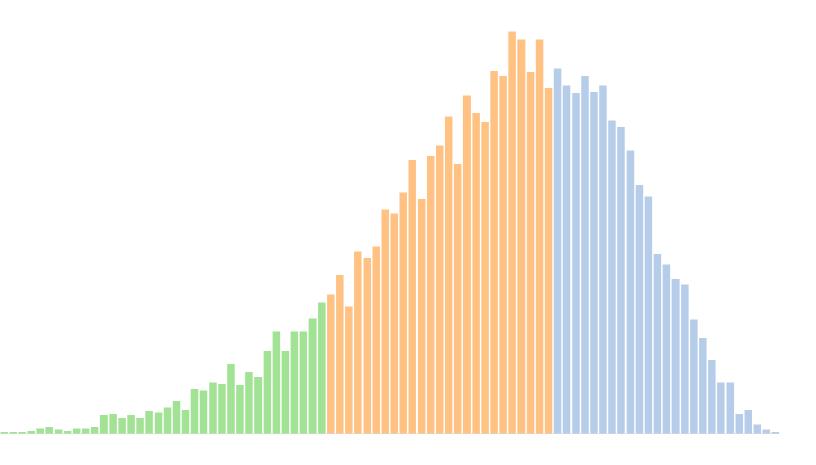
donorCentrics[™] for Higher Education

Target Analytics[®]





blackbaud

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About Blackbaud

Serving the nonprofit and education sectors for 30 years, Blackbaud (NASDAQ: BLKB) combines technology and expertise to help organizations achieve their missions. Blackbaud works with more than 28,000 customers in over 60 countries that support higher education, healthcare, human services, arts and culture, faith, the environment, independent K–12 education, animal welfare and other charitable causes. The company offers a full spectrum of cloud-based and on-premise software solutions and related services for organizations of all sizes including: fundraising, eMarketing, advocacy, constituent relationship management (CRM), financial management, payment services, analytics and vertical-specific solutions. Using Blackbaud technology, these organizations raise more than \$100 billion each year. Recognized as a top company by *Forbes, InformationWeek*, and *Software Magazine* and honored by Best Places to Work, Blackbaud is headquartered in Charleston, South Carolina and has operations in the United States, Australia, Canada, the Netherlands and the United Kingdom. For more information, visit <u>www.blackbaud.com</u>.

donorCentrics[™] Services Overview

donorCentrics helps higher education annual giving professionals develop effective fundraising strategies for increasing revenue and participation.

Every constituent has a unique relationship with his or her college or university, and their expected financial support varies depending on whether they are an alumni, parent, or friend; a loyal supporter or a newly-acquired giver; a major contributor, recent upgrader, or lapsed donor. A key to fundraising success is the ability to evaluate the current giving of each constituent in light of their prior giving in order to develop the optimal strategies for maximizing the value of that relationship.

Standard reports that provide topline information on revenue and participation can often mask significant underlying trends in alumni and donor giving behavior. Campaign reporting can only show the results of individual campaigns, not of your institution's overall efforts to grow alumni participation and revenue, and to acquire, renew, upgrade, or reactivate donors.

Donor-centric reporting puts the donor, rather than the campaign, at the center of the analysis. Comprehensiveness is critical to discovering opportunities for program growth, identifying underperforming segments, and maximizing donor value. A donor-centric analysis must span many years, since a trend over time is more instructive than a single-year measure. And a donor-centric analysis must be based on actual transactional data sources and standardized according to specific business rules, so it can facilitate comparable benchmarking with peer institutions.

A Premier Source for Fundraising and Donor Lifecycle Analysis

First introduced in 1989, donorCentrics currently serves over 500 organizations across 25 countries. Over 90% of participants renew the service every year. More than 180 colleges, universities, and independent schools rely on donorCentrics to:

- Increase alumni participation
- Nurture existing donor relationships
- Improve fundraising efficiency and resource allocation
- Identify high-value donors for additional cultivation efforts
- Discover areas where improvements are needed
- Implement strategic program enhancements

donorCentrics[™] Overall Program Assessment (OPA)

The OPA is a donor-centric analytical report that helps colleges and universities to understand fundraising program performance within their own institution, and to develop strategies to increase the value of their constituent relationships. The OPA is a great resource for establishing performance goals in aggregate or for specific classes, for communicating program performance to staff and board members, for identifying areas for improvement, and for preserving institutional memory during staff transitions. Once the OPA report is completed, a Senior Fundraising Consultant from Target Analytics will analyze the results and present a summary of findings which includes specific strategies for improving your institution's program. The OPA answers key questions such as:

- What factors affect alumni participation over time? How can I forecast participation based on the expected giving of my unique portfolio of donors?
- What are the trends in donor retention rates for key donor segments and how does that impact participation? What investments will lead to the largest increases in donor retention?
- Is my donor upgrade strategy working? Am I successfully moving donors to higher giving levels?
- How do different graduation classes compare in terms of participation, retention, and upgrading? Which classes should be targeted for additional cultivation efforts?
- What segmentation strategy for contacting lapsed donors will yield the best returns?



Sample Page from OPA Report

donorCentrics[™] Collaborative Benchmarking Service

In addition to the OPA, participating institutions may also receive the Collaborative Benchmarking Report, which presents their own detailed performance metrics alongside those of 10-25 peer colleges and universities. The Collaborative Benchmarking Report shows state-of-the-art data visualizations including graphs of "small multiples," which facilitate a quick understanding of performance across many different institutions.

Colleges and universities participate in the collaborative benchmarking service to compare the performance of their own annual giving program with other institutions, and to collaborate more closely with their peers. Benchmarking allows fundraising professionals to set realistic goals for alumni participation, donor retention, upgrading, and lapsed donor recapture, based not only on current trends, but on real results from similar institutions. The service provides a consistent framework for reviewing top performing programs in specific areas, and lays the groundwork for building collaborative communities of higher education fundraisers who can then share the most effective fundraising practices.

I always tell people to get donorCentrics. You need good data to make strategic decisions because you can't only measure smiles. Everyone wants to know how we measure up compared to other schools. With Target Analytics, I can give them measurable data.

> Lacie LaRue, Director of Annual Giving Programs, Oregon State University Foundation

Unlike other benchmarking efforts, which typically involve time-consuming and often inaccurate surveys, donorCentrics benchmarking calculates performance based on actual transactional giving data downloaded from each institution and standardized according to specific business rules. Instead of just comparing to an average of peer institution performance, which can hide important details, donorCentrics reports also show the individual performance metrics for every participating college or university, permitting more insightful analysis and a comparison to each program independently.

The most anticipated component of this service is the collaborative benchmarking meeting, in which annual giving professionals from each participating institution meet for a two-day group workshop to review the benchmark reports together. The reports serve as the basis for discussions on proven fundraising strategies and provide important context for the data, clarify the data trends, and facilitate the sharing of best practices.

Sample Page from Collaborative Benchmarking Report

| Trends in Distribution of New Donors by Origin Source | | | | | | | | | | | | | | | | | | | | | |
|---|-----------------|-----------|-----------|-------|-------|----------|---------|---------|------------------|--------|----------|---------|-------|-------|-----------|-----------------|-----------|-----------|-------|-----------------------|--|
| | School A | | | | | School B | | | | | School C | | | | School D | | | | | Origin Source Mail | |
| CY Donors | 3,380 | 3,002 | 3,327 | 3,448 | 3,415 | 4,131 | 4,241 | 4,288 | 5,507 | 4,263 | 1,189 | 1,064 | 1,002 | 1,056 | 1,047 | 3,380 | 3,002 | 3,327 | 3,448 | 3,415 | Paid Caller Peer Solicitation |
| | 19% | 19% | 15% | 12% | 18% | 45% | | 54% | 43% 7% 38% | 47% | 13% | 15% | 14% | 22% | 8% | 19% | 19% | 15% | 12% | 18% | Staff Solicitation Web/Internet Events |
| % of CY Donors | 38% | 27% | 30% | 28% | 24% | | 50% | | | | 34% | 24% | 26% | 30% | 54% | 38% | 27% | 30% | 28% | 24% | Publications Memorial/Honoraria White Mail/Phone |
| | | 15% | 14% | 9% | 20% | | 11% | 12% | | 9% | | 39% 32% | | | | 15% | 14% | 9% | 20% | Other | |
| | 13% | 18% | 20% | 7% | | 13% | 20% | 12% | | 27% | 32% | 35 % | | 21% | 8% 10% | 13% | 18% | 20% | 7% | | |
| | 11% 5% 9% | 6% 10% | 6% 12% | 22% | 31% | 13% | 11% | 10% | 7% | 10% | 17% | | 28% | 26% | 17% | 11% 5% 9% | 6% 10% | 6% 12% | 22% | 31% | |
| ĺ | 2010 | 2011 | 2012 | 2013 | 2014 | 2010 %8 | 2011 %9 | 2012 %9 | 2013 | 2014 % | 2010 | 2011 | 2012 | 2013 | 2014 | 2010 | 2011 | 2012 | 2013 | 2014 | |

Target Analytics®

Having the Target Analytics data available is

like having an extra member of our team to

— Karen McQuigge, Director, Alumni

Advancement, McMaster University

gather, analyze, and present decision-making data—and present it from every angle.

donorCentrics[™] Dashboards

donorCentrics dashboards are a web-based application that provides colleges and universities with a fast, easy, and intuitive visual interface for analyzing fundraising program performance and constituent giving behavior. Dashboards are a natural complement and extension to donorCentrics Benchmarking; many benchmarking participants choose to implement dashboards to monitor fundraising performance as the year progresses, discover mid-year opportunities for rapid growth, and drill-down to specific account IDs to take immediate action on key constituent groups.

The donorCentrics dashboard interface uses advanced data visualization techniques to present metrics and trends graphically. The extensive use of point-and-click filters provides significant flexibility to tailor performance results to specific donor sub-populations, sort views according to multiple criteria, and quickly access and download underlying donor account information.

Dashboards allow for giving behavior and fundraising performance assessment across your whole constituency, including alumni, parents, friends, and foundations. Class decades and specific class years can be analyzed independently. Cross-unit migration features allow for an in-depth understanding of how donors give across different schools or units. Similarly, cross-channel giving, such as donors giving to paid callers or online, can also be extensively analyzed.

Each dashboard presents metrics for multiple years, so current performance can always be viewed in the context of past results. Full-year performance metrics can be shown alongside year-to-date performance for the past five years, providing valuable insight into whether year-end targets are likely to be achieved.

| Row Selectors ? | | Donor | Characteristics | Giving as of the | Prior Year | Giving in the Prior Year | | Giving in the Current Year | |
|-----------------|--|----------------|--|-------------------------------------|---------------------------------|-------------------------------|-------------------|----------------------------|------------------------------------|
| Population | | Unit | | Loyalty PY | | First Source PY | | Giving Status | |
| Donor Types | • | 1 Tota | al Giving | ▼ (All) | • | (All) | • | (All) | - |
| Giving Behavio | or in PY | Assig (All) | ned Account | High-End Giving (All) | g Ever PY | Revenue PY \$1 | \$559,124 | | |
| Period | | Donor | Status | Years on File a | s of PY | V | V | | |
| Year to Date | • | (All) | | ▼ 1 | 45 | Gift Frequency PY | | | |
| | | | | | | 1 | 178 | | |
| Years to Displ | ay | Donor | Туре | N N | v | | | | |
| One Year | • | (All) | | % of Years Givi | 2 | First Gift Month in PY | | | |
| | | | | 0% | 100% | 1 | 12 | | |
| Full Year Value | es | | Source | | V | lia | 0 | | |
| Hide | - | (All) | | - | | 1 | V | | |
| | | | | | | Last Gift Month in PY | | | |
| | | | | | | 1 | 12 | | |
| | | | | | | | Q | | |
| Donor Retent | tion by Donor Types (| through | December YTD) select a range. Click on a me | etric name to sort by that m | etric Set Giving Status to L | ansed to find only lansed do | nor IDs | | ? |
| Alumni | New | FY15 | 1,195 | 167 | \$53,118 | \$318 | 14% | 17% | (\$259,994) |
| | Reactivated | FY15 | 2,215 | 576 | \$396,590 | \$689 | 26% | 34% | (\$965,650) |
| | 2 Yrs Consecutive | FY15 | 1,563 | 462 | \$178,658 | \$387 | 30% | 19% | (\$704,004) |
| | 3/4 Yrs Consecutive | | 1,234 | 485 | \$488,292 | \$1,007 | 39% | 44% | (\$573,772) |
| | 5+ Yrs Consecutive | FY15 | 1,659 | 900 | \$1,086,836 | \$1,208 | | 54% 31% | (\$1,404,884) |
| Friends | New | FY15 | 1,151 | 119 | \$536,919 | \$4,512 | 10% | 30% | (\$1,260,926) |
| | Reactivated | FY15 | 732 | 171 | \$334,181 | \$1,954 | 23% | 28% | (\$828,717) |
| | 2 Yrs Consecutive 3/4 Yrs Consecutive | | 730 | 186 | \$355,667 | \$1,912 | 25% | 26% | (\$840,404) |
| | | | 583 | 218 | \$394,199 | \$1,808 | 37% | 37% | (\$601,003) |
| | 5+ Yrs Consecutive | FY15 | 694 | 304 | \$2,172,036 | \$7,145 | | 51% | (\$987,501) |
| Parents | New | FY15 | 904 | 152 | \$151,390 | \$996 | 17% | 27% | (\$420,775) |
| | Reactivated | FY15 | | 74 | \$56,948 | \$770 | 19% | 25% | (\$195,586) |
| | 2 Yrs Consecutive | FY15 | 435 | 120 | \$98,157 | \$818 | 28% | 32% | (\$158,278) |
| | 3/4 Yrs Consecutive | | 284 | 87 | \$76,852 | \$883 | 31% | 22% | (\$209,173) |
| | 5+ Yrs Consecutive | FY15 | 268 | 142 | \$354,603 | \$2,497 | | 53% 33% | (\$227,531) |
| | | | Prior Year Donors | Retained Donors | Revenue from Retained Donors | Revenue per Retained Donor | Donor Retention R | ate Revenue Retention Rate | Revenue Lost from Lapsed Donors |

Sample View from Dashboard

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Mid-year dashboard updates are critical for easily identifying high-value donors who renewed their support by this time last year but remain lapsed, significant downgraders who should be solicited further, or big upgraders who are signaling that they want to deepen their relationship with your institution.

Unlike other software applications and business intelligence systems, the dashboards do not require a lengthy implementation period or take weeks of training to get users up to speed. Full dashboard access requires only a standard web browser and is initially available within one month after data receipt.

How to Participate in donorCentrics[™]

Participation in any donorCentrics service—Overall Program Assessment, Collaborative Benchmarking, or donorCentrics Dashboards—is easy. All that is required to get started are downloads of a standard set of donor and giving transactional data. Target Analytics can work with any fundraising software and can accept data in any format.

For More Information

Benchmarking groups fill up fast, so contact your account representative today to learn which benchmarking groups have open slots for your institution. Target Analytics consultants can also review samples of donorCentrics reports with members of your staff, or conduct a demonstration of the donorCentrics Dashboards.



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About Target Analytics

Target Analytics, a Blackbaud company, delivers data-driven, collaborative solutions to help not-for-profit organizations increase support from their supporters and further their missions. Target Analytics offers the only comprehensive analytics solution for donor acquisition and cultivation, prospect research, and collaborative peer benchmarking, as well as access to exclusive data and fundraising expertise, to maximize fundraising results at every stage of the donor lifecycle.