

# 2008 Pride of CASE V Awards Program

## Oakland University



### ***“Kintera Prospect Screening Implementation Plan and End-User Tool”***

**Category 9(c): Best Practices in Fundraising & Development**

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## 2008 Pride of CASE V Awards Program Submission Abstract

- 1) **Title of Entry:** *“Kintera Prospect Screening Implementation Plan and End-User Tool”*
- 2) **Category Number and Title:** 9c. Best Practices in Fundraising and Development
- 3) **Institution:** Oakland University
- 4) **Contact:** Robert S. Saunders, director of development information services (DIS), Oakland University, John Dodge House, Rochester, Michigan 48309 phone: 248-364-6120 E-mail: [rsaunder@oakland.edu](mailto:rsaunder@oakland.edu)
- 5) **General description:** Oakland University contracted with the company Kintera in 2007 to complete a prospect screening project that included in-depth gift capacity screening on the top 25% of Oakland’s constituency base as determined by a hard asset screening of more than 65,000 constituent records. The screening was performed in an effort to assist with fundraising to close out an ongoing \$110 million capital campaign as well as begin prospecting for the next capital campaign, slated to kickoff soon after completion of the current \$110 million campaign.

As a result of the screening, more than 16,000 constituent records received a number of different ratings each, including a “major gift capacity” rating, an “attachment” rating, two giving propensity ratings and several percentile scores based on Kintera-developed behavior models indicating a constituent’s likelihood to make either a major, planned or annual gift.

While the aggregate results were very interesting, we needed a solid implementation plan and end-user tool to put individual results to work for our fundraising staff members. The screening itself was an expensive project for the university and not only did we want to qualitatively make the most out of our investment, we wanted to make sure we had a plan and tool in place for development officers to easily review the returned data and to quantitatively measure our results, anticipating that in another three to five years, we will want to run a similar screening again. Demonstrating a strong return on investment will help us make our case to university leadership that such a screening is an important tool in reaching our fundraising goals.

Even though our development officers have access to the online Kintera database called “Sphere”, we had to develop an easier and quicker tool that would assist major gift officers in selecting prospects they wanted to add to their portfolios as a result of data returned from the prospect screening. Essentially, the tool consisted of a complex Microsoft Excel spreadsheet, made easy to use, that allowed the major gift officer to filter existing or potential prospects based on twenty-five (25) different criteria both in-house data and Kintera returned data.

For example, the major gift officer for the School of Business had the capability of filtering the spreadsheet to reveal: 1) those alums who graduated from the School of Business; and 2) received a major gift capacity ranking of \$100,000 or more; and 3) received an attachment rating of “most” or “more” attached to the institution; and 4) were not currently assigned to any major gift officer’s portfolio. These individuals would be key prospects, then, to add to her working portfolio. Again, this is just an example of the 25 different “filterable” criteria listed below:

- 1) Age as of Today
- 2) Prime Manager
- 3) Preferred College
- 4) Top Giving Division
- 5) Total Gift Assets Received
- 6) Total Commitments
- 7) # of Gifts

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- 8) Year of Last Gift
- 9) Current Paid Alumni Assoc. Member (Y/N)
- 10) Gift Capacity
- 11) Potential Plus Rating
- 12) Attachment Score
- 13) Echelon Score
- 14) Liquid Score
- 15) Gift Capacity >=\$100K Interfacing w/Attachment Score
- 16) Planned Giving Percentile
- 17) Inside Stock Holdings (Y/N)
- 18) Top Executive Title (Y/N)
- 19) # of Properties
- 20) Properties Market Value
- 21) Property Held in Trust (Y/N)
- 22) Any Company Ownership (Y/N)
- 23) 100% Company Ownership (Y/N)
- 24) Company Sales of \$25M+ (Y/N)
- 25) Listed In Who's Who (Y/N)

The tool was brought to a monthly major gift officer meeting and training on use of the tool occurred. Each major gift officer was provided access to the spreadsheet and asked to enter their new prospect choices by placing an "X" in the column with their name. Because of the breadth of information, major gift officers were given 6 weeks to complete their review. Once all information was returned to the Director of Information Services, it was compiled and again, brought to a monthly major gift officer meeting for review. Any prospects that had been "chosen" by multiple major gift officers were discussed and resolution achieved.

After compilation of data returned by the major gift officers, the screening team met to discuss development of a quantitative coding system that could be developed within the existing prospect management module in Sungard SCT Banner so as to avoid duplication of reporting efforts.

### 6) Program goals and objectives:

#### a) Goal 1:

##### i) Explanation:

The first goal of our implementation project was to assist major gift officers in updating their portfolios. Major gift officers currently maintain their portfolio of prospects in the Banner Advancement module through a coding system which identifies the major gift officer of the academic unit or auxiliary as the "Prime Manager" of that particular constituent.

##### ii) Objectives:

Develop a tool that looked at those currently in major gift officer portfolios who had received in-depth prospect screening and, by reviewing a combination of returned screening data and existing university constituent data:

- (1) Identify new prospects major gift officers wanted to add to their portfolios; or
- (2) Identify currently assigned prospects who should be re-assigned to another major gift officer due to interest/ability to effectively work.

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### b) **Goal 2:**

#### i) Explanation:

Our second goal was to develop a coding system that will determine quantitative return on our investment and track the progress of prospect screening-related activity.

#### ii) Objectives:

By developing a coding system, we want to be able to measure the following for any defined time period:

- (1) Number of prospects added to the Banner prospect module as a result of the prospect screening data.
- (2) Number of prospects re-confirmed
- (3) Number of screening prospects who are in each of the following stages:
  - (a) Identification
  - (b) Cultivation
  - (c) Solicitation
  - (d) Stewardship
- (4) Number and dollar value of both assets received and commitments made by screening prospects.

### 7) **Program description of how project fits into the overall institutional and/or advancement goals:**

Oakland is positioned to achieve distinction in what we can offer our students, community and co-workers. At a time of shrinking state support for higher education, the fulfillment of our vision depends on the partnerships we form in this decade with the individuals, corporations, foundations and other university departments which embrace our vision. To that end, every contribution, every redesigned process that maximizes efficiency and promotes cross-divisional collaboration – large or small – makes a difference at Oakland.

### 8) **Target audience:** Our target audiences were:

- a) Goal 1: Front-line fundraising staff (mostly major gift officers)
- b) Goal 2: University leadership (at the VP level and above)

### 9) **Total number of professional and support staff who worked on the program:** Two professional staff, the Director of Annual Giving and the Director of Development Information Services developed this program to create a solid and simple implementation plan to immediately put individual screening results to work for our fundraising staff members.

### 10) **Program budget:** There were no additional expenses above and beyond the cost of the screening that were added to our department's budget to create the "**Kintera Prospect Screening Implementation Plan and End-User Tool**".

### 11) **Special Circumstances:** There were no special circumstances or any challenges faced other than integrating this project in with the many other special and normal duties required of the departments.

### 12) **Documented results:**

#### a) **Goal 1: Assist major gift officers in updating their portfolios.**

The Microsoft Excel spreadsheet tool was extremely successful in both identifying new prospects for major gift officers and shifting some existing prospects to a more appropriate major gift officer. In fact, as a result of the prospect screening tool, approximately 275 new prospects were added to the major gift officer portfolios, approximately 120 prospects were re-added to portfolios due to a renewed interest in them, and approximately 25 prospects were moved from one major gift officer portfolio to another.

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This influx of new “major gift” prospects and realignment of existing prospects into the major gift pipeline will assist in securing both short and long-term fundraising commitments for the university.

**b) Goal 2: Develop a coding system that will determine quantitative return on our investment and track the progress of prospect screening-related activity.**

The coding system we developed included three new codes:

- i) KN - Kintera New Prospect: Prospects newly added to the Prospect Module by a major gift officer due to a referencing of the Kintera data.
- ii) KP - Kintera PMGR Change: Current Prospects already in the Prospect Module which have a Prime Manager change due to a referencing of the Kintera data.
- iii) KR - Kintera Renewed Interest: Current Prospects already in the Prospect Module which have a Prime Manager & due to a referencing of the Kintera data show a renewed interest in the prospect as evidenced by new contact reports.

Attached is a copy of the template for reporting that will allow us to demonstrate to university leadership the quantitative return on investment based on prospects with each of the three codes above.

**c) Comments from Campaign Consultant.**

*“I writing to tell you how extremely impressed I am with the high quality of work that you have done with the Kintera Screening materials in order to make that data useful and supportive of the Oakland University major gift staff. As you may know, I've had the opportunity to work with screening services purchased by many universities. The way in which you have analyzed, interpreted and presented the Oakland University data is presented more effectively than any I have seen elsewhere.*

*In far too many cases, screening data has been ineffectively used by universities and non-profit organizations--often, I believe, because the major gift professionals have not adequately realized how to understand and to apply the valuable information that it contained. Thus, I've seen way too many cases where this data just gathered dust on the shelf. Your organization of the material and your PowerPoint presentation to the major gift officers, were extremely powerful tools to help the staff identify and select best quality prospects for management--cultivation and solicitation.*

*In addition, you've also produced very effective presentations to academic leadership and volunteers to explain the nature and power of the screening material. I thank you and commend you on this solid effort. Great analytics and outstanding presentations.”*

*Roy Muir  
Senior Consultant  
Marts & Lundy*

# 2008 Pride of CASE V Awards Program Mission Statement

## Vision and Mission of the Development Information Services Department

### Vision Statement

Development Information Services (DIS) will be the most reliable source of accurate fundraising information for our constituents (donors, faculty, and staff). Our value adding role will be as the “back office” area of Oakland’s fundraising efforts and effectively addressing issues such as the development of computer systems, compliance with tax, legal, accounting regulations, and policies and procedures.

### Mission Statement

Our mission is to support the objectives of Oakland University fundraising efforts. This role is three-fold consisting of:

- Processing all charitable contributions and pledges to Oakland University and Oakland University Foundation in a timely and efficient manner.
- Maintaining accurate constituent data in coordination with other areas of University Relations.
- Providing the proper reporting, training and technology needed to allow Oakland University to accomplish its fundraising goals.

Using “lean” principles and developing and maintaining a “lean” culture will be a high priority. Just as important is understanding the needs of our donors, faculty, and staff and knowing that they are met, while maintaining a high level of confidentiality and security.

### Values

The values of Development Information Services are:

- Respect
- Responsibility / Accountability
- Integrity and Honesty
- Teamwork
- Excellence
- Belief in the mission of University Relations and Oakland University
- Positive Attitude
- Future Oriented
- “Lean” thinking and continuous improvement
- Diversity

# 2008 Pride of CASE V Awards Program Supporting Materials

Example Spreadsheet (end-user tool) to Evaluate Kintera Data  
OU In-House Data (columns A-P)  
(Original spreadsheet has over 16,000 records!)

**ID:** The unique ID from OU's fundraising system. Prospect names are shown on actual spreadsheet.

**Prime Manager:** The existing DO in charge of the relationship.

**Top Giving Division:** The school or unit where the majority of their gifts were designated.

**OU degrees in more than one unit:** The possibility of having a second or grad degree.

**Preferred College:** The school where their undergrad degree is from.

**FILTERABLE DATA FIELDS:** Each data field is filterable by clicking on the "down arrow" so a DO can see only what interests them greatly assisting in choosing the best prospects.

	A	F	G	H	I	J	K	L	M	N	O	P
1	OU DATA				OU DATA							
2												
3		PG									PG	
4												
5												
6												AG
7												
8	ID	AGE (as of today)	Current Prime Manager	SEHS Dev. Officer's Choice	Pref College	OU degrees in more than one unit	Top Giving Division	Total Gift Assets Received	Total Commitments	# of Gifts	Year of Last Gift	Current Paid OUA Member (10/16/07)
9	23456	65		YES	School of Ed. and Human Svcs.	Yes		\$5	\$5	1	1977	Yes
10	34567	55		YES	School of Ed. and Human Svcs.		University Undesignated	\$1,050	\$1,050	13	1999	
11	345678	62		YES	School of Ed. and Human Svcs.		School of Education and Human Services	\$755	\$755	14	2006	
12	456789	37			School of Ed. and Human Svcs.							Yes
13	567890	30	SBA		School of Ed. and Human Svcs.							
14	987654	67	CAS	YES	School of Ed. and Human Svcs.		Student Affairs	\$40,000	\$55,257	13	2006	Yes

# 2008 Pride of CASE V Awards Program Supporting Materials

Example Spreadsheet (end-user tool) to Evaluate Kintera Data  
Kintera Data (columns Q-AG)  
(Original spreadsheet has over 16,000 records!)

KINTERA DATA										KINTERA DATA							
ID	Gift Capacity Score	Gift Capacity	PPR	Attachment Score	Echelon Score	Liquid Score	Gift Capacity >=\$100K Interfacing w/ Attachment Score	Planned Giving %/yr	Inside Stock Holdings	Top Exec Title	Properties	Properties Market Value	Property Held in Trust	Any Company Ownership	100% Company Ownership	Sales of \$25M+	Listed In Who's Who
123456	D	\$1,000,001 - \$5,000,000	16	5	12	Med	"Less" and "Least"	96	Yes	Yes				Yes	Yes	Yes	
234567	E	\$500,001 - \$1,000,000	1	5	2	High	"Less" and "Least"	94			4	\$3,280,655		Yes		Yes	Yes
345678	H	\$10,001 - \$25,000	15	1	6	Med		73	Yes	Yes	3	\$569,400					
456789	E	\$500,001 - \$1,000,000	7	4	1	High	"Less" and "Least"	93			4	\$2,688,800	Yes	Yes	Yes		Yes
567890	F	\$100,001 - \$500,000	7	4	2	High	"Less" and "Least"	33		Yes			Yes				
987654	F	\$100,001 - \$500,000	14	1	5	High	"Most" and "More"	92	Yes	Yes			Yes				

**Data Field Descriptions:** Each data field has a description that appears on the screen when the cursor hovers over it. This keeps the DO from having to remember the data field definition and helps the DO decide how to filter the data for the most effective analysis in choosing prospects. See the sample in the box to the right showing what appears when the user hovers the cursor over cell T8 (Attachment Score).

**\*\*SAMPLE\*\***

**Attachment Scores** reflects the relative level of personal involvement with, and charitable inclination to, OU.

The scale is:  
1=most attached  
2=more attached  
3=attached  
4=less attached  
5=least attached

**Solicitation Program "Helps"**  
This section of the spreadsheet tool shows what types of solicitations would make good use of the specific Kintera data type.

**Types:**  
MG=Major Gift  
PG=Planned Gift  
AG=Annual Giving  
AR=Alumni Relations  
CFR=Corporations & Foundations

## 2008 Pride of CASE V Awards Program Supporting Materials

This is a sample of the results reporting plan. Each prospect added to a portfolio will have a special Banner code.							
KINTERA NEW PROSPECTS (code KN)							
School / College / Unit	# of Face to Face Contacts	Total # of Contacts	# of \$25K and Up "Asks"	# of Commitments	Value of Outstanding Solicitations	Total Value of Commitments	Total Value of Gift Assets Received
SBA							
SECS							
ATH							
SON							
CAS							
etc.							
Totals							
Total Cost of Prospect Screening							
ROI using Value of New Commitments							
ROI using Value of Gift Assets Received							

KINTERA RENEWED INTEREST PROSPECTS (code KR)							
School / College / Unit	# of Face to Face Contacts	Total # of Contacts	# of \$25K and Up "Asks"	# of Commitments	Value of Outstanding Solicitations	Total Value of Commitments	Total Value of Gift Assets Received
SBA							
SECS							
ATH							
SON							
CAS							
etc.							
Totals							
Total Cost of Prospect Screening							
ROI using Value of New Commitments							
ROI using Value of Gift Assets Received							

KINTERA PRIME MANAGER CHANGE (code KP)							
School / College / Unit	# of Face to Face Contacts	Total # of Contacts	# of \$25K and Up "Asks"	# of Commitments	Value of Outstanding Solicitations	Total Value of Commitments	Total Value of Gift Assets Received
SBA							
SECS							
ATH							
SON							
CAS							
etc.							
Totals							
Total Cost of Prospect Screening							
ROI using Value of New Commitments							
ROI using Value of Gift Assets Received							

# 2008 Pride of CASE V Awards Program Supporting Materials

Presentation to Dean's, Vice President's, and Oakland's Internal Campaign Committee  
Referred to by Campaign Consultant

## Prospect Screening

University Relations  
Rob Saunders & Karyn Stanley  
November 1, 2007



## Presentation Overview



- What is prospect screening?
- Who is the vendor?
- What services did Oakland purchase?
- How will we use this data to help meet goals?
- How will we measure success?

## What is prospect screening?



- Appends information to alumni and other donor records that gives us an indication of:
  - Philanthropic **Capacity** (assets and wealth indicators to determine raw capacity – publicly available)
  - **Attachment** to Oakland University (based on recency, frequency and amount of OU giving)
  - Philanthropic **Potential** (general philanthropic likelihood based on predictive models)

# 2008 Pride of CASE V Awards Program Supporting Materials

## What is prospect screening?



- Screening helps to:
  - Identify new, previously unranked prospects with high potential
  - Provide additional information for prospects currently being worked
  - Assist in prioritizing prospect workload

## Who is the vendor?



- Kintera
  - Industry leader
  - Represents the next generation of prospect identification technology
  - Combined the services of two top companies in prospect screening
    - Marts & Lundy Electronic Screening®
    - Prospect Information Network (PIN)

## What services did OU purchase?



- Screened 65,000 records from Banner Advancement:
  - Living alums who graduated in 2002 or earlier
  - Non-alums with total philanthropic commitments to OU of at least \$1,000
  - Trustees and OUF Directors (current and former)
  - Current prospects

# 2008 Pride of CASE V Awards Program Supporting Materials

## What services did OU purchase?



- For all 65,000 records provided to vendor:
  - Scores that rank giving potential, including prospects that:
    - have a statistical likelihood and ability to give, or
    - likely have the disposable assets necessary to support a large contribution.

## What services did OU purchase?



- More extensive data provided on the top 25% of records provided (16,500 records).
- “Top 25%” determined by using data from:
  - Dun & Bradstreet
  - Thomson Insider Securities
  - LexisNexis Real Estate

## What services did OU purchase?



- Additional data provided on “Top 25%”
  - Major Gift Capacity Rating
    - Allows fundraisers to prioritize discovery calls
    - Represents a preliminary, objective measure of gift capacity
      - \$25m+ (8)
      - \$10,000,001 - \$25,000,000 (8)
      - \$ 5,000,001 - \$10,000,000 (2)
      - \$ 1,000,001 - \$ 5,000,000 (53)
      - \$ 500,001 - \$ 1,000,000 (78)
      - \$ 100,001 - \$ 500,000 (1,394)
      - \$ 25,000 - \$ 100,000 (3,993)
    - Further research to occur

# 2008 Pride of CASE V Awards Program Supporting Materials

## What services did OU purchase?

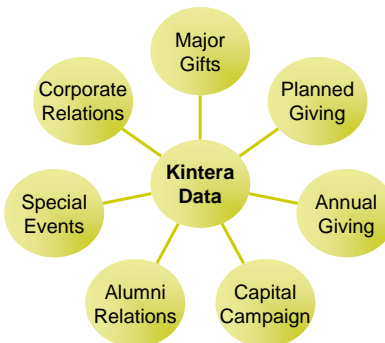
- Attachment Score
  - Reflects the relative level of personal charitable involvement with OU
- Planned Giving Custom Score
  - The relationship between each screened record and propensity to make a planned gift
- Who's Who listings (*multiple lists*)
- Securities / Real estate holdings
- Executive Titles / Company Sales (*from D&B file of 18 million private companies*)

## Attachment Interfacing with Estimated Giving Capacity

Estimated Giving Capacity	Most	More	Attached	Less	Least
\$1M+	18	0	53		
\$500,000-\$999,999	21	1	57		
\$100,000-\$499,999	238	50	1,105		
\$25,000-\$99,999	488	111	3,394		
\$10,000-\$24,999	641	176	5,273		
\$5,000-\$9,999	210	64	2,161		
TOTALS	1,616	402	12,043		

Highest Yield, (277) 6-18 mos once qualified as a true prospect
Average Yield, (1,390) 12-36 mos once qualified as a true prospect
Low Yield, (1,566) 24-48 mos once qualified as a true prospect
Lowest Yield, (10,828) 36-60 mos once qualified as a true prospect

## Who will use this data?



# 2008 Pride of CASE V Awards Program Supporting Materials



## Excel Filtering Worksheet



## How will we measure success?

- Prospects assigned to development officers as a result of the Kintera screening will receive a code in Banner that will allow us to track progress through identification, cultivation and solicitation phases.
- Other departments utilizing screening data will log methods and compile results.



## Sample Measurement Report

This is a sample of the results reporting plan. Each prospect added to a portfolio will have a special Banner code.

KINTERA NEW PROSPECTS (code KN)							
School / College / Unit	# of Face to Face Contacts	Total # of Contacts	# of \$25K and Up "Asks"	# of Commitments	Value of Outstanding Solicitations	Total Value of Commitments	Total Value of Gift Assets Received
SBA							
SECS							
ATH							
SON							
CAS							
etc.							
Totals							
Total Cost of Prospect Screening							
ROI using Value of New Commitments							
ROI using Value of Gift Assets Received							

# 2008 Pride of CASE V Awards Program Supporting Materials

## Cycle of Data Implementation for Major Gifts



- Re-balance Development Officer portfolios with Kintera prospects
- “Work” prospects
  - Qualify, cultivate, solicit, steward
- Track contacts and “moves”
- Review results

## Summary



- Prospect Screening is a valuable way to determine:
  - Philanthropic **Capacity**
  - **Attachment** to Oakland University, and
  - Philanthropic **Potential**
- **In order to:**
  - **Increase the time, talents and treasures provided to OU by its Alumni and Friends**

Questions?

