Approval Date: December 9, 2011

Parent Policy: Prospect Management Policy

Prospect Management Procedure

Office of Administrative Responsibility:	Office of Advancement
Approver:	Chief Advancement Officer
Scope:	Compliance with University procedure extends to all members of the University community". However, if there are specific constituent groups to which the policy applies to or not, identify specifically.

PROCEDURE

1. DEFINITIONS AND EXPECTATIONS

a. Donor Management Definitions

i. Prospect Manager: A Prospect Manager is a member of the Advancement community with professional responsibility and accountability for managing prospective donor relationships on behalf of the University of Alberta. Each prospective donor will be assigned one Prospect Manager using the guiding principles defined above. It is important to recognize that some Advancement staff are responsible for fund-raising from specific faculties, centers, institutes, or other entities. However, it is incumbent upon all Advancement staff to engage stakeholders across campus to develop and implement a strategy to realize the largest possible gifts from the donor over their lifetime.

The Prospect Manager has the responsibility to care for and develop the overall relationship of the donor/**prospect** and the University. At all times, the Prospect Manager must take into account the donor's wishes and the overall strategies and needs of the University. To that end, the Prospect Manager will:

- Lead communication between all parties.

- Lead strategy development, in communication and collaboration with all interested units.

- Coordinate unit interests and clearance issues.

- Prompt and monitor action steps and follow-through.

- Broker relationships with appropriate people inside and outside the University.

- Coordinate volunteer roles within the University.

- Manage the donor/prospect stewardship process.

Prospect Managers coordinate and facilitate cultivation and solicitation of prospective donors. They are not empowered to deny access from any area with a verifiable connection to the prospect. It is important to recognize that prospective donors often have interests that span the University. Examples of multiple interests may include, but are not limited to, interest in interdisciplinary and cross-faculty initiatives, museums, art collections, libraries, athletics, student life, and faculties from which they do not have a degree. In such cases, it is incumbent upon the Prospect Manager to manage these multiple interests in partnership with relevant fund-raising staff.

Conflicts among team members, as they relate to the application of the Prospect Management Policy and Procedure, will be resolved in consultation with the Chief Advancement Officer.

ii. Secondary: In some instances it may be beneficial to have a Secondary relationship manager assigned to reflect a pre-existing or strong relationship with a particular faculty. Secondary assignments are restricted to individual donors only, and only to donors who have made at least one major gift to the University. The Secondary relationship does not continue if the person assigned as Secondary leaves the University or area where the donor has a verifiable second interest. Only one Secondary relationship manager may be assigned at a time. It is incumbent upon the Secondary to adhere to Prior Notice guidelines with the Prospect Manager and to follow standard Prospect Management Policy guidelines as it relates to donor engagement and stewardship. Secondary assignments must meet with the approval of the Chief Advancement Officer or designee.

iii. Facilitator: For certain donors there are key individuals outside of the Advancement community that help facilitate that relationship including volunteers, faculty members, mentors, administrators, etc. Those individuals will be assigned as Facilitators and should be consulted in the cultivation process. Ultimate responsibility and accountability remains with the Prospect Manager.

iv. Staff: Advancement individuals associated with the donor or prospective donor through the donor’s area of interest will be assigned as Staff. Staff will receive Contact Reports and other updates processed through **Advance**. Staff may be asked to participate in a strategy session or to support stewardship of gifts. The Prospect Manager remains the primary relationship manager.

v. Stewardship Officer: Donors who have made a gift of $50,000 or more are assigned a Stewardship Officer to manage their stewardship and on-going cultivation. In some cases, where it has been determined that the donor has made their last gift, the Stewardship Officer may become the Prospect Manager. The Prospect Manager remains the primary relationship manager.

vi. Volunteer Manager: Donors engaged in supporting the fund-raising enterprise through volunteer efforts may be assigned a Volunteer Manager to manage their activities. The Volunteer Manager and Prospect Manager may be the same person. The Prospect Manager remains the primary relationship manager.

b. Types of Prospective Donors

i. Annual Fund/The President’s Society: An individual or other entity with the estimated capacity to give at least $1,000+ in expendable support to the University, based on capacity rating and giving history.

ii. Major Gift: An individual or other entity with the estimated capacity to give at least $50,000 and up to $4,999,999, based on capacity rating and giving history.

iii. Principal Gift: An individual or other entity with the estimated capacity to give at least $5,000,000, based on capacity rating and giving history, and/or is determined to be a University-level relationship.

All Principal Gift-level donors will be managed by the centrally based fund-raising staff, in partnership with faculty-based or other partners.

c. Stages and Time-frames

The University of Alberta employs a disciplined and intentional process using managers and initiatives to develop each prospective donor's awareness of, knowledge of, interest in, involvement with, and commitment to the University and its mission. In general, each stage of the donor engagement cycle will occur within the following time-frames:

i. Qualification – 3 months: Confirm that the potential donor is able and willing to consider supporting the University.

ii. Cultivation – 18 months: In collaboration with the potential donor and University leaders, identify areas of potential interest and actively engage the potential donor in learning more about that area and where their philanthropy can have the desired impact. For organizations, the expected period of cultivation is up to twelve months.

iii. Solicitation – 12 months: A dialogue with a donor in which the potential donor is asked to support a specific area at a specific level. This stage includes the period leading up to the request for funding.

iv. Negotiation – 6 months: A solicitation has been made and the prospective donor is considering the gift.

v. Stewardship – 12 months: The gift has been made and acknowledged. A plan to sustain and strengthen the donor's connections to the University has been developed, recorded and is being implemented.

In the event that a donor declines to make a Major Gift it will be incumbent upon the Prospect Manager to assess whether a gift is likely in the next three (3) years. If a gift is unlikely then the prospective donor will be Stopped as a prospective donor and assigned a Task to be re-evaluated in 2 years as a potential donor. The most recent Prospect Manager will automatically be offered the opportunity to manage the donor. During the hiatus from prospect management, Major Gift engagement with the prospective donor will cease unless new information is discovered that warrants a review of the donor's potential and interest. The Annual Fund will continue cultivating the prospective donor for membership in The President's Society.

Stage time-frames will be coded in Advance to assist in tracking and recording the prospect management system.

d. Ratings and Inclination

Initially, the giving capacity of a donor is based on publicly available information or common knowledge through documentable sources such as public wealth assessments of real estate or other equities. The option to change the rating is based on field work. Potential donors are assigned ratings based on 5 percent of assessed net worth or 2 percent of known income.

Ratings are as follows:

1 – $5,000,000+

2 – $4,999,999 - $1,000,000

3 – $999,999 - $500,000

4 – $499,999 - $100,000

5 – $99,999 - $50,000

e. Inclination

An individual donor’s inclination toward supporting the University will be recorded on Advance as follows:

A – Positive feelings toward the University

B – Neutral

C – Negative feelings toward the University but still may be engaged

D – Disaffected

U – Unknown (typically reserved for un-Qualified prospective donors)

Inclinations may be adjusted based on interaction with the prospective donor in the field.

f. Prior Notice

Advancement staff, senior officers, deans, faculty and others leaders are expected to coordinate with Prospect Managers prior to any intentional contact with assigned current and prospective donors, including, but not limited to, personal visits, telephone calls, correspondence, small gatherings, or invitations to serve in a leadership capacity.

In the case of donor-initiated or volunteer-initiated contacts, Advancement staff members are expected to notify the Prospect Manager promptly.

g. Advance Database System

All Advancement staff involved in personally cultivating or soliciting donors will use the Advance database system to document their fund-raising activities, including all appropriate personal contacts and interactions. The purpose of a contact report is to record all pertinent information relating to the potential philanthropy of a donor or prospective donor. All prospects assigned to the Prospect Managers and prospect team members will be tracked using the Advance system.

h. Pipeline Reports

Prospect Managers are expected to record donor activities within Advance so that the aggregate measures of effort and outcome can be used to predict gift flow on a monthly, quarterly and annual basis.

2. MANAGING CONTACT AND ACTIVITY WITH PROSPECTS

a. Contact Reports

A Contact Report should be filed after every significant contact with a prospective donor. Its purpose is to maintain a complete history of all activity in the prospect files, to alert other members of the staff about current activity with the prospect, and to document any information that might prove to be helpful or serve as a valuable reference or resource.

Contact Reports are confidential and access is restricted to appropriate personnel. Nevertheless, staff members should never include inappropriate information. A good rule of thumb is to consider how the donor would react after reading the Contact Report.

Contact Reports should include the purpose of the contact, where and when it took place, who was present, a detailed account of the conversation, and the staff member's interpretations and conclusions about the prospect's reactions and inclinations, as well as any other relevant information.

Contact Reports should be filed within two weeks after the contact takes place. They must be filed by the 10th of the following month in order to be counted in the monthly management reports.

Prospects not seen within the time-frames assigned to each prospect stage may be reassigned to another Prospect Manager as appropriate.

Types of Contact Reports:

- Personal Scheduled Visit

- Event

- Telephone Contact

- Correspondence (Letter/E-mail)

b. Proposals

Proposals recorded in Advance are used to track solicitations and to feed pipeline reports. Prospect Managers are expected to maintain proposal records, including pre-proposals that indicate intent to solicit. Proposals should represent either the specific amount that has been asked of the donor or a conservative estimate of the ask amount if a menu of options was presented to the prospective donor.

c. Tasks

The Task field in Advance may be used at the discretion of the Prospect Manager to record the next step in the relationship with the donor. It includes follow-up or stewardship activities associated with the donor and to remind Prospect Managers of future activities. It is incumbent upon the Prospect Manager to manage the recording and closing out of Tasks. Examples of Tasks include the sending of thank you notes, stewardship reports, follow-up on pending gift conversation, and future plans to visit.

3. PROSPECT ASSIGNMENTS

Prospective donors are identified by several sources including the Office of Advancement, volunteers, Prospect Managers, donors, faculty, and senior administrators.

Once a donor is identified, the Office of Prospect Research will assess the giving capacity and assign a Gift Rating and Inclination code.

The Senior Director, Office of Advancement Services, in partnership with the lead fund-raiser for the respective faculty, will coordinate the assignments of prospective donors based on rating, giving history, degree, known donor interest, relationship to potential volunteers, and portfolio capacity and activity level of potential Prospect Managers.

The Senior Director, Office of Advancement Services, will communicate the portfolio assignment to the Prospect Manager and relevant parts of the organization.

a. Prospect Spouses/Partners, Children and Family Businesses

A central organizing tenet of the Prospect Management Policy and individuals is to focus on the source of potential philanthropic support. As such, every effort will be made to maintain relationship consistency by having prospective donors within a logical grouping managed by the same Prospect Manager. When spouses/partners, children, and family businesses have a distinct and significant interest in and relationship with the University each can have a separate assignment. However, it is incumbent on Prospect Managers to coordinate cultivation and solicitation activities.

4. CORPORATE AND FOUNDATION PROSPECT MANAGEMENT

Corporations and Foundations often engage with the University of Alberta across multiple disciplines and for many different reasons. The Senior Director, Office of Advancement Services, will coordinate with the Director, Corporate and Foundations Relations, to determine interests, capacity, and complexity which will guide the assignment of a Prospect Manager.

Typically prospects will be assigned to central Office of Corporate and Foundation Relations in the following circumstances:

- Leading companies, as determined by potential giving capacity;

- Prospective donor has significant capacity or giving history and multiple areas of interest;

- Prospective donor/university connections are unusually complex;

- Prospective donor is of strategic importance to the University;

- Prospective donor has made a verifiable request for a single point of contact;

- All non-family and non-Alberta Health Services (AHS) foundations (e.g. Gates Foundation, Wellcome Trust, Rockefeller Foundation) – because foundations often ask for letters of support stating that the grant request is the University's highest priority.

- Foundations that are formally affiliated with AHS such as the Alberta Cancer Foundation, University Hospital Foundation, Stollery Children's Hospital Foundation, Royal Alexandra Hospital Foundation, Glenrose Foundation and others listed as agents of AHS (see www.albertahealthservices.ca/255.asp) will be managed by the Faculty of Medicine and Dentistry on behalf of the University.

o Should the nature of the relationship between AHS and the Foundations change, Prospect Management will be revisited to explore whether these foundations should be managed in a manner consistent with the rest.

The Office of Corporate and Foundation Relations will convene strategy discussions on a regular basis. The assigned Prospect Manager will lead and coordinate all engagements with the organization. Pre-proposals and proposals will be recorded on Advance.

Prospective corporate donors may be assigned to faculties based on alignment of interests. In some cases, Faculty-based Prospect Managers will manage corporate or foundation relationships and be responsible for actively engaging multiple interests across faculties.

5. APPEALS

This section pertains to appeals related to the application of the Prospect Management Policy and Procedure.

Any dean, director, or advancement officer may review or appeal the following with the Chief Advancement Officer:

- Prospect Manager and/or team member assignments

- Prohibition to solicit

- Prospect reassignments

- Disagreements among fund-raisers (or their volunteers or staff) regarding a specific donor or solicitation record

- Any other matter of concern regarding the Prospect Management Policy

The Chief Advancement Officer will decide how to respond to any appeals, in consultation with senior Advancement leaders. For appeals related to corporations and foundations, a committee of the President, Provost, VP Research, Chief Advancement Officer and Director, Office of Corporate and Foundation Relations may be engaged if necessary to review and arbitrate research-related conflicts.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. **[▲Top]**	
Advance	The University of Alberta's alumni, donor and prospect management system
Prospect	A prospect is a donor or prospective donor to the University of Alberta. A prospect may be an individual, corporation or foundation.

FORMS

There are no forms for this procedure. [▲Top]

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