

Moving from Quantity to Quality – Tools for refining your existing prospect pool



CANADA CONFERENCE
OCTOBER 17-19, 2018

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Research Analyst

SESSION DATE: Oct 18, 2018

SESSION TIME: 1:45pm – 2:45pm

Introduction to the University of Alberta

- 5 campuses
- ~31,000 Undergraduate students
- ~7,500 Graduate students
- 15,000 Employees
- Over 275,000 Alumni

BY THE NUMBERS

Students:

38,311

FROM 148
Countries

388

Undergraduate
Programs

500

Graduate
Programs

18

Faculties

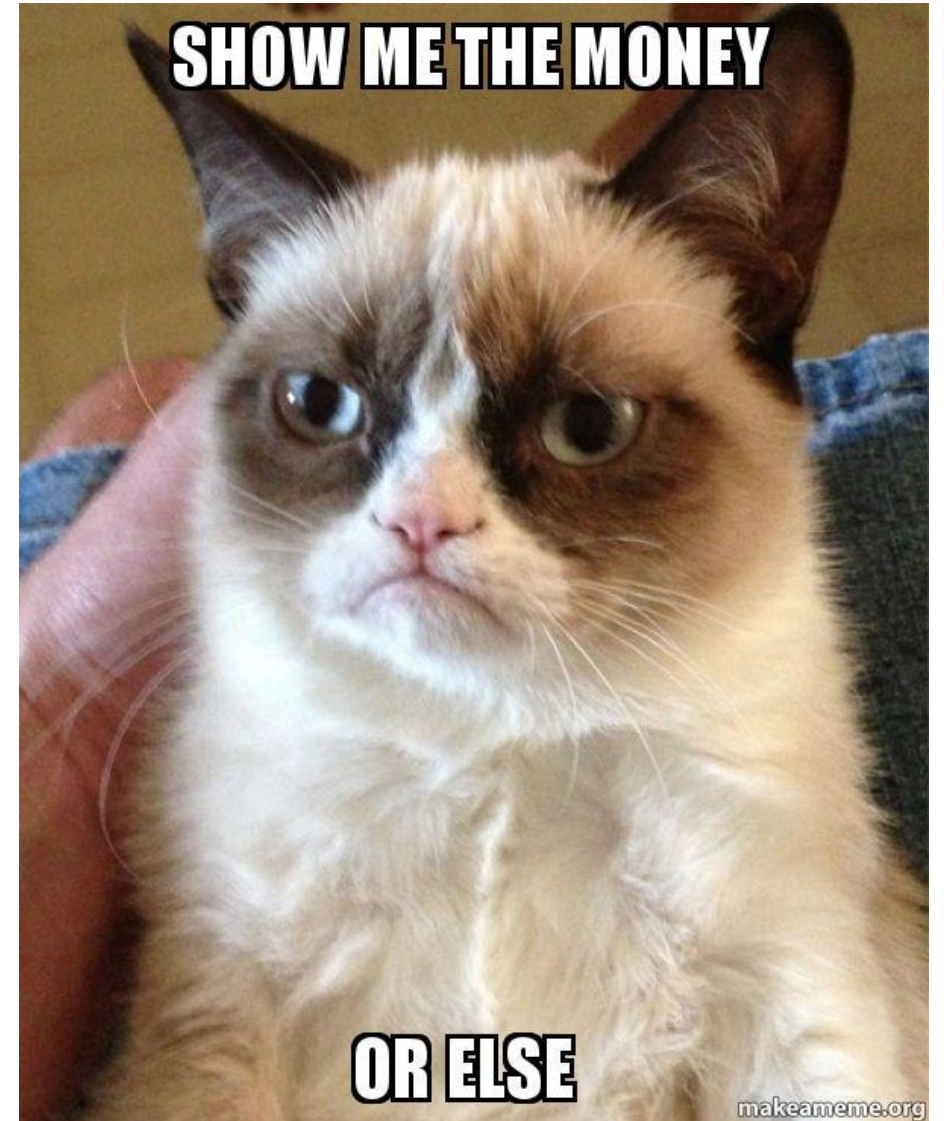
U of A Advancement

- Fundraisers both centrally and in faculties/units
- ~70 full-time frontline fundraisers, including Senior Staff/Leadership
- The Office of Advancement raises ~\$130M a year
- Over 400k entities
- Over 15k active prospects



Early rating systems

- Historical ratings heavily focused on financial capacity
- Sometimes based entirely on real estate
- Individuals only, nothing for corporations, foundations, or other organizations



Corporate and Foundation Relations (CFR) - Overview

- CFR developed as a unit in 2011 to provide a single point of contact for organizations
- Fundraise all across the University
- Collaborate with faculties and units



CFR ratings

- Basic affinity included in initial CFR rating.
- Weighted averages on the factors in the rating help prioritize the prospects.

OPERATING REVENUE [Weightage: 25%]	
<i>[OR = Total Gross Profit – Total Operating Expenses]</i>	
Operating Revenue Range	Number
> \$1B	5
\$500M to <\$ 1B	4
\$100M to <\$500M	3
\$50M to < \$100M	2
\$1M to < \$50M	1
< \$1M	0

AFFINITY [Weightage: 40%]	
<i>[level and depth of UofA linkages / connections with the corporation]</i>	
Level	Number
Current funding to UofA	5
Funding to UofA in the last 5 years	4
Known to UofA Faculty/President and/or funding to the UofA in the last 6-10 years	3
Funding to UofA in the last 11 to 20 years	2
Known alumni [employees]	1
No connections at all	0

FIT [Weightage: 35%]	
<i>[Giving Fit – corporation's giving pattern fits well with the UofA interests]</i>	
Giving Pattern	Number
Frequent giving in Alberta <i>and</i> demonstrated giving to post-secondary institutions	5
Frequent giving in Canada - some in Alberta <i>and</i> demonstrated giving to post-secondary institutions	4
Located in Canada <i>and</i> willingness to give to post-secondary, but little to no giving in Alberta	3
Unknown if post-secondaries are eligible	2
Limited granting history to institutes in Canada	1
Albertans <i>and/or</i> universities are not eligible for giving under corporate giving guidelines	0

Pros and Cons of the CFR Rating Formula

Pros

- Quick and easy
- Good starting point to get us beyond a money focus

Cons

- Very shallow examination of our relationship with an org
- Affinity currently not quantifiable
 - just a ranking



Opportunities in the future

- Expanded affinity score to capture more of the depth of the relationship
- Make affinity more quantifiable and less subjective
- Determine if there's value in creating a separate capacity element



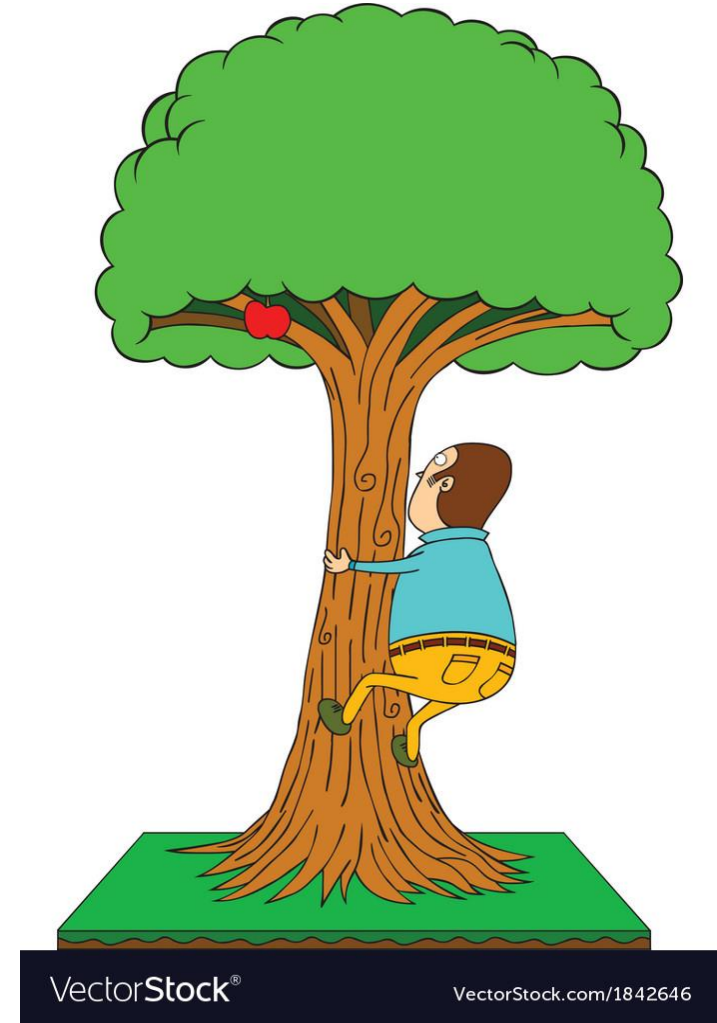
Picking “Low Hanging Fruit”

- Pressure for large prospect portfolios within a short period of time
- Tendency to go for the “low hanging fruit” – prospects with high financial capacity and apparent direct correlation with fundraising initiatives
- Possibly missing quality prospects that have strong institutional affinity but minor or no apparent direct correlation with fundraising initiatives



Climbing the Tree

- Datamining with a broader institutional focus often is a piecemeal process that can be time consuming and unfocused

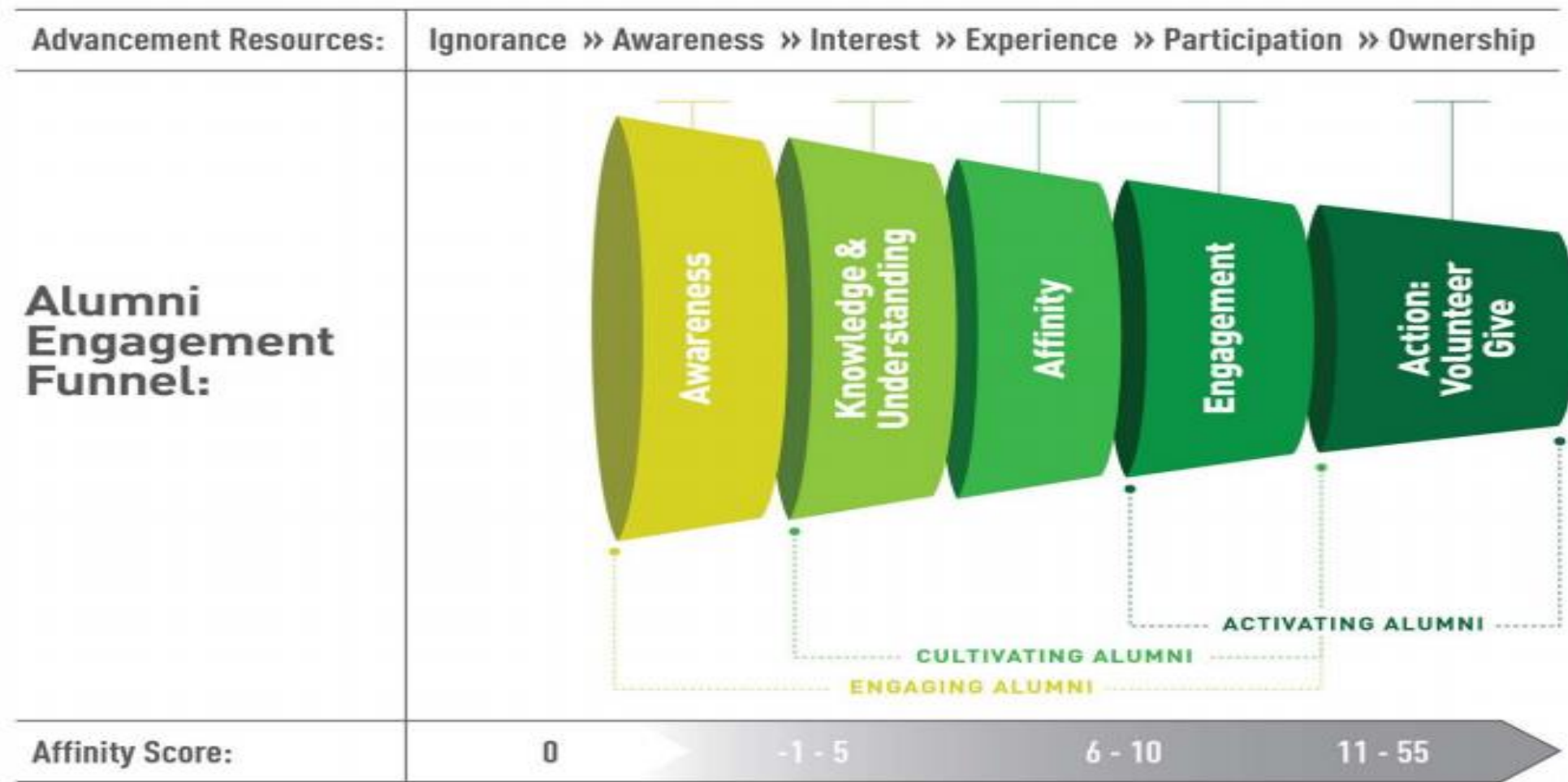


“A Database Ladder” – The Affinity Dashboard

A dashboard is an interactive graphical representation of current and historical data. The Affinity Dashboard utilizes various data elements to create an affinity score quantifying the University alumni's institutional affinity and engagement.



Affinity Scoring – The Engagement Pathway Steps



Affinity Scoring – The Affinity Values

- **Connect** = how they connect to the institution (for example, awards, publication subscriptions, student participation, institutional employment)
- **Give** = giving history (recency and frequency of giving, and cumulative giving)
- **Help** = volunteerism and committee participation (for example, Board of Governors, Alumni Council, Senate)
- **Go** = activity / event participation and attendance

Add all four values above to get the total Affinity Score

Dashboard Filters



This sheet allows you to choose filters which will be applied by default to all dashboards.

381,955 entities

Gave Last FY (All) ▼	Has Good Email Informati... (All) ▼	Faculty - Faculty Association (All) ▼	Rating Description (All) ▼	Entity Life Stage (All) ▼	Record Status (All) ▼
Gave Current FY (All) ▼	Invitable via Email (All) ▼	Faculty Association Ty... (All) ▼	Prospect Manager Name (All) ▼	Entity Id 	Geo Description (All) ▼
Lifetime FRA (All) ▼	Solicitable (All) ▼	Athletic Alumni Indicator (All) ▼	AUC/CLC Entity (All) ▼		

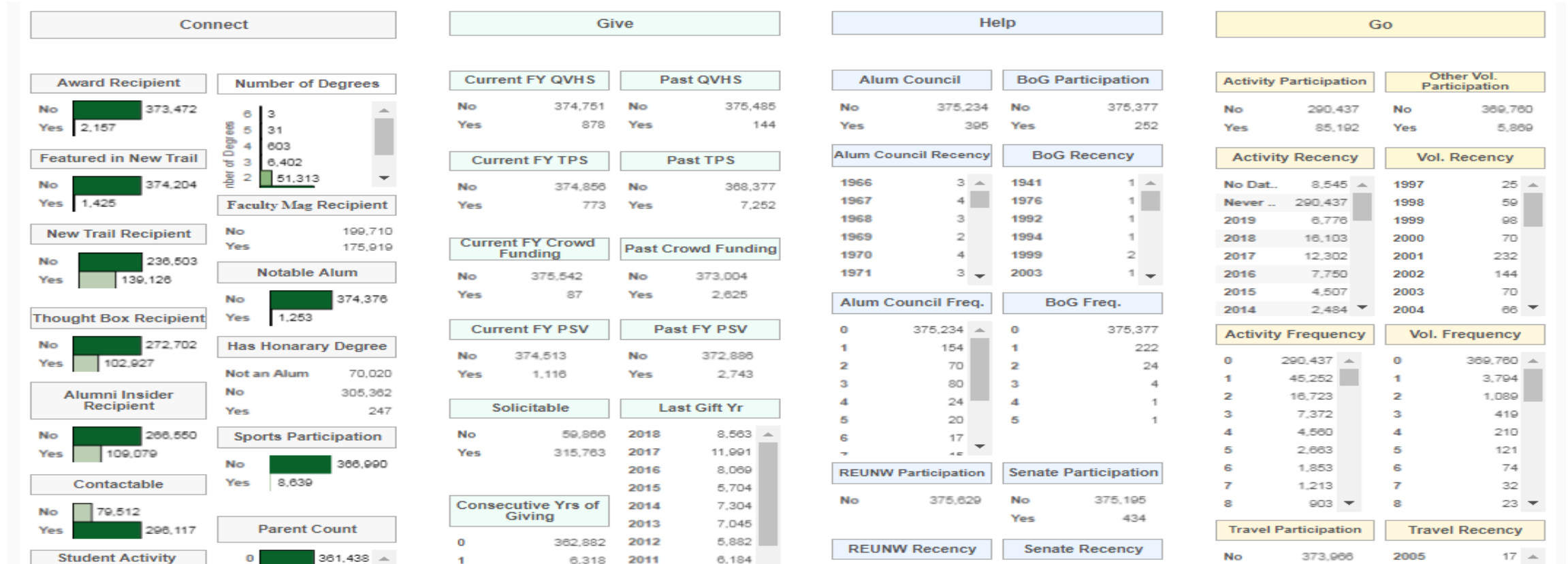
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> The information housed within this report was collected under authority of Section 33(c) of the FOIPP act and must be used specifically for the purposes in which it was collected.

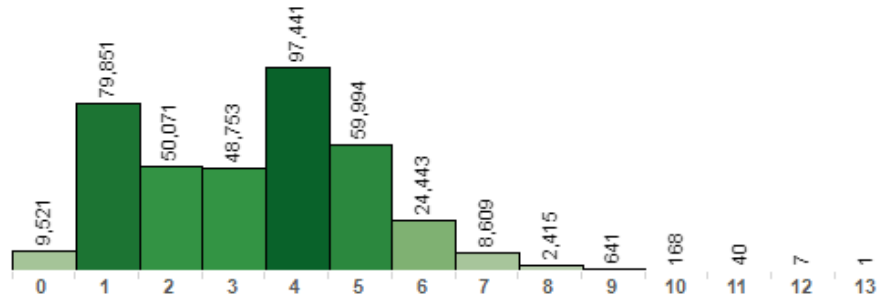
> The data contained in this report is for aggregate reports and drill down analyses only. This data is not to be used to produce mailing lists or for solicitation purposes as entity record statuses as well as contact preferences not taken into account.

Last updated on 9 September 2018.

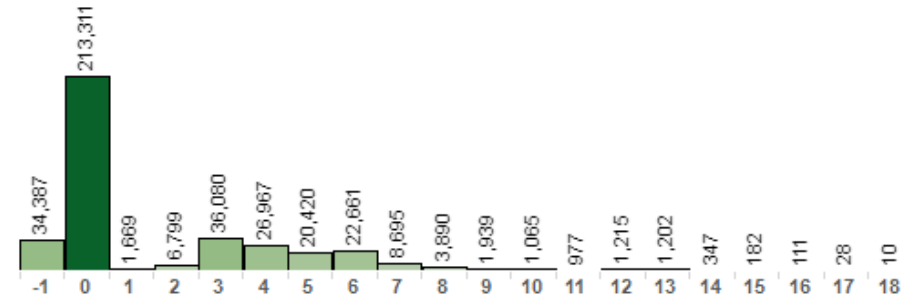
Affinity Dashboard



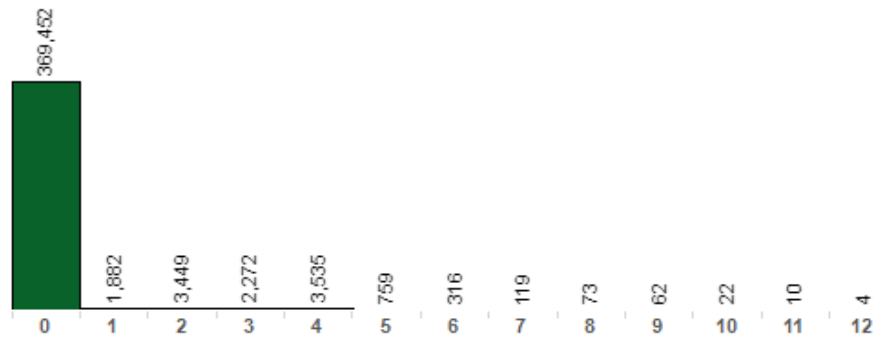
Connect Score



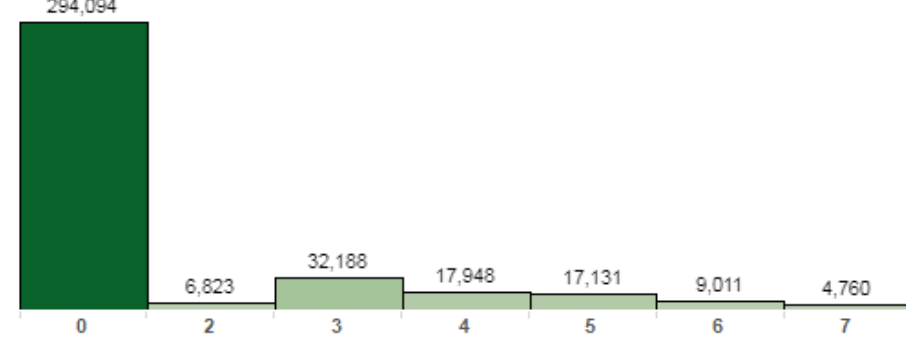
Give Score



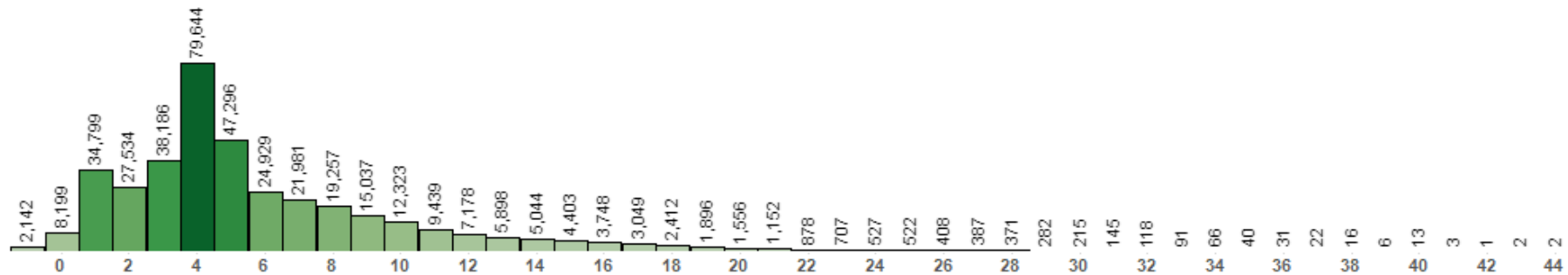
Help Score



Go Score



Total Affinity Score



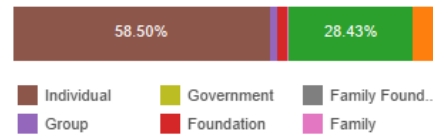


Changing the System

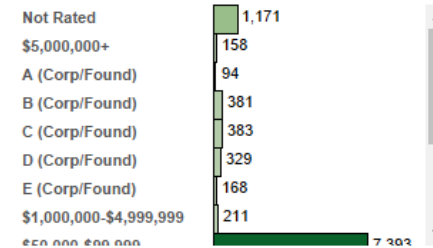
- Current stats:
 - over 15,000 active prospects, of which 9000+ are located in Edmonton and Calgary (our key geographic markets)

Prospect Summary - BY PM

Prospect Record Counts By Prospect Type



Prospect Record Rating



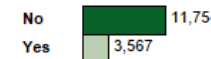
Gave Current Year



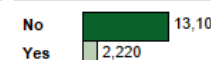
PSV - Current Year



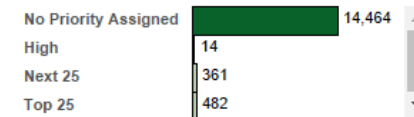
Gave Last Year



PSV - Last Year



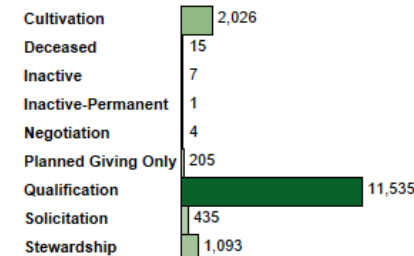
Prospect Record Counts By Solicitation Priority



Prospect Record's Active Proposal Stage Counts

	Donor Count	Proposal Count
Under development	326	345
Proposal stewardship	281	303
Active Solicitation	265	278
Confirmed Planned Gift	219	246
Withdrawn	134	137
Declined	48	50
Realized Planned Gift	2	2

Prospect Counts By Primary Prospect Stage

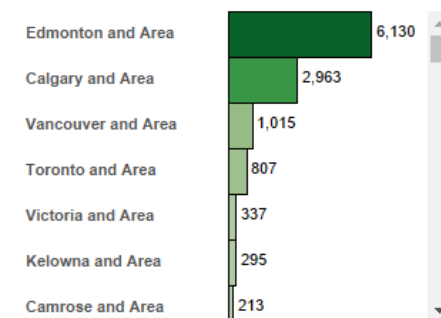
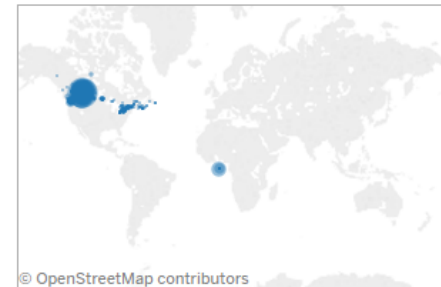
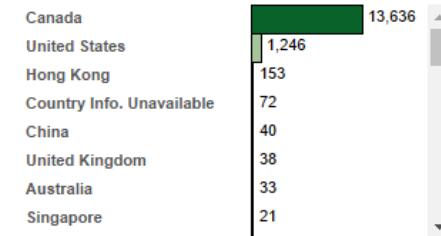


15,321
Prospects

PM Name

(All)

Primary Prospect's Location



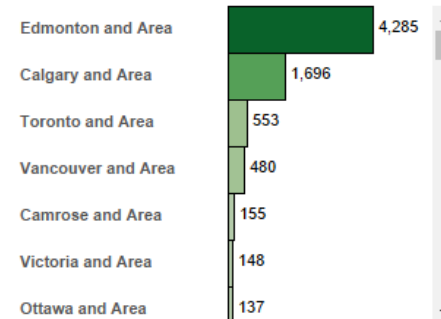
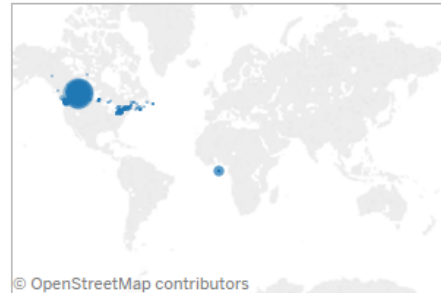
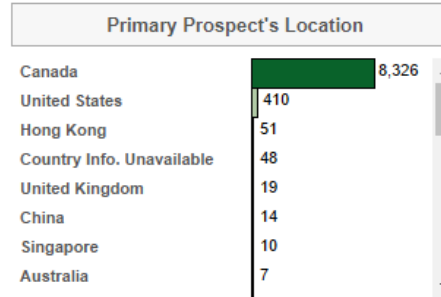
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Changing the System

- Assigned vs Pool: Approx. 60% of our active prospects are assigned to Development staff, the remaining 40% are held for future assignment/qualification in what we call our prospect pool

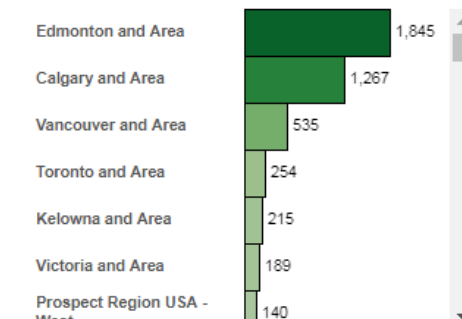
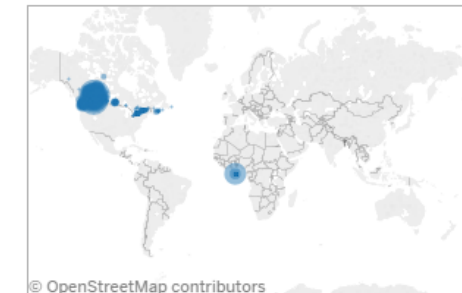
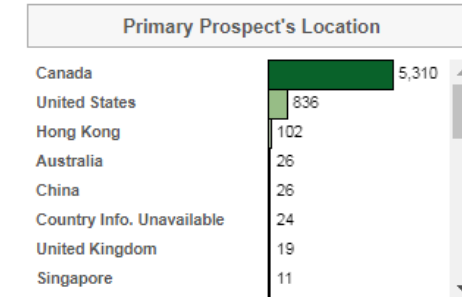
8,922
Prospects

PM Name
(Multiple values)



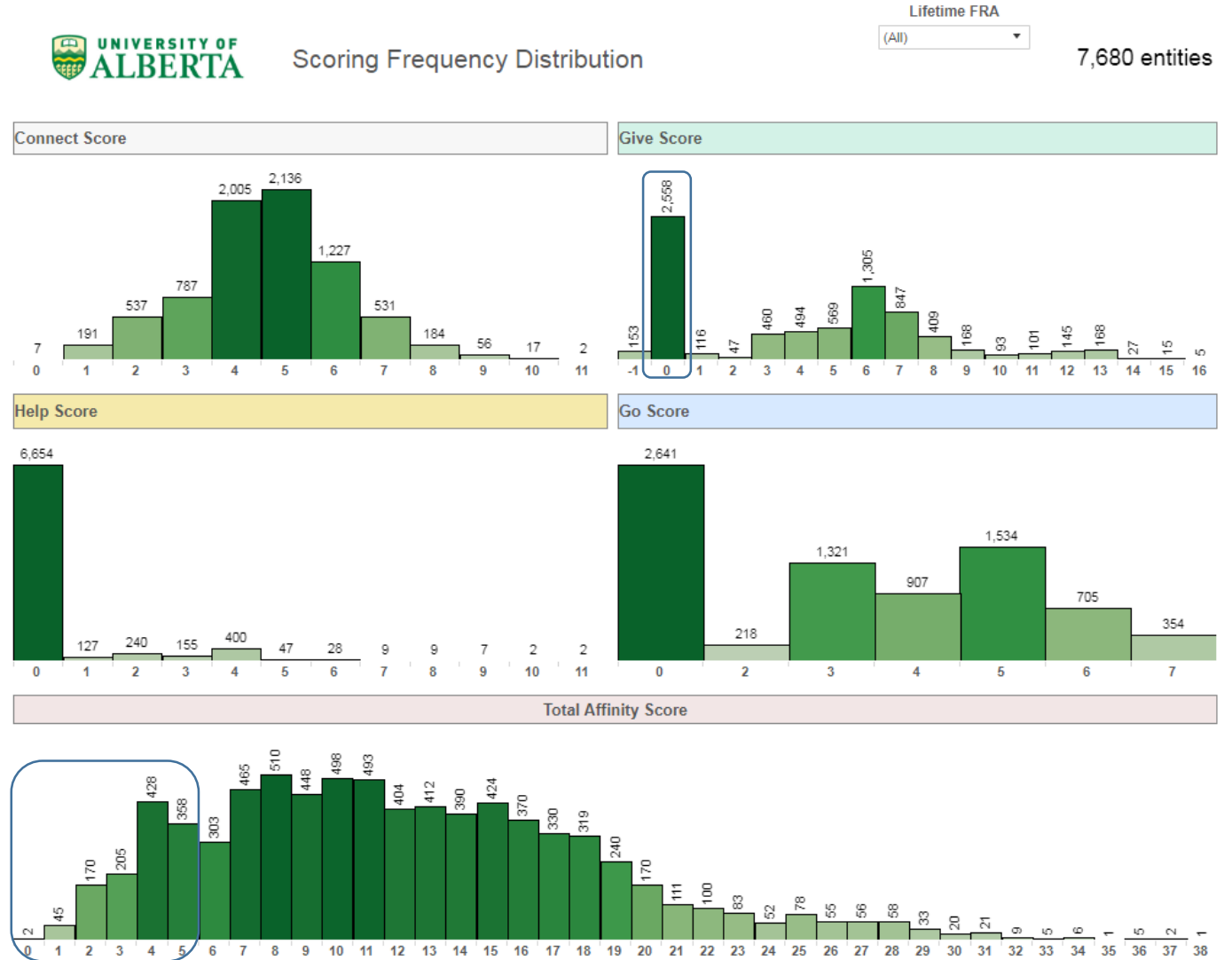
6,399
Prospects

PM Name
PM Rena Liviniuk



Changing the System

- As a result of initial portfolio-building approaches (based on largely on financial capacity), we now have a sizeable prospect pool to support
- But, are they the *right* prospects?



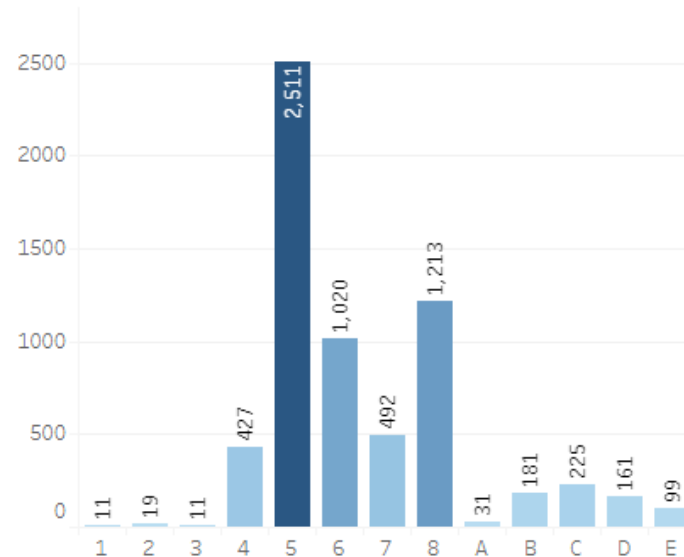
Changing the System

- Concerns – low affinity/
lack of engagement;
limited donation history;
majority of the pool
skews to our lower
rating categories

Newly Identified Prospects Overview
(Individual + Organization)

		FY 2017	FY 2018	FY 2019
Newly Rated Prospects	Q1	785	589	583
	Q2	338	826	317
	Q3	334	1,157	
	Q4	613	859	
	Total	2,070	3,431	900

Newly Rated Prospects in Past 3 Fiscal Year



New Prospects

All



		FY 2017	FY 2018	FY 2019	Grand To..
1	\$5,000,000+	5	5	1	11
2	\$1,000,000-\$4,999,999	10	8	1	19
3	\$500,000-\$999,999	4	6	1	11
4	\$100,000-\$499,999	126	261	40	427
5	\$50,000-\$99,999	698	1,391	422	2,511
6	Major Gift Exploration	548	312	160	1,020
7	Planned Gift Exploration	254	157	81	492
8	Annual Gift		1,110	103	1,213
A	A (Corp/Found)	24	6	1	31
B	B (Corp/Found)	114	54	13	181
C	C (Corp/Found)	152	54	19	225
D	D (Corp/Found)	91	43	27	161
E	E (Corp/Found)	44	24	31	99
Grand Total		2,070	3,431	900	6,401

Moving Forward – Create Pool Standards

- Goal has been to focus on identification with the assumption that all identified will be assigned
- But, is it realistic to assume that a prospect identified three years ago is relevant today?

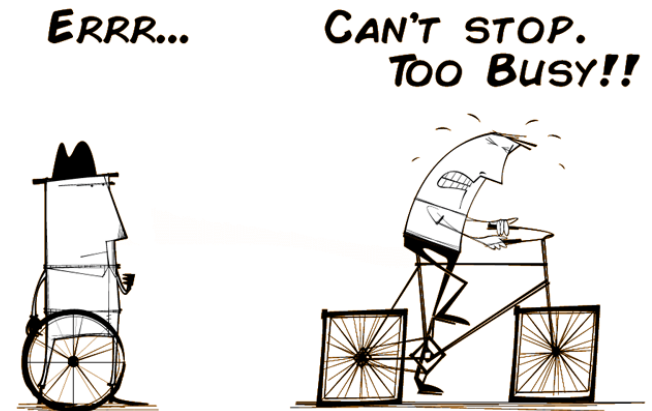


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**"YOU'RE WAITING TO SEE THE FUNDRAISER
WHAT'S YOUR SHELF LIFE?..."**

Moving Forward – Create Pool Standards

- Step 1 – Systematically remove lowest value prospects –for us, affinity <5 and no contact info
- Step 2 – Devise a plan to maintain the prospect pool
 - Review all unassigned pool prospects identified more than 3 years ago
 - Focus on Edmonton and Calgary first to support fundraiser demand
- Step 3 – Develop additional tableau tools to support future prospecting efforts

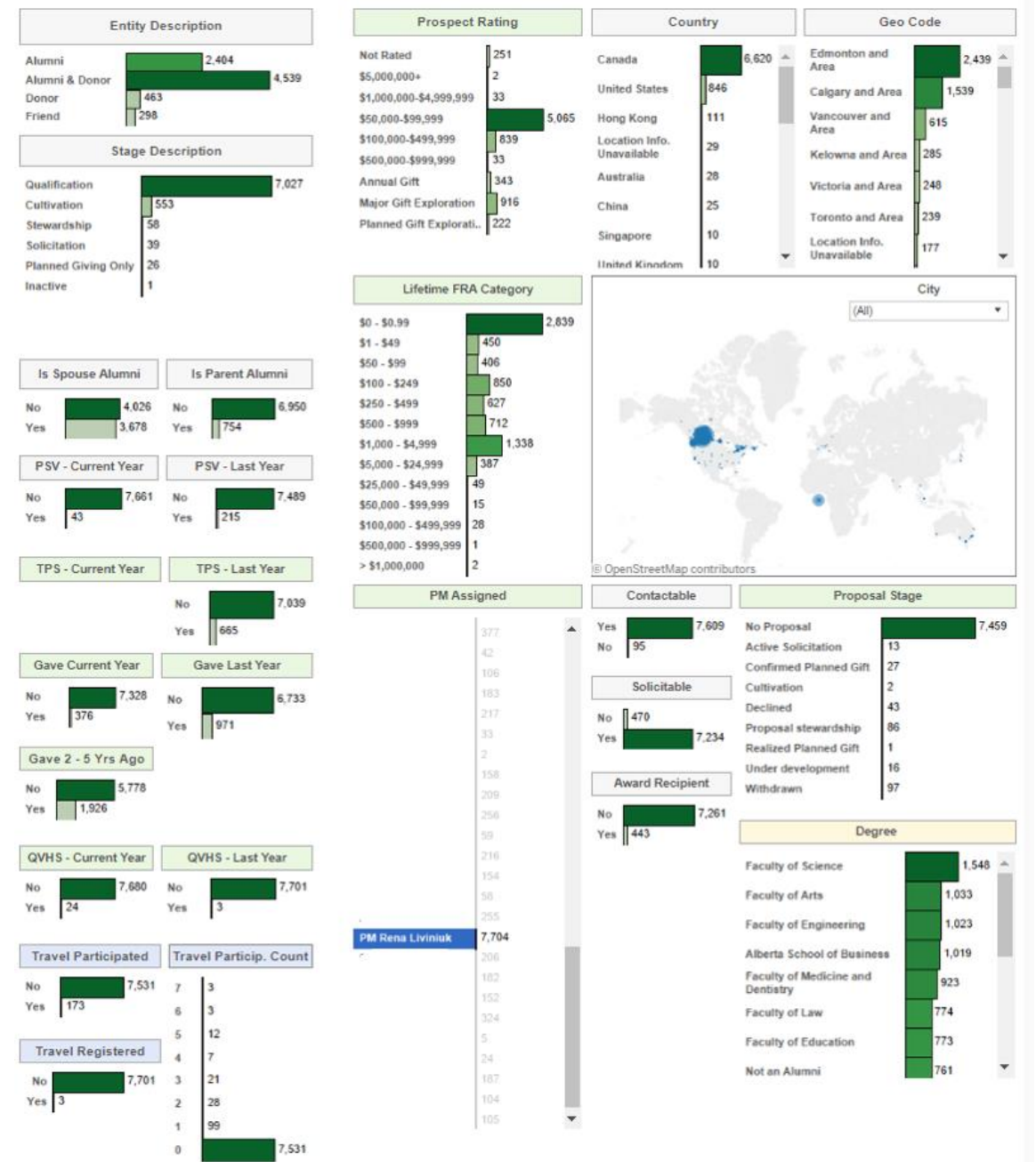


TOO BUSY TO IMPROVE?

WorkCompass

First expected outcome – less manual review

- In current approach, analyst often will manually review a large list of potential prospects prior to recommending assignment



Case Study – Faculty of Medicine & Dentistry

- Situation –major faculty; significant staff turnover including their fundraising team lead; ambitious financial goal for current fiscal year
- Challenge – almost 1500 assigned prospects plus 600 in the prospect pool and only 7 fundraisers to support these relationships
- Approach – engagement with remaining fundraising team to flag their top prospects; systematic review of remaining prospects

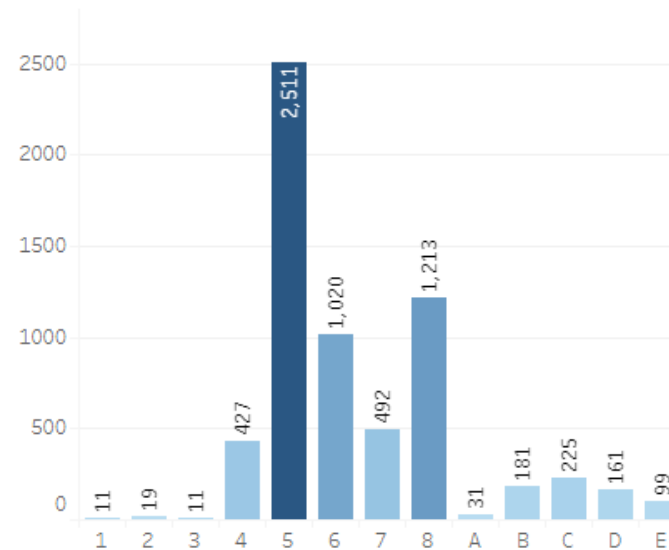


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Second expected outcome – More time spent on finding top rated prospects

- Use systematic screening tools to quickly flag promising prospects; re-focus greater time and energy on uncovering wealth in our upper rating categories

Newly Rated Prospects in Past 3 Fiscal Year



New Prospects



		FY 2017	FY 2018	FY 2019	Grand To..
1	\$5,000,000+	5	5	1	11
2	\$1,000,000-\$4,999,999	10	8	1	19
3	\$500,000-\$999,999	4	6	1	11
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D	D (Corp/Found)	91	43	27	161
E	E (Corp/Found)	44	24	31	99
Grand Total		2,070	3,431	900	6,401

Moving Forward – Greater focus on top rated prospects

- Step 1 – Identify flags for potential high wealth indicators
 - Ex.



- Step 2 – Expand rating formula to better capture wealth potential
 - Only to be used if entity has flags of high wealth capacity

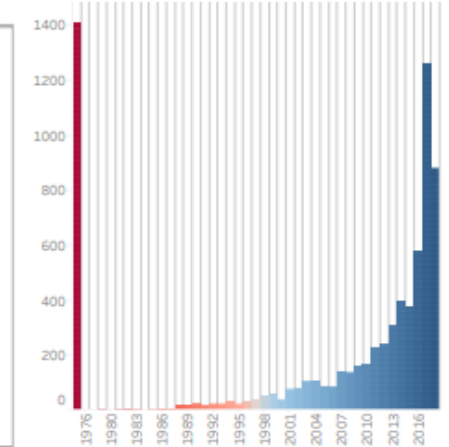
Institutionalizing the Change

- Prospect Management Policy updated to support prospect movement
- “Portfolio Health” tracking to encourage prospect managers to qualify assigned prospects which, in turn, will allow for greater movement from pool to portfolio

4.2 Prospect Manager

Prospect Manager Name	Entity Id	Pref Mail Name	Prospect Rating	Year of LAS...	Total Affinity...	Total FRA Am...
Amal Kirkland	0000078794		Annual Gift	2017	26	\$1,714.00
	0000079743		Annual Gift	2018	25	\$1,270.00
	0000215178		Annual Gift	2017	24	\$450.00
	0000020126		Annual Gift	2017	24	\$2,669.44
	0000030801		Annual Gift	2017	24	\$3,415.00
	0000044227		Planned Gift Explor...	2015	24	\$6,800.00
	0000114839		Annual Gift	2018	24	\$789.04
	0000239698		Annual Gift	2018	23	\$855.00
	0000063222		Annual Gift	2018	23	\$55,450.00
	0000085730		Annual Gift	2018	23	\$1,363.48
	0000265323		Annual Gift	2018	23	\$1,100.00
	0000318452		Annual Gift	2018	22	\$137,996.00
	0000162743		Annual Gift	2018	22	\$1,395.00
	0000191189		Annual Gift	2018	22	\$2,070.00
	0000265635		Annual Gift	2018	21	\$137,405.00
	0000027477		Annual Gift	2018	20	\$740.00
	0000018247		Annual Gift	2017	20	\$250.00
	0000054675		Annual Gift	2016	20	\$640.00
	0000061240		Annual Gift	2017	10	\$500.00

4.8 Last Give Date



4.6 Portfolio Prospect Stage

Prospect Stage Name	Month Group	Prospect Manager Name		
		Kenneth Crocker	Muneet Nagpal	Sarah Kowalevsky
Qualification	0-3 Months		4	5
	3-6 Months	1	34	6
	6-9 Months	2	3	5
	9-12 Months	21	17	46
	12+ Months	34	65	5
Cultivation	0-3 Months		2	8
	3-6 Months	3	19	8
	6-9 Months		2	2
	9-12 Months	11	7	9
	12+ Months	25	23	2
Solicitation	3-6 Months		1	
	6-9 Months	1		2
	9-12 Months	3	2	3
	12+ Months	5	7	1
Stewardship	0-3 Months			3
	3-6 Months		3	
	9-12 Months	5	1	5
	12+ Months	18	12	1
Planned Giving	3-6 Months			1
Other	12+ Months	1		
Grand Total		130	202	112

4.3 Portfolio Overall Stage Count

Prospect Stage Name	Count of Prospect ID	% of Total Count of Prospect ID along Prospect Stage Na...
Qualification	11,739	54.98%
Cultivation	2,183	10.22%
Solicitation	454	2.13%
Stewardship	1,114	5.22%
Deceased	14	0.07%
Planned Giving	216	1.01%
Other	5,630	26.37%

4.4 Portfolio Month Stage

Prospect Stage Name	Month Group					
	0-3 Mo..	3-6 Mo..	6-9 Mo..	9-12 M..	12+ Mo..	Null
Qualification	1,055	1,154	1,495	1,356	6,676	3
Cultivation	145	240	91	182	1,525	
Solicitation	20	48	28	48	310	
Stewardship	72	107	35	79	821	
Deceased			2	1	11	
Planned Giving	25	7	11	7	165	1
Other			1		11	

In Summary

- The use of a quantifiable affinity score and data visualization has improved our portfolio building and pool management
- We will continue to seek opportunities for growth, such as developing a more detailed breakdown of affinity for organizational prospects
- We hope to use tools like data visualization to reduce time spent on manual review of entry level prospects and focus greater time and energy on top rated prospects

Thank you for coming to our session!

You can reach us at:

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