Lewis & Clark

PROSPECT MANAGEMENT & TRACKING POLICY

INSTITUTIONAL POLICY STATEMENT

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1. Prospect Research & Management Mission

The mission of prospect research at Lewis & Clark College is to support College development efforts by conducting ethical research on College constituents and other key individuals; analyzing, storing and disseminating prospect data; and coordinating prospect management and tracking.

2. Prospect Management and Tracking Overview

Purpose and Objectives

The purpose of prospect management and tracking (PMAT) is to provide a systematic approach to development that enables fundraisers to perform in an effective and efficient manner, realizing maximum outcomes. PMAT supports the overall fundraising efforts of the College, and is designed to support moves managers so that they may perform at high levels of excellence.

The objectives of prospect management and tracking are:

- Coordinating a campus-wide prospect management and cultivation process
- Achieving strategic donor contacts
- Recording and tracking the solicitation cycle progress of Lewis & Clark prospects, including all communications and visits
- Updating and maintaining a record in one database of all individuals important to the Lewis & Clark community
- Tracking and analyzing College giving trends to plan effective development strategies

PMAT is enabled by the use of codes within the advancement database to prioritize prospects by a variety of factors, including capacity, inclination, progress in the solicitation cycle and goal amount.

Defining Prospect Classification and Prospect Status

All major gift prospects and potential prospects (also known as suspects) are identified in the advancement database using classification which designates what particular prospect pool or group of prospects the constituent falls within and prospect status indicates where the constituent is in the cultivation cycle.

Prospect Classifications are defined below:

Leadership Annual Fund Prospect	Prospects who are assigned to the Annual Fund team for leadership gift cultivation. Leadership Annual Fund prospects are individuals who have the capacity to give $1,000 or more per year.
Potential Major Gift Prospect	Individuals who have been identified by research, referral, or development officers as having a major gift potential. In other words, these are major gift suspects.
Current Major Gift Prospect	Prospects are individuals with a capacity to give a gift of $25,000 or greater over a five-year period. They can also be planned giving prospects. In most cases, these prospects have already been qualified by moves managers.

Current Planned Gift Prospect	Prospects are individuals who have been identified as not having major gift potential but are still in the planned giving prospect pool and will remain in the major gift officer's portfolio for further cultivation.
Community Contact	Individuals whom we do not intend to solicit, who are important to track and cultivate due to their community connections.
Not a Prospect	Prospects who have been identified by research or through field qualification as not ever having any affiliation, inclination, or financial capacity to make a major gift.

Prospect Statuses are defined below:

Needs Pre-Qualification	Potential prospects who have been identified and need basic qualifying research.
Assignment Pending	Individuals who have been pre-qualified as a potential major gift prospect and are awaiting portfolio assignment to a moves manager.
Needs Field Qualification	Potential prospect is in the process of being assessed through field qualification by a moves manager as having a major or planned gift potential. *The moves manager has six months to qualify or disqualify the prospect or the prospect will be reviewed for reassignment.*
General Cultivation	Prospect has been visited and qualified by a moves manager as having major or planned gift potential. If appropriate, the moves manager can suggest an inclination and a capacity rating. *The moves manager has 6-12 months to move the prospect to the focused cultivation stage or the prospect will be reviewed for reassignment.*
Focused Cultivation	Prospect has been visited by a moves manager or participated in College events multiple times. Targeted gift discussions have occurred and the goal, capacity and inclination ratings are refined by the major gift officer. A strategy for gift closure is in place and a proposal is created to document a cultivation plan. *The moves manager has 6-9 months to move the prospect to considering proposal/ solicitation.*
Solicitation	Prospect has received an "ask" and is considering their gift commitment. *The moves manager has six months to conclude the process or provide a rationale as to why it should be extended. Qualified prospects that are unable to make their major gift within three years from initial assignment are transferred to the Annual Fund.*
Temporary Stewardship	Donor has made a major gift commitment and is in the process of paying off the pledge. *Once the pledge has been paid off, the donor at the temporary stewardship stage will be reviewed on an annual basis to determine whether they should be re-solicited for another major gift.*

Permanent Stewardship	Donors who have made a major gift commitment to the College, who the College does not intend to re-solicit permanently, but who would be tracked for stewardship. *Exception: Non-major gift donors can be assigned Permanent Stewardship if they are determined to be important to be tracked in the same way as major gift donors are, based on such factors as their association with an endowed fund, their relationship with the College, or their personality (e.g. high maintenance donors)* .
Watch	Individuals who may inherit significant wealth or have future potential.
Hold	Prospects who are not being actively cultivated due to various circumstances such as health issues, job loss,
Not Qualified as Major Gift Prospect	Prospects who do not have capacity and/or inclination to make a major gift to the College. Either Prospect Research or moves managers can disqualify a prospect.

As prospects are moved through the cultivation cycle, moves managers keep prospect research appraised via contact reports and the on-line prospect tracking form.

3. Identifying, Researching and Assigning Prospects

Prospect Identification

All departments within Institutional Advancement are responsible for identifying new prospective donors and forwarding names to the Director of Prospect Research & Management for basic qualifying research. Prospects are identified by Lewis & Clark staff members, news sources, and through proactive prospect research. Individuals who are identified as potential prospects are coded with a classification of ***Potential Major Gift Prospect*** and a prospect status of ***Needs Pre-Qualification.***

Pre-Qualification Research

After a potential prospect has been identified and coded ***Needs Pre-Qualification***, the Prospect Research team will be responsible for ensuring that research will be completed in a timely manner. Researchers employ a number of methods to determine if the individual has the capacity to become a major gifts prospect. (See Appendix A: Prospect Research Ethics.)

Once initial pre-qualifying research is complete, potential prospects are coded with a prospect status of ***Assignment Pending***, prior to assignment to a moves manager.

Prospect Assignment and Clearance

After initial research has been completed, and an individual has been determined to be a major gift prospect, the potential prospect is given a prospect status of ***Needs Field Qualification*** and assigned to a moves manager. Assignment and clearance may happen at an executive-level prospect management meeting, school-specific prospect management meeting, or via email and phone discussion as appropriate. The assigned moves manager is responsible for coordinating initiatives and timing related to donor cultivation, solicitation and stewardship.

The assigned moves manager is cleared to cultivate and solicit the prospect. If any other Lewis & Clark staff members desire to cultivate or solicit the prospect, they must first gain clearance from the assigned moves manager to approach the donor. All individuals at Lewis & Clark soliciting gifts are subject to the same prospect clearance process.

The purpose of prospect clearance is to appropriately match solicitations to donor interests and Lewis & Clark's priorities, while maximizing donor giving to Lewis & Clark. Uncoordinated solicitations to the same donor by different individuals in a single institution undermine successful relationship-building.

4. Moves Management

Role of Moves Managers

Moves management is the process by which prospects are moved through the solicitation cycle, from cultivation to solicitation to stewardship. A move is defined as an exchange of information between the prospect and a Lewis & Clark representative, as a result of which Lewis & Clark has the opportunity to initiate a new action with that individual. A moves manager is the development staff member who is responsible for working with all assigned volunteers and staff to develop and implement a prospect strategy that will lead to maximum support within an appropriate time frame.

Each tracked prospect has a moves manager assigned to him or her, as well as possibly several volunteers or additional staff actively cultivating the prospect. Moves managers are responsible for planning, implementing, evaluating and recording each move.

Portfolio Size and Number of Contacts

Moves managers whose primary responsibility is major gift solicitation are expected to manage more prospects and make more contacts than moves managers who have additional responsibilities.

Portfolio size and number of contacts:

- Vice President of Institutional Advancement: 60 prospects
- Associate Vice President for Development: 50 prospects
- Director of Major Gifts, CAS: 100 prospects
- Director of Planned Gifts, CAS: 100 prospects
- Development Officers, CAS: 130 - 150 prospects, 3 -5 contacts/week
- Assistant Dean of Development & External Relations, Law School: 150 prospects

Role of Volunteers

Volunteers may be faculty, staff or trustees involved in the cultivation and solicitation of the prospect, or they may simply have an ongoing relationship with the prospect which makes it necessary for them to stay abreast of the prospect's involvement with the College. These partners help guide and carry out contacts with the prospective donor. Volunteers provide ideas and feedback about the prospect's interests and concerns. For many prospects, this role is often fulfilled best by trustees, volunteer leaders, or senior staff. The moves manager should consult regularly with the volunteers to assess the relationship and seek advice on strategy and initiatives. Ideally, each of these roles is very important in collaborating and developing a strategy and plan to further an individual's relationship with the College.

Contact Reports

A contact report must be filed whenever there is a substantive interaction with a Lewis & Clark College constituent who has current or future donor potential. Moves managers are expected to file a contact report on behalf of any volunteers involved in the cultivation of the prospect. Moves managers should ask for and incorporate the input of the volunteer into the contact report. A contact report should also be filed regarding any other interaction with a Lewis & Clark constituent of which other representatives of the College need to be aware. Contact reports outline the content of the activity and indicate the appropriate follow-up. (Refer to Appendix C: Contact Report Guidelines for additional information for filing contact reports.)

A contact report should be submitted as early as possible following the completion of the initiative. Contact reports must be filed within 10 days of the contact.

Prospect Rating

In addition to screening vendors, prospect researchers, moves managers, and volunteers are involved in prospect rating, which includes capacity and inclination ratings.

Prospect researchers develop total philanthropic capacity rating based on publicly known or estimated wealth data such as salary, real estate, and stock ownership.

Moves managers are expected to rate giving capacity after the prospect has entered the cultivation stage. Moves managers' capacity rating can also be used as a goal which should represent what Lewis & Clark hopes to receive from the donor. At focused cultivation, the rating is reviewed and revised. Moves managers are also expected to rate inclination after the prospect has entered the cultivation stage. Inclination rating indicates how inclined the prospect is to give a gift to Lewis & Clark. At focused cultivation, the rating is reviewed and revised.

Capacity and inclination ratings obtained from volunteers or peer screening sessions are recorded in the fundraising database. Unless results are verifiable, volunteer/peer ratings are not used outright.

Rating categories include:

Major Gift Capacity:
C9 - $10,000,000 and above
C8 - $5,000,000 to $9,999,999
C7 - $1,000,000 to $4,999,999
C6 - $500,000 to $999,999
C5 - $250,000 to $499,999
C4 - $100,000 to $249,999
C3 - $50,000 to $99,999
C2 - $25,000 to 49,999
C1 – Less than $25,000

Affinity:
A3 – High Affinity
A2 – Medium Affinity
A1 – Low Affinity

Inclination:
I5 – High Inclination
I4 – Above Average Inclination
I3 – Average Inclination
I2 – Low Inclination
I1 – No Inclination

Proposals

Moves managers are responsible for opening a proposal, which is defined as any formal ask, for each of their prospects who have entered the focused cultivation stage. Name, purpose, campaign, fund, solicitors, deadline, etc. should be updated as the prospect moves to the solicitation stage. Copies of submitted proposals are sent to Prospect Research for central filing.

5. Prospect Tracking Review

PMAT Meetings

Prospect management and tracking for high-level and/or institution-wide prospects will be discussed at leadership prospect management meetings that include executive-level staff and development officers as required. Prospect management and tracking for other prospects may be discussed at a school-specific prospect management meeting, or via email or phone, as needed.

Quarterly Portfolio Review

Each moves manager is responsible for reviewing their prospect list on a quarterly basis and ensuring that the classification, prospect status and goal ratings for their prospects are correct.

Prospect Reclassification

The prospect tracking reclassification form is a tool for moves managers to re-evaluate their assigned prospects. A reclassification form should be filled out when staff members have made a visit or had a conversation with a prospect that indicates that his or her capacity, goal, and/or inclination rating should be changed. Adjustments to these ratings will help prospect research most accurately reflect a prospect's giving potential.

This form is also used when a moves manager wishes to make a change to his or her portfolio. The prospect reclassification form can be used to indicate that a moves manager believes his or her prospect would be better suited to another moves manager.

Prospect Closure

The prospect closure process is used to remove individuals who are not inclined to give to Lewis & Clark from the prospect pool, and to ensure that the removal is properly recorded in the database.

These individuals will have their active prospect code removed and replaced with ***Not Qualified as Major Gift Prospect***, and will have a comment added to their database record that states their previous rating and the rationale for their removal from the prospect pool. These requests will be reviewed via email or at prospect management meetings.

Individuals who currently lack capacity but demonstrate potential future capacity should remain on the prospect list. These individuals may have small children, children in college, are going through a divorce, are suffering a business downturn, are young and not yet reached their earning potential, are to inherit significant wealth, etc. These constituents should continue to receive attention from the College community to ensure that, as their future financial conditions solidify, Lewis & Clark will remain a philanthropic priority. These individuals will be assigned a status of ***Watch*** or ***Hold*** and will be reviewed on an annual basis.

The purpose of the prospect closure process is to optimize Lewis & Clark's fundraising efforts by ensuring that prospects are not removed from consideration for future gifts without a thorough evaluation. This guarantees that individuals requiring longer-term cultivation are not lost among the general constituent population. The process also ensures that prospect research staff will not re-identify and research the individual in the future. As well, the prospect's status is communicated within Institutional Advancement, preventing other staff from initiating actions with the constituent which may result in an unprofessional appearance.

6. Research Requests

Research Requests

The Prospect Research team is responsible for providing thorough, timely responses to requests for research. This research may be needed for trips, visits, background information on potential prospects, event briefings, and other development needs. In order to respond quickly and efficiently, those requesting research must complete an Individual Research Request form or an event research request form on the Institutional Advancement website.

Research Types:

Pre-Qualification	The Prospect Research team will pre-qualify a person as a potential major gift prospect by conducting cursory capacity research. ●Research time required: 15 – 60 minutes ●Restrictions: None ●Due date: One prospect – within ten business days of request Multiple prospects – due date will be negotiated
Biographical Profile	The Prospect Research team will write a short (generally one to two paragraphs) biography summarizing an individual's personal and professional background. ●Research time required: 30 – 90 minutes ●Restrictions: Available for all prospects, but may be limited by the Prospect Research team's time ●Due date: One prospect – within ten business days of request Multiple prospects – due date will be negotiated
Financial Profile	The Prospect Research team will conduct in-depth research and report on a prospect's known assets and estimated or known income, and estimate giving capacity based on these factors.

	●Research time required: 3-6 hours ●Restrictions: Available for executive-level requests and/or for prospects with a prospect status of ***Focused Cultivation*** ●Due date: One prospect – within ten business days of request Multiple prospects – due date will be negotiated
Full Profile	The Prospect Research team will provide an extensive biographical and financial profile. ●Research time required: 4-8 hours ●Restrictions: Available for executive-level requests and/or for prospects with a prospect status of ***Focused Cultivation*** ●Due date: One prospect – within ten business days of request Multiple prospects – due date will be negotiated
Summary Profile	The Prospect Research team will write a prose summary of relevant information for the specific need, usually limited to one page. ●Research time required: 1-3 hours ●Restrictions: Available for executive- level requests only ●Due date: within seven business days of request or will be negotiated
Update	The Prospect Research team will only refresh old information ●Research time required: 2-5 hours ●Restrictions: Available for those profiles that are at least 1 year old and/or those prospects who are known to have updated information (job change, sale of business, etc.) ●Due date: One prospect – within 10 business days of request Multiple prospects – due date will be negotiated
Specific Question	The Prospect Research team will answer any specific short questions that do not fit into any of the research types above. ●Research time required: N/A, depending on the question ●Restrictions: None ●Due date: will be negotiated, depending on the question

Event Research Requests

For presidential events, an event briefing containing brief biographical and giving information on individuals who have identified as leadership annual fund prospects, major/planned gift prospects, or community contacts will be provided. Full profiles and crib sheets on high capacity prospects may also be provided. Research on additional attendees may be conducted at the discretion of the Director of Prospect Research & Management.

7. Database Maintenance and Entry

Spouse data storage

All prospect tracking data for joint-solicit spouses will be entered in the record of the spouse with the most affinity with the College. This spouse is referred to as the "primary" prospect. The designation "primary" does not have any bearing on cultivation and solicitation strategies for the couple.

Responsible staff

All moves managers or their support staff are responsible for filing contact reports and reminders..

The Prospect Research Analyst is responsible for recording all research results and prospect tracking data in the constituent database.

The Director of Prospect Research & Management is responsible for overseeing the timeliness and quality of prospect data entered by all Institutional Advancement staff members, and is responsible for resolving any ongoing problems.

Please direct all questions and concerns to Lewis & Clark's Director of Prospect Research & Management.

Appendix A: Prospect Research Statement of Ethics

All Lewis & Clark constituents have the right to view the contents of their files. All Institutional Advancement staff must be aware of what type of information is appropriate to store in a constituent's file. The Director of Prospect Research & Management must balance the needs of the College to collect, analyze, maintain, use, and disseminate information with an individual's right to privacy.

The fundamental principles of prospect research ethics at Lewis & Clark College are:

- *Confidentiality* – Materials stored in a constituent's hard file and electronic file are strictly confidential. Any staff member or volunteer who works with constituent data must respect the confidential nature of any material contained within constituent files. Any material that contains prospect data, including emails and briefings, will be marked confidential.

  Only Lewis & Clark staff members and volunteers who need to see constituent's files to cultivate a relationship are given access to this information. In order to maintain privacy, any documents not stored in the constituent's hard file must be shredded after use.

- *Accuracy* – Data collected through research must be stored accurately, and all information must be attributed to a source. Information will be noted in an objective and factual way. Researchers and moves managers must not record speculative data.

- *Relevance* – Only information that will help staff members and volunteers develop meaningful relationships with donors and prospective donors will be kept in a constituent's file. Examples of the type of information that can be stored in a constituent's file are:
  - Public information and private information that is easily observable
  - Information that is received from direct communication with the constituent
  - Information that is received from reliable third party communications

Appendix B: Contact Report Guidelines

Contact reports are a valuable tool for prospect management, staff accountability, and the preservation of institutional history. Outlined below are the instances in which one must file a contact report, when a contact report is not required, how to file a contact report, the types of information to include in a contact report, and guidelines for reminders.

When to File a Contact Report

- Contact reports must be filed whenever a move or other substantive interaction occurs with a Lewis & Clark constituent who has current or future donor potential. A move is defined as an exchange of information between the prospect and a Lewis & Clark representative, as a result of which Lewis & Clark has the opportunity to initiate a new action with that individual. A contact report should also be filed on any other interaction with a Lewis & Clark constituent of which other representatives of the College need to be aware.
- A contact report must be filed when a contact involves a personal visit, a major gift ask or contact with a trustee.
- Contact reports may be filed regarding prospect touches, at the discretion of the moves manager. A touch is defined as a contact with the prospect that does not result in a move (e.g. stewardship letter, thank you phone call, birthday or holiday card).
- Three questions to ask when deciding whether a contact report should be filed are:
  1. Will this report be valuable for me to reference now or in the near future?
  2. Will this report be valuable for other staff members to reference now or in the near future?
  3. Will this information provide meaningful institutional memory regarding Lewis & Clark's relationship with the prospect?

  If the answer to any of these questions is yes, then submit a contact report.

When Not to File a Contact Report

- Attendance at events will be tracked by a staff member identified in the planning of the event. Only file an addendum to this tracking when a substantial conversation affecting the moves management of the individual was accomplished.
- In general, correspondence to and from a prospect does not need to be tracked as a contact unless this correspondence fulfills an initiative or contains significant information about the prospect or the prospect's relationship with Lewis & Clark. Gift acknowledgements, unless personalized or from the President, should not be tracked in the contact form.
- With regard to documenting attempts to schedule appointments, enter a contact report only when attempts fail. For example: “Attempted to reach Dr. Richards via phone and email to schedule appointment for June trip to the South Bay. Dr. Richards did not respond to these attempts.” It is not necessary to enter a contact report if the appointment is made; instead enter this information as a reminder.

How to File a Contact Report

- A contact report should be submitted as early as possible following the completion of the contact. Contact reports must be submitted within **10 days** from the contact date.

- Moves managers should file a contact report on behalf of any volunteers or additional staff involved in the cultivation of the prospect. Moves managers should ask for and incorporate the input of the volunteer/staff into the contact report.
- Only one contact report should be submitted for couples. File the contact report under the primary prospect within the couple. The primary prospect among the couple will have the tracking data stored in their record. *Note: this does not mean that the spouse is not to be part of the cultivation; it is purely for efficient prospect management and tracking.*
- One contact report may include multiple prospects.
- If the contact involved supporting materials (e.g. a proposal or case statement) or hard copy information (e.g. a signed pledge agreement), submit the documents to the research analyst via email (preferred) or hard copy. The research analyst will file the documents in the document management system.

What Types of Prospect Information to Include in the Contact Report

- Who was involved, when the contact was, and what happened
- Relationship with Lewis & Clark
- Relationship with other Lewis & Clark constituents, including students, alumni, faculty and staff
- Civic involvement other than Lewis & Clark
- Family information
- Wealth and assets, including employment information, specifics about a business, properties, or collections
- Constituents have the right to request their prospect file for review. Nothing inappropriate, or that would put the prospect or Lewis & Clark in an uncomfortable position should be filed. Constituent files should only include information that will help staff members and volunteers develop meaningful relationships with constituents. The types of information that can be stored in a constituent's file are: public information and private information that is easily observable; information that is received from direct communication with the constituent; and information that is received from reliable third party sources.

Reminders

- Contact reports should include a reminder, indicating the appropriate follow-up to the contact. The reminder should include who will carry out the reminder, what action is required, when the action should occur, and the purpose of the action.
- Scheduled appointments should be entered into the reminder form indicating the date of the appointment, who will be making the call, and a brief (three sentences or less) description of the purpose of the activity. This reminder may fulfill an existing reminder (e.g. "Schedule appointment with Jane Donor") and should so be reflected.