



Meaningfully Engaging Constituents Online: Strategies for Personalized Communications and Content Management

David Lotz, Director, Higher Education, Convio Inc. Ryan Hagg, Assistant Director, Online Giving, University of Washington

October 30, 2008







Key Messages

- Online relationship management needs to be a integral part of the overall advancement mix
 - Increasingly the giving channel of choice
 - Enhances direct mail and telephone efforts
 - Supports major gifts
- Most colleges and universities are not completing basic online best practices
- Critical to coordinate across alumni relations, development, and schools/units
- Social networks like Facebook represent an exciting new engagement opportunity

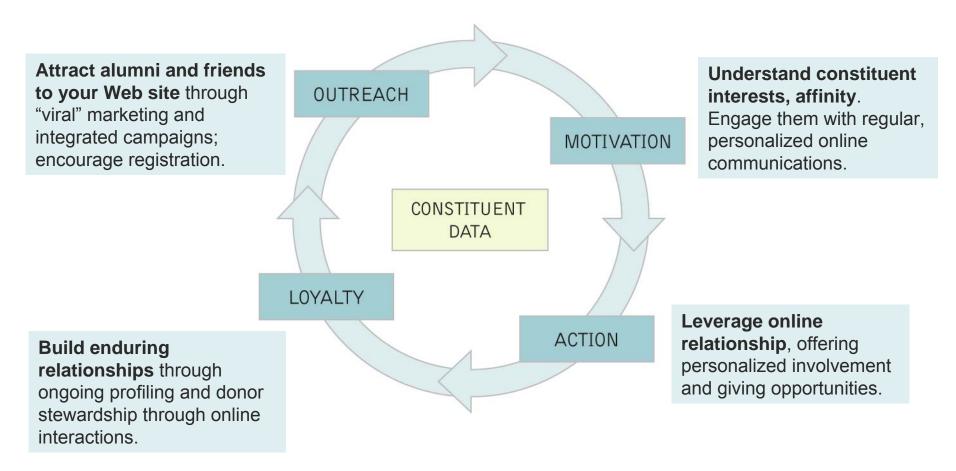


Challenges in Connecting with Alumni

- Decreasing effectiveness of traditional channels
 - Younger alumni not as receptive to direct mail
 - Cell phones vs. land lines
 - Do Not Call lists challenge for telemarketing
- Increased competition for alumni mindshare and dollars
 - Alumni have less time to devote to institution news
 - Increasing sophistication of fundraising from other nonprofits
- Online communication limited, usually "one size fits all," viewed as expense vs. investment



The eCRM Approach



A philosophy that can be enabled by technology



Reaching Alumni/ Friends

- Primary goal = capture email addresses for a majority of your alumni and friends
- Secondary goal = capture mail addresses and key interest and life update information
- Strategies:
 - Optimize "conversion" of Web site visitors
 - Encourage people to visit your site
 - Capture email addresses through offline venues
 - Reach alumni through social networks

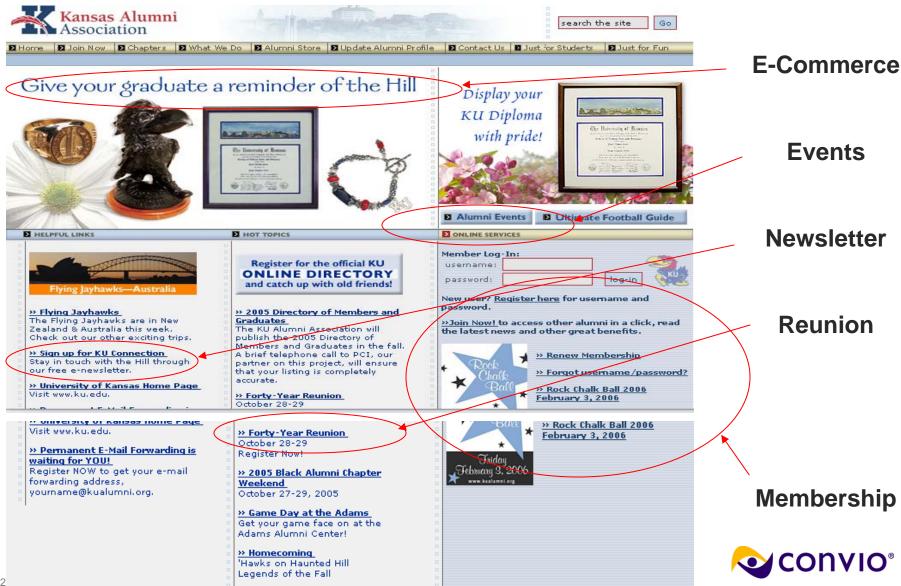


Offer Registration Incentives

- Special content areas only for registered alumni
- Ability for alumni to submit class notes online
- Discounts on school merchandise
- Personalized Web, email content based on constituent interests
- Enable "viral" marketing (i.e. e-Cards to find lost alumni)



Site design optimized for conversion



Reach Alumni Through Social Networks





P2P Outreach Through Social Networks





Motivation/ Communications

- Continue to build alumni/ friend profiles
- Communicate effectively
 - Be "constituent centered"
 - Communicate as "one organization"
 - Personalize/ segment content
- Provide engagement opportunities
 - For people to share content and opinions
 - ► For people to connect, network



Leverage Online Ambassadors



BARNARD REUNION 2008 May 29 – June 1

Atoosa '93, Ruby '93, and Galaxy '93 talk Barnard — read the blog, join the conversation



« Loving NYC Are you involved at all with Barnard? »

Archives

Meeting friends

Loving NYC

Homesickness I've never gone to a

Barnard reunion... have

May 2008 April 2008

MEETING FRIENDS

My senior year at high school, I knew I had to go to Barnard. Like falling in love, or an obsessive crush I doodled the name on notebooks, tracked down friends of friends who had gone to Barnard and might in some way, possibly, be able to "introduce me" or "put in a good word" with the admissions office. Not surprisingly, given the time I spent talking (instead of studying) with my two best friends about the things that



really interested us: like our lives and ourselves, I was only wait-listed.

I went to Sarah Lawrence, where there was no required math or French, re-applied to Barnard and was accepted as a transfer student. I heard the news that summer, while I was answering phones at my internship for Interview Magazine.

Maybe, because I was a transfer, or because I was admitted late. I was given a room with another transfer student on 110th street in a building called the College residence hall. Later, I found out it was known as the college roach motel.

The room was down a dark hallway, lit with buzzing lights and from the closed doors came the sound of radios and voices. An old woman always stood by the railing of the stairs in her nightgown and slippers, a cigarette in her hand. There was one other student on my floor, a senior, a studious girl who seemed to be always heating rice and black beans on her hot plate.



Value of Segmentation

For-profit **Industry Data:**

Audience Size	Segmented		Not Segmented	
	Opens	Clicks	Opens	Clicks
< 5K	50.50%	11.70%	5.60%	0.60%
5K – 10K	48.80%	9.00%	3.90%	0.30%
10K – 50K	28.50%	7.60%	4.00%	0.50%
50K – 100K	13.40%	4.00%	3.70%	0.80%
> 100K	13.10%	1.10%	3.50%	0.20%
Averages	30.86%	6.68%	4.14%	0.48%

© 2006 MarketingSherpa, Inc.

Source: Topica for MarketingSherpa, October 2005

Nonprofit Example:

2007 - Not Segmented

Audience: 67,325

Audience: 15,891

2007 - Segmented

Open Rate: 17.07%

Open Rate: 26.77%

Click-through Rate: 0.19%

Click-through Rate: 2.08%

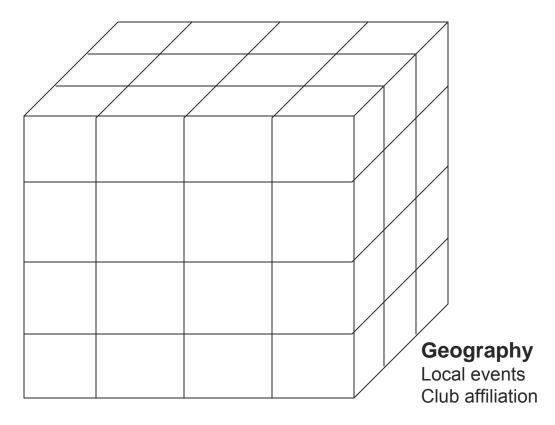


Source: MarketingSherpa and Convio analysis

Content Segmentation Strategy

Participation History

Donor status (current, lapsed, major)
Reunion attendance
Volunteer
Local club participation

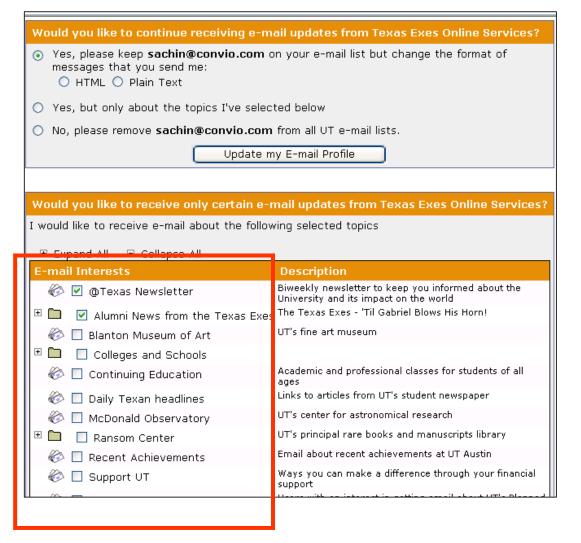


Affinity/Interests

Parent, alum Major/ school of graduation Current profession Passions



Understanding Affinity



- Explicit interests
 - Web site registration
 - Surveys
- Implicit interests
 - School/year of graduation
 - Past giving
 - Clicked links

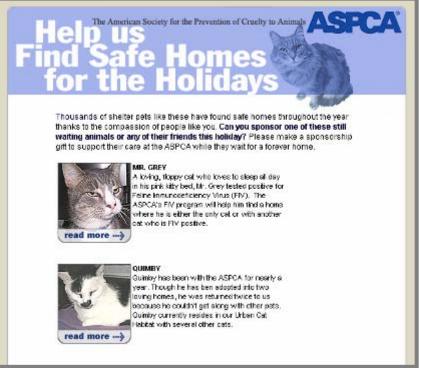


14

Using Affinity Data for Appeals

 Personalized appeals using affinity information can drive 2-3x higher response rates







Affinity Fundraising: Healthy Competition



How does your city stack up?

Please join the growing number of Chicago GSB Fund donors and help put your city on the map!

Chicago GSB Fund is critical to the work of the GSB, and participation is the key to our success. The Fund's progress and participation rates signal, in undeniable ways, your confidence in the value of a GSB degree. That confidence, in turn, creates momentum, inspiring support from others.

We only have 60 days left until the end of our fiscal year, and we need your help.



Stewardship Segmentation



welcome to the University of San Francisco President's Ambassadors electronic connection, Connection. This quarterly communique will update you on USF accomplishments, awards, and happenings, and let you know how your gifts are being used. We'll also let you know what the President's Ambassadors Executive Committee is doing.

To me, this connection is all about pride - pride in the institution we support, pride in its mission, pride in the accomplishments of its students, faculty, alumni, and staff who are distinguishing themselves in and out of the classroom through mission-based research, and in industry, and service to others. After all, we want you to know how your gifts are being used to invest in our current student body, and to invest in USF's future so it can meet the needs of future students and educate minds and hearts to change the world.

While you may read about flagging donations at other universities and non-profits, USF enjoyed its best year in memory in terms of dollars received and in the number of donors.



After an extensive search, USF has found a new head coach for the men's basketball team. Jessie Evans comes to USF from the University of Louislana, Lafayette, and emphasizes success on and off the court. Full story.



USF has received a \$600,000 challenge grant from The Kresge Foundation to help renovate and expand the School of Business and Management (SOBAM). The Kresge Foundation, founded in 1924 by

Sebastian S. Kresge, awards grants to institutions operating in the areas of higher education, health and long-term care, arts and humanities, human services, science and the environment, and public affairs. The Kresge Challenge requires that USF bring in several thousand new donors and raise the remaining balance of the project (\$1.8 million) by December 31, 2004. Every gift, regardless of size, can make a positive impact in helping USF meet this challenge. To participate in The Kresge Challenge, please click www.usfca.edu/qiving/form.html to make your gift.



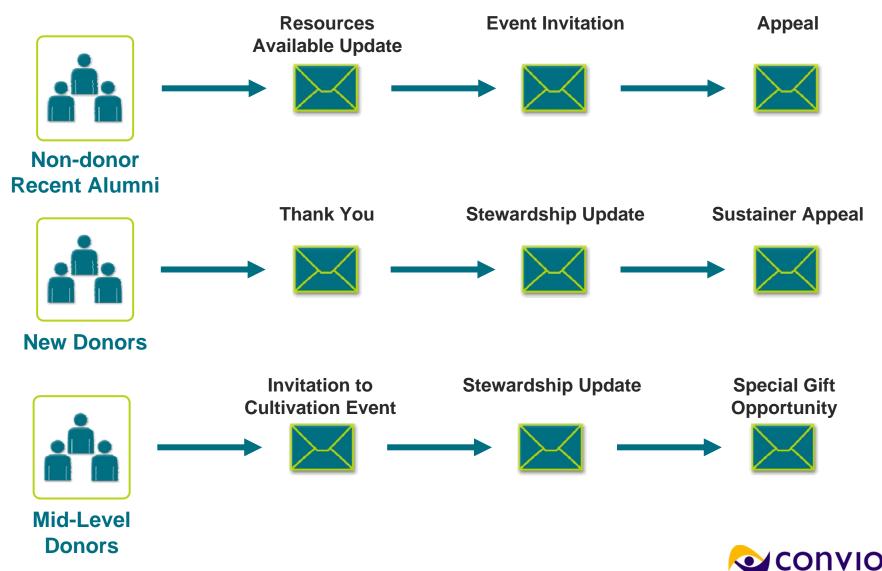
This fall, USF will welcome the largest incoming freshman class in the University's 149-year history. Approximately 950 freshmen will be starting classes this August, and with applications and enrollment at an all-time high, USF is developing a strategic plan to

EA.

The University of San Francisco sends a unique e-newsletter to its President's Ambassadors (donors of \$1,000 or above).



Relationship Pathways



Case Study – University of Washington

In 2006 the UW Foundation set out on finding a solution that would allow us to email donors and make very specific asks in a highly dynamic way.

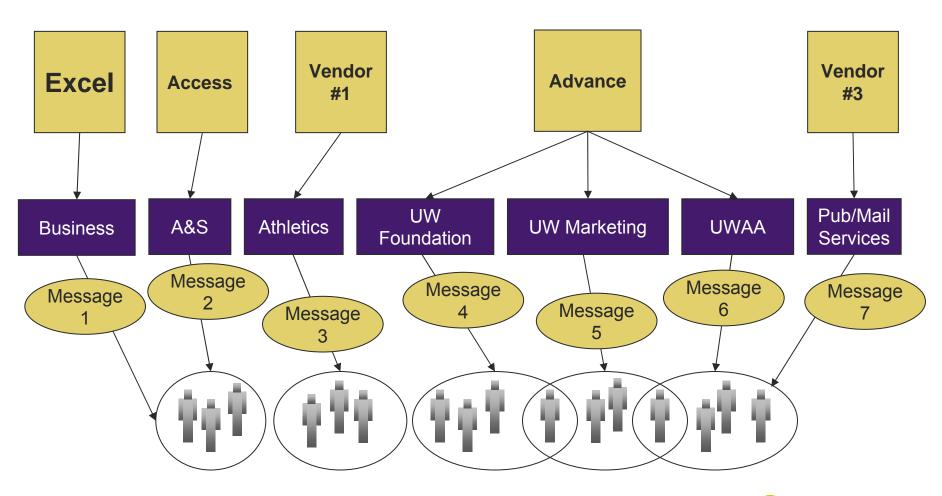
Up until this point, email was sent mostly ad-hoc by lots of people around campus, often targeting the same constituents. No one had a good grasp on how many times someone was being emailed or what the content was.

Many units were storing data and sending emails individually. This created a program centered vs. constituent centered environment.



Case Study — University of Washington

Our past e-communication landscape





Case Study — University of Washington





An Online Newsletter for Friends of the Law School Summer 2007 | University of Washington







Congratulation: CAMPAIGN UW: CREATING FUTURES

The law school conferred 184 J.D. and 94 c memory of alumnus and King County Prose



Outstanding La Dear Mr. McClure,

Distinguished Alumni Awards at the 2007 A Last year, you may remember that I walked a long



CAMPAIGN UPI

Don Fleming is the second alumnus to parti Donald D. Fleming Endowed Scholarship wi



LRAP Receives

A \$500,000 appropriation for the UW School I'm very happy to pass the torch to Bob and his ent endowment fund, was included in the Wash in supporting their efforts



It's Reunion Til Bob Crutchfield is a UW Sociology professor and for

The Alumni Association invites you to joi highlight graduate students' thriving collaborative times as a law student or catch up on recei students and faculty are finding solutions to serious.



Meet the 2007

As Bob has said, "Graduate students are central to do. What I'm doing is a demonstration of support

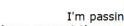
I hope you will make a gift to the Graduate Studen all of our participants good luck in this year's mara

incerely yours,



Daniel J. Evans

P.S. Make a gift online now!



triggered a \$50,000 match from the University.

Since that snowy day last November, others have to

students at the University of Washington... this tim

Inspired by my effort last year, Professor Bob Crutch

and alumni to complete the 2007 Seattle Half Mara

The Graduate Students First Challenge Fund will p in all disciplines, ensuring talented scholars can re

The goal for this campaign is to raise \$100,000 for

the University will provide an additional \$50,000 in



awareness for the University of Washington **Studen** to this effort, we raised more than \$100,000 for the Dear Colin,

> Thank you for showing your Hus Washington this year! Your supp that alumni and friends can have our students.

The Business School also relies of environment and unique curriculi allow us to continue to offer suc

- The CIE Business Plan Co develop their ideas for ne ups, and network with lea community.
- Our Business and Econon a racially and ethnically d businesses grow, create for under-represented m economic development re
- The Global Business Cent allow students to experie acquired in their coursew both undergraduate and group of peers, refine bu variety of business comm of Washington.

We hope you will make a gift to world experiences and innovative click here to make a gift online.

Thank you again for your suppor Washington!





Dear Colin,

As we race through this holiday season, we would like to take a moment and thank you for your generous support of the University of Washington this fiscal year. Private support from donors like you renews our shared goal of creating futures through education and research.

and friends—a community that we love and treasure. Thank you, from our family to yours.

We wish you Happy Husky Holidays, and a healthy and

UW Foundation

P.S. Please be sure to visit our website, uwfoundation.org, to

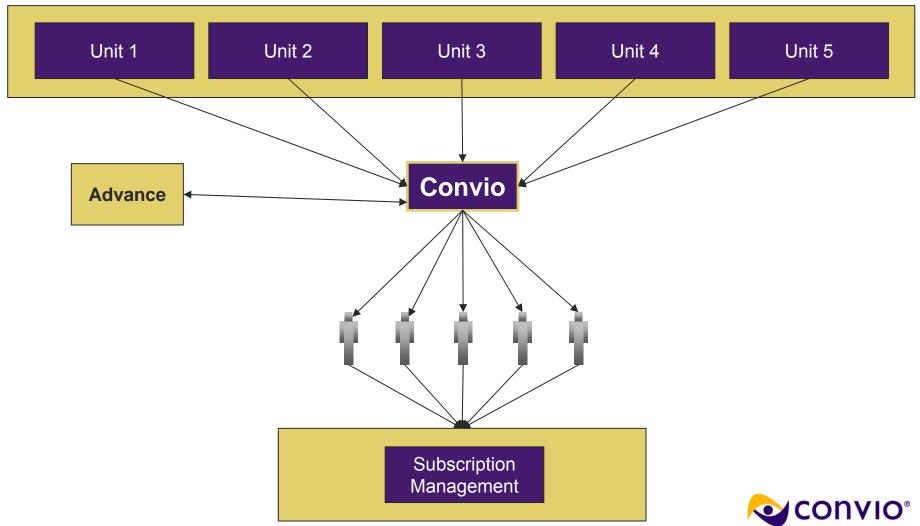


Case Study - Vision

- Can SPAM adherence
- Data synchronization with one database
- Constituent subscription self-management
- Highly variable content
- Central view of volume and timing
- Localized administration
- Unified brand look and feel
- Establish a set of best practices



Data Synchronization - Where we want to be



Constituent Subscription — Self Managed

Email Preferences for Ryan Hagg

We want to stay in touch, but only in ways that you find helpful. Using this screen you can remove yourself from our mailing list, change your e-mail address or just update your preferences to only receive e-mail on topics that are important to you.

Thank you for subscribing to our mailing list.

Would you like to continue receiving email from the University of Washington?

- Yes, please keep ryanth@u.washington.edu on your email list.
- No, please completely remove **ryanth@u.washington.edu** from your email list and send no further emails.

Unsubscribe me from this e-newsletter

Would you like to receive only certain email updates from University of Washington?

I would like to receive email about the following selected topics

- UW Foundation Subscriptions > Dan Evans Marathon Challenge
- UW Foundation Subscriptions > News & Information
- UW Foundation Subscriptions > Urgent Opportunities

Update my Email Interests

Would you like to change the format of email you receive from University of Washington?

Please change the format of messages that you send ryanth@u.washington.edu to:

HTML Plain Text

Change my Email Format

How can we better serve you? Send us your feedback.



Variable Content - Email/Phone Coordination



CAMPAIGN UW: CREATING FUTURES



Dear Colin,

This email is a heads up to inform you that one of our student callers will be trying to contact you during our upcoming fundraising campaign via telephone beginning this evening to ask for your support to the Daniel J. Evans School of Publi

Evans School Pre Phone

Emails Delivered: 297

Click Throughs: 1.30%

Open Rate: 19.40%

to students each year, the nee

Gifts to the Evans School fund

- Student support and sc
- Faculty retention and re Opportunities such as o

We look forward to talking with your support continues to shap

Sincerely,

We look forward to your partic

Sarah Couch Project Manager, Student Calling Program University of Washington Foundation www.uwfoundation.org/student calling

This message was sent to colinm@u.washington.edu. Visit your subscription management page to modify your email communication preferences or update your personal profile. To stop receiving News & Information, click to unsubscribe. To stop ALL email from UW Foundation e-communications, click to remove yourself from our lists (or reply via email with "remove or unsubscribe" in the subject line).

©1999-2008 University of Washington Office of Development and Alumni Relations. Box 358240 Seattle WA 98195-8240

Read our Privacy Policy Statement Contact UW Development and Alumni Relations: 1-877-UW GIFTS (1-877-894-4387) More >>

For comments or suggestions, contact the UW Foundation Webmaster.



CAMPAIGN UW: CREATING FUTURES



Dear Colin,

This email is to inform you that one of our student callers tried to contact you during our annual

fundraising campaign to ask for y to reach you over the phone to sh

As you are probably aware, it is a number of students and in the sta more important than ever.

Gifts to UWT fund a number of op

- Attracting the best faculty
- Upgrading labs and technol

Increasing student scholars

Tacoma Post Phone Emails Delivered: 264

Open Rate: 18.90%

Click Throughs: 0%

Please visit us online or call 1-800-

Sarah Couch

Project Manager, Student Calling Program University of Washington Foundation www.uwfoundation.org/student calling

This message was sent to colinm@u.washington.edu. Visit your subscription management page to modify your email communication preferences or update your personal profile. To stop receiving News & Information, click to unsubscribe. To stop ALL email from UW Foundation e-communications, click to remove yourself from our lists (or reply via email with "remove or unsubscribe" in the subject line).

©1999-2008 University of Washington Office of Development and Alumni Relations. Box 358240 Seattle WA 98195-8240

Read our Privacy Policy Statement

Contact UW Development and Alumni Relations: 1-877-UW GIFTS (1-877-894-4387) More >>

For comments or suggestions, contact the UW Foundation Webmaster.



Variable Content - Donor/Non Donor



Happy Holidays

Year End Non-Donors Emails Delivered: 42,004

Open Rate: 15.90%

Click Throughs: 0.63%

Calendar Year End Donors

Emails Delivered: 18,225

Open Rate: 22.30%

Click Throughs: 1.79%

Dear Colin,

As we race through this holiday season, we would like to take a moment and thank you for being part of our University of Washington family—a family of alumni, friends, faculty, and staff dedicated to encouraging the dreams of students and helping transform lives.

It is a community we love and treasure. Thank you for being part of our Husky family.

We hope you'll take a moment this holiday season to remember the importance of the University of Washington in your life and consider a gift of support. A gift to the school, college, or program of your choice will help our UW family create better futures throughout our community and the world.

We wish you Happy Husky Holidays, and a healthy and prosperous new year.

UW Foundation

P.S. Make your gift by year-end to be eligible for a 2007 tax deduction. All gifts made online before midnight on December 31st will be credited as a 2007 gift.

Dear Colin,

As we race through this holiday season, we would like to take a moment and thank you for your generous support of the University of Washington this fiscal year. Private support from donors like you renews our shared goal of creating futures through education and research.

This is the time of year when we celebrate with our family and friends—a community that we love and treasure. Thank you, from our family to yours.

We wish you Happy Husky Holidays, and a healthy and prosperous new year.

UW Foundation

P.S. Please be sure to visit our website, uwfoundation.org, to



Variable Content - Urgent Opportunity

CAMPAIGN UW: CREATING FUTURES



Quick Links: Home | News | FAQ | UWAA | Contact Us | Site Mag

UNIVERSITY OF WASHINGTON FOUNDATION

Ryan,

I've decided to run again... Please contribute to my campaign!

Actually, I'll be walking a long way very fast in Seattle's Half Marathon Walk in order to raise support for the University of Washington's Students First progra



Students First is the scholarships to students at all levels on all three

The Students First scholarships will help fund the for Washington students who come from lower

This is such a terrific cause that I've made a cor November 26, I'll be rising with the sun, braving yard speed walk. That is a total of 69,217.5 feet minutes.

the lives of some exceptional young people.

Results
Emails Delivered:
32,941

Dan Evans Email

Open Rate: 21.21%

Click Throughs: 3.11%

My "campaign" goal is to raise the first \$100,00(\$13,000 or more. If I'm successful, the University will provide an additional \$50,000 in matching funds. You can participate by becoming a sponsor. That way you get to experience none of the agony but all of the thrill as I cross the finish line. More exciting than finding out how fit I really am, you'll have an opportunity to make a difference in

I hope you'll give generously to my campaign and send your contribution for Students First, because tuition and expenses shouldn't prevent any deserving student from attending college. Thanks for your support, and wish me luck!

Follow this link to give now Or here to make a pledge

Sincerely yours,





Variable Content – Constituent specific variables





UW Home

Variable Bullets

Dear Beth,

It's back-to-school time! You should soon be receiving our letter highlighting some of our fantastic students. We hope you enjoy their stones. Our students and faculty are facing the

- This constituent is a non-
- donor with an
- 🖁 interdisciplinary degree from

arah, It's back-to-school time You've probably received o

It's back-to-school time You've probably received our recent letter about the exciting things happening here on campus. Our statients and faculty are facing the new academic year with renewed vigor, pushing the leading edge of current knowledge and future possibilities as they tackle the challenges and opportunities of our day.

This constituent is a donor to

Arts & Sciences, Medicine and the College of the

the Graduate school

undergraduate alumni giving at 36%. The tremded community—faculty, current students, and graduat fellowship fundraising across campus throughout recent Graduate Students First Challenge Fund ef continues to provide rigorous programs that prepatheir roles as future academic, business, cultural, Fellowships are a powerful resource - they help us prepare them for leadership roles in society.

Private support helps the UW provide a world-class edu participation will make a real difference in the quality of help our students succeed by making a gift.

FY09 September Email Emails Delivered: 59,173

Open Rate: 15.41%

Click Throughs: 1.49%

len

lents well as they go out into the broader world. y to report that university scientists and researchers have grant from the Life Sciences Discovery Fund to launch the Genetic Medicine, a collaborative effort between researchers Idren's Hospital Research Institute, Group Health and local nies. The goal of the Institute is to prevent illness and speed g the most effective treatment for patients and high-risk

VRegents created the new College of the Environment, one programs to focus on environmental science, policy, and 's environmental expertise comprises more than 400 faculty npuses, and extends across fields of study ranging from the I resources, and from climate dynamics to environmental je will provide students a single place to turn for help with their search opportunities concerning the environment.

Your previous upport has helped UW provide a world-class education to our students.

I hope you will make a gift again this year.

Your gift to the UW provides our students with opportunities to reach their academic and personal goals. Together, we are creating better futures for students, the people of the state of Washington, and the world beyond.

Thank you for joining us in this effort.

All the best,



Your gift to the UW provides our students with opportunities to reach their academic and personal goals. Together, we are creating better futures for students, the people of the state of Washington, and the world beyond.

Thank you for joining us in this effort.

All the best.



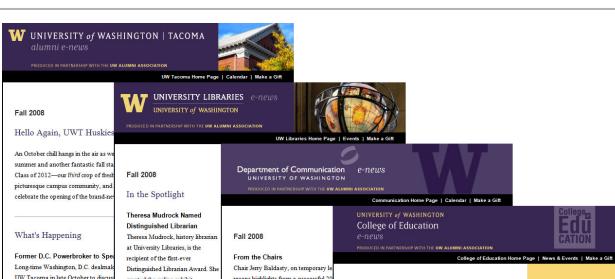
convio

Localized Administration – Multi-center

- Units will have their own view into Convio.
- Units can create, manage and send their own emails using centralized predefined datasets (defined by affinity or affiliation). They can further segment if desired.
- Ability to create permission sets that allow work flow to happen smoothly within the unit.
- Currently we have 12 centers. We envision as many as 50.



Unified Brand — University of Washington



UW Tacoma in late October to discu-Wicked Wine of Democracy: A Me 1948-1995 More

So Long Dawg Shed, Hello, Philip Hall!

After only a year of construction, the \$12 million William W. Philip Hall opened on the UW Tacoma campus this fall. The 21,000-square-foot building replaced the Dawg Shed on Pacific Avenue and will serve UN as the center of civic and cultural life at UW Tacoma. More .

LIMT Honored for Transportation

created the online exhibit Interrupted Lives, which deals with Japanese American students at the University during World War

II. Mudrock's (MOOD-rock) work sparked two stories in Columns r the Board of Regents to grant hon students affected by the relocation May 18 formally awarded these de

Mary Randlett Photos Shine Light on Seattle's Baltic After attending a conference in Helsinki in

materials curator for UW Edvins Libraries Special Collections, toured Estonia, Latvia and

recaps highlights from a successful 20 David Domke shares exciting news ab department review. More .

Innovative Teaching

The Future Belongs to the Fearle Student Journalists & the 2008 Presidential Campaign

Last January, 16 UW journalism stud and a professor set out to cover this presidential campaign armed with a r media mindset and traditional report practices. They were hoping for a gran What they got was so much more. Re

MCDM and Rising from Ruins Hanson Hosein applies the same philosophies of storytelling and socia media to his role as MCDM director a does to his films. See how the two cor together in his latest work, Independe America: Rising from Ruins, a look experiences of local businesspeople v after Hurricane Katrina to help rebuil how, three years later, their struggle

Fall 2008

The College of Education e-newsletter publishes features and news four times a year for alumni and friends of the College.

Letter from the Dean

It's fall again. In classrooms across our nation, students are headed back to school. Here at Miller Hall, our stairwells are bustling with new students and brighteyed faculty. As summer's heat



Patricia A Wasley

foliage emerges, the atmosphere is charged with a sense of curiosity, of eagemess. Classes are once again in session.

I'm happy to report that we have a lot of news and many events for our alumni. Read more ...

News Features

Joys of an Early Childhood Outdoor Classroom The Early Childhood Outdoor Classroom program, a curriculum



Table of contents

- Letter from the Dean
- News Features
- Featured Event

Upcoming Events

- Oct. 12: Dawg Dash
- Oct. 16: Engineering Lecture Series
- Oct. 17-19: Homecoming

- Join the UWAA
- Access Husky Career Network
- Resources of Husky
- Connect Listen Up: UWAA on iTunes U

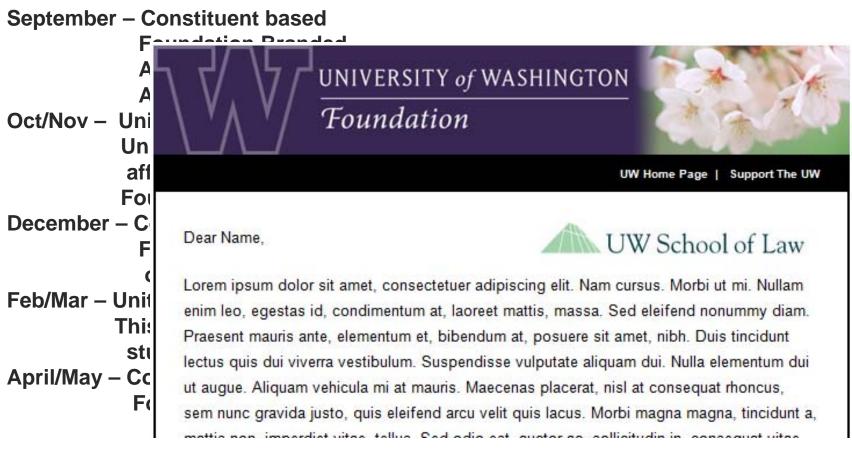


Best Practices — Building your email list

- Continue to add newsletters and reasons for people to give us their email address
- API functionality to interact with Convio
- Work to get every form previously asking for contact info to include email
- Store all email addresses in a central database
- Use a third party email finder?



Best Practices — Have an e-solicitation calendar



June - Foundation branded end of fiscal year



Best Practices – Communicate with each other

Timing

► We don't want to send six emails to the same person on the same day

Volume

► We need to be aware of how much email our constituents are receiving

Coordination

We want the constituent to understand that we're all talking

Joint Messaging

► There is great power in units sharing information on behalf of each other



Case Study – Summary



- Data synchronization with one database
- Constituent subscription self-management
- Highly variable content
- Central view of statistics
- Localized administration
- Unified brand look and feel
- Establish a set of best practices



Summary

- The Internet represents a strategic opportunity to build relationships in a scaleable fashion
- Social networks are a new exciting opportunity
- The power of developing e-relationships extends far beyond gifts made online
- To realize success you need a strategic online relationship plan, appropriate staffing and the right technology infrastructure

