

Prospect Coordination

Or, How to Play in the Sandbox and Love It

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University of Michigan



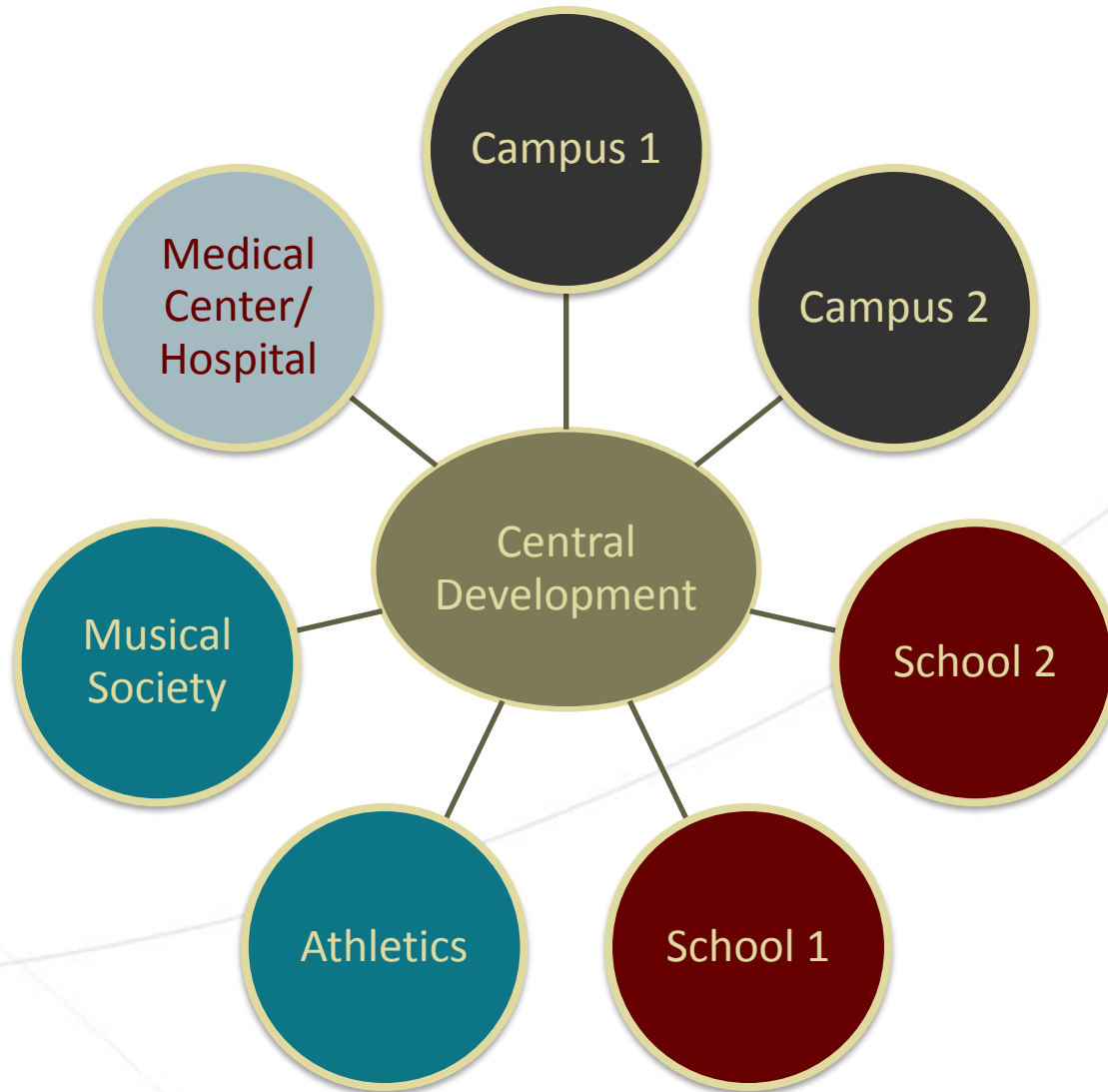
- Prospect coordination
 - Why
 - What
 - Who
- How does a large, decentralized org coordinate
 - Leadership buy-in
 - University-level policy(ies)
 - Processes to make it easier
 - Oversight
- Benefits of coordination
- Case studies



Have visits to
your top donors
ever looked like
this?

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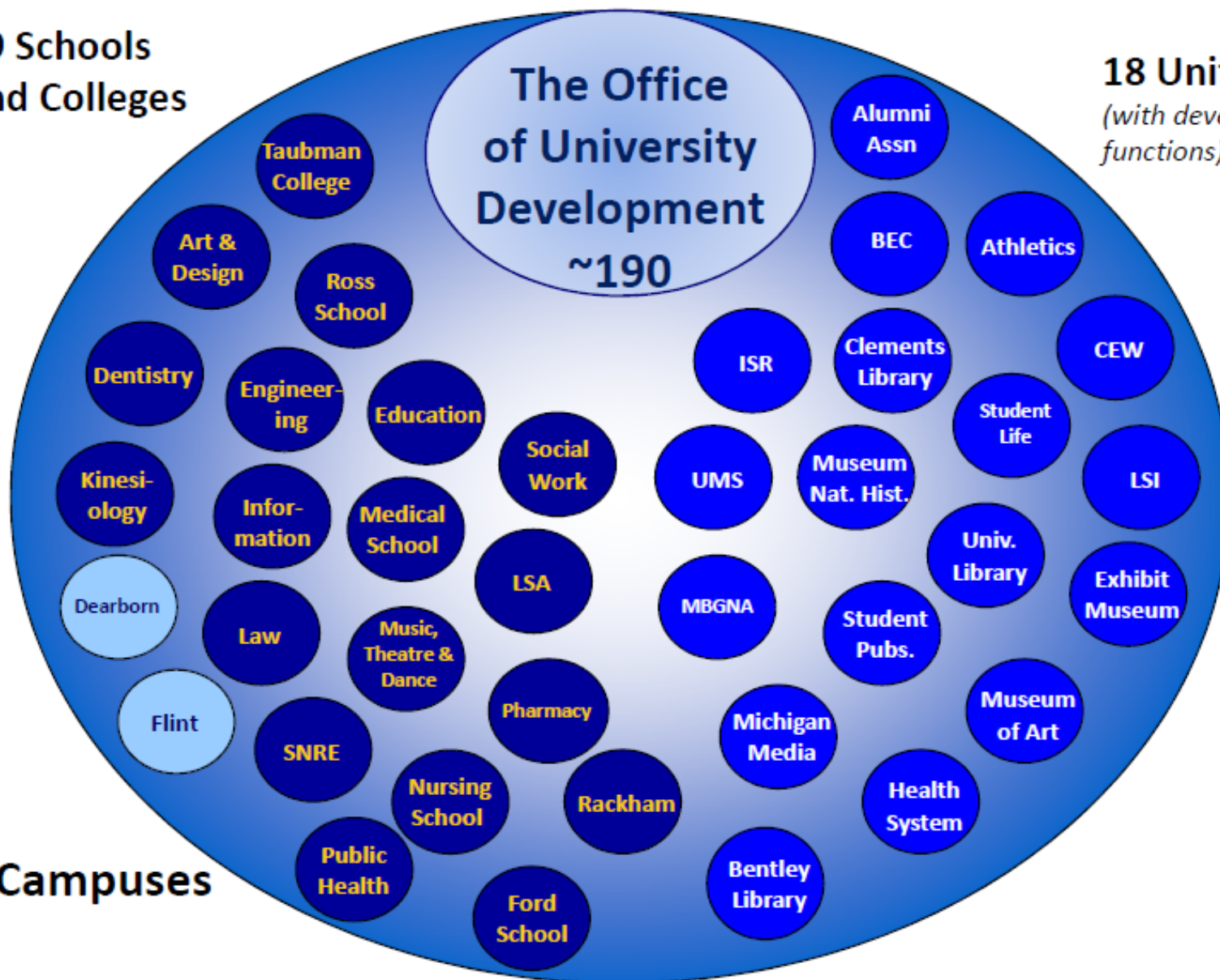
Our Organizations are Complex



The Michigan Development Community (~ 550)

19 Schools
and Colleges

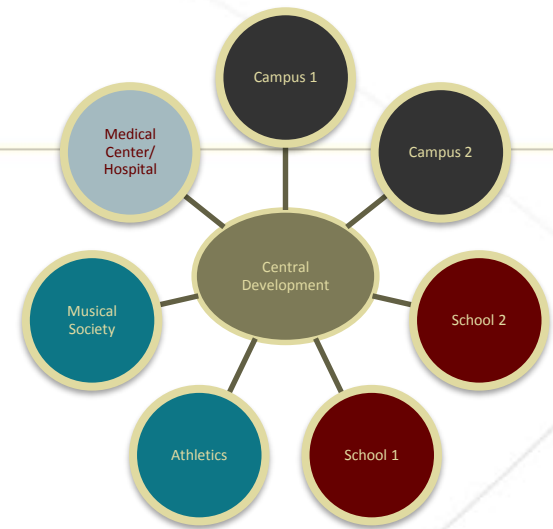
18 Units
*(with development
functions)*



2 Campuses

~360 in Schools, Colleges, Units





Complex Organizations Require Coordination

...Coordination Requires Process

Philosophy and Core Values vs. Policy

Implementation of robust prospect coordination is a **philosophy** has to be imbedded in an organization whose **core values** resonate with a statement like:

“Optimizing donor outcomes for the betterment of the University”

Philosophy and Core Values vs. Policy

Especially in a decentralized environment, it also requires **clear policies** which explain why we're taking the extra effort:

“...The success of our efforts to secure large gifts in recent years has been due in large measure to the collaboration between the University's central administration, schools, colleges, regional campuses, units and volunteer leadership. A key factor in this cooperative process was the decision to institute a University-wide system for the coordination of activity related to major gift prospects...

More broadly, and in order to maintain a long-term program that is **donor-centric in nature**, coordination guidelines are necessary for donors at all levels.”

Philosophy and Core Values vs. Policy

“...Prospective donors to the University are a significant **institutional resource**...By encouraging open communications, collaborative planning, avoidance of duplication of effort, and by equitably resolving competing claims, prospect coordination helps ensure that the **greatest possible return** in support of the University’s foremost priorities is secured from each donor.”

Key Policy Elements

- Vice President for Development is responsible for the operation of the Prospect Coordination process
- Functional responsibility delegated to the director of Prospect Development & Analytics
- Includes responsibilities/expectations not only for gift officers, but for:
 - university officers
 - deans/directors
 - key faculty
 - volunteer leaders

Key Policy Elements

- In making these determinations, we take into account factors such as a prospect's:
 - degree relationship(s) to the University
 - giving history
 - volunteer history
 - other demonstrated affinity
 - close institutional contacts
- Guidelines are **not absolute** when particular circumstances would suggest otherwise.
- The primary consideration in prospect assignment is the **probability of obtaining the largest possible gift** in support of one or more University priorities

Key Process Elements

- Qualified prospects with capacity and inclination to give \$100,000 or more are assigned to a Prospect Manager who will coordinate with colleagues to develop a prospect plan
- The Prospect Manager develops and drives the cultivation and solicitation strategy
- Prospects with multiple affiliations may have a need for an “honest broker” who can be “Switzerland,” and are often assigned to MGOs in the central office
- There can be multiple plans and participants working in close coordination, or a single plan with multiple parts
- All staff assignments and proposed plans are recorded in the central CRM*

**Michigan uses Blackbaud Enterprise CRM*

Disagreements - Chain of Escalation

- Prospect manager and interested gift officers, with prospect development staff
 - Deans/Directors of units
 - Provost and VP for Development
 - President, in consultation with Chancellors and VP for Development

The response to an interested party should never be “no” – if there is a viable strategy – only “not now” with a valid reason AND a timeline to revisit

Aren't these just roadblocks?

- Successful, **donor-centric** fundraising requires:
 - shared information
 - open communication
 - cooperative participation
- The coordination system can help us meet these criteria and **serve as a stimulus to vigorous additional activity** among University faculty, staff, volunteers, and prospective donors
- The system **doesn't eliminate all conflicts** ... but in its best form, can provide an arena for the constructive give-and-take that is essential to maximizing the returns to all units and the University at large

Does it always work?

- No...because we're all human
- For true and consistent collaboration to take place:
 - Clear accountability measures that are enforced AND practiced at the highest levels are required; no one has immunity
 - Widespread stakeholder buy-in across the organization is needed
 - Gift officer should practice “in good faith” and expect it of their colleagues in return
 - The prospect development team advises on process and strategy and handles the logistics – **they can't make the organization play nicely!**

THE MICHIGAN DIFFERENCE CAMPAIGN (2001-2008)

- Database with 1.1 million+ records, 500K living alumni
- 400+ development staff on three campuses – **90% decentralized in geography and reporting structure**
 - Central staff with VP, regional gift officers and central services, including prospect development and database management
 - Most gift officers report directly to their dean, director, or, in some case, department chair
- Approx. 130 major gift officers
- 2 prospect management staff – **hired in last 2 years of campaign**
- 5.5 researchers – ratio of more than 20:1

THE MICHIGAN DIFFERENCE CAMPAIGN (2001-2008)

- 17-year-old homegrown database, lots of shadow systems outside of central office
- Big schools vs. small schools vs. non-degree granting units
- Lack of uniform gift officer and other staff training
- No widely adopted metrics standards for MGOs
- **No prospect coordination / management to speak of (policy drafted, but no oversight)**
- Little or no dynamic collaboration with prospect research
- ***\$2.5 Billion Campaign...***

The Good News...

- Despite these significant organizational challenges, the campaign surpassed its goal, raising \$3.2 Billion...which begged the questions:
 - **How much *could* we have raised?**
 - How much earlier would the sense of transparency and collaboration have come together with a better prospect management and coordination system in place?
- Leadership ultimately realized the Prospect Management void needed to be filled – dedicated staff hired
- Leadership realizing they were not getting the most “bang for their buck” from the research program; time to invest

Case Study 2: The Multi-Unit Donor

MICHIGAN DIFFERENCE CAMPAIGN and the VICTORS FOR MICHIGAN CAMPAIGN (2011-2018)

Bill (alum) and Dee

- **\$52M+ gift to the Medical Center**
 - To name/construct the Diabetes Center
 - To fund medical school scholarships
 - To create two professorships
 - To fund Type I diabetes research
- **\$5M to endow undergraduate scholarships** for students from his high school alma mater
- **\$12M to School of Music Theatre & Dance** to anchor its recent building renovation/expansion



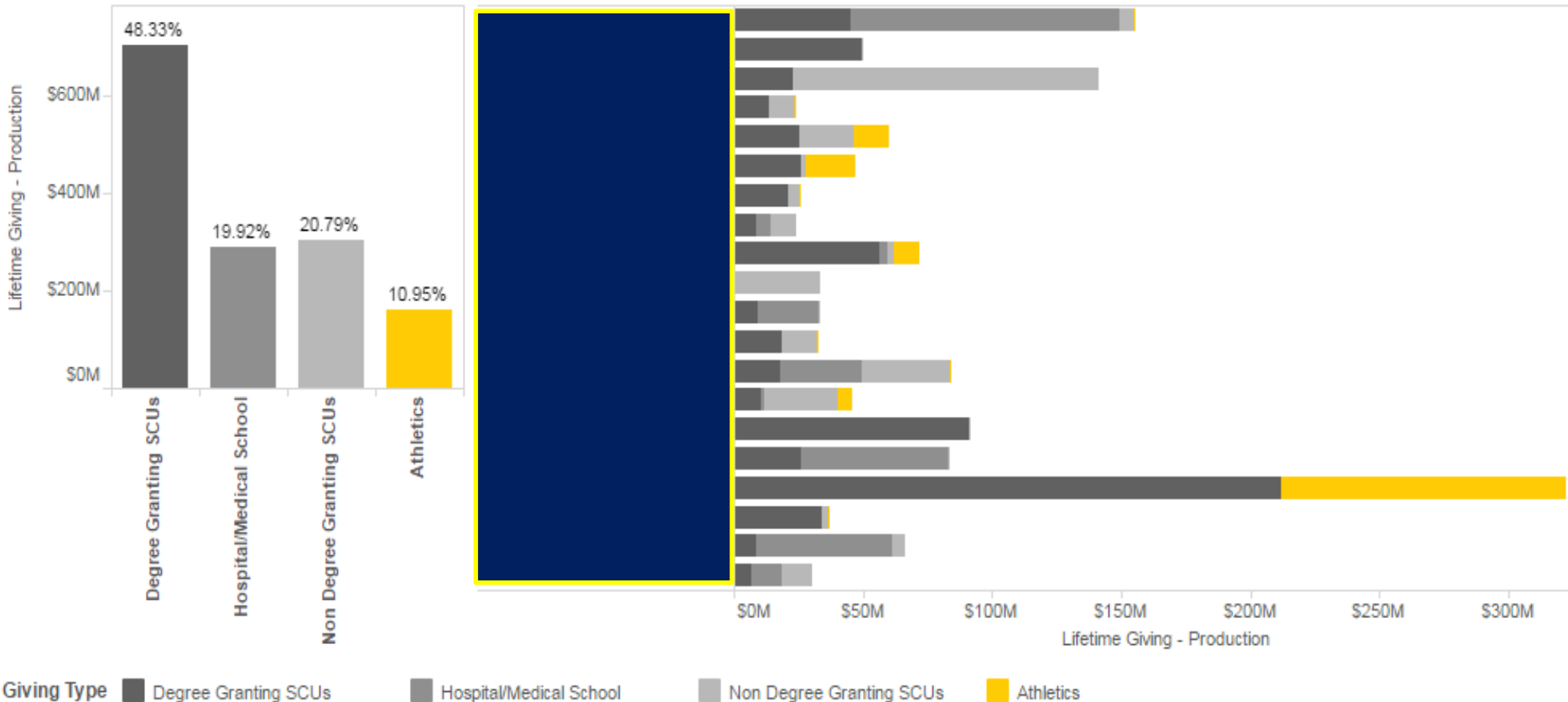
Who's the Competition?

- It's easy to look across campus and see your colleague as your competition – we all have bottom lines to meet
- Your true competition:
 - Your donors' local hospital
 - Your donors' local symphony and museum
 - Your donors' local nature conservancy
 - The schools/universities your donors' children attend(ed)
 - Anything in Silicon Valley
- Can you pique your donors' interest and engage their passions with institutions' own medical center, music school, environmental programs, botanical garden, museum, etc.?

What about Athletics?

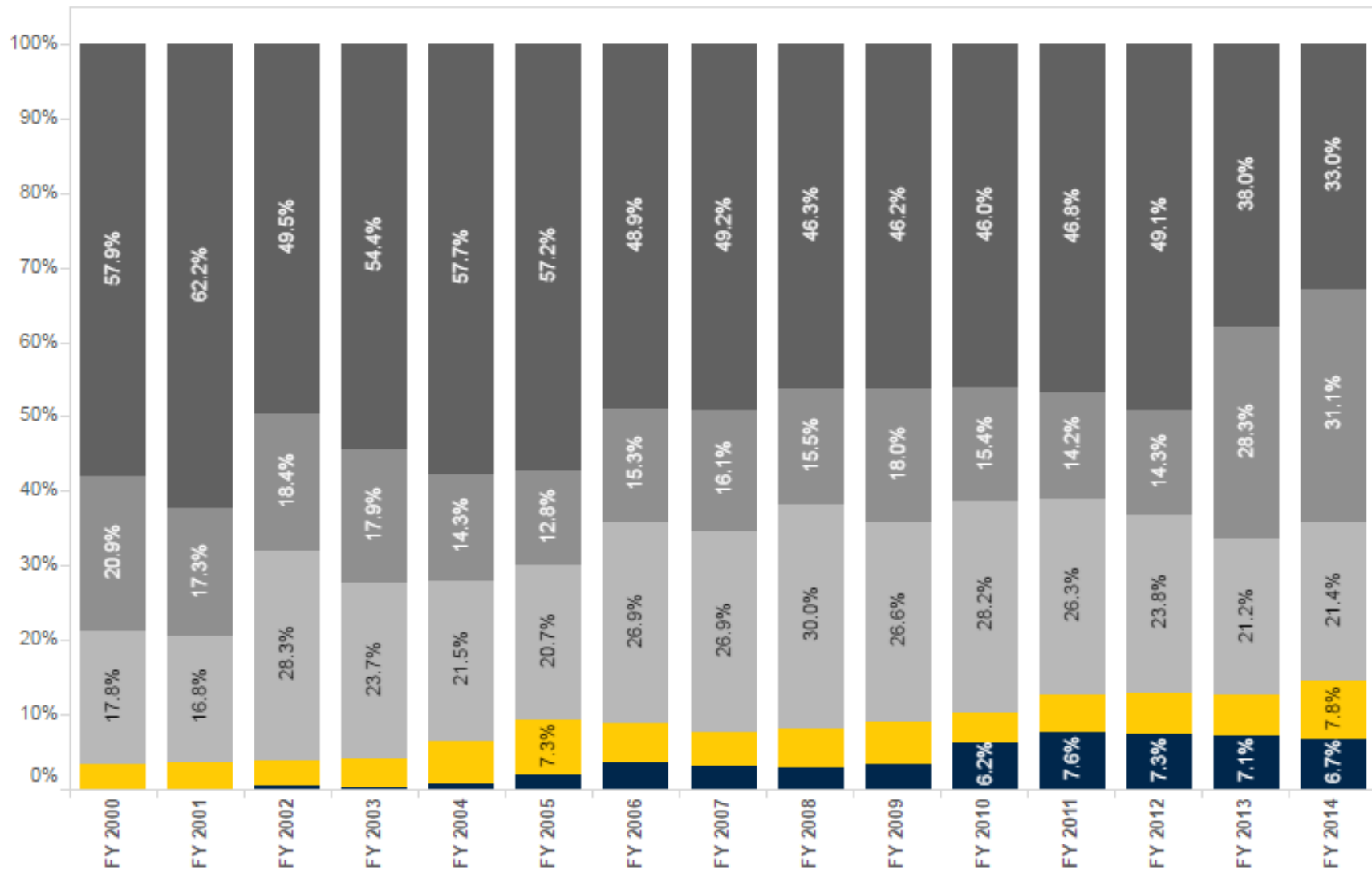
(aren't they stealing all our donors?)

Top 20 UM Donors' Giving



Not really...

Athletics Giving vs. SCU Type Giving



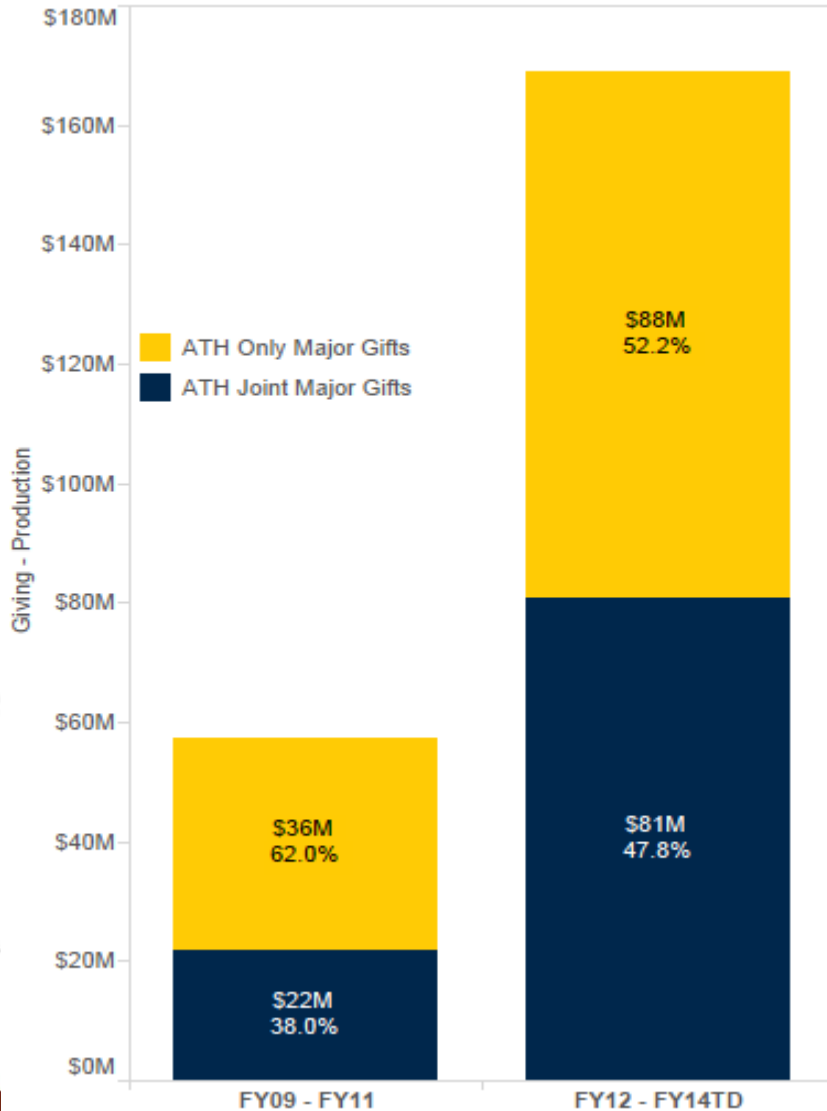
- Degree Granting SCUs
- Non Degree Granting SCUs
- UMHS
- Other ATH
- PSD

Gift Amt Filter

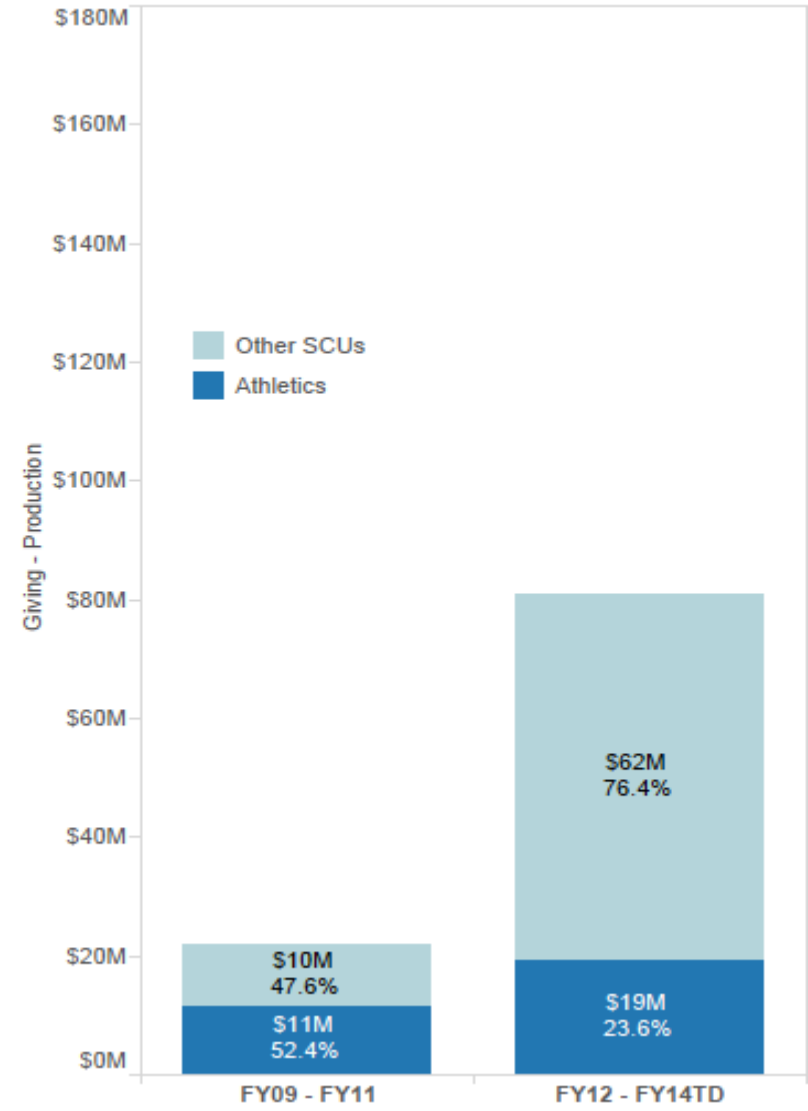


Athletics Can be Great Partners

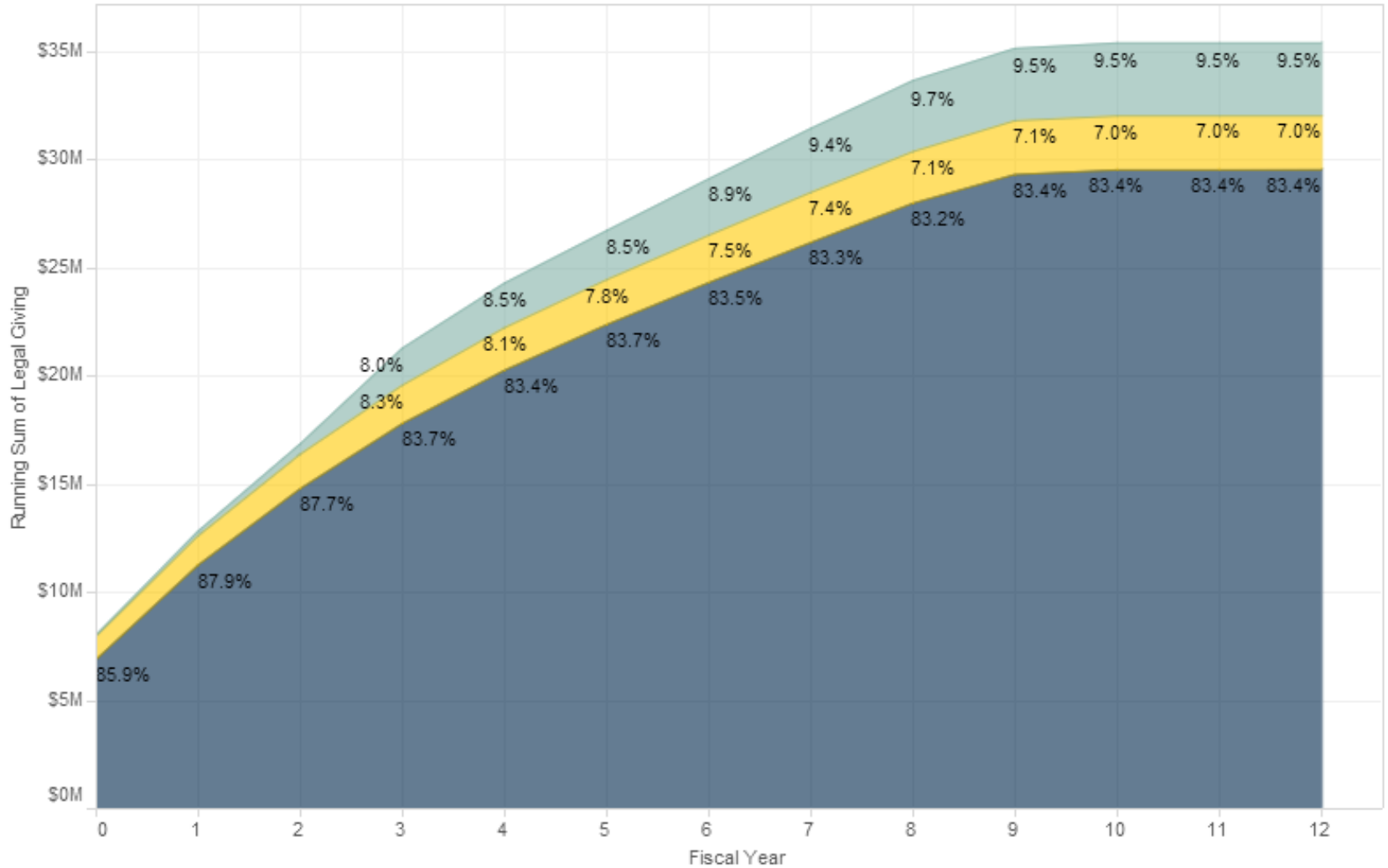
Major Gifts - ATH



Breakdown of Joint ATH Gifts



Athletics can actually bring \$ to other units



- Non-ATH UM
- Other ATH
- PSD

FirstGiftFY

PSDFirst

Alum

Volunteer Coordination

Key volunteers need coordination, too!

- Volunteer policies should **volunteer-centric** just as they are **donor-centric**
- Follow same general guidelines as the Prospect Coordination Policy
 - Start with the prospect manager
 - Discuss strategy with all interested parties
 - Greatest areas of engagement
 - Where strengths and network will have most impact
 - Willingness, time and ability to serve in multiple capacities
 - How (and by whom) volunteer should be recruited

The “Great American Campaign Volunteer Coordination Project”

Campaign Volunteer Prospects – Unit A

Name	Lookup ID	Spouse Lookup ID	Prospect Manager	TOTAL	Campaign Leadership Board	Education	SMTD	Dearborn	UMHS	LSA	AAUM/OFA	Southern States	LSI/CVC Israel Adv	Greater Detroit	Law
	1735871	1735883	Diane R. Tracy	1							x				
	1333756	6976074		1							x				
	3907533	7083439	Margaret E. Burns-Deloria	4	x	x			x		x				
	7011741		Erica A. Munzel	2							x	x			
	2430538	2407735	Teresa M. Clark	2							x			x	
	2593181	8709873		2				x			x				
	1361478	1361466	Kelly A. Dyer	4	x	x	x				x				
	691410	8244455	Diane R. Tracy	1							x				
	2773089	8426478	Richard E. Porter	2							x				x
	3257629	8489439	Teresa M. Clark	1							x				
	7252286	7204966	Stephen R. Kamm	1							x				
	958441	958438	Paul R. Harkins	1							x				
	1746844	1746832	Kimberly A. Morris	1							x				
	2571961	4091425	Barbara A. Ackley	4	x				x		x		x		
	1195037	5414209	Margaret E. Burns-Deloria	2						x	x				

Where to Start?

- Does your institution have a coordination policy?
 - Is it University-level policy or simply development policy?
 - Is it published?
 - Is it part of standard orientation for deans and MGOs?
- Are your policies realistic? Understandable? Up-to-date?
- Do MGOs have any incentives (or consequences) for compliance?
- Philosophy should drive the creation of processes, NOT the other way around
- CAVEAT: It's often easier, in the heat of the moment, to “do” than think about “why we do,” so make processes as simple, clear-cut, and consistent as possible

Coordination and Collaboration can Reap Sweet Rewards

perfect
A COMBINATION

Celebrating the sweet success of a truly irresistible partnership.



Nick Delaney Heidi K

Donna Parr Monica Philipp

Recognize Great Work!

Nominate colleagues for the Collaborative Fundraising Recognition

- For anyone in Development
- Selfless collaboration across units
- Engaging, soliciting and stewarding donors
- Above and beyond

**THE PERFECT
COMBINATION**

Discussion



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