Advancement by the Numbers

Using Data to Inform Strategy, Improve Performance, and Secure Resources

September 19, 2014

San Jose State University

San Jose, California

Data-Driven Solicitations

Colorado State University

Fort Collins, Colorado
29,000 Students
Public Research

Colorado State had a wealth of data at its fingertips—both purchased and internally tracked. Understanding that a series of discrete data points is difficult for frontline staff to interpret and act on, research staff developed a suite of scores designed to inform solicitation efforts and make sense of a long list of data points.

Key Animating Principles

- CSU combined discrete data sources into a simple scoring system that frontline staff could easily understand and interpret
- Scoring indicators enable gift officers to better prioritize, approach, and solicit prospects
- The system's ease of use and corresponding user-friendly interface has facilitated quick adoption and ensures up-to-date, accurate information

Data-Driven Solicitations

Readily Understandable Indicators Focus Strategy and Activities

The Problem
How Does a Gift Officer Make
Sense of Multiple Data Points?

What does household
wealth actually mean
for likelihood to give?

How do I prioritize
prospects to meet my
visit and dollar goals?

?

Do I discount net
worth for a short
giving history?

Has this cultivation
reached a turning
point for solicitation?

The Solution
Solicitation Readiness Scale & PAR Score

Solicitation Readiness Scale

- Incorporates multiple data points quantifying interaction with institution into one score on a scale of 1-1,000

- Provides clear, concise indication of prospect's major gift approachability

- Conserves gift officer time and effort by enabling alignment of gift officer activity with prospect readiness

Potential Ask Range (PAR) Score

- Incorporates multiple data points about individual into one score on a scale of 1-1,000

- Provides clear, concise indication of individual's likeliness and capacity to give a gift within 1 year in a specific dollar range

- Enables stronger targeting of solicitations and better prioritization of prospects within portfolio
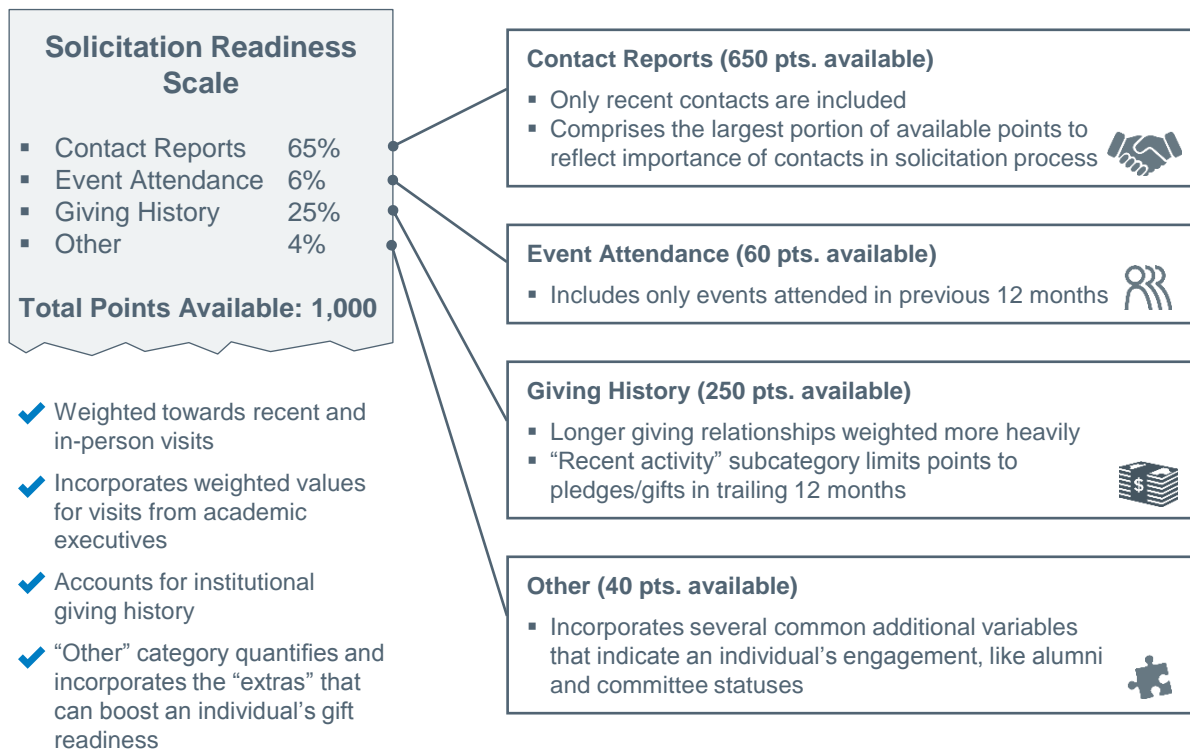
Setting the Stage

"With the abundance of data now available…it became imperative to develop a scoring or rating system which would be an easy-to-use, conservative, and realistic estimate of an individual's giving capacity. Without such a mechanism in place, staff would end up spending an inordinate amount of time analyzing data instead of putting the information to use."

Colorado State University Statement on PAR Score

Score 1: Solicitation Readiness Scale

Components Weighted Toward Most Significant Types of Contact

Solicitation Readiness Scale

- Contact Reports 65%
- Event Attendance 6%
- Giving History 25%
- Other 4%

Total Points Available: 1,000

✔ Weighted towards recent and in-person visits

✔ Incorporates weighted values for visits from academic executives

✔ Accounts for institutional giving history

✔ "Other" category quantifies and incorporates the "extras" that can boost an individual's gift readiness

Contact Reports (650 pts. available)

- Only recent contacts are included
- Comprises the largest portion of available points to reflect importance of contacts in solicitation process

Event Attendance (60 pts. available)

- Includes only events attended in previous 12 months

Giving History (250 pts. available)

- Longer giving relationships weighted more heavily
- "Recent activity" subcategory limits points to pledges/gifts in trailing 12 months

Other (40 pts. available)

- Incorporates several common additional variables that indicate an individual's engagement, like alumni and committee statuses

Solicitation Readiness Scale: Score Breakdown

In-person Visits		Avail. Points
1 Visit	0-3 Months	75
	3-6 Months	50
	6-12 Months	25
	Subtotal	150
2+ Visits	0-3 Months	50
	3-6 Months	50
	6-12 Months	25
	Subtotal	125
More Than 1 College/Unit	0-3 Months	50
	3-6 Months	25
	6-12 Months	25
	Subtotal	100
Dean Or Higher	0-3 Months	25
	3-6 Months	25
	6-12 Months	25
	Subtotal	75
At Least 1 Visit In Past Years	2 Years Past	25
	3 Years Past	25
	Subtotal	50
Total In-person Potential Points: 650		

Phone Visits		Avail. Points
1 Telephone Call	0-3 Months	45
	3-6 Months	20
	6-12 Months	20
	Subtotal	85
2+ Telephone Calls	0-3 Months	5
	3-6 Months	5
	6-12 Months	5
	Subtotal	15
Total Phone Potential Points: 100		

Correspondence		Avail. Points
Email or Traditional Mail, at Least 2 Instances	0-3 Months	30
	3-6 Months	15
	6-12 Months	5
	Subtotal	50
Total Phone Corr. Points: 150		

Giving		Avail. Points
Recent Activity	0-12 Months (1 Gift/ Pledge)	125
	0-12 Months (2+ Gifts/ Pledges)	25
	Subtotal	150
Recent Activity Sum	0-12 Months (Cumulative $1,000+)	25
Year of Giving	2-5 Years	10
	6-10 Years	25
	11-15 Years	45
	16+ Years	75
Total Giving Potential Points: 250		

Events		Avail. Points
Recent Attendance	0-6 Months (1 event)	25
	0-6 Months (2+ events)	25
	Subtotal	50
Prior Attendance	6-12 Months (1+ event)	10
Total Events Potential Points: 60		

Other		Avail. Points
Additional Information	Alum	5
	Spouse is Alum	5
	Parent	5
	0-12 Months (2+ click-throughs)	10
	Active Committee Member	15
Total Other Potential Points: 40		

Contact Categories

Engagement Categories

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Score 1: Solicitation Readiness Scale

Indicator Quantifies Relationship with Institution

In Practice: How The Solicitation Readiness Scale is Used

How Does a Gift Officer Use the Score?

One Number, Lots of Information
SRS provides a single indicator of the level of contact and frequency of engagement with a prospect

Getting Closer
400 is a tipping point within a portfolio: this number is a good point to begin considering an ask

First Things First
SRS also serves as a prioritization tool for gift officers, enabling them to better manage their portfolio and craft visit and contact strategies

How Does the Score Change the Management Conversation?

Gift Officer
Quantifiable evidence of work put in to relationships

Manager
Clear indicators of relationship progress to start looking forward

SRS Enables Management to Ask Direct Questions of Gift Officers

- Who are your strongest prospects right now?

- What are you doing to move your prospects forward (closer to solicitation)?

- Are you applying quality contacts (dean visits, in-person visits) to quality prospects?

- When will this prospect reach the formal ask stage?

Score 2: Potential Ask Range

Lots of Data In, One Score Out

PAR Overview

Up to eleven data points per contact included…	…algorithm applied…	…PAR score provides ask range.

Internal

- Giving total

Purchased

- Gift Range (Target Analytics)
- Major Gift Likelihood (Target Analytics)
- Income360 (Target Analytics)
- Echelon Segment (Target Analytics)
- PRIZM Category (Nielsen Claritas)
- PRIZM Real Estate (Nielsen Claritas)
- PRIZM Income (Nielsen Claritas)
- 1-Year All-Gift Capacity (GG&A)
- 1-Year Exact Gift Capacity (GG&A)
- 1-Year Gift Capacity (WealthEngine)

Potential Ask Range

1-1,000 points

- Sources weighted differently according to reliability
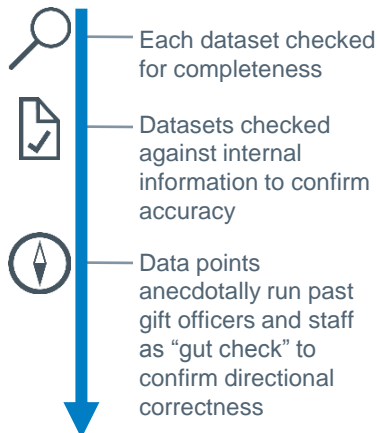- Data availability factors into a second figure, the Reliability Score

- Each hundred-point PAR range corresponds to a dollar range
- Provides one-year ask range
- Ongoing testing, anecdotal and statistical, to improve understanding and accuracy of scores

Score 2: Potential Ask Range

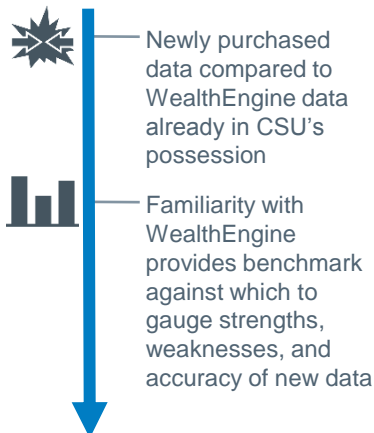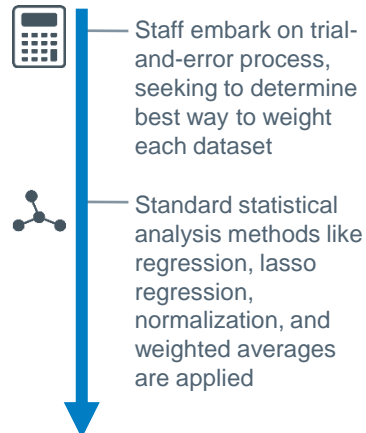## Determining the Recipe: Examine Data Sets Individually, Then Experiment

Does it feel right?	How does it compare to a trusted reference point?	How do these all fit together?
Each dataset checked for completeness	Newly purchased data compared to WealthEngine data already in CSU's possession	Staff embark on trial-and-error process, seeking to determine best way to weight each dataset
Datasets checked against internal information to confirm accuracy	Familiarity with WealthEngine provides benchmark against which to gauge strengths, weaknesses, and accuracy of new data	Standard statistical analysis methods like regression, lasso regression, normalization, and weighted averages are applied
Data points anecdotally run past gift officers and staff as "gut check" to confirm directional correctness		
Understanding of each set's accuracy, enabling staff to begin determining each set's weight		Various "test" scores created until arrival at final score and setting of 1,000 point scale

Score 2: Potential Ask Range

The Final Result

One-Year Potential Ask Range and Reliability Score

Component Weights Reflect Accuracy of Individual Datasets

Score Component *(P) denotes Purchased*	Avail. Points
Gift Range *(P)*	100
Major Gift Likelihood *(P)*	100
Household Income *(P)*	100
Echelon Segment *(P)*	100
Demographic Category *(P)*	100
Income *(P)*	50
Real Estate *(P)*	50
One-Year All Gift Capacity *(P)*	100
One-Year Exact Gift Capacity *(P)*	100
One-Year Gift Capacity *(P)*	100
Campaign Giving Total	100

Score Tells Gift Officer Where to Target Ask

Points	Ask Range	Points	Ask Range
1-199	Less than $5,000	600-699	$100,000 - $250,000
200-299	$5,000 - $10,000	700-799	$250,000 - $500,000
300-399	$10,000 - $25,000	800-899	$500,000 - $1 M
400-499	$25,000 – $50,000	900-949	$1 M - $5 M
500-599	$50,000 - $100,000	950-1,000	$5 M +

Key Attributes of PAR Score

- Single indicator makes sense of eleven disparate data sources
- Accuracy of source data "built in" to final score via total points available for each source
- Gift officers need only look at one score to determine range, enabling better portfolio management, prioritization, and forecasting

Reliability Score Adds Context

- Sits alongside PAR score
- Discounts total potential points based on completeness of available data
- Informs a gift officer of how heavily to rely on PAR figure

Available Sources	Total Possible Points
1	50 – 100
2	101 – 200
3	201 – 300
4	301 – 400
5	401 – 500
6	501 – 600
7	601 – 700
8	701 – 800
9	801 – 900
10	901 – 1,000

"

Knowing Our Own Systems

"The PAR Reliability score is simply an indicator of how many data points were available to derive the PAR score. In the broadest sense, the PAR Reliability score is a measure of how accurate the PAR score is until further research, by either the prospect research staff or a development officer, is done. Currently, we feel that the PAR score is around 80% of the time right on target. When the PAR score is off it is often only off by one level, and usually lower than reality."

Colorado State University Statement on PAR Score

Source: Education Advisory Board interviews and analysis.

Data-Driven Solicitations

Closing the Loop: Embedding Scores into Everyday Operations Yields Results

Gift Officer Education Leads to Data-Driven Conversations
Scores Still New, But Showing Promise

Training Materials

Prospect Research provides frontline staff with materials explaining the source data, score calculations, and how to use the scores

One-on-One Training

Prospect Research staff work closely with all development officers on using the scores, emphasizing:

- Validity
- Contextualizing scores based on interactions with prospect

Changing the Conversation

"The scores have proven to be very useful in allowing far more and more detailed discussions about the progress with particular prospects and groups of prospects without having to just rely on memories of the development officers."

Colorado State University Statement on PAR Score

Data-Driven Solicitations

Manage to Data and Systems to Maintain Integrity of Reporting and Analyses

Make It Easy for Them
System Characteristics Drive Adoption

Intranet access puts information in front of officers every day

PAR and SRS front and center for every prospect, updated daily

Development Pipeline - Prospect Portfolio

Drilldown Settings
All - Face Value
Assigned - - Cater A. Conner, CFRE

Overall Statistics for Cater A. Conner, CFRE
- 63 Total Prospects
- 6 Added in Last 365 Days
- 9 Dropped in Last 365 Days

Actions	Stage	Prospect Name	Expectancy	PAR	SRS	Days Since Last Contact	Next Task	Proposal Date	Proposal Amount	Assigned
	Explore		(secondary)	$100K-$250K	295	137				
			$100,000		100	53				
	Solicitation		(secondary)	$25K-$50K	245	33				
	Stewardship		(secondary)	$25K-$50K	220	20				
	Explore		(secondary)	$10K-$15K	85	683				
	Solicitation		(secondary)	$25K-$50K	210	113		12/3/12	$200,000	
	Cultivation		(secondary)	$50K-$100K	235	203				
	Explore		(secondary)	$15K-$25K	80	258		12/1/12	$5,000	
	Explore		$0	<$2,500	350	1				
	Solicitation		(secondary)	$15K-$25K	400	17				
			(secondary)	$1M-$5M RC	350	6		12/31/12	$75,000	
			(secondary)	$100K-$250K	350	165				
			$1,000	$15K-$25K	35	971				
			(secondary)	$15K-$25K	410	-132				
			$10,000	$25K-$50K		62				
				$25K-$50K	25	265				
			$10,000	$25K-$50K	230	985				
			(secondary)	$25K-$50K	275	3				
			$25,000	$15K-$25K	155	236				

Graphical indicators indicate rec[...] changes to relationship [...] reflected in SRS

Also optimized for viewing on mobile devices (iPhone, iPad, and Android)

- **User-friendly.** Can users easily and quickly figure out where to go to get the information they need?

- **Visually appealing.** Are graphs, charts, and reports easy to read and understand?

- **Mobile accessible.** Can staff, especially gift officers, enter and pull information on the go (like entering a contact report immediately after a visit)?

- **Inescapable.** Do users see the interface regularly (e.g., as an Intranet homepage or automated email push)?