



# Disrupt Peer Review

Creating Productive Practices with your Senior Volunteers and Leadership

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# Why do we do peer screening?

- ▶ Using your senior volunteers effectively is one of the most important aspects of success in fundraising!
  - ▶ Yet, while fundraisers know this, most don't do regular peer screenings.
  - ▶ Why? Because historically they have been awkward, slow, and the volunteers dislike doing them.
- ▶ Close *linkages* and *affinity* are two of the most important elements in building relationships with prospective donors.
- ▶ Senior volunteers can learn to “**think like a prospect researcher**” in regards to identifying and qualifying prospective donors (individuals, corporations, and foundations) and providing important potential links for solicitation.



# What are the roles of the board?

- ▶ Set direction for the organization
- ▶ Oversight of management
- ▶ While governing, control operations and services
- ▶ “Guardians of the Mission”
- ▶ Make policies, rules, and strategies
- ▶ ‘Represent’ the members and stakeholders
- ▶ Ensure the organizations meet their goals
- ▶ **Help raise funds for operations, programming, and campaigns**
- ▶ Risk oversight
- ▶ Ultimate responsibility

McDermott, 2018



# What research tells us

## RATINGS OF PERFORMANCE IN KEY AREAS OF BOARD RESPONSIBILITY

	Area of Board Performance	Average Grade from Executives	Average Grade from Chairs
Strength	Understanding mission	A-	A-
	Financial oversight	B+	B+
Solid Performance	Legal & ethical oversight	B	B+
	Guiding & supporting the chief executive	B	B+
	Level of commitment & involvement	B	B+
	Knowledge of programs	B	B+
	Understanding board roles & responsibilities	B	B
	Thinking strategically as a board	B	B
	Adopting & following a strategic plan	B-	B
	Evaluating the chief executive	B-	B
	Monitoring performance against strategic plan	B-	B
	Community-building & outreach	C+	B
Challenge Areas	Monitoring legislative & regulatory issues	C	B-
	Increasing board diversity	C	C+
	Fundraising	C	C+

Walker, Vernetta. Board Source: Leading with Intent, 2018.



# Questions about (fundraising) board roles

- ▶ Do you have position descriptions for your board members?
- ▶ Do they know what responsibilities they will have?
- ▶ Do you have a “Give, or Get” (or Get-Off board member policy)?
- ▶ Will board members be surprised if a) asked for money; and, b) be expected to solicit donors?
- ▶ Are you “changing the rules” half-way through their tenure?
  
- ▶ Why did they join your board?
  - ▶ Did you need their expertise?
  - ▶ Did they want to stretch their wings?
  - ▶ Is this a networking opportunity for them?
  - ▶ Did you ask them?



# Getting the right volunteers for peer screening and fundraising

- ▶ Not **ALL** board members will be good at fundraising, and it's best to identify the ones who are not, or will not be, a *fundraising* asset to your organization
- ▶ BUT, you need to adopt a 100% board giving policy (their best gift)
- ▶ AND board members need to:
  - ▶ Understand the strategy of fundraising and be able to discuss how your organization is unique
  - ▶ Be engaged
  - ▶ Develop a fundraising plan that is strategic, diverse, and aggressive - but achievable!



# Who make your best fundraising and peer screening volunteers?

- ▶ Select and recruit senior volunteers from your “key constituents”, those who have a positive impact on the success of your fundraising campaign
- ▶ Your key constituents should mirror your constituent base in regards to:
  - ▶ Ethnicity, gender, age, program, areas of interest, and geography
- ▶ Research should be done on these key volunteers to guarantee the organization knows their capacity, linkages, influences, and ability to leverage relationships



# Key volunteers for peer screening

- ▶ **Current major donors**
  - ▶ Top cash donors
  - ▶ Top cumulative donors
- ▶ **Top influencers to your organization**
  - ▶ Current and past board members
    - ▶ Note, senior volunteers are more than just the board members
    - ▶ Should you form a volunteer fundraising committee?
  - ▶ Volunteers with corporate and foundation contacts
  - ▶ Community leaders
    - ▶ Elected officials and/or heads of government agencies
  - ▶ Internal constituents outside of development office
    - ▶ Program directors, institute heads, staff





# Peer Screening: Georgetown Hospital Foundation (GHF)

## Real life learnings



# The GFH - Who We Are

- ▶ Post campaign small fundraising shop looking to increase engagement of current board members and assess candidacy of potential volunteers
- ▶ Board is good at governance, not so much at fundraising
- ▶ Wants to grow donor base and develop a more robust Major Gift program
- ▶ Needs to build a strong pipeline for today and future campaign
- ▶ Board roles and expectations have changed mid-term



# Peer Screening: GHF Learnings

## Flash back 2011: \$6.5 million Capital Campaign

- ▶ Formal prospect research had been conducted but in the absence of formal Peer Review practices the pipeline was missing some relevant information.
- ▶ Informal peer review was utilized to assist with a mini small business campaign. Committee was formed to identify linkages, affinity and capacity.

## *Outcomes:*

- ▶ Engaged one of our strongest board members who was extremely comfortable sharing information and facilitating introductions.
- ▶ Introduced small business owners to the pipeline and database who were missed &/or dismissed during prospect research process. Information learned during peer review ELEVATED our asks and improved results.
- ▶ Secured EIGHT new pledges totaling over \$40,000 from local business that would've been missed.



# Peer Screening: GHF Learnings

## Flash Forward 2017/2018...

Operating in a post campaign environment ... case for support not as strong. Corporate relationships that were developed during the 'small business' campaign are still strong and support of the Foundation has continued.

- ▶ Post Campaign we need to build up the pipeline to satisfy current needs and build for future campaign.
- ▶ As the Foundation has evolved, board roles have changed 'mid term'. Discovered a need to educate our volunteers.
- ▶ Introduced Tracey Church and a formal peer review process in 2017.



# GHF & Peer Screening ...what we learned!

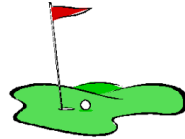
- ▶ It's going to take time and PRACTICE; not everyone is good at it.
- ▶ Initial peer review exercise identified gaps around the board table & assisted us in identifying what we needed going forward.
- ▶ Staff networks are limited and we rely on the board to leverage their networks and provide a layer of local intelligence to research findings.
- ▶ When it comes to fundraising and philanthropy (i.e. not just selling gala tickets) most of our board members don't know how to help.

**SHOW THEM HOW TO HELP!**



# Lunch & Learn: *Show them what you do!*

- ▶ Senior volunteers and executives mostly have *no idea* what prospect research and development is.
  - ▶ Most senior volunteers (and some senior executives!) come from professions other than fundraising
  - ▶ While their heart may be in the right place, they need to be educated in how to fundraise.
    - ▶ Surprise! It's not about golf tournaments!
- ▶ In the first 15 minutes of your Lunch & Learn - show them, via presentation, **WHAT you do** with print screens of some of your resources regarding wealth indicators; real estate and share holdings; and, relationship maps etc.
  - ▶ They will be **amazed!**



# Examples of what we CAN get

## Biographies

### *Canadian Who's Who Biography*

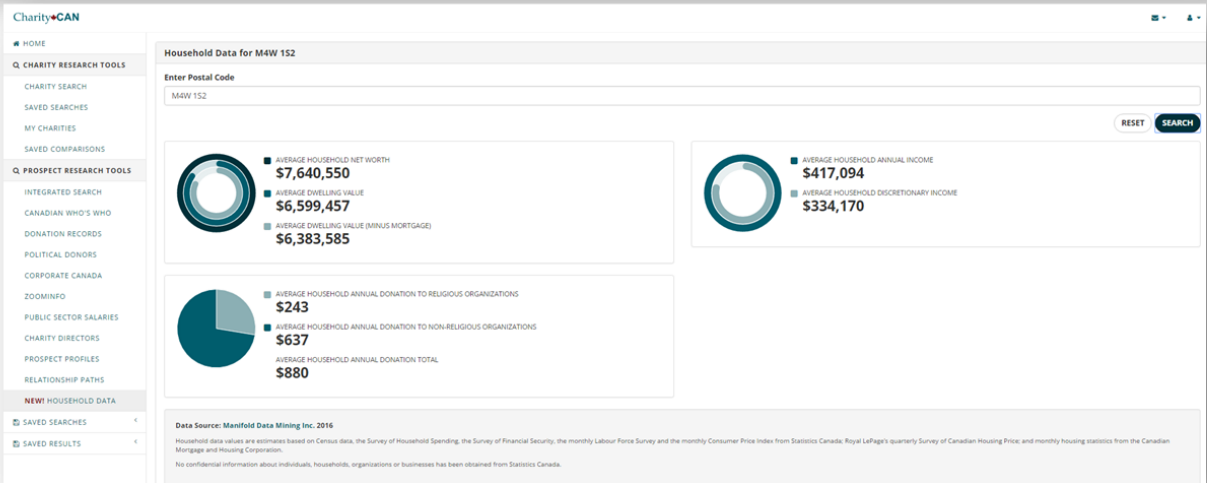
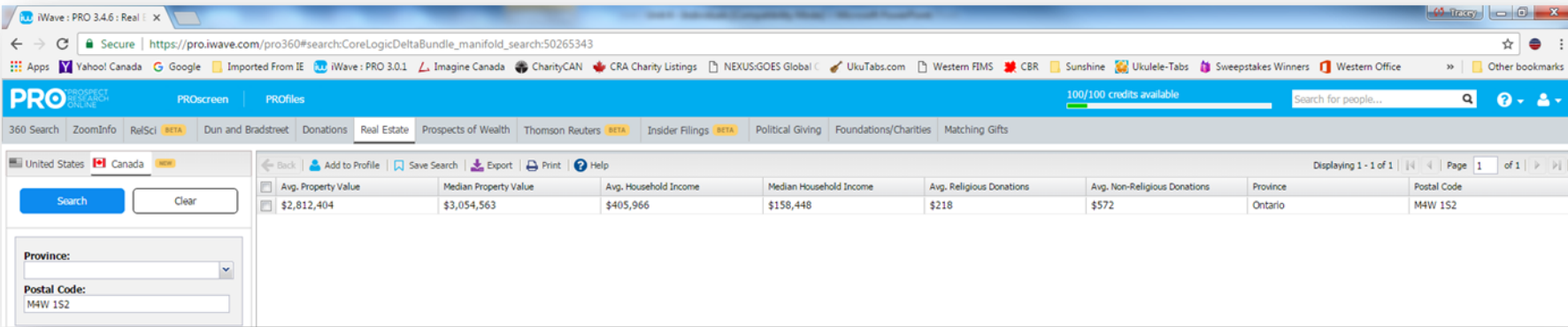
 Abbreviations Index

**SCHWARTZ, Gerald Wilfred**, O.C., B.Comm., LL.B., M.B.A., Ph.D. (Hon.), LL.D.; businessman; b. Winnipeg, Man. 24 Nov. 1941; s. Andrew O. and Lillian (Arkin) Schwartz; m. Heather Reisman; children: Carey, Jill, Andrea, Anthony; e. Univ. of Man. B.Comm. 1962, LL.B. 1966; Harvard Univ. M.B.A. 1970; FOUNDER, CHAIR AND C.E.O., ONEX CORPORATION 1984– ; Dir., Celestica Internat. Holdings, Inc.; Vice-Chair, Dir., Gov. & Mem. Exec. Cttee., Mt. Sinai Hosp.; Chair of the Bd. of Trustees, Cdn. Friends of Simon Wiesenthal Center; Bd. of Trustees, Simon Wiesenthal Centre; Chair, HESEG; called to Bar of Man. 1966; law practice Asper, Freedman & Co. Winnipeg 1966–68; Assoc., Corporate Finance, Estabrook & Co. Inc. N.Y. 1970, Vice-Pres. Corporate Finance 1971; Sr. Assoc., Bear, Stearns & Co. 1973, Vice-Pres. Corporate Finance 1974; Co-Founder, Pres., Mem. Exec. Cttee., CanWest Capital Corp. 1977–83; Assoc. Prof. (Adj.), N.Y. Univ. Grad. Sch. Business Adm.; Dir., Indigo Books & Music Inc.; Vice-Chair, Mount Sinai Hospital; Mem., Cttee. on Univ. Resources, Harvard Univ. Bd. of Overseers; Dir., Gov., or Trustee of a number of other organizations, incl.: Jr. Achievement of Central Ont. and The Simon Wiesenthal Center; honours: Hon. Dir., The Bank of Nova Scotia; Officer, Order of Canada 2005; Lifetime Achievement Award (Ont.), Ernst & Young 2005; el. to Cdn. Business Hall of Fame 2006; Hon. Doctorates, Tel Aviv Univ. (Ph.D.) and St. Francis Xavier Univ. (LL.D.); recreation: sailing, tennis.



# Examples of what we CAN get

## Real Estate (by postal code)





# Examples of what we CAN get

## Real Estate (US)

**PRO** PROSPERITY ONLINE

360 Search | ZoomInfo | RelSci | Dun and Bradstreet | Donations | Real Estate | Prospects of Wealth | Thomson Reuters | Insider Filings | Political Giving | Foundations/Charities | Matching

United States | Canada

Search | Clear

Name: Gerald Schwartz | all

Country: |

State/Province: |

Street: |

P.O. Box: |

ZIP Code: |

Address Type: ☒ All ☐ Owner ☐ Property

Other Information

Owner Type: ☒ All ☐ Ind. ☐ Corp.

Property Type: Agricultural, Amusement-recreation, Apartment, Commercial, Commercial Condominium

APN Number: |

Value Range: low - high

Include Unknown ☒

Free and Clear ☐

Record (1)

Back | Add to Profile | 360 | Export Results | Print | Help

Property Information | Property Transaction History (9)

Owner Names: Gerald W Schwartz  
Property Address: 22140 Pacific Coast HWY  
Malibu, CA 90265-5027  
Mailing Address: TORONTO #4900 ON MSJ 2S1 CANADA  
Owner Relationship: N/A  
Free and Clear: No  
Most Recent Purchase Price: \$19,000,000  
Most Recent Purchase Date: June 10, 2008

Map | Satellite | Coast | Malibu Beach | Malibu Public Access Beach

Click to view larger map

Property Assessment Details

Current Value:	\$7,814,789	Tax Amount:	\$552,768
Market Value:	N/A	Tax Year:	2015
Assessed Value:	\$49,386,312	Assessed Year:	2016
Appraised Value:	N/A	Assessed Land Value:	\$36,033,683
Ass'd. Improvement Value:	\$13,352,629		

Property Information

APN Number:	4451-006-038	Cash/Mortgage Sale:	N/A
County:	Los Angeles	Total Rooms:	N/A
Property Type:	Single Family Residence	Total Bedrooms:	5
Year Built:	2014	Total Bathrooms:	6.00
Effective Year Built:	2014	Garage:	N/A
Acres:	0.50	Pool:	N/A
Building Sq. Feet:	N/A	View:	WATER
Living Sq. Ft:	7,715	Location Influence:	N/A
Universal Sq Ft:	7,715	Number of Buildings:	1
Number of Stories:	N/A	Land Use:	Sfr
Number of Units:	N/A		



# Examples of what we CAN get

## Securities

2055563	<b>General remarks:</b> 2012-03-22	2012-03-22	Direct Ownership :	47 - Acquisition or disposition by gift	-1,000	36.9840
2277532	<b>General remarks:</b> 2013-05-13	Gift to Veronica Pickard. 2013-05-14	Direct Ownership :	10 - Acquisition or disposition in the public market	+500	48.5780
2277534	<b>General remarks:</b> 2013-05-13	2013-05-14	Direct Ownership :	47 - Acquisition or disposition by gift	-500	48.5780
1329722	<b>General remarks:</b> 2003-02-13	2008-12-04	Indirect Ownership : 1597257 Ontario Inc.	00 - Opening Balance-Initial SEDI Report		
1329725	<b>General remarks:</b> 2008-11-28	2008-12-04	Indirect Ownership : 1597257 Ontario Inc.	11 - Acquisition or disposition carried out privately	+1,400,000	16.1400
1329732	<b>General remarks:</b> 2008-11-28	Acquisition of shares from Pacific Marine Capital Ltd. 2008-12-04	Indirect Ownership : 1597257 Ontario Inc.	47 - Acquisition or disposition by gift	-1,260,000	17.5500
1616160	<b>General remarks:</b> 2010-04-09	Donation of shares to charitable foundation 2010-04-12	Indirect Ownership : 1597257 Ontario Inc.	47 - Acquisition or disposition by gift	-140,000	29.2000
1616180	<b>General remarks:</b> 2010-04-09	Donation to The Gerald Schwartz and Heather Reisman Foundation. 2010-04-12	Indirect Ownership : 1597257 Ontario Inc.	11 - Acquisition or disposition carried out privately	+1,000,000	
1616181	<b>General remarks:</b> 2010-04-09	Acquisition of shares from Aunt Martha's Chocolate Chip Cookie Company Inc. with settlement to occur on April 12, 2010. 2010-04-12	Indirect Ownership : 1597257 Ontario Inc.	10 - Acquisition or disposition in the public market	-1,000,000	29.0000
1715808	<b>General remarks:</b> 2010-10-01	Settlement to occur on April 14, 2010. 2010-10-07	Indirect Ownership : 1597257 Ontario Inc.	11 - Acquisition or disposition carried out privately	+700,000	28.9100
1715810	<b>General remarks:</b> 2010-10-01	Acquisition of shares from AFIC Capital Ltd. 2010-10-07	Indirect Ownership : 1597257 Ontario Inc.	47 - Acquisition or disposition by gift	-700,000	28.9100
2038720	<b>General remarks:</b> 2012-02-29	Donation of shares to The Gerald Schwartz and Heather Reisman Foundation 2012-03-01	Indirect Ownership : 1597257 Ontario Inc.	11 - Acquisition or disposition carried out privately	+1,000,000	



# Examples of what we CAN get

## Executive Compensation



Summary Compensation Table

Name and principal Position	Year	Salary	Share-based awards	Option-based awards (1)	Non-equity incentive plan compensation			All other compensation	Total compensation
					Annual incentive plans	Long-term incentive plans	Pension value		
Mr. Gerald W. Schwartz ..... Chief Executive Officer	2016	US\$ 1,300,000	—	—	US\$ 6,611,616	—	—	—	US\$ 7,911,616
	2015	US\$ 1,300,000	—	—	US\$ 6,000,000	—	—	—	US\$ 7,300,000
	2014	US\$ 1,300,000	—	—	US\$ 17,838,291	—	—	—	US\$ 19,138,291
Mr. Christopher A. Govan (2)(3) .... Chief Financial Officer	2016	US\$ 302,000	—	US\$ 565,202	US\$ 1,224,261	—	—	—	US\$ 2,091,463
	2015	US\$ 313,240	—	US\$ 487,723	US\$ 1,100,000	—	—	—	US\$ 1,900,963
Mr. Robert M. Le Blanc ..... Senior Managing Director	2016	US\$ 400,000	—	—	US\$ 3,292,407	—	—	—	US\$ 3,692,407
	2015	US\$ 400,000	—	—	US\$ 3,400,000	—	—	—	US\$ 3,800,000
	2014	US\$ 400,000	—	—	US\$ 11,913,658	—	—	—	US\$ 12,313,658
Mr. Seth M. Mersky (3) ..... Senior Managing Director	2016	US\$ 400,000	—	—	US\$ 3,291,043	—	—	—	US\$ 3,691,043
	2015	US\$ 400,000	—	—	US\$ 3,400,000	—	—	—	US\$ 3,800,000
	2014	US\$ 400,000	—	—	US\$ 22,936,543	—	—	—	US\$ 23,336,543
Mr. Anthony Munk ..... Senior Managing Director	2016	US\$ 400,000	—	—	US\$ 3,299,103	—	—	—	US\$ 3,699,103
	2015	US\$ 400,000	—	—	US\$ 3,400,000	—	—	—	US\$ 3,800,000
	2014	US\$ 400,000	—	—	US\$ 5,079,682	—	—	—	US\$ 5,479,682



# Examples of what we CAN get

## Demographics



### 22 AGING IN SUBURBIA

Older, upper-middle-income suburban couples and families

Population: 875,437 (2.26% of Canada)

Households: 314,928 (2.17% of Canada)

Average Household Income: \$111,235

House Tenure: Own

Education: Mixed

Occupation: Service Sector/White Collar



couples and families

Population: 875,437 (2.26% of Canada)

Households: 314,928 (2.17% of Canada)

Average Household Income: \$111,235

House Tenure: Own

Education: Mixed

Occupation: Service Sector/White Collar

Cultural Diversity Index: Low

Sample Social Value: Vitality



WHO THEY ARE

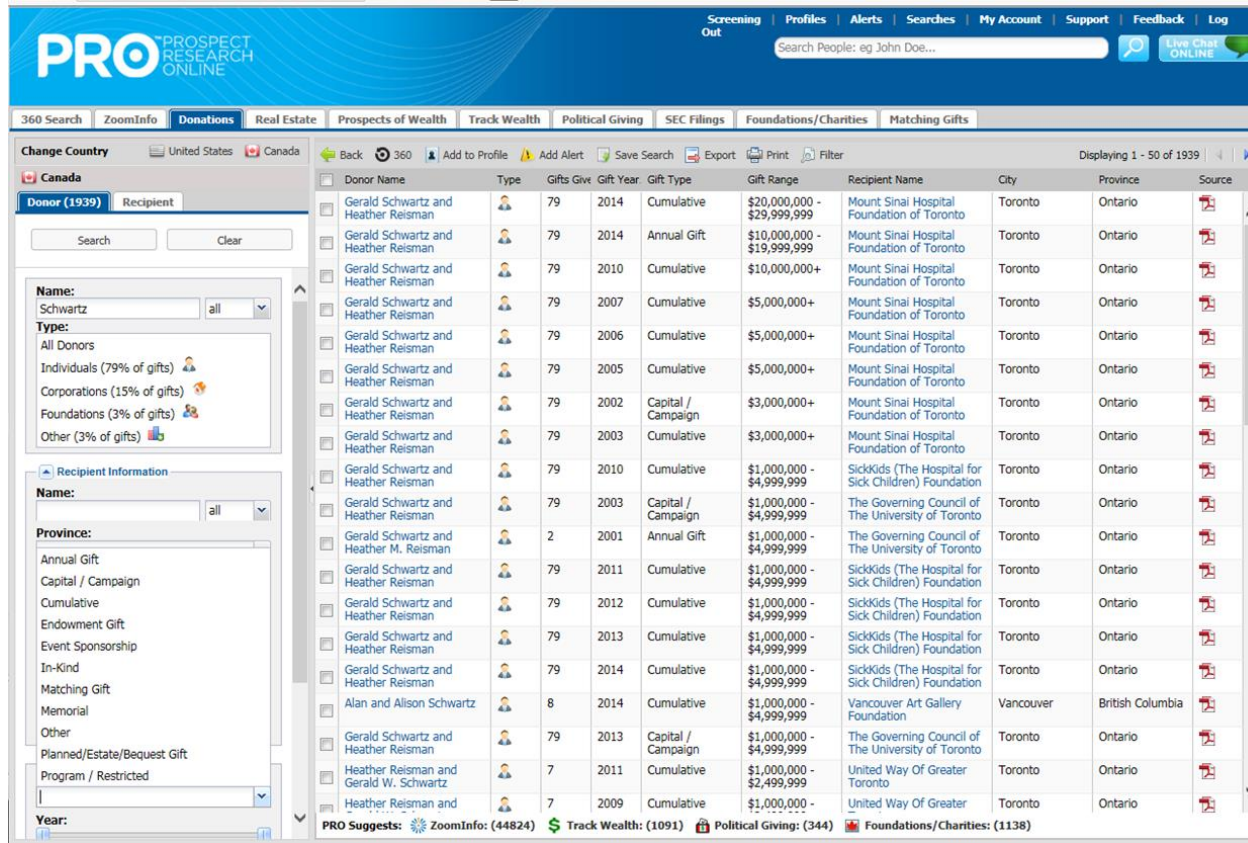
Not quite golden age material, the established households of Aging in Suburbia enjoy a comfortable lifestyle sustained by their upper-middle incomes. Once filled with young child-rearing families, this segment is now a sign of the times: home to a mix of older couples aging in place and middle-aged families still raising children and building nest eggs. Many adults earn good incomes from long-tenured jobs in public administration, retail trade and construction. And that's allowed them to buy solid, single-detached homes typically built between 1960 and 1990—many with luxury cars and boats in the driveway. Over one-third of the households still contain children—generally 10 to 24 years old—who no doubt influence this segment's preferences for pets, video arcades, dinner theatres and rock concerts. For summer vacations, they can often be found heading to lakes and parks for camping and jet skiing, but they've also been known to visit such far-flung locales as Australia, China and Mexico. Reward programs are popular among Aging in Suburbia members, especially those offered by airlines and hotels.





# Examples of what we CAN get

## Gifts to Other Organizations



The screenshot displays the PRO Prospect Research Online interface. The top navigation bar includes links for Screening, Profiles, Alerts, Searches, My Account, Support, Feedback, and Log. A search bar is present with the text "Search People: eg John Doe...". Below the navigation bar, a tabbed interface shows "Donations" selected. The left sidebar contains filters for "Change Country" (United States, Canada), "Donor (1939)", and "Recipient". The main table lists donations with columns: Donor Name, Type, Gifts Give, Gift Year, Gift Type, Gift Range, Recipient Name, City, Province, and Source. The table shows multiple donations from Gerald Schwartz and Heather Reisman to various organizations in Ontario, Canada, including Mount Sinai Hospital Foundation of Toronto, SickKids (The Hospital for Sick Children) Foundation, and The Governing Council of The University of Toronto. The bottom of the interface shows summary statistics: PRO Suggests: 44824, Track Wealth: 1091, Political Giving: 344, and Foundations/Charities: 1138.

Donor Name	Type	Gifts Give	Gift Year	Gift Type	Gift Range	Recipient Name	City	Province	Source
Gerald Schwartz and Heather Reisman		79	2014	Cumulative	\$20,000,000 - \$29,999,999	Mount Sinai Hospital Foundation of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2014	Annual Gift	\$10,000,000 - \$19,999,999	Mount Sinai Hospital Foundation of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2010	Cumulative	\$10,000,000+	Mount Sinai Hospital Foundation of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2007	Cumulative	\$5,000,000+	Mount Sinai Hospital Foundation of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2006	Cumulative	\$5,000,000+	Mount Sinai Hospital Foundation of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2005	Cumulative	\$5,000,000+	Mount Sinai Hospital Foundation of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2002	Capital / Campaign	\$3,000,000+	Mount Sinai Hospital Foundation of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2003	Cumulative	\$3,000,000+	Mount Sinai Hospital Foundation of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2010	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2003	Capital / Campaign	\$1,000,000 - \$4,999,999	The Governing Council of The University of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather M. Reisman		2	2001	Annual Gift	\$1,000,000 - \$4,999,999	The Governing Council of The University of Toronto	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2011	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2012	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2013	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	
Gerald Schwartz and Heather Reisman		79	2014	Cumulative	\$1,000,000 - \$4,999,999	SickKids (The Hospital for Sick Children) Foundation	Toronto	Ontario	
Alan and Alison Schwartz		8	2014	Cumulative	\$1,000,000 - \$4,999,999	Vancouver Art Gallery Foundation	Vancouver	British Columbia	
Gerald Schwartz and Heather Reisman		79	2013	Capital / Campaign	\$1,000,000 - \$4,999,999	The Governing Council of The University of Toronto	Toronto	Ontario	
Heather Reisman and Gerald W. Schwartz		7	2011	Cumulative	\$1,000,000 - \$2,499,999	United Way Of Greater Toronto	Toronto	Ontario	
Heather Reisman and		7	2009	Cumulative	\$1,000,000 -	United Way Of Greater	Toronto	Ontario	



# Examples of what we CAN get

## (Some) Board Connections

The screenshot shows the CharityCAN website's 'Relationship Path Search' interface. The browser address bar displays the URL: <https://www.charitycan.ca/licensee/pathSearch.aspx?fromEntity=person&fromId=488501&toEntity=person&toId=1323753&page=1>. The left sidebar contains navigation links for 'HOME', 'CHARITY RESEARCH TOOLS', and 'PROSPECT RESEARCH TOOLS'. The main content area shows a search for connections between 'GERALD W. SCHWARTZ (Toronto, ON)' and 'Jim Balsillie (Toronto, ON)'. The results show a single connection path: GERALD W. SCHWARTZ is connected to Thomas E. Kierans, who is connected to Jim Balsillie. The connection between GERALD W. SCHWARTZ and Thomas E. Kierans is detailed as follows:

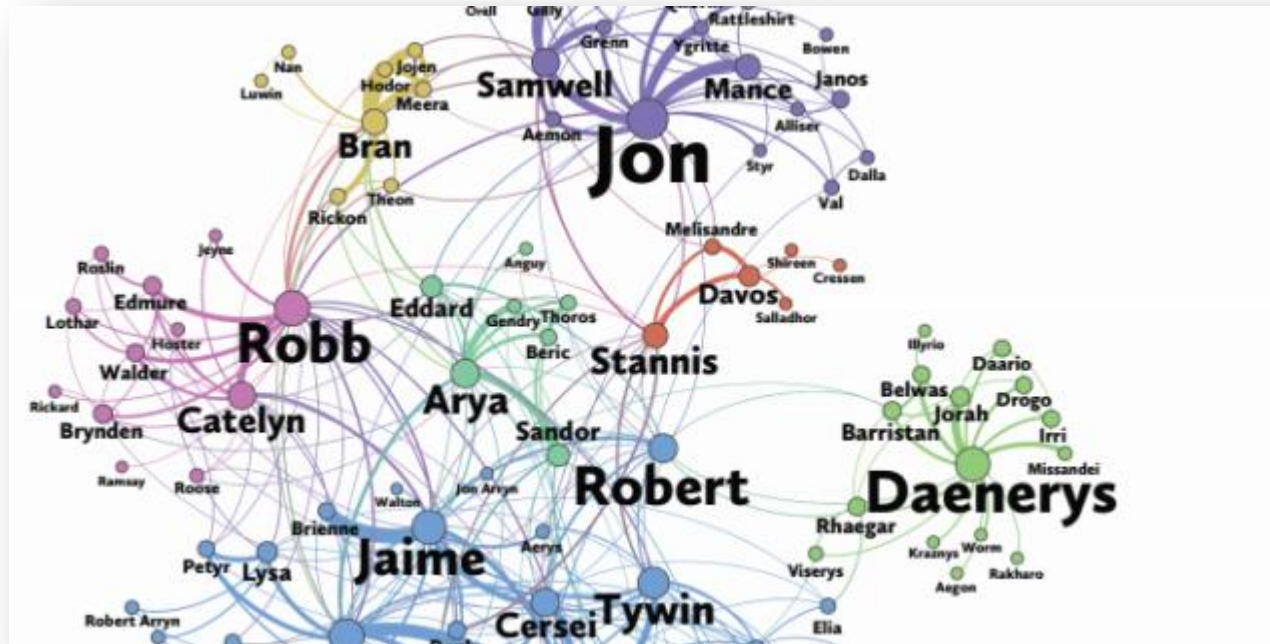
- Connected through:
  - MOUNT SINAI HOSPITAL EMPLOYEES' CHARITY TRUST (2012 to 2012)
  - Sinai Health System (2012 to 2013)

The connection between Thomas E. Kierans and Jim Balsillie is detailed as follows:

- Connected through:
  - Canadian International Council-Conseil International du Canada (2008 to 2015)



# Provide a relationship map of someone in the room!\*



\*Make sure you ask them first!



# Tell them the steps

- ▶ While prospect researchers and fundraisers seek out public information sources to find potential **capacity** of a prospect...
  - ▶ gifts to other organizations; real estate; company revenue; and, shareholdings, among other wealth indicators
- ▶ They also look to find **affinity** to an organization's mission and programs
  - ▶ support of other “like” causes; event attendance, etc.

And....





# And...

- ▶ Most importantly, prospect researchers and fundraisers seek out *linkages* to your organization
  - ▶ Has the prospect served on a board with one of your directors or major giving donors?
  - ▶ Do they live in the same neighbourhood?
  - ▶ Are they business colleagues?
  - ▶ Are they members of the same clubs and social circles?
  - ▶ Did they attend the same school *at the same time* as one of your board members?

**BUT, linkages are the hardest to research!**



# And then we tell them what *they* can do

## 1. **Senior volunteers bring forward** potential names to the organization.

- ▶ In a group session: this is the best for open discussion.
  - ▶ Does more than one volunteer know the prospect?
  - ▶ What would be a good first step in solicitation?
- ▶ One-on-one: some volunteers are more comfortable with this approach and this can work well with varied schedules.
- ▶ On an ongoing basis: set up a process if volunteer has an idea for a prospect.
  - ▶ Give them a contact name/number/email
  - ▶ Put it in their contacts OR even give them a *laminated business card* with instructions of who to contact!



# And/Or

## 2. The *organization brings forward* a group of names for the senior volunteers to screen.

- ▶ In a group session: this is best for open discussion.
  - ▶ Does more than one volunteer know the prospect?
  - ▶ What would be a good first step in solicitation?
  - ▶ Sessions should run no longer than an hour and cover a limited number of names per session.
- ▶ Other questions asked include:
  - ▶ How well does a senior volunteer know the prospect?
  - ▶ Is the senior volunteer comfortable making a solicitation meeting with the prospect and/or introducing the prospect to the fund development team?
  - ▶ What are the affinity areas and estimated capacity of the prospect?
  - ▶ What is the likelihood or inclination this prospect would give to your organization?
- ▶ One-on-one: some volunteers are more comfortable with this approach and this can work well with schedules.



# Include a break-out session

- ▶ In the Lunch & Learn, provide an example of how peer screening works - in practice
- ▶ Provide a **Screening Sheet** with some examples (of real prospects) already filled in and then let them try a few
  - ▶ Do a 10 minute break-out where groups of 3-4 volunteers discuss three names brought forward
  - ▶ Walk around and help them with questions
  - ▶ After the 10 minutes, bring everyone together and do a *live* fill-in of the Screening Sheet together (projected on overhead) as volunteers share what linkages they found.
  - ▶ Discussion ensues!



# Case Sample: Land Trust

- ▶ Land Trust Board of Directors mostly filled with passionate regional environmentalists
- ▶ Had primarily foundations on their prospect list so they wanted to start there
- ▶ Didn't think they had *any* affluent or influential connections

## ▼ People & Contact Information: The W. Garfield Weston Foundation

### Contact Information

Address: 22 St. Clair Ave. East, Suite 2001, Toronto, Ontario, M4T2S3

Language of Correspondence: English

Phone: (416) 922-2500

Fax: (416) 967-7949

E-mail: [info@westonfoundation.org](mailto:info@westonfoundation.org)

Website: <http://www.westonfoundation.org>

- **Geordie Dalglish, Chair**
  - Past Director, Georgian Bay Land Trust
  - Avid outdoorsman and environmentalist
  - \$1M+ Royal Botanical Gardens
  - \$300,000+ Georgian Bay Land Trust
  - \$100,000+ Bruce Trail Conservancy
  - \$50,000+ Canadian Canoe Museum
  - \$25,000+ Nature Conservancy of Canada

It turned out **three** of the board members knew Geordie Dalglish well!  
They had sat on the Georgian Bay Land Trust Board with Geordie and had *no idea* that he sat on the W. Garfield Weston Foundation board *or* had any individual wealth (note, Geordie takes personal air transport to his cottage).



# For regular peer screenings

- ▶ Remember the rule of KISS: Keep It Simple Stupid
  - ▶ Yes, I was raised by an English military mother
- ▶ Make peer screening a part of the board meetings quarterly
- ▶ But, each peer review session should be **no more than an hour**
  - ▶ So that means reviewing **10-30** names tops!
  - ▶ Ever see the look on someone's face when you pass them a list of 200 names?!
- ▶ And, no one leaves the room with the names
  - ▶ These are confidential, we don't want the lists sitting at home or at the office
  - ▶ You are reinstating the responsibility we all have to the organization



# If you are bringing names forward think of the rule of thirds

## For a positive successful session:


- ▶ **1/3 of the names should be warm**
  - ▶ Lapsed donors who you want to get back on board or increase their giving
- ▶ **1/3 of the names *you know have* linkages to someone in the room**
  - ▶ We know they know who they know but they don't know they know them
  - ▶ Provide enough information that gives them a chance to make the connections "themselves"
  - ▶ Everyone needs to feel they have contributed to the success of the session
- ▶ **1/3 of the names are from your "wish list"**
  - ▶ Prospects who look good on paper but have no known connections



# Example of a Screening Sheet

Tracey Church & Associates  
Research + Consulting Services

Senior Volunteer Peer Screening  
2017

Prospect Name	Prospect Position and Employer	City	Prov	Organization Notes	Depth of Knowledge	Estimated Capacity	Program Affinity	Inclination	Would like to make an intro Y/N	Senior Volunteer Name	Additional Notes	Screening Date
Prospect A ID					Know Well Know Somewhat Do Not Know			High Medium Low Unknown				
Prospect B ID					Know Well Know Somewhat Do Not Know			High Medium Low Unknown				
Prospect C ID					Know Well Know Somewhat Do Not Know			High Medium Low Unknown				
Prospect D ID					Know Well Know Somewhat Do Not Know			High Medium Low Unknown				
Prospect E ID					Know Well Know Somewhat Do Not Know			High Medium Low Unknown				

You fill in these fields ahead of time

They fill in the rest






# You want to define “know”

- ▶ Form: Know Well / Know Somewhat / Do Not Know
- ▶ Are they willing to ask on behalf of the organizations, make an introduction to a fundraiser, and/or pick up the phone?
- ▶ Based on past experience, “oh, I know him”!
  - ▶ Further define this to:
    - ▶ Close friend - do they holiday with each other?
    - ▶ Acquaintance - a friend of a friend or a member of the same club?
    - ▶ Business colleague - have worked with them in the same organization?
    - ▶ Business acquaintance - have crossed business circles?
    - ▶ Family connections - in-laws? Spouse’s cousin? Etc.




# Also: AFP Webbing Exercises

  
**The Webbing Exercise**  
**Information Form**

<b>Confidential</b>		
<b>Your Name:</b>		
<b>Experience</b>		
Have you ever helped any nonprofit group get a gift of more than \$500? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe:		
<b>Contacts</b>		
Please list five or more people, companies, or organizations that you think can afford to make a large gift to our organization. These could be new ideas, or names from the master prospect list.		
<b>People I/someone could ask:</b>	<b>Comments about who they are or what would interest them:</b>	<b>How much to ask for:</b>
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

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<b>Business Connections</b>
Are you religious? Do you belong to a particular congregation? Which one? (This may be useful if we need to match prospects with people of the same religion, denomination, or place of worship.)
<input type="checkbox"/> This is confidential information, which I am not prepared to reveal now.
<input type="checkbox"/> Not religious.
<input type="checkbox"/> My religion is:
<input type="checkbox"/> I worship at:
<input type="checkbox"/> Other religious connections (spouse, family, etc.):
<b>Politics</b>
Are you active in politics? (This may be useful if we need to match prospects with people of the same political persuasion.)
<input type="checkbox"/> This is confidential information, which I am not prepared to reveal now.
<input type="checkbox"/> Not politically active.
<input type="checkbox"/> My political involvements:
Which levels? <input type="checkbox"/> National <input type="checkbox"/> State/Province <input type="checkbox"/> Municipal
<b>Additional Comments</b>

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# Also: AFP Webbing Exercises

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Community Groups and Clubs

To what community groups, service clubs, or social clubs do you belong?  
☐ This is confidential information which I am not prepared to reveal now  
☐ I don't belong to any community groups or clubs.  
☐ I belong to:

Club/Group	Years	Active Connection?

School

What schools/universities did you attend? What years? Are you active in their alumni associations?

School
Years
Active Connections?

Work

Where do you work now? Where and when have you worked in the past?

Workplace	Years	Job Title

Thank you for this information. It will be kept confidential.

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Step two in the screening process is using the Prospect Screening Form to assign ask amount, areas of interest to use in approaching the prospect, and solicitors who will make this ask.

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# Tracking and Reporting Screening

Tracking senior volunteer screening and activities in the database provides reports for:

- ▶ Emphasizing the importance of volunteer relationships and actions
- ▶ Encouraging accountability and consistent feedback
- ▶ Helping staff manage volunteer relationships
- ▶ Directly relating volunteer activity with revenue generated for the organization!



# Example of a board member screening report

6

**PEER REVIEW: COMPILATION OF  
SCREENING RESULTS FOR WILLIAM SMITH**

Mr Taylor Jones	MBA 1963	Prospect Manager: Julie Brock
Toronto, ON, CAN		
President, Vandelay Industries		Total Paid Gifts: \$2,003,550.00
<hr/>		
Mr Peter Smith	HBA 1967	
Toronto, ON, CAN		
Executive Chairman, Company Store		Total Paid Gifts: \$19,000.00
<hr/>		
Mr Jack Little	MBA 1953	Prospect Manager: Sam Jones
Toronto, ON, CAN		
Retired Chairman, Little Supplies		Total Paid Gifts: \$148,801.75
<hr/>		
Ms Simon Chen	HBA 1978	Prospect Manager: Julie Brock
Toronto, ON, CAN		
Principal, Realty Advisors, Inc.		Total Paid Gifts: \$50,000.03
<hr/>		
Mrs Henry Sullivan	HBA 1977	Prospect Manager: Paul Samson
Toronto, ON, CAN		
Owner, Sullivan Designs Ltd.		Total Paid Gifts: \$1,000,000.00
<hr/>		
Mr Jan Pedersen	MBA 1968	Prospect Manager: Paul Samson
Toronto, ON, CAN		
President, Pedersen Securities Ltd		Total Paid Gifts: \$53,886.68
<hr/>		
Mrs Frederick Jacobs	HBA 1983	
Toronto, ON, CAN		
President, Jacobs Financial Incorporated		Total Paid Gifts: \$23,381.85

ALL INFORMATION ON THIS FORM IS FICTICIOUS AND IS BEING USED FOR DEMONSTRATIVE PURPOSES.



# Additional Sources

- ▶ **Prospect Research in Canada: An Essential Guide for Researchers and Fundraisers.** Edited by Tracey Church & Liz Rejman. Civil Sector Press, 2016.
  - ▶ Available from: Amazon.com in US or Hilborn Civil Sector Press in Canada
  - ▶ All proceeds go to Apra Canada.
  - ▶ Chapter 5: Includes Senior Volunteers and Peer Screening: A Case Sample from Ivey School of Business by Sarah McCarthy
  - ▶ Chapter 12: Includes Peer Review Sample Forms and Reports
- ▶ **Don McDermott, Capacity Canada. Association Governance Overview.** AFP Golden Horseshoe, June 27, 2018.
- ▶ **Vernetta Walker, Engaging the Board of Directors to Meet Your Goals.** AFP Leadership Academy, October 13, 2018.



# Good Luck and Have Fun!



# ► Questions?

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