

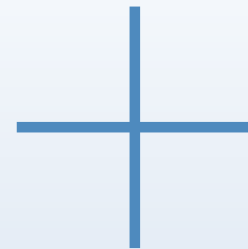
*GG+A Prospect Research
and Advancement
Analytics Overview*

February 2018

Consultants in Philanthropic Management

GG+A

Grenzbach
Glier and
Associates



Who We Are

About GG+A



Grenzebach Glier and Associates is a strategic and philanthropic management consulting firm, founded in 1961, providing consulting and support services to a range of nonprofit organisations across the global voluntary sector, including higher education, healthcare, primary and secondary education, and arts and human services.

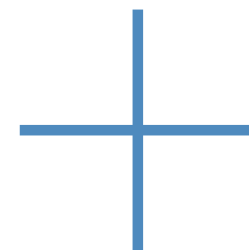
- + Our primary mission is to assist our clients in the improvement and acceleration of their fundraising programs, to align those programs with their core mission, and to ensure their sustainability.
- + We provide evidence-based, data-driven analyses utilising the most sophisticated wealth screening and predictive modeling tools in the marketplace.
- + We provide counsel and support services to more than 200 institutions, with fundraising and campaign goals ranging from \$5 million to \$6 billion and currently totaling nearly \$60 billion in the aggregate.
- + We have a track record in working effectively with volunteer leadership committees and in building engagement strategies for campaigns.
- + We value a team-based approach, drawing on our broad experience with best practices in hundreds of high-performance fundraising programs.
- + Our consultants specialise in specific practice areas, including major gifts, annual giving, program reviews, campaign and strategic planning, interim management, analytics, communication, training, and volunteer and staff development.

Why GG+A?



- + **Client Focus:** Our task is to understand a client's unique landscape: their purpose, people, resources, leadership, constraints, and the aspirations that drive them.
- + **Rigor:** The perspective we bring is always evidence based, grounded in data and in industry leading best practices.
- + **Candor:** We deliver forthright evaluation and counsel.
- + **Collaboration:** Our work is deeply collaborative across every client engagement and among our consulting teams. Our products and services continuously evolve around the challenges and needs of each client and what their mission requires.
- + **Partnership:** We build trusted partnerships with each client institution, with its leadership, and with its staff.
- + **Action:** Our work always provides a roadmap customised to each client's challenges – pragmatic and pointed toward sustainable growth.
- + **Diversity and Inclusion:** We believe a diversity of perspectives makes our work stronger. We are committed to enhancing diversity and inclusion in our firm and support it across our client relationships.
- + **Excellence:** We set the highest standards, and we hold ourselves accountable for the quality of work we deliver. To help our clients achieve their aspirations, we recruit and retain the very best people.

Select GG+A Analytics Clients



+ Higher Education

- Cardiff University
- Cambridge University
- Cornell University
- Dartmouth College
- INSEAD
- Macquarie University
- University of California Los Angeles
- The University of Chicago
- University of Pennsylvania
- University of Queensland

+ Cultural Organisations

- Art Institute of Chicago
- Atlanta Ballet
- Los Angeles Philharmonic

▪ Lyric Opera

- New York Philharmonic
- Philadelphia Museum of Art
- San Francisco Museum of Modern Art
- Smithsonian Institution

+ Voluntary Sector/NGO's

- Boys & Girls Clubs of America
- The Carter Center
- The Hunger Project
- Make-a-Wish Foundation of America
- Mercy Corps
- Oxfam International
- Save the Children (UK)
- Sierra Club
- World Wildlife Fund

Our People



GG+A approaches every engagement as a team, allowing us to utilise the entirety of our consulting and professional staffs' substantial experience and apply it to the specific needs of each individual client.



**ANDREW ALLRED,
SENIOR VICE PRESIDENT, ASIA PACIFIC**

Andrew has more than 20 years of professional experience in development, fundraising, and management within higher education, medical, and cultural institutions. He leads GG+A's Asia Pacific focus as part of GG+A's heightened commitment to global practice. He works with his clients to build long-term fundraising success in ongoing development efforts and campaigns through consulting, coaching, and interim management positions.



**KAT BANAKIS,
SENIOR VICE PRESIDENT, ANALYTICS**

Kat Banakis, Senior Vice President, Analytics, assists clients in using analytics in campaign, staffing, and prospect projections, and in related staff performance metrics. Kat supports clients across industries to maximise prospect management and research, align staff metrics to overall development goals, gain insight into donor preferences and behavior, create effective prospect pipelines, and improve donor outreach and engagement efforts.



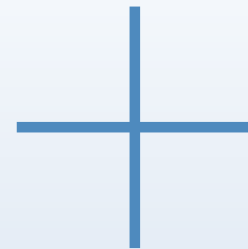
**MICHAEL MCCLINTICK,
SENIOR VICE PRESIDENT, ADVANCEMENT SERVICES**

Michael has over 17 years of experience in IT strategy and operations and serves as the firm's Advancement Services Practice Area Leader. Prior to GG+A, he served as Chief Information Officer at the University of Illinois Foundation. In this role, he led technology and operations services, which included oversight of IT infrastructure, application development, data governance, business intelligence, records management, and customer support.



**AMY PARKER,
VICE PRESIDENT**

As Vice President for GG+A's Asia Pacific focus area, Amy Parker resides in Hong Kong and helps bring all of the resources of the firm to parts of Asia, Australia and New Zealand. Amy's diverse institutional and development consulting experience extends the firm's global practice and enhances clients' ability to realise far-reaching philanthropic endeavors.



What We Do in Prospect Research and Advancement Analytics

GG+A Analytics Predictive Modeling Methodology



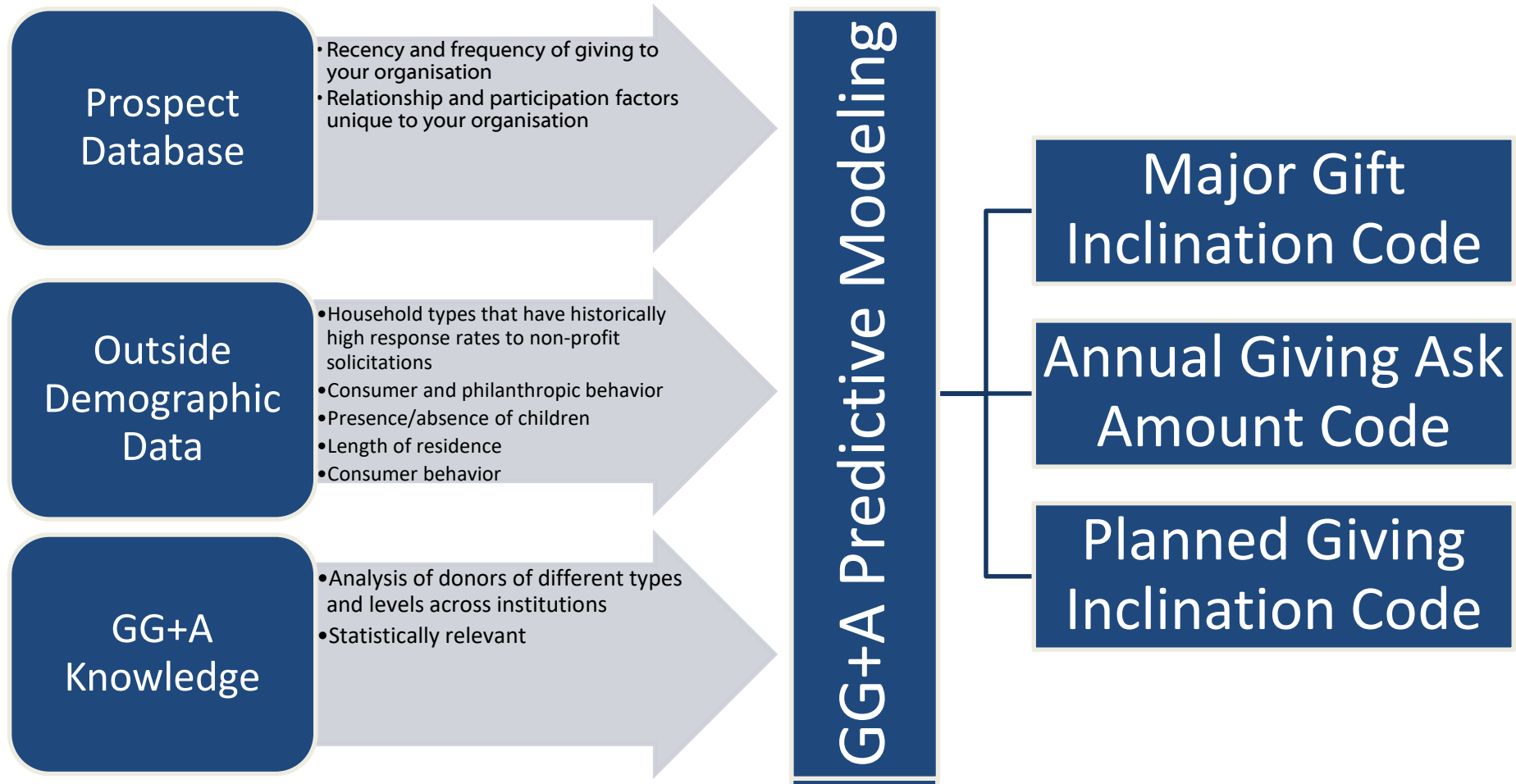
- + GG+A's Predictive Modeling augments Wealth Screening by identifying those individuals who are most likely to make a gift to the institution based on affinity, and guidance for annual, planned or major gift programs.

- + Our approach combines existing constituent data (including historic giving and volunteer information) with individual and household financial and demographic data, and national giving benchmarks to build a customised model for the institution that yields the following:
 - A Major Gift propensity rating based on custom built statistical models that find prospects who share the same characteristics as current top donors to enhance the institution's prospect pipeline;

 - Annual Gift Score that assigns an appropriate target value for annual, recurring operational support, whether as an upgrade, renewal, or acquisition, to increase regular gift income; and

 - Planned Giving Ratings to identify prospects with the mix of assets (not necessarily liquid) and other demographic characteristics as Primary, Secondary, and Tertiary targets for conversations regarding legacy and deferred gifts.

GG+A Predictive Modeling



GG+A Analytics Portfolio Analysis Methodology



- + Using GG+A's modeling ratings or your internal ratings, GG+A can provide insight into:
 - Value of the prospect pool overall, by unit, by fundraising stage, and by fundraiser
 - Suggested assignment area for unassigned households to inform staffing and financial goals for departments/units
 - Fundraiser activity with their assigned portfolios

- + Objective recommendations are provided to help drive fundraising performance specialised to your institution and campaign planning.

GG+A Analytics Survey Lab Methodology



- + The GG+A Survey Lab will work with you to develop sound questions that aren't loaded or misleading for insight into your prospects' opinions, needs, and inclinations for candid, accurate responses.
- + Survey administration is aligned with best practice in survey response.
- + Surveys may be administered by web, by mail, by your fundraising staff in person, or by a combination thereof.
- + Single vendor, consolidated billing, consolidated client support, and the outside credibility of a third party.
- + Results linked to known donor behaviors and other insight from GG+A's consulting expertise.
- + Responses may be anonymous or directly linked to prospects.



Case Study 1

Case Study 1: Pool and Opportunity



- + **The Need:** An educational organisation sought to engage their constituency more robustly as they embarked on an exciting, new strategic plan. The organisation partnered with GG+A to develop an engagement and fundraising approach to best support the realisation of the strategic plan. The organisation knew it needed to reconsider its approach to major gifts fundraising, particularly the effectiveness of major gift officers' portfolio assignments and prospect ratings.

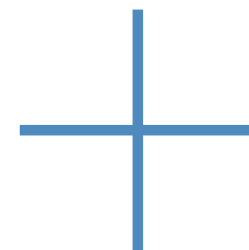
- + **Our approach:**
 - Historical giving analysis of existing donors to provide a basis for understanding past performance.

 - Predictive Modeling & Prospect Pool Evaluation to determine near-term major gift prospects, pipeline prospects for future major gifts, and lower-priority prospects.

- + **Outcomes:**
 - GG+A identified over 600 households with both the capacity and inclination for near-term major gifts, just 16 of whom were assigned to a solicitor portfolio.

 - GG+A also found that 40% of the currently assigned major gift prospects should be given lower priority for the time being to focus on near-term major gift prospects.

Historical Giving Analysis



- + The University submitted 2,494 **donor** households with over £3 million in lifetime giving. Of those donor households, 7 have lifetime giving over £100,000 and account for 73% of all funds raised.

Lifetime Cumulative Giving Analysis, Currently Living Donors

Gift Range	Number	Amount	Cumulative Number	Cumulative Pounds	% Donors	% Pounds	Cumulative % Donors	Cumulative % Pounds	GG+A Benchmark
£1 million+	1	£1,037,215	1	£1,037,215	0.04%	30.31%	0.04%	30.31%	57.30%
£500,000-999,999			1	£1,037,215			0.04%	30.31%	65.10%
£250,000-499,999	3	£905,100	4	£1,942,315	0.12%	26.45%	0.16%	56.75%	72.40%
£100,000-249,999	3	£539,319	7	£2,481,634	0.12%	15.76%	0.28%	72.51%	78.60%
£50,000-99,999	3	£181,640	10	£2,663,274	0.12%	5.31%	0.40%	77.82%	82.90%
£25,000-49,999	4	£154,033	14	£2,817,307	0.16%	4.50%	0.56%	82.32%	87.20%
£10,000-24,999	14	£188,702	28	£3,006,009	0.56%	5.51%	1.12%	87.83%	91.20%
£5,000-9,999	8	£51,020	36	£3,057,029	0.32%	1.49%	1.44%	89.32%	93.60%
£2,500-4,999	10	£29,933	46	£3,086,962	0.40%	0.87%	1.84%	90.20%	95.70%
£1,000-2,499	51	£73,044	97	£3,160,006	2.04%	2.13%	3.89%	92.33%	97.70%
£500-999	119	£72,257	216	£3,232,263	4.77%	2.11%	8.66%	94.44%	98.70%
£250-499	227	£76,699	443	£3,308,962	9.10%	2.24%	17.76%	96.68%	99.30%
£100-249	490	£67,107	933	£3,376,069	19.65%	1.96%	37.41%	98.64%	99.80%
£0.01-99	1,561	£46,400	2,494	£3,422,469	62.59%	1.36%	100.00%	100.00%	100.00%
Grand Total	2,494	£3,422,469	2,494	£3,422,469	100.00%	100.00%	100.00%	100.00%	100.00%

Major Gift Customised Statistical Modeling



Major Gift Inclination Rating		
A	0.5%	Strongest
B	1.5%	↓
C	3%	
D	10%	
E	85%	Weakest

- + Major Gift Statistical Modeling identifies prospects with the greatest capacity and likelihood to make a gift to your organisation by considering a blend of wealth, relationship, and historical giving data. These variables include:
 - Recency and frequency of giving to the Organisation
 - Relationship and participation factors unique to the Organisation, including, but not limited to: Alumni, Volunteer Activity, and Event Attendance
 - Age and other demographic elements that are proven predictors for giving
- + Once ranked by total score, the records are assigned a Major Gift Rating based on a fixed percentage of the entire file.
- + Major Gift Ratings are *relative*. They do not suggest a specific future gift amount. Ratings A–C comprise the top 5% of households in terms of ability and inclination to give.

Major Gift Rating by Relationship



Major Gift Ratings Analysis by Household Relationship

Household Relationship	Major Gift Rating	# of Households	% of Households	# of Donors	% Donors	Average Lifetime Total Giving	# of Recent Donors	% Recent Donors	Average Largest Recent Gift
Alumni	A	524	0.4%	524	100.0%	£2,037	511	97.5%	£1,717
	B	1,755	1.5%	852	48.5%	£94	808	46.0%	£91
	C	3,321	2.8%	407	12.3%	£38	328	9.9%	£35
	D	11,761	9.9%	64	0.5%	£39	52	0.4%	£30
	E	98,771	83.5%	93	0.1%	£30	79	0.1%	£25
	Total		116,132	98.2%	1,940	1.7%	£602	1,778	1.5%
Other	A	67	0.1%	67	100.0%	£33,153	57	85.1%	£28,301
	B	18	0.0%	18	100.0%	£236	16	88.9%	£228
	C	357	0.3%	332	93.0%	£52	325	91.0%	£50
	D	27	0.0%	6	22.2%	£150	6	22.2%	£103
	E	1,617	1.4%	131	8.1%	£77	95	5.9%	£61
	Total		2,086	1.8%	554	26.6%	£4,068	499	23.9%
Grand Total		118,218	100.0%	2,494	2.1%	£1,372	2,277	1.9%	£1,144

Major Gift Analysis by Internal Capacity Ratings



- + Of the 118,218 households, 607 near-term Major Gift prospects (A, B, C) show capacity of more than £25,000. An additional 2,943 households were identified with capacity of £7,500–£24,999.

Major Gift Ratings by Wealth Rating

Internal Wealth Estimate	A		B		C		D		E		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
£500,000 - £2,499,999			3	0.2%	1	0.0%	5	0.0%	5	0.0%	14	0.0%
£250,000 - £499,999							1	0.0%	1	0.0%	2	0.0%
£125,000 - £249,999	1	0.2%	5	0.3%	7	0.2%	10	0.1%	20	0.0%	43	0.0%
£50,000 - £124,999	17	2.9%	22	1.2%	38	1.0%	61	0.5%	107	0.1%	245	0.2%
£25,000 - £49,999	73	12.4%	123	6.9%	317	8.6%	428	3.6%	357	0.4%	1,298	1.1%
£12,500 - £24,999	191	32.3%	488	27.5%	1,127	30.6%	3,073	26.1%	3,657	3.6%	8,536	7.2%
£7,500 - £12,499	110	18.6%	399	22.5%	628	17.1%	2,681	22.7%	7,246	7.2%	11,064	9.4%
£5,000 - £7,499	38	6.4%	171	9.6%	226	6.1%	1,087	9.2%	6,464	6.4%	7,986	6.8%
£2,500 - £4,999	9	1.5%	92	5.2%	133	3.6%	554	4.7%	5,745	5.7%	6,533	5.5%
£1,250 - £2,499	5	0.8%	23	1.3%	32	0.9%	118	1.0%	953	0.9%	1,131	1.0%
£1 - £1,249	16	2.7%	46	2.6%	27	0.7%	59	0.5%	222	0.2%	370	0.3%
No Rating	131	22.2%	401	22.6%	1,142	31.0%	3,711	31.5%	75,611	75.3%	80,996	68.5%
Grand Total	591	100.0%	1,773	100.0%	3,678	100.0%	11,788	100.0%	100,388	100.0%	118,218	100.0%

Assignment Snapshot



Assignment Status	Wealth Rating	Major Gift Rating					Total
		A	B	C	D	E	
Assigned	£500,000 - £2,499,999		2		1	2	5
	£125,000 - £249,999			1		1	2
	£50,000 - £124,999	3			1	1	5
	£25,000 - £49,999	7		3	3	4	17
	£12,500 - £24,999	15	5	7	12	7	46
	£7,500 - £12,499	8	2	4	4	9	27
	£5,000 - £7,499	1	1		2	2	6
	£2,500 - £4,999	1	1			1	3
	£1,250 - £2,499			1			1
	£1 - £1,249		1				1
	No Rating	27	3	6	4	33	73
	Total		62	15	22	27	60
Unassigned	£500,000 - £2,499,999		1	1	4	3	9
	£250,000 - £499,999				1	1	2
	£125,000 - £249,999	1	5	6	10	19	41
	£50,000 - £124,999	14	22	38	60	106	240
	£25,000 - £49,999	66	123	314	425	353	1,281
	£12,500 - £24,999	176	483	1,120	3,061	3,650	8,490
	£7,500 - £12,499	102	397	624	2,677	7,237	11,037
	£5,000 - £7,499	37	170	226	1,085	6,462	7,980
	£2,500 - £4,999	8	91	133	554	5,744	6,530
	£1,250 - £2,499	5	23	31	118	953	1,130
	£1 - £1,249	16	45	27	59	222	369
	No Rating	104	398	1,136	3,707	75,578	80,923
Total		529	1,758	3,656	11,761	100,328	118,032
Grand Total		591	1,773	3,678	11,788	100,388	118,218

74
Low-Priority
Managed
Prospects

591
High-Priority
Unmanaged
Prospects

Prospect Pools by Quadrants



Internal Wealth Rating (five-year period)	Major Gift Code A–C <i>Represents near-term inclination</i>	Major Gift Code D–E <i>Represents the need for long-term engagement</i>
£100,000 and above	607 High-Priority Households	995 Long-Term Households
Below £100,000	5,425 Moderate-Priority Households	111,191 Low-Priority Households

Prospect Pool Evaluation Methodology



Adjusted Values Methodology:

- + Using inclination ratings and capacity estimates, GG+A assigned “adjusted” values to each solicitor’s portfolio.
- + “Adjusted Value” represents a calculation that factors capacity and inclination.

Adjusted Value = Capacity × Likelihood probability

- Capacity is the wealth rating (low-end of the range).
 - Likelihood is the Major Gift Code (A = 1.0, B = 0.75, C = 0.5, D = 0.25, E = 0).
 - For example, a prospect rated as a Major Gift “A” with £125,000 in capacity will be counted as having £125,000 in adjusted value. A prospect rated as an “E” with £125,000 in capacity will have £0 in adjusted value.
- + Adjusted Values do not inherently describe individual prospects but are considered reasonably accurate in the aggregate.

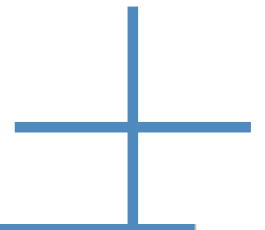
Prospect Pool by Solicitor



Solicitor	# of Households	Sum Adjusted Portfolio Value	Average Adjusted Prospect Value	Top 5% (Major Gift A-C)	Remaining 95% (Major Gift D-E)
FTE 1	1	£0.0K	£0.0K	0.0%	100.0%
FTE 2	2	£0.0K	£0.0K	0.0%	100.0%
FTE 3	2	£21.0K	£10.5K	100.0%	0.0%
FTE 4	74	£387.6K	£5.2K	55.4%	44.6%
FTE 5	56	£865.4K	£15.5K	46.4%	53.6%
FTE 6	15	£211.7K	£14.1K	86.7%	13.3%
FTE 7	15	£478.6K	£31.9K	33.3%	66.7%
FTE 8	21	£232.9K	£11.1K	57.1%	42.9%
Grand Total	186	£2,197.3K	£11.8K	53.2%	46.8%

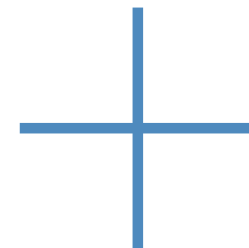
High-Priority Unmanaged Prospects by Preferred School

GG+A can suggest units based on past giving and degrees as needed



Preferred College	Preferred School within College	# of Households	% Recent Donors	Segment Value (Sum Total Giving)	Average Lifetime Total Giving	Sum Adjusted Portfolio Value	Average Adjusted Prospect Value
College A	Schools	33	27.3%	£2.7K	£206	£812.5K	£24.6K
		58	15.5%	£1.2K	£108	£1,075.0K	£18.5K
		24	16.7%	£0.2K	£39	£406.3K	£16.9K
		19	31.6%	£1.0K	£167	£343.8K	£18.1K
		15	26.7%	£0.4K	£78	£312.5K	£20.8K
		5	20.0%	£0.0K	£30	£62.5K	£12.5K
		9	33.3%	£0.5K	£177	£193.8K	£21.5K
		8	25.0%	£0.2K	£108	£125.0K	£15.6K
	2	0.0%			£31.3K	£15.6K	
	Total	173	22.0%	£6.2K	£137	£3,362.5K	£19.4K
College B	Schools	31	29.0%	£2.4K	£269	£537.5K	£17.3K
		31	9.7%	£1.1K	£281	£575.0K	£18.5K
		1	0.0%			£12.5K	£12.5K
		68	29.4%	£3.3K	£167	£1,425.0K	£21.0K
		12	33.3%	£0.7K	£145	£212.5K	£17.7K
		1	0.0%			£25.0K	£25.0K
		9	22.2%	£0.2K	£100	£368.8K	£41.0K
	44	9.1%	£0.8K	£155	£787.5K	£17.9K	
	Total	197	21.3%	£8.6K	£191	£3,943.8K	£20.0K
College C	Schools	86	15.1%	£5.0K	£356	£1,937.5K	£22.5K
		34	11.8%	£0.4K	£111	£568.8K	£16.7K
		2	0.0%			£31.3K	£15.6K
		15	26.7%	£1.0K	£259	£356.3K	£23.8K
		4	50.0%	£0.7K	£340	£68.8K	£17.2K
		2	0.0%			£31.3K	£15.6K
	15	13.3%	£0.8K	£375	£225.0K	£15.0K	
	Total	158	15.8%	£7.9K	£303	£3,218.8K	£20.4K
Not Grouped	Misc Units	3	0.0%			£50.0K	£16.7K
		3	33.3%	£0.2K	£200	£156.3K	£52.1K
		12	25.0%	£0.4K	£144	£187.5K	£15.6K
		Total	18	22.2%	£0.6K	£158	£393.8K
None	None	45	24.4%	£13.8K	£988	£1,031.3K	£22.9K
	Total	45	24.4%	£13.8K	£988	£1,031.3K	£22.9K
Grand Total		591	20.3%	£37.1K	£277	£11,950.0K	£20.2K

Optional: Staffing based on Prospect Pool



Management Decisions on Staffing

Gift Officer Staffing Needs Based on Prospect Pool							
	Principal Gifts		Major Gifts		Leadership Annual Giving		
	(\$1 Million+)		(\$100,000 - \$1 Million)		(\$25,000-\$100,000)		
Unit	Current FTEs	New FTEs Required	Current FTEs	New FTEs Required	Current FTEs	New FTEs Required	Total New Staff Required
Unit A	0	0.0	3	-0.1	0	0.3	0.2
Unit B	0	0.1	4	0.4	0	0.4	0.9
Unit C	0	0.0	0.2	-0.1	0	0.0	-0.1
Unit D	0	0.0	1	-0.4	0	0.0	-0.4
Unit E	0	0.0	1	0.0	0	0.1	0.1
Unit F	0	0.0	1	0.6	0	0.4	1.0
Unit G	0	0.0	1	-0.3	0	0.1	-0.2
Unit H	0	0.0	1	-0.2	0	0.1	-0.1
Unit I	0	0.0	1	-0.5	0	0.1	-0.4
General	2.25	0.7	4.5	0.9	0	0.7	2.3
Total	2.25	1.0	17.7	-0.4	0.0	2.3	3.3

Optional: Annual Giving Upgrade Analysis



- + Using the Annual Giving Ratings in a well-implemented annual gift upgrade program, this organisation could potentially achieve an additional \$280,000 over the course of 12 months if 10% of underperforming constituents upgrade future annual gifts.
 - If 25% of the pool upgrades, new gifts could total \$705,000. Consider if this is a realistic five-year goal.
- + Each prospect in categories 1, 2, and 3 should be reviewed for likelihood and readiness to upgrade.

Potential Increases in Annual Giving Based on GG+A Ratings – All Households

	Annual Giving Rating					Total Gained
	1 \$5,000+	2 \$2,500-\$4,999	3 \$1,000-\$2,499	4 \$500-\$999	5 \$100-\$499	
Donor Households Giving below Rating	122	417	408	3,563	6,781	
Average Recent Largest Gift	\$1,991	\$1,141	\$468	\$164	\$31	
10% of Households below Rating	12	42	41	356	678	
Dollar Gain with 10% Upgrade	\$36,108	\$57,078	\$21,812	\$119,616	\$46,782	\$281,396
25% of Households below Rating	31	104	102	891	1,695	
Dollar Gain with 25% Upgrade	\$93,279	\$141,336	\$54,264	\$299,376	\$116,955	\$705,210

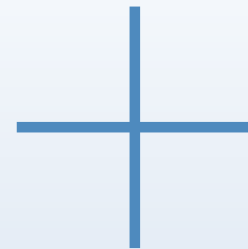
Optional: Planned Giving Analysis



- + GG+A has identified 17,325 primary, secondary, and tertiary Planned Giving households. The 1,564 Primary Planned Giving households have average lifetime giving of \$107,243 and are 70.9 years old on average.

Planned Giving Ratings Analysis

Planned Giving Code	# of HH	Avg. Age	# of Donors	% Donors	Avg. Total # of Gifts	Average Lifetime Total Giving	# of Recent Donors	% Recent Donors	Average Largest Recent Gift
(P) Primary	1,564	70.9	1,564	100.0%	35.7	\$107,243	1,283	82.0%	\$21,164
(S) Secondary	7,462	71.1	6,326	84.8%	7.5	\$1,205	2,830	37.9%	\$336
(T) Tertiary	8,299	67.2	4,359	52.5%	6.8	\$1,160	1,143	13.8%	\$540
(X) Non-Prospect	178,829	46.7	56,355	31.5%	4.4	\$859	23,557	13.2%	\$543
Grand Total	196,154	48.8	68,604	35.0%	5.6	\$3,336	28,813	14.7%	\$1,437



Case Study 2

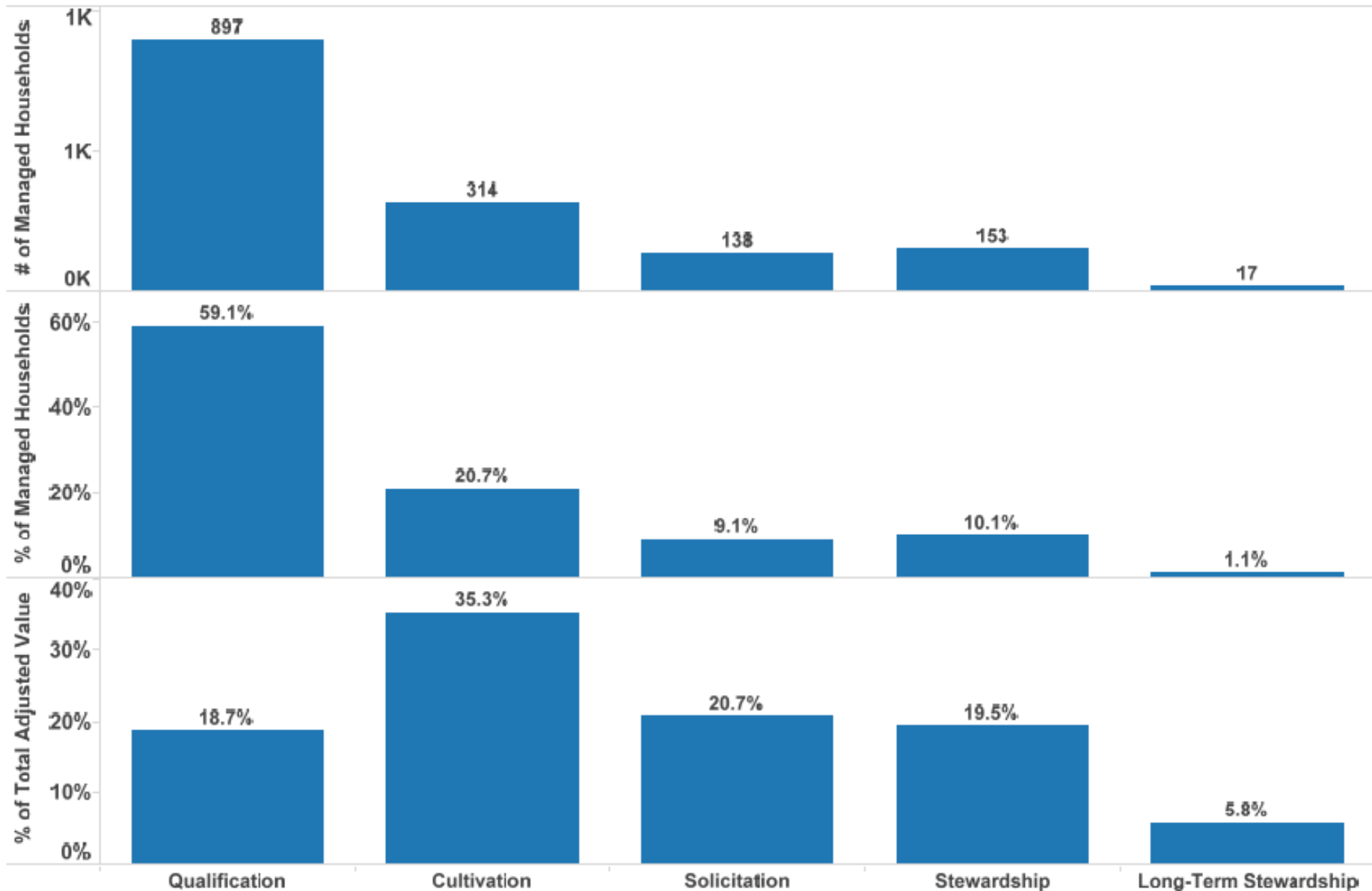
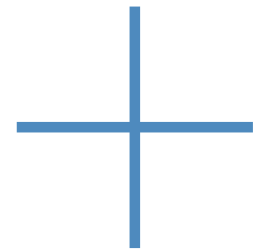
Case Study 2: Stalled Progress



- + **The Need:** An organisation was having trouble moving prospects through the fundraising cycle, but it was not clear from the outset where in the process prospects were stalling.
- + **Our approach:** Examination of value of portfolio and contact by stage.
- + **Outcomes:** GG+A identified significant value in the Qualification and Cultivation stages and low rates of face-to-face visits. The organisation instituted time limits by stage and face-to-face metrics by stage.

Portfolio Analysis:

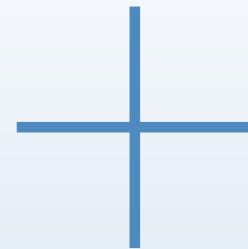
What stage are prospects and value in?



Visits by Solicitor



Assigned Solicitor	Assignment Type	# of Households	% Visited in Last 12 Months	% Visited in Last 24 Months	% Ever Visited	# of Prospects in Qualification	% of Prospects in Qualification
FTE 1	Primary	57	22.8%	29.8%	57.9%	40	70%
	Other Type	15	53.3%	73.3%	100.0%	0	0%
	Total	60	25.0%	33.3%	60.0%	40	67%
FTE 2	Primary	58	1.7%	3.4%	46.6%	52	90%
	Other Type	15	40.0%	53.3%	100.0%	0	0%
	Total	67	9.0%	11.9%	53.7%	52	78%
FTE 3	Primary	125	42.4%	68.0%	83.2%	55	44%
	Other Type	40	52.5%	85.0%	92.5%	0	0%
	Total	125	42.4%	68.0%	83.2%	55	44%
FTE 4	Primary	103	26.2%	35.0%	59.2%	71	69%
	Other Type	26	53.8%	65.4%	96.2%	0	0%
	Total	104	26.0%	34.6%	59.6%	71	68%
FTE 5	Primary	39	41.0%	66.7%	79.5%	14	36%
	Other Type	12	50.0%	83.3%	100.0%	0	0%
	Total	40	42.5%	67.5%	80.0%	14	35%
FTE 6	Primary	27	59.3%	81.5%	88.9%	11	41%
	Other Type	6	66.7%	83.3%	83.3%	0	0%
	Total	30	63.3%	83.3%	90.0%	11	37%
FTE 7	Primary	135	9.6%	11.9%	25.9%	131	97%
	Other Type	3	66.7%	66.7%	100.0%	0	0%
	Total	135	9.6%	11.9%	25.9%	131	97%
Grand Total		1,519	28.0%	41.3%	64.5%	897	59%



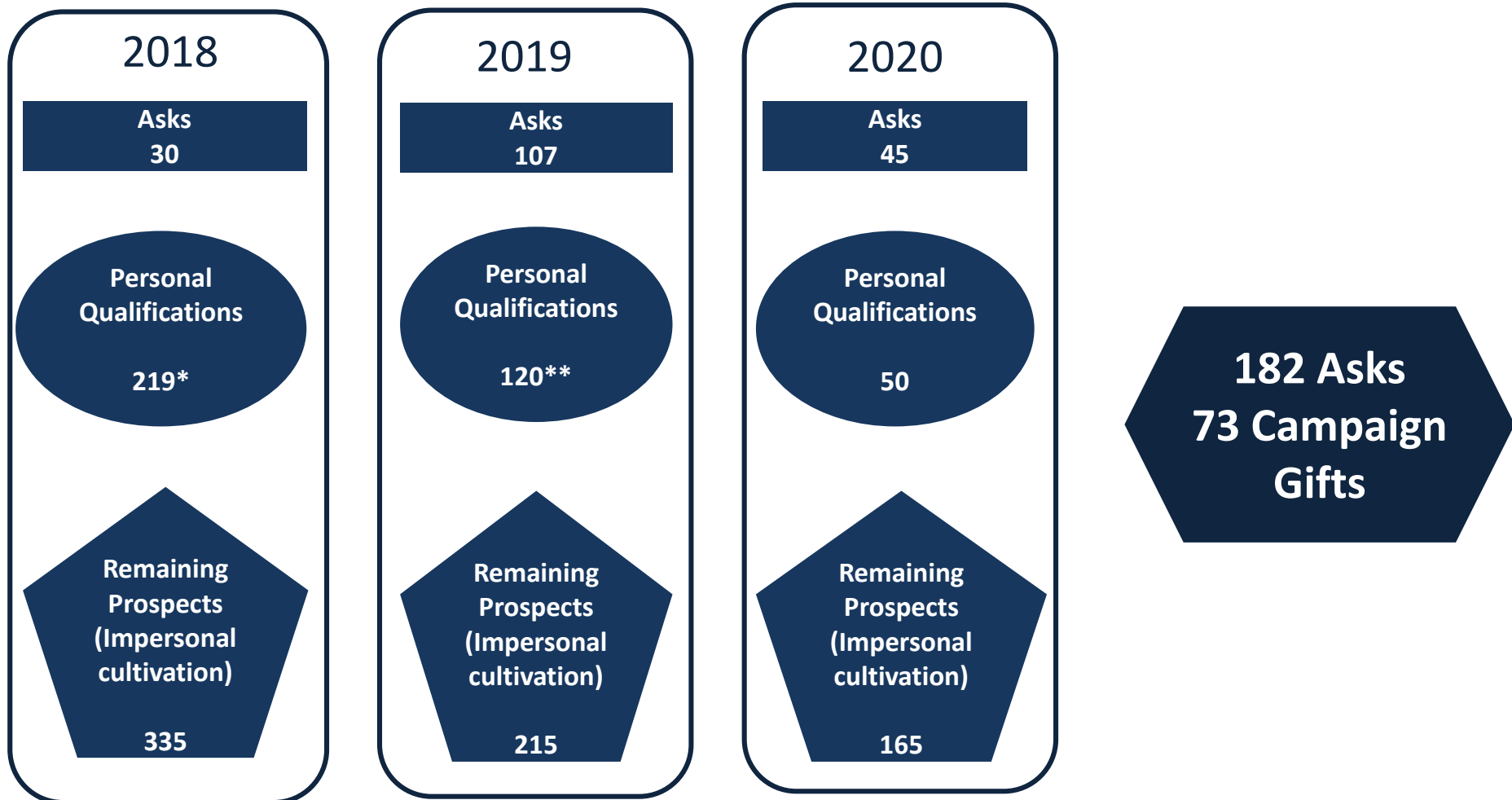
Case Study 3

Case Study 3: Enacting Results for Fundraising Success



- + **The Need:** An arts organisation with limited staffing needed support in how to enact prospect level analysis into meaningful change.
- + **Our approach:** Convert prospect level results into a year-over-year campaign plan along with dashboards to monitor progress. Prioritisation to incorporate subscription/membership information to align with possible on-site introductions.
- + **Outcomes:** Within months the organisation has rebalanced portfolios, begun using the board to strategically assist in discovery, and has three new campaign gifts in the pipeline.

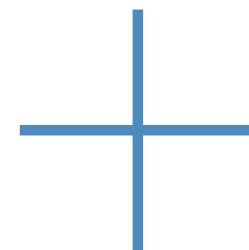
Sample Campaign Operating Prospect Plan



*All currently assigned, though portfolios may change following re-balancing

** Assumes 25% turnover in VP, MGO portfolios each year

Campaign Roles by Year



	President	Vice President	Major Gift Officer 1	Major Gift Officer 2	Individual Giving Officers	Advancement Committee
Campaign Role: Year 1	Qualify 3 households assigned; Solicitations for households qualified by others	Personal qualifications of 49 assigned campaign households; President to solicit	Personally qualify 86 currently assigned households; President to solicit	Personally qualify 54 currently assigned campaign households, plus 27 currently assigned to Individual Giving Officer; President to solicit	Events and mailings for "Impersonal Cultivation List"; event-base qualifications	Review newly assigned lists for personal insight and introduction
Campaign Role: Year 2	Solicitation	25% Turnover in Portfolio 20 new qualifications Solicitations	25% Turnover in Portfolio 50 new qualifications Co-solicitations	25% Turnover in Portfolio 50 new qualifications Co-solicitations	Refine events and mailings based on Year 1; event-based personal qualifications	Review newly assigned lists for personal insight and introduction
Campaign Role: Year 3	Solicitation	Solicitations	25% Turnover in Portfolio 25 new qualifications Solicitations	25% Turnover in Portfolio 25 new qualifications Solicitations	Refine events and mailings based on Year 2; event-based personal qualifications	Review remaining unassigned lists for outstanding opportunities

Campaign Roles by Month



	Nov	Dec	Jan	Feb	Mar	Apr
President		<ul style="list-style-type: none"> • Purge and stage portfolio (self) 	<ul style="list-style-type: none"> • Asks • Pipeline Meetings (partake) • Portfolio Reviews (self) 	<ul style="list-style-type: none"> • Asks • Advance Cmt List review • Pipeline Meetings (partake) • Portfolio Reviews (self) 		
Vice President	<ul style="list-style-type: none"> • DonorScape Training • Plan for purge/ stage 	<ul style="list-style-type: none"> • Oversee purge • Purge and stage portfolio (self) • Personal qualifications (self) 	<ul style="list-style-type: none"> • Pipeline Meetings (lead) • Choose Advance Cmt review lists from top unassigned • Personal qualifications (self) • Portfolio Reviews (self) 	<ul style="list-style-type: none"> • Pipeline Meetings (lead) • Portfolio Reviews (self) • Personal qualifications (self) 	<ul style="list-style-type: none"> • Progress Review 	<ul style="list-style-type: none"> • Pipeline Meetings • Choose Advance Cmt review lists from top unassigned

Sample GG+A Prospect Management Dashboard

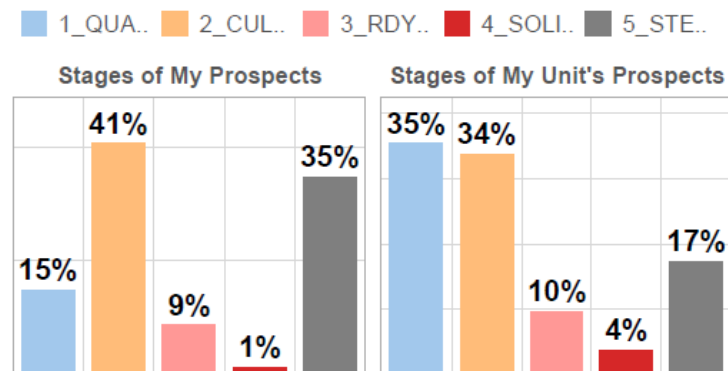


My Portfolio Dashboard

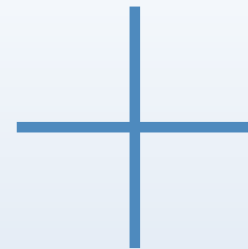
Gift Officer
FTE Name

Unit
Multiple Values

Assigned	Major Gift Code					Total
	A	B	C	D	E	
\$10 Million or more (1)				1		1
\$1,000,000 to \$9,999,999 (2)	11	1	3	3	3	21
\$250,000 to \$999,999 (3)	17	1	1	4	1	24
\$100,000 to \$249,999 (4)	5	8	7		1	21
\$25,000 to \$99,999 (5)		8	5	2	4	19
\$10,000 to \$24,999 (6)						
\$2,500 to \$9,999 (7)						
Less than \$2,500 (8)						
Total	33	18	16	10	9	86



Prospect..	firstname	LastName	HomeCity	State	Major Gift Code	Gift Capacity (EN)	Stage (HH)	Last Gift	Largest Gift	Total Giving
2877700	First	Last	BEDFORD ..	NY	A	\$1,000,000 to \$9,999,999 ..	3_RDYSOL	\$990,000	\$3,440,000	\$4,470,000
1462994	First	Last	AKRON	NY	A	\$1,000,000 to \$9,999,999 ..	5_STEWARD	\$2,000	\$1,114,484	\$1,128,049
1826434	First	Last	NAPLES	FL	A	\$1,000,000 to \$9,999,999 ..	5_STEWARD	\$1,003,684	\$1,003,684	\$1,003,684
1561360	First	Last	NORTH CH..	NY	A	\$1,000,000 to \$9,999,999 ..	5_STEWARD	\$5	\$1,000,000	\$1,628,908
1620657	First	Last	CHEVY CH..	MD	A	\$1,000,000 to \$9,999,999 ..	5_STEWARD	\$5	\$1,000,000	\$1,199,395



Case Study 4

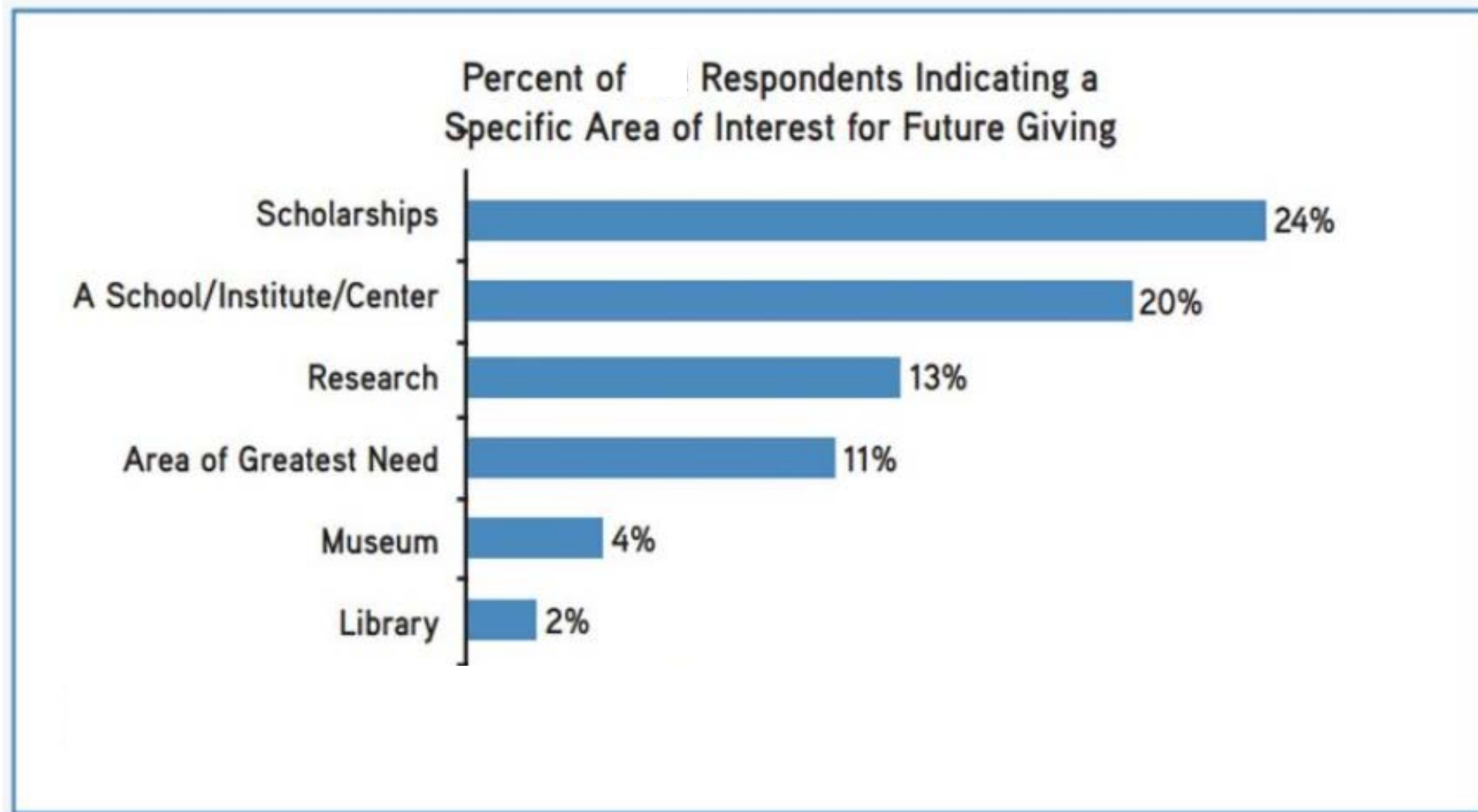
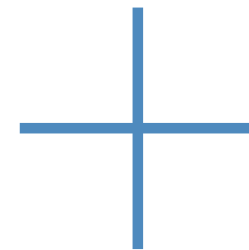
Case Study 4: Developing Skills and Direction for Major and Principal Gifts



- + **The Need:** A major public university in Australia had an Advancement programme with limited major and principal gifts experience. Further, many constituents lived outside of Australia.
- + **Our approach:** In partnership with the University, GG+A developed two related surveys.
 - One was conducted through face-to-face visits by development officers with past donors and prospects with higher gift capacity. GG+A provided training, invitation materials, survey response forms, and an online data collection tool to collate survey results.
 - The other, a web-based survey, reached out to the alumni as a whole.
- + **Outcomes:** The surveys have helped to plan future fundraising programs.
 - At a high level, the results demonstrated a positively inclined alumni base that was largely uninformed about the University today and unclear about the need for philanthropy, which resulted in a reorientation of messaging and tactics.
 - In an eight-week period, 268 “high value” prospects were visited – more than doubling the previous average total of 115 visits. More than 10 percent of visits were with prospects outside of Australia.

Sample Prospect Insight Survey

(In person)



Pre-Qualification Survey Results Sample



Online invitations sent for Web survey	Total respondents	Respondents answering attitude and relationship questions very positively	Respondents who are currently unassigned	High-capacity, high-affinity, unassigned respondents who say they are very interested in being more involved
6,343→	1,017→	854→	848→	601

Sixteen percent response rate

List reviewed for any new assignments, disqualifications

Unassigned, wealth screened at \$50,000+, giving greater than \$250 in last 5 years

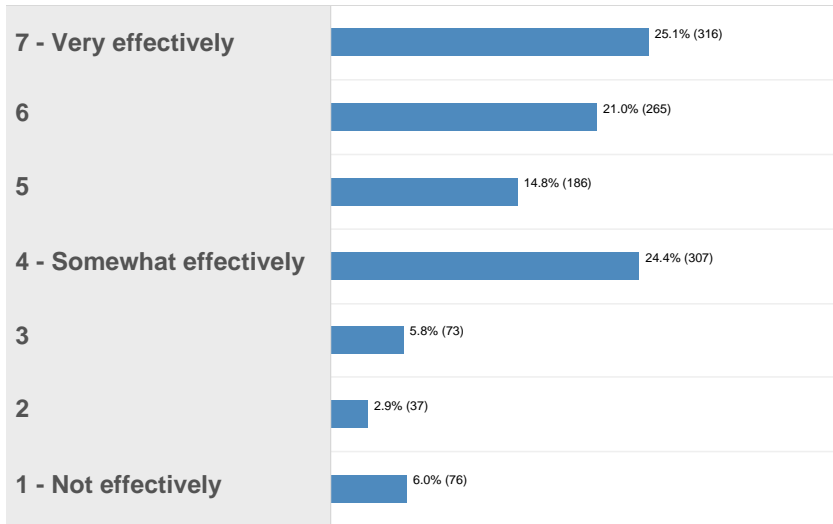
Twelve questions about loyalty, gratitude, sense of connection

601 names for immediate assignment for discovery

Attitude and Opinion Survey Result Sample



Q. How effectively does institution A communicate the impact that your gift has had?



Generally well, but too many major donors aren't delighted.

Most respondents say Institution A is at least somewhat effective in communicating impact, but 25% of \$100,000+ donors are unimpressed or negative. Highly rated prospects with lower-level giving are especially concerning (marked below), as what would motivate them to give more if they don't understand the impact of the gift?

	Non-Donors	Donors under \$100K	\$100K - \$250K	\$250K - \$500K	\$500K - \$1M	\$1M - \$5M	Donors \$5M+	Total
7 - Very effectively	17.6% (6)	23.1% (207)	27.7% (46)	33.3% (21)	36.8% (14)	29.2% (14)	50.0% (8)	25.1% (316)
6	11.8% (4)	18.8% (168)	27.7% (46)	23.8% (15)	31.6% (12)	27.1% (13)	43.8% (7)	21.0% (265)
5	8.8% (3)	14.7% (132)	13.3% (22)	17.5% (11)	18.4% (7)	22.9% (11)		14.8% (186)
4 - Somewhat effectively	32.4% (11)	27.6% (247)	17.5% (29)	14.3% (9)	10.5% (4)	14.6% (7)		24.4% (307)
3	5.9% (2)	6.0% (54)	6.6% (11)	4.8% (3)		4.2% (2)	6.3% (1)	5.8% (73)
2	2.9% (1)	2.9% (26)	4.2% (7)	3.2% (2)		2.1% (1)		2.9% (37)
1 - Not effectively	20.6% (7)	6.8% (61)	3.0% (5)	3.2% (2)	2.6% (1)			6.0% (76)
Total	100.0% (34)	100.0% (895)	100.0% (166)	100.0% (63)	100.0% (38)	100.0% (48)	100.0% (16)	100.0% (1,260)
Mean Value	4.12	4.89	5.28	5.44	5.84	5.56	6.31	5.02

Contact Information



Consultants in Philanthropic Management



ANDREW ALLRED

Senior Vice President

mobile: +61.04.26.503.108

e-mail: aallred@grenzglier.com

KAT BANAKIS

Senior Vice President

mobile: 1.202.531.9604 (USA)

e-mail: kbanakis@grenzglier.com

AMY PARKER

Vice President

mobile: +852 9799 5484 (Hong Kong)

e-mail: aparker@grenzglier.com

GRENZEBACH GLIER AND ASSOCIATES

200 South Michigan Avenue

Suite 2100

Chicago, IL 60604

phone: 312.372.4040

www.grenzebachglier.com