



What's Going on in the Backroom?

An Insider's View of Advancement
Services

Tania Brandstrom



What we'll cover:

- Association of Advancement Services Professionals
- Endowments
- Performance metrics
- Data management

Before we start ...

- Ask questions!
- Share stories – the good, bad & ugly!

“An idiot repeats his mistakes. A smart man learns from his mistakes. But a genius learns from the mistakes of others”

– unknown

Association of Advancement Services Professionals (AASP)

- New Association – just past their 1st year anniversary
- 300+ members
- International membership
- Based in Chicago

AASP's mission: Be the leading professional resource for Advancement Services practitioners and those wishing to learn about the field by:

- Establishing, promoting, and advocating professional standards and practices;
- Helping not-for-profit organizations understand the role of Advancement Services;
- Promoting educational resources and opportunities for Advancement Services practitioners;
- Supporting professional growth and advancement for practitioners;
- Facilitating relationships and interaction among practitioners.

AASP's Goals & Objectives

- Advocacy
- Strategic Partnerships
- Professional Development
- Global Networking
- Ethics and Accountability

www.advserv.org



A few words about membership

- It's just \$95 dollars
- Gives you access to:
 - Best Practices documentation
 - Discussion forums
 - Membership Directory

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Endowments

What is an Endowment?

- Charitable trust directed for a specific purpose
- Typically held in perpetuity, but can be for any specified period, 10+ years
- Consist of cash, shares, or other property

How can an Endowment be Established?

Two legal mechanisms:

- Donor Direction
- Resolution by the Board

Requirements for Endowed Gifts:

- Clear direction to endow required
- Documented value and nature of gift
- Requirements for further contributions
- Direction for use, and mechanism to alter use should this no longer be relevant

Requirements for Endowed Gifts:

- Administration Fees
- Disbursement practices & managing surplus earnings
- Associated naming rights

What Regulations Apply?

- Enduring Property under 149.1(1) of the *Income Tax Act (Canada)*
- CRA Disbursement quota Regulations
- Trust case law
- *Trustee Act*

Implications of Endowments as Trusts

- Charity cannot unilaterally, or in consultation with the Donor, change the terms of the endowment ¹
 - Apply to Court of Queen's Bench for cy-prés ruling under Trustee Act s. 42 allowing change in use (or s. 43 for advice)
- Board can be found in breach of trust if the funds are intentionally or unintentionally directed to an alternate purpose

¹ Carter, Terry. 2004. *Legal Liabilities in Fundraising V*, in Canadian Fundraising & Philanthropy eNews.

So what if...

- Agreements for existing endowments do not address all these areas?
- No original documentation is available?

Panic!!

Or,

- Update agreement templates
- Classify existing endowments based on nature of agreement
- Review and document missing endowment records, fund history and administration

Protecting Endowments from Creditors

Case Law: *Christian Brothers of Ireland in Canada (2000)*

- Give through parallel foundation
- Give through community foundation/trust company
- Include consideration for dissolution whereby trust can be transferred to another charity with similar purpose

Source: Terry Carter, BA, LLB



“If you have an apple and I have an apple and we exchange these apples then you and I will still each have one apple. But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas.”

-- George Bernard Shaw

Performance Measures

Performance Measures - Then

Prospect Research

Performance Measure	Annual Target
New Profiles Created	500
Profiles Updated	250
Prospects Identified by Research	40
Chronologies prepared	No measure
90% of Asks supported by research	No measure

Performance Measures - Then

Major Gifts

Performance Measure	Target
Active Portfolio of Accounts	150
Moves (Contacts)	30/month
Annual Secured Gift Revenue	\$1 million

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Good Performance Measures

- Set achievable & motivating expectations
- Reflect behavior required for the stage of the business cycle, maturity of team
- Balance various performance requirements
- Are kept relevant by refreshing regularly

Performance Measures - Now

Prospect Research

Request Level	Target
Priority 1	90% requests addressed within 7 days
Priority 2	80% requests addressed within 30 days
Priority 3	60% requests addressed within 60 days

Activity	Measurement
Relationship Maps	In place for all campaign volunteers and Board members within 60 days
Leads Identified	40

Performance Measures - Now

Prospect Research

	Total Profiles Completed	Priority 1 Requests: 7 Day turn around target			Priority 2 Requests: 30 Day turn around target			Priority 3 Requests: 60 Day turn around target		
		# of Requests	Average Turn Around	% Meeting 7 day Target	# of Requests	Average Turn Around	% Meeting 30 day Target	# of Requests	Average Turn Around	% Meeting 60 day Target
July	39	37	9.84	62%	2	4	100%	0	N/A	N/A
August	2	2	0	100%	0	N/A	N/A	0	N/A	N/A
September	0	0	N/A	N/A	0	N/A	N/A	0	N/A	N/A
October	5	3	2.7	100%	2	3	100%	0	N/A	N/A
November	5	1	3	100%	3	13	100%	1	15	100%
December	6	2	6	100%	2	11	100%	2	37	100%
January	14	8	5	88%	0	N/A	N/A	6	74	16%
February										
March										
April										
May										
June										
Total	71	53	8	75%	9	8.3	100%	9	55	66%

Performance Measures - Now

Prospect Research

Month	Leads Identified	Converted to MG Prospects
July	0	0
August	17	14
September	12	9
October	8	7
November	6	6
December	0	0
January	4	4
February		
March		
April		
May		
June		
TOTALS	47	40

Performance Measures - Now

Prospect Research

	Mean	Minimum	Maximum	Gap 5-Mean	Max - Min
How satisfied are you with service you receive from Advancement Services	3.93	3.00	5.00	1.07	2.00
I understand the role of individual members of the Advancement Unit	3.93	2.00	5.00	1.07	3.00
I have a clear understanding of where information is kept and how to access it	3.33	1.00	5.00	1.67	4.00
Advancement staff understand my needs and those of my business unit	3.80	3.00	5.00	1.20	2.00
Advancement services provide friendly and prompt responses to service requests	3.87	2.00	5.00	1.13	3.00
I understand the priorities of Advancement and how priority for individual requests are assigned	2.93	1.00	5.00	2.07	4.00
I understand the processes followed by Advancement Services and how these control the flow of information	3.00	1.00	5.00	2.00	4.00
The data I receive from Advancement is provided on a timely basis	3.40	2.00	5.00	1.60	3.00
The data I receive from Advancement is accurate	4.20	3.00	5.00	0.80	2.00

Scale 1 – 5 (1=Strongly Disagree and 5=Strongly Agree)

Performance Measures - Now

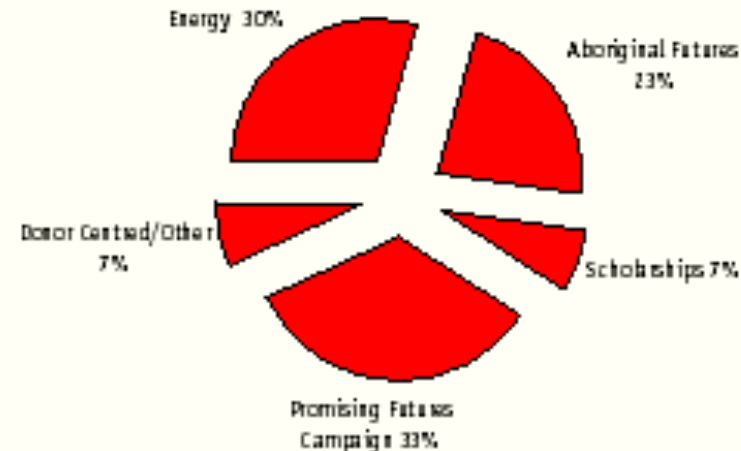
Major Gifts: Portfolio Composition and Alignment

Portfolio Summary by Account Status	
Number of Accounts	Account Status
12	Lead
17	Assigned for Action
14	Discovery
52	Cultivation
12	To Be Asked
6	Asked - Pending
0	Asked - Declined/rtn to Cultivate
0	Asked - Declined/rtn to PMC
5	Verbal Commitment
3	Written Commitment
28	Stewardship
149	Total Assigned Accounts

Portfolio Summary by Priority Assignment	
Number of Accounts	Priority
12	Accounts @ 1
29	Accounts @ 2
108	Accounts @ 3
149	Total Assigned Accounts

Time Allocation:	FTE	%
Promising Futures Campaign	0.5	50%
Energy	0.2	20%
SAIT Opportunities Fund	0.1	10%
Aboriginal Futures	0.1	10%
Scholarships	0.1	10%

Account Distribution By Project Area



Performance Measures - Now

Major Gifts: Monthly Activity Summary

Number of Moves by Project Area		
Moves Count	Project	%
14	Promising Futures Campaign	37%
7	Aboriginal Futures	18%
3	Student Awards	8%
9	Energy	24%
2	SAIT Opportunities Fund	5%
3	Donor Centred/Other	8%
38	Total Moves for Current Month	-

Number of Moves by Account Status	
Moves Count	Account Status
4	Discovery
17	Cultivation
3	Ask
0	Ask - Declined
11	Ask Follow up
3	Stewardship
38	Total Moves for Current Month

Cumulative Results

Project Area	Year to Date				
	Moves	Asks	Declines	Verbal Commitment	Revenue Secured (1)
Promising Futures Campaign	43	2		3	\$ 3,025,000.00
Aboriginal Futures	26	2		1	\$ 10,000.00
Student Awards	50	10	1	7	\$ 125,000.00
Energy	22	4		2	\$ 123,000.00
SAIT Opportunities Fund	39	6		4	\$ 225,000.00
Donor Centred/Other	41	9		4	\$ 835,185.00
TOTAL	221	33	1	21	\$ 4,343,185.00

Performance Measures - Now

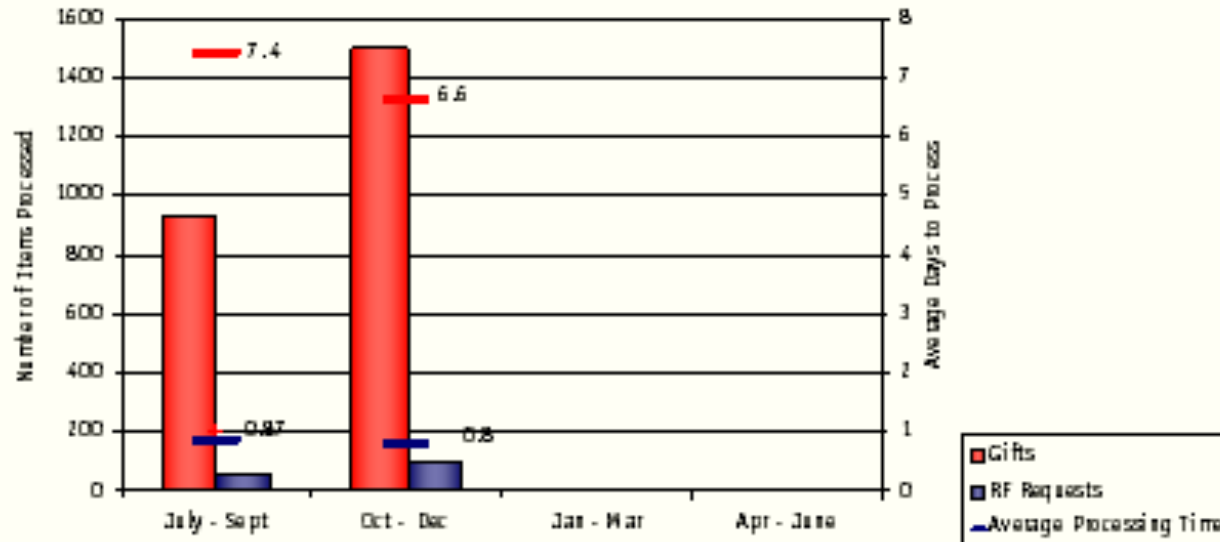
Major Gifts

Personal Fundraising Objectives					
	Target	Revenue Secured ⁽¹⁾		Year to date	% Target Achieved
		Current Month	Prior Month		
SAIT Opportunities Fund Revenue Secured	\$ 150,000	\$ 25,000	\$ 17,500	\$ 225,000	150%
Promising Futures Campaign	\$ 2,076,000	\$ -	\$ -	\$ 3,025,000	146%
Aboriginal Futures Endowment	\$ 100,000	\$ 10,000	\$ -	\$ 10,000	10%
Donor-Centred/Other	N/A	\$ -	\$ -	\$ 123,000	N/A
Scholarship Revenue Secured	\$ 35,000	\$ -	\$ -	\$ 125,000	357%
Other Revenue Secured (Cash Results)	N/A	\$ -	\$ -	\$ 123,000	N/A
(In Kind Results)	N/A	\$ -	\$ -	\$ 712,185	N/A
Total Revenue Secured				\$ 4,343,185	184%
Repeat Gifts from existing donors	5	2	1	7	140%
Planned Giving Prospects Identified	3	1	0	2	67%
Moves per month (Average YTD Reported)	35	38	24	34.7	99%
Tactical Plans for Priority 1 Prospects ² (# Plans/# Priority 1 Accounts)	100%	1	2	7	58%

Performance Measures

Gift Management

Acknowledgement Letters and Restricted Fund Requests



Targets: 5 business days to issue acknowledgement letter
24 hours to process Restricted Fund Requests for VP Signature

	% meeting Processing Target	Volume Processed Current Year to Jan 31	Volume Processed Prior Year to Jan 31
Gifts	68%	2,012	2,032
Restricted Fund Requests	83%	158	105

Performance Measures: A final word

- Relevant to the behavior you want
- Easy to report
- Provide meaningful information that supports decision-making
- Have buy-in from the team

Data management

Items to avoid (aka my pet peeves!)

- Multiple uses for same data table
- Undocumented data structure & use
- Data for the sake of data: Focus on information to drive business decisions

Danger zones:

- Ad hoc reporting
- Restructuring on the fly

Principles of Strong Data Management

- Complexity required to meet objective, but no more
- Long-term view applied to data design
- Implement processes to track, maintain and update non-static data
- Apply an outcome-focused lens to data collection & process development

Principles of Strong Data Management

- Clearly define data owners and users
- Establish accountability for data: Centralized or decentralized data entry? Will you require a review and verification process?
- Avoid sending a solicitation piece as the first communication to a newly found constituent

“knowledge must continually be renewed by ceaseless effort, if it is not to be lost. It resembles a statue of marble which stands in the desert and is continually threatened with burial by the shifting sand. The hands of service must ever be at work, in order that the marble continue to lastingly shine in the sun. To these serving hands mine shall also belong.”

-- Albert Einstein