more members above basic membership

- Suggest upgrades in all renewal requests.
- Implement integrated card letters so staff have more time for upper level donors.
- Identify higher potential donors for special upgrade request mailings (Wealth Engine).
- More special events for upper level donors



Increasing R/EC: Volunteers



- 588 volunteers
- 25,000+ hours/year
- \$557,000/year
- \$947/volunteer



Increasing R/EC: Volunteers

Goal: Increase hours/volunteer (R/EC).

- Create tiered volunteer benefits and recognition; no longer one-size-fits-all.
- Free up volunteer coordinator from non-“EC” work (i.e., group tours).
- More hours/volunteer = less time spent on training; more time for thanking



Increasing R/EC: Major Gifts



Increasing R/EC: Major Gifts

- Numerous studies show that a major gift focus is the most efficient way to raise money.
- The R/EC ratio reinforces this idea.
- Major donors = \$5,000/donor
- We are now hiring a major gift officer to explore vast untapped potential.



R/EC for Public Engagement

- Marketing: Media in-kind + Parking \$/
media contacts
- Membership: Dues/household
- Volunteers: In-kind hours/volunteers
- Major Gifts: Donations/major donors



R/EC Across Divisions

Question: What revenue metric ties together Marketing (Public Engagement), Hosted Exhibits (Education), Horticulture, Maintenance, Housekeeping, Campus Police, IT and Administrative staff?

Answer: Parking Revenue

Each division/departments can also have specific goals to complement the collective goal of parking revenue:

- Housekeeping: donated time of Goodwill employees
- Campus Police: donated radios from sheriff's dept.



R/EC for Other Divisions

- Retail (Gift Shop & Café): revenue/patron
- Weddings: revenue/wedding clients
- Facility Rentals: revenue/renters
- Adult Education: revenue (fees)/students
- Youth Education: revenue (fees and grants)/students, teachers and/or grantors
- Exhibit Rentals: revenue/renters



R without EC?

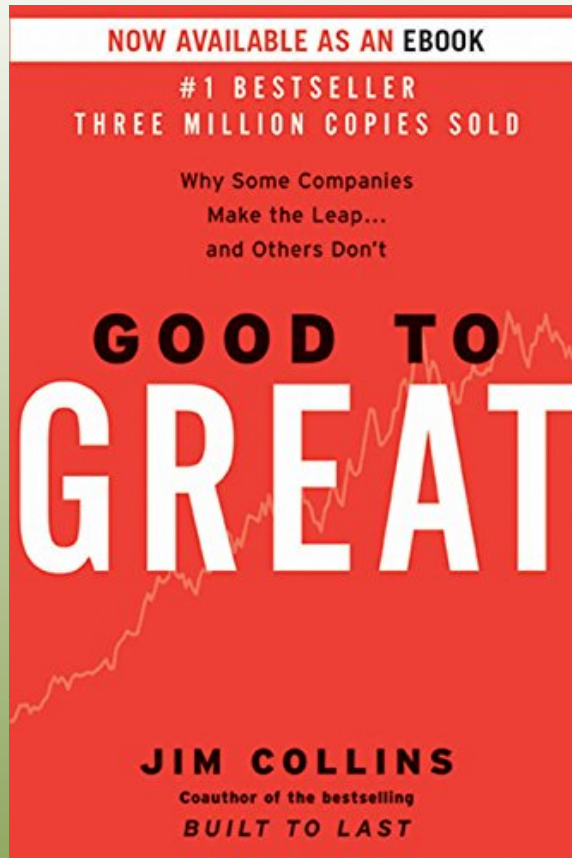


R without EC?

- Yes, if it will lead to engaged constituents (e.g., parking revenue from first-time visitors)
- Yes for now, until we can think of a better way to earn the same money while engaging constituents (e.g., destination weddings)
- No (or not as much), if the revenue is low or marginal and the likelihood of engaged constituents is small (e.g., traveling Rolls Royce club, bus tours)



Fueling Your Resource Engine



Fueling Your Resource Engine

- Read “Good to Great (and the Social Sectors)”
- Identify “a single denominator to systematically increase over time in order to drive the resource engine.”
 - Keep it mission-based.
 - Consider people, “profit,” and product (mission) as key components of the single denominator.
 - Make sure you can measure it.



Fueling Your Resource Engine

- Adapt your metric to measure performance and progress in individual departments
 - For example:
 - Membership: revenue/household
 - Volunteers: in-kind value of time/volunteer
 - Major donors: revenue/major donor
- Use your “single denominator” as an *internal* measure for increasing capacity, not as an *external* measure of impact.



Fueling Your Resource Engine

- Look for opportunities to improve.
- Scale back or eliminate activities that decrease the metric.
- The goal is not just to find a metric, but to improve over time, so measure changes.
- Don't rely on others for “good-to-greatness;” individual operating units can be great on their own.



Questions?



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