Proving your Worth to Management: Metrics for Research Performance

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Agenda

- Performance measurement
- Best practices for reporting
- Qualitative Tools for Tracking
- Quantitative Tools for Tracking
- Deliverables and reporting
- Moves management
- Questions?
Performance Measurement

- Why do we need to track results?
  - Communicate value to external audiences and upper management
  - Monitor performance and success

- Potential limitations
  - Limited resources for researchers to demonstrate effectiveness and track time spent capturing qualitative info
  - Need to know data points and internal performance metrics
  - Lack of direction from upper management

- Solutions
Best Practices for Reporting

- A good metric should be:
  - Quantifiable
  - Verifiable
  - Achievable
  - Understandable
  - Meaningful
  - Directly related to your organizations ultimate goals
Best Practices for Reporting

- **Go beyond typical metrics**
  - Track things other than reactive research
  - Develop measurements based on what you want to communicate
  - Collaborate with team members and management to determine measurements and establish common lingo
  - Use existing systems to make tracking efficient and practical
Qualitative Tools for Tracking

- Ongoing field reported data points:
  - Anecdotal evidence from field officers regarding success stories
Quantitative Tools for tracking

- **Starting self reported data points to track:**
  - Number of Profiles and Memos
  - Number of Civic Boards we review
  - Number of List Reviews with field officers (ie., those prepared by Research, and those received by Research)
  - Number of Datamining Reports we create and corresponding Analysis
  - Number of Meetings with Field Staff, Managers, Volunteers, or Faculty to discuss prospects or strategy
Quantitative Tools for Tracking

- Research management reported data points:
  - Number of development officers served by Prospect Development
  - Number of prospects at different rating levels
  - Total assets identified of new prospects identified in new prospect newsletter
  - Median gift capacity of new prospects identified in new prospect newsletter
Quantitative Tools for Tracking

Research management reported data points:

- Percentage of prospect research done for University Relations and Campus Units
- Percentage of prospect research done for prospects rated $100K+, $50K - $99K and <$50K
- Total gift capacity of prospects in established fundraiser portfolios
- Actual giving by prospects in Solicitation stage
Deliverables and Reporting

• Context
  ○ Tie performance to organizational goals
  ○ Compare to past performance
  ○ Highlight any important events or outliers
  ○ Balance LT and ST work and successes

• Language and Illustration
  ○ Express performance using ROI metrics
  ○ Use graphs and charts
  ○ Include anecdotal evidence
  ○ Communicate simply and often
Deliverables and Reporting

- **Monthly Deliverables**
  - Newsletter and Intranet reports outlining Newly and Re-rated Major Gift Prospects
  - Newsletter profiling new prospects

- **Ongoing Deliverables**
  - Reporting to Senior Management regarding Monthly tracking noted above
  - Annual Director’s Report outlining Research’s accomplishments in the previous year
Deliverables and Reporting

- **Reporting**
  - Records touched analysis
  - Analysis of ratings made in specific date range versus gifts made in a subsequent date range (i.e., those prospects rated from 9/1/06 to 9/1/08 who have made a gift of $10K or more since 9/1/08)
  - Analysis of articles sent in a specific date range versus gifts made in a subsequent date range (i.e., those prospect who had Briefing Backgrounds or Research Additional info added from 9/1/06 to 9/1/08 who have made a gift of $10K or more since 9/1/08)
Moves Management Metrics (Manual)

- **Moves Management Prospect Analysis**
  - Track Constituents from identification to gift
  - Develop Predictive Model and Update
  - Identify Trends and Analyze External Data
  - Maintain and continue acquiring External Data

- **Examples of other Data Points**
  - Track Portfolios created and modified
  - Update biographic data and fundraiser assignment
  - Update fundraiser stages
  - Report data
Moves Management (Automated)

**Using reporting to track**
- Percentage of prospects in a defined portfolio with capacity ratings, research and follow up year later to determine new giving
- Change in status or rating of individuals identified through a predictive model
- Contacts and moves for prospects with updated biographical and address information
Exercise

- Provide example of how tools discussed can be applied in your daily work
- Does your organization have better tools for tracking?
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