Centralized Gift Processing at UC DAVIS:
Our Journey to GREATness

Jessica Schrider LaBorde
Assistant Vice Chancellor
Advancement Services - UC Davis

Prezi Version Online at:
https://ais.ucdavis.edu/presentations
The backbone of our new centralized gift processing (CGP) system is the web application we built in-house.

And it does “GREAT” things:

Gift Reporting Entry And Tracking
ABOUT UC DAVIS

Main Campus
Davis, California

Tahoe Environmental Research Center
Incline Village, Nevada

UC Davis Health
Sacramento, California

Bodega Marine Laboratory
Bodega Bay, California

UC DAVIS

35,415 enrolled students

60% female
40% male

2% Gender Non-Binary

104 MAJORS

20,500 bicycles on campus a day

$704 million research funding for 2014-2015

99 GRADUATE PROGRAMS

Athletics name: AGGIES

Athletics level: NCAA Division 1

Intercollegiate sports: 23 varsity teams
ABOUT UC DAVIS DEVELOPMENT

Development and Alumni Relations Staff (DEVAR)
- Shaun Keister, Ph.D. Vice Chancellor
- 300+ Staff Members
- Hybrid Fundraising Environment
THE BIG IDEAS CAMPAIGN FOR UC DAVIS

Last Campaign
$1 Billion

This Campaign
13 Big Ideas & $2 Billion
bigideas.ucdavis.edu
GIFT VOLUME

- 59,000+ Transactions per Year
- $230 Million Raised (FY18)
- 800 Gift Agreements Worked On Each Year
ABOUT ADVANCEMENT SERVICES

Advancement Services (The Cousteau Crew)
- Jessica LaBorde, Asst. Vice Chancellor
- Agile Crew of 40
- Teams:
  - Help Desk and Training Services
  - Gifts and Data Services
  - Business Intelligence Services
  - Customer Services
    - Business Relationship Managers
    - Gift Agreements Team
ABOUT ADVANCEMENT SERVICES
The Way We Were…

Donation → Deans Office Gift Processor → Advancement Services Gift Processing → Gift Recorded on Official Database

- Generic Department Gift Processors
- Large Department Gift Processors
- Medium Size Department Gift Processors
- Small Department No Processor
The Way We Were...

Up to 45 Days
Auditors said...

"Wait...what??"

Donors said...

"Who?"

"When?"

"What?"

"Where?"
And Now? Diamonds! (Set in Platinum)
### GREAT Planning - Project Overview

<table>
<thead>
<tr>
<th><strong>Timeline</strong></th>
<th>Build to Implementation: 18 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Audience</strong></td>
<td>Internal Stakeholders: All Development Staff</td>
</tr>
<tr>
<td><strong>Data Sources</strong></td>
<td>Ellucian Advance, Kuali, Microsoft Azure, AQ2 (Lockbox), Bank of America data</td>
</tr>
</tbody>
</table>
| **Technology Used** | - Frontend: AngularJS, HighCharts, HTML5, SASS (for CSS)  
- Middleware: ASP.NET C# API w/ KFS Scrubber SFTP integration, .NET Windows Service for BofA and Lockbox communication  
- Services: SparkPost (email), Stackify (logging), Pingdom (monitoring), StatusPage.io  
- Backend: MS SQL Server, ElasticSearch, Azure Storage, Queue + Service Bus  
- Hosting: MS Azure Cloud, GitHub, AppVeyor (CI), Octo (Deploy) |
| **Project Costs** | ~$900,000 (all-inclusive). |
| **Project Team** | Executive Director, Sr. Director of Advancement Services, Business Analysts (6), Data Analysts (2)  
Gift Reviewers (2), Gift Processors (2), Programmers (4) |
GREAT Planning
So many process and business rules to sort through

140+ Processes

- Donations
- Receipts
- Gift Documentation

- Current Use Funds
- Endowments
- FFEs

database of record

Accounting System

Ellucian
Kuali

UC Davis
GREAT Planning
Mapped with Help from Six Sigma Black Belt
Example: Money Movement Rules

**Regent Current Use Allocation Rules:**

<table>
<thead>
<tr>
<th>Advance Web</th>
<th>Advance Tables</th>
<th>Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation</td>
<td>ALLOCATION_CODE</td>
<td>= 7 characters before dash (if applicable)</td>
</tr>
<tr>
<td>Agency</td>
<td>AGENCY</td>
<td>R</td>
</tr>
<tr>
<td>Fund Type</td>
<td>FUND_NAME</td>
<td>CURRENT</td>
</tr>
<tr>
<td>Account</td>
<td>ACCOUNT</td>
<td>&lt;&gt; blank, space, or null (format: X-YYYYY-ZZZZZZ)</td>
</tr>
<tr>
<td>Kuali/Payout</td>
<td>XREF</td>
<td>&lt;&gt; blank, space, or null (format: X-AAAAAAA)</td>
</tr>
<tr>
<td>UC Fund</td>
<td>ALPHA_SORT</td>
<td>Within the range 39000-56999</td>
</tr>
<tr>
<td>Alloc Type</td>
<td>GIFT_GRANT_TYPE</td>
<td>= blank, space, or null</td>
</tr>
</tbody>
</table>

**Regent Current Use (GRANTS) allocation rules are:**

<table>
<thead>
<tr>
<th>Advance Web</th>
<th>Advance Tables</th>
<th>Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation</td>
<td>ALLOCATION_CODE</td>
<td>= 7 characters before dash (if applicable)</td>
</tr>
<tr>
<td>Agency</td>
<td>AGENCY</td>
<td>R</td>
</tr>
<tr>
<td>Fund Type</td>
<td>FUND_NAME</td>
<td>CURRENT</td>
</tr>
<tr>
<td>Account</td>
<td>ACCOUNT</td>
<td>&lt;&gt; blank, space, or null (format: X-YYYYY-ZZZZZZ)</td>
</tr>
<tr>
<td>Kuali/Payout</td>
<td>XREF</td>
<td>&lt;&gt; blank, space, or null (format: X-AAAAAAA)</td>
</tr>
<tr>
<td>UC Fund</td>
<td>ALPHA_SORT</td>
<td>&lt;&gt; blank, space, or null or within 39000-56999 range</td>
</tr>
<tr>
<td>Alloc Type</td>
<td>GIFT_GRANT_TYPE</td>
<td>GT</td>
</tr>
</tbody>
</table>

**Regent Current Use (PLANNED GIFTS) allocation rules are:**

<table>
<thead>
<tr>
<th>Advance Web</th>
<th>Advance Tables</th>
<th>Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation</td>
<td>ALLOCATION_CODE</td>
<td>= 7 characters before dash (if applicable)</td>
</tr>
<tr>
<td>Agency</td>
<td>AGENCY</td>
<td>R</td>
</tr>
<tr>
<td>Fund Type</td>
<td>FUND_NAME</td>
<td>CURRENT</td>
</tr>
<tr>
<td>Account</td>
<td>ACCOUNT</td>
<td>&lt;&gt; blank, space, or null (format: X-YYYYY-ZZZZZZ)</td>
</tr>
<tr>
<td>Kuali/Payout</td>
<td>XREF</td>
<td>PG</td>
</tr>
<tr>
<td>UC Fund</td>
<td>ALPHA_SORT</td>
<td>PG</td>
</tr>
<tr>
<td>Alloc Type</td>
<td>GIFT_GRANT_TYPE</td>
<td>PG</td>
</tr>
</tbody>
</table>
GREAT Planning
Organizational Change Management Strategies

AKA: If you build it they still might not come.

• Steering Committee
• Pilot Participants
• GREAT Roll-out Planning
  • Training
  • Roll-out schedule
  • Internal procedures
  • Customer Service Model

Where is everyone?
GREAT Development

• Agile Scrum Was Key

• Individuals and interactions over processes and tools

• Working software over comprehensive documentation

• Customer collaboration over contract negotiation

• Responding to change over following a plan

http://agilemanifesto.org/

Inspecting and Adapting (and a lot of post-its)
GREAT Development

- Two-Week Sprints
- Sprint Planning & Task Breakdown
GREAT Development

- Collaboration Tools and Issue Management:
  - Slack (Synchronous Chat)
  - Trello (Virtual Task Board)
GREAT Testing - Failing Up by Partying Down

TESTING SCHEME

FAKE MONEY!

STAGE

LOCKBOX Money Mvmt

Initial Volume

Initial Volume

PASS

REAL MONEY!

PROD

GREAT Money Mvmt

Initial Volume

Initial Volume

PASS

AFTER EVERY PROD RELEASE Distilled/Complex

GREAT PROD + OPERATIONAL Regression (7 tests)

Lock Box PROD Regression (10 tests)

GREAT Operational (ex. Excel export)

300+ in total

300+ in total

ROLES Regression STAGE and PROD 400 per round

GREAT Roles (ex. Can LGS see "Modification Required")

200 per round

200 per round
GREAT Testing - Failing Up by Partying Down

**TRACKING THE TEST RESULTS**

**Spreadsheets**
- 10 separate excel spreadsheets all customized to the type of test

<table>
<thead>
<tr>
<th>TEST TRACKING INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Test Name</strong></td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Test 1</td>
</tr>
<tr>
<td>Test 2</td>
</tr>
<tr>
<td>Test 3</td>
</tr>
<tr>
<td>Test 4</td>
</tr>
<tr>
<td>Test 5</td>
</tr>
</tbody>
</table>

Tracks test movement through the system
Uses a nifty naming system to track test type/round
Tracks test purpose, expected results, and actual results
If EVEN calculates the scanline (if applicable)
Process of a Gift Through GREAT

**Purpose**: The purpose of this document is to provide support for Advancement Services team members who are conducting tests utilizing the GREAT system. The color of the status in this document mirrors the color of the status in the GREAT system.

**GREAT Statuses**

0. **Deleted** - The gift has been deleted from the GREAT system.
   - **Notes**: A deleted gift may be retrievable by the AG team.
   - **Expected Time in Status**: 0 - 1 day(s)
   - **Possible Next Status(es)**: Deleted, Created

1. **Draft** - The gift has been saved but has not been created.
   - **Required to Progress**: Manual action; the "Create Gift" button is clicked
   - **Actor**: Creator (Testing Support)

2. **Created** - The gift has been created with all required information and can now be submitted.
   - **Required to Progress**: Manual action; the "Submit for Gift Review" button is clicked
   - **Actor**: Submitter (Testing Lead)

**For Internal Use Only**
Centralized Gift Processing
In a Nutshell

The Gift Process

1. Document Gift
2. Deposit Funds
3. Process Gift
4. Issue Receipt
5. Disperse Funds

How a Gift Flows Through CGP

Technology
1. GREAT Website & Lockbox Remit with OCR Scanline
2. Lockbox & E-cashier
3. Advance
4. Advance-based Reports
5. Scripts to move funds from holding accounts to gift accounts via Kuali

The technology we built or enhanced to facilitate the corresponding business process
Centralized Gift Processing:
Key Features

- The GREAT website
- Complex gift management (tender types, pledges and payments, split, tribute, fair market value)
- OCR scanlines and scanner
- Centralized cashier and tender deposit system
- Azure Cloud used to store gift documentation
- PCI-compliant solution
- Automated money movement
GREAT Overview – CGP Gift Channels

- Mass Solicited Gifts
  - Bulk mail
  - Small dollar amount
  - High volume, simple gifts

- Individually Solicited Gifts
  - GREAT website/coupon
  - Larger dollar amounts
  - Low volume, complex
Mass Solicited Gifts

- Create & Send Solicitation
- Received at Advancement Services
- Scan at Lockbox Deposit Funds
- Process Gift in Advance
- Complete in GREAT (Fund Dispersal)

Individually Solicited Gifts

- Create in GREAT
- Received at Advancement Services
- Scan at Lockbox Deposit Funds
- Gift Review
- Process Gift in Advance
- Complete in GREAT (Fund Dispersal)
User Roles
Roles – Same GREAT Site, Different Sets of Available Features

• Creators and Submitters
• Gift Reviewers
• Gift Data Processors
• Gift Processors
• Financial Reviews
• Approximately 200 Active Users (2019)
Gift Reports, Entry, and Tracking (GREAT)

Welcome to the Gift Processing program, where all your gift tracking dreams will become a reality!

- 799 Batched
- 792 Financed
- 691 Completed

STATUS - Out of 1,151 - Gifts 30 days

Activity - Out of 4,015 - Actions 14 days
Create Donation/Gift Entry – Top Section
Create Donation/Gift Entry – Top Section

House-held donor information is populated via a search box that pulls entity records from Ellucian Advance.

Associated Other donor information is populated via a search box that pulls entity records from Ellucian Advance.

Anonymous donor flag

Captures tribute information for IMO or IHO gifts (people and pets)

Available tender types: check/cash, credit card, electronic securities, gift in kind, real estate, wire transfer. Fields are dynamic based on tender type.

Users must select one of three transit types before they can submit the gift for processing. (In-Person, Courier, USPS). This also starts the clock on a gift notification system that tracks gifts in transit.
Create Donation/Gift Entry – Bottom Section
Create Donation/Gift Entry – Bottom Section

Available distribution types: gift, pledge, pledge payment, pledge with first payment

Pop-up window to indicate exemption from standard fees

Annual receipt indicator

Gift documentation can be attached to the entry by drag and drop or file upload.

A free-form text field to enter special instructions to give reviewers

Each GREAT user is assigned to a “team” comprised of all users belonging to the same school or unit.

Feature to split a gift into more than one distribution type or allocation

Search box that pulls in allocations from Ellucian Advance

Feature to allow users to enter (and deposit) gifts with new or unknown allocations.

Gift premium indicator

Gift documentation can be attached to the entry by drag and drop or file upload.

Entries can be saved as drafts.

Validates the web form to ensure all crucial information is in place

Notifies appropriate units if donor gives to own research account

Creating the gift is the final entry step which ushers the gift along the process and changes status.

Entries can be saved as drafts.

Validates the web form to ensure all crucial information is in place

Notifies appropriate units if donor gives to own research account

Creating the gift is the final entry step which ushers the gift along the process and changes status.

Entries can be saved as drafts.

Validates the web form to ensure all crucial information is in place

Notifies appropriate units if donor gives to own research account

Creating the gift is the final entry step which ushers the gift along the process and changes status.

Entries can be saved as drafts.

Validates the web form to ensure all crucial information is in place

Notifies appropriate units if donor gives to own research account

Creating the gift is the final entry step which ushers the gift along the process and changes status.

Entries can be saved as drafts.

Validates the web form to ensure all crucial information is in place

Notifies appropriate units if donor gives to own research account

Creating the gift is the final entry step which ushers the gift along the process and changes status.

Entries can be saved as drafts.

Validates the web form to ensure all crucial information is in place

Notifies appropriate units if donor gives to own research account

Creating the gift is the final entry step which ushers the gift along the process and changes status.

Entries can be saved as drafts.

Validates the web form to ensure all crucial information is in place

Notifies appropriate units if donor gives to own research account

Creating the gift is the final entry step which ushers the gift along the process and changes status.
Great ID: a unique identifier generated for each gift entry
Anatomy of a Scanline (The Remit Remix)

Lockbox Scanline Requirements
- 59 Characters in length
- OCR-A Extended font
- Location of scanline
- Ink and paper weight
- #9 Envelope
13 Courier Stops Across Campus

M-F Service Once Daily

Locked Courier Bag to Advancement Services

Courier Log

<table>
<thead>
<tr>
<th>Great Id</th>
<th>Primary Donor</th>
<th>Allocations</th>
<th>Total</th>
<th>Created</th>
</tr>
</thead>
<tbody>
<tr>
<td>00000225907</td>
<td>(200)003798 (200)?</td>
<td>323488/323488 (Asian Pacific American Law Student Association)</td>
<td>$5,000.00</td>
<td>12/12/2016 3:00:00 PM</td>
</tr>
<tr>
<td>00000225896</td>
<td>(200)003798 (200)?</td>
<td>323840/323840 (Easter Family Trial Advocacy Scholarship)</td>
<td>$5,000.00</td>
<td>12/12/2016 2:55:12 PM</td>
</tr>
<tr>
<td>00000225872</td>
<td>(200)003798 (200)?</td>
<td>322319/322319 (King Hall Expansion and Renovation)</td>
<td>$2,500.00</td>
<td>12/12/2016 2:39:44 PM</td>
</tr>
<tr>
<td>00000225870</td>
<td>(200)003798 (200)?</td>
<td>222031/222031 (Bruce A. Walker Scholarship Endowment)</td>
<td>$1,000.00</td>
<td>12/12/2016 2:37:22 PM</td>
</tr>
<tr>
<td>00000225868</td>
<td>(200)003798 (200)?</td>
<td>122737/122737 (Joel Dobbs Student Support Fund)</td>
<td>$2,500.00</td>
<td>12/12/2016 2:35:26 PM</td>
</tr>
<tr>
<td>00000225865</td>
<td>(200)003798 (200)?</td>
<td>322319/322319 (King Hall Expansion and Renovation)</td>
<td>$20,000.00</td>
<td>12/12/2016 2:32:01 PM</td>
</tr>
<tr>
<td>00000225859</td>
<td>(200)003798 (200)?</td>
<td>123321/123321 (Class of ’84 Scholarship Fund)</td>
<td>$25,000.00</td>
<td>12/12/2016 2:27:48 PM</td>
</tr>
</tbody>
</table>
Lockbox Scanner in Action
GREAT Coupon - Check Batch

Remits/Coupons are:

• Sorted
• Scanned
• Reviewed
• Electronically deposited to Bank of America Account

Video of Lockbox Operation
GREAT status icons indicate where the gifts are in the process.
Images stored in Azure and linked to Advance
Gift images available in Advance for gift processors to process the gift

Scanned at lockbox and uploaded to Advance via GREAT
Centralized Receipting

Receipting data in Advance and PDF image of receipt in both Advance and GREAT
Financial Review

Key for both Foundation and Regents Accounting
Financial Review

Key for both Foundation and Regents Accounting
Scrubber Documents

- Text files of journal voucher entries that track the movement of gift money through our financial system, Kuali
- Not pretty, but they are effective at moving the money on the general ledger.
- Automatically generated by the GREAT system and added to the gift entry as a text file attachment.
GREAT Completion – Money Movement Visualization

![Financial Details](image)

<table>
<thead>
<tr>
<th>Account</th>
<th>Name</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1160130</td>
<td>9243083</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TXRTNGF</td>
<td></td>
</tr>
<tr>
<td>3-8056996</td>
<td>Central Campus Gift Fee Account</td>
<td>$1.10</td>
</tr>
<tr>
<td>3-MONGIFT</td>
<td>MONDAVI CENTER GIFT FEE REVENUE</td>
<td>$2.20</td>
</tr>
<tr>
<td>3-TXRTNGF</td>
<td>MONDAVI CENTER PROGRAM GIFTS (Tix Rtns)</td>
<td>$5.17</td>
</tr>
</tbody>
</table>

Total: $55.00
Detailed Gift Summary Tracking Each Phase
Full Transparency While Processing & Historical Views
A Few Words About Notifications

There is a fine line between information and spam.
GREAT Implementation: When the Organizational Change Management Rubber Hit the Road

• July to October 2016
• 32 Schools and Units
• 100% Compliance
• Our Customer Service Model – Relationship Managers
We evaluated 32 schools and units for their average yearly gift volume and level of gift complexity to establish a staggered training and roll-out schedule. This avoided bringing online two heavy users in a row (in red).
Classroom Training and User Manuals

- Classroom training customized to user roles
- User manuals and other important information posted on internal website.
Centralized Gift Processing Procedures

1. PCI Violation—At any time a non-redacted credit card is found in the gift documents, please immediately report it to one of the managers in person. A special process must take place to safely remove this document from the servers. Please delete the contents in the download folder. The download folder is found in the C drive (e.g., C:\Users\michelle\Downloads) and purge the recycle bin.

Primary - The Primary is the main writer for the procedure. They are in charge of writing the core procedure as well as integrating any edits that result from walkdowns.

Review - The Reviewer(s) reviews initial draft and edits made by the Primary. They are in charge of providing feedback to the Primary, ensuring the edits were integrated, and deciding when the procedure is ready for a walkdown.

Walkdown - The Walkdown(s) walks down the procedure in its entirety. They are in charge of walking down the procedure and sharing their unbaised thoughts, concerns, and/or suggestions on the procedure. The Walkdown(s) will walkdown the procedure with the primary present. They will only seek the Primary for direction if the process cannot be completed without the Primary's input; all steps should be followed from the procedure for a clean walkdown.

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Primary</th>
<th>Review</th>
<th>Walkdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterback</td>
<td>Melissa</td>
<td>Danielle</td>
<td>Jeanne</td>
</tr>
</tbody>
</table>
Continuing Education – “Diamond Dust” E-Newsletter

Dear Colleagues:

We are happy to provide you with your second dusting of Diamond dust. Our hope is that this resource will continue to polish the diamond to keep the jewel GREAT!

Thank you all for your hard work in making the CSP implementation a huge success!
Between 1/16/18 and 1/31/18, we have processed 3,694 gifts and pledges in GREAT!
That’s a total of $355,239,444.40!

We are off to a GREAT start!

Here are a few friendly reminders and helpful hints for using the system successfully:

Friendly Reminders:

Foreign Check:
- If your department receives a foreign check (a check written from a non-US bank), please enter it as a Cash item in GREAT. These checks are handled differently by Bank of America, and cannot go through our normal check scanning process.
- Please tag foreign checks with a marked pencil, to better help alert our processors.

Adding a new entity in Advance:
- There is NO need to add new entities into Advance:
  - If you receive a gift or pledge from a donor that cannot be located in Advance, please do not add the new entity into Advance yourself. Instead, use the New Donor feature in GREAT.
  - This feature was built to help avoid duplicates from being added into the system.
- When donors are added to the system outside of GREAT, this can also cause issues with gift credits not being properly applied.
- Need to add a new joint donor? Please enter the spouse’s information in the Special Handling section of the worksheet, requesting to marry them (do not use the New Donor feature in the Associated/Tribute section to add this information).

GREAT Coupon Printing:
- When printing your GREAT coupon, remember to use the Actual Size and Auto portrait/landscape setting in the print dialog section.
- Please review the coupon to make sure all data elements are visible, including the barcode, to ensure expedited processing.

UCDAVIS
Our Organization Change Management SWAG Bag
AKA Standard-Issue Bling

Redaction marker
The GREAT Beyond ...

- Give Day
- Annual Submitter Symposium
- P2PE and Online Giving Website
- Continued Improvements
GREAT Takeaways

• CGP works *for* us because it works *like* us.
• A dedicated team can accomplish GREAT things
• Gear the project management to the product, not the other way around. Waterfall would have drowned us all.
• Begin with the end in mind – keep the organizational change management front and center
• The maintenance is just as important as the production and implementation.
• If you build it *together*, they will come.
Thank You!

Jessica Schrider LaBorde
Assistant Vice Chancellor
Advancement Services - UC Davis

jslaborde@ucdavis.edu

https://ais.ucdavis.edu/presentations