~Red Deer College Prospect Management~

Overview:

Campaign and Development activities are a cooperative effort in spirit and in implementation. This set of prospect management procedures will only be successful if all constituencies are involved as equal partners in the process. Due to the nature of our organizational structure, it is impossible to isolate the prospect pool of any one constituency. These pools are continuously intersecting. In a donor-centered environment, we have a responsibility to identify the donor's interests and respond in an appropriate manner. Donors have a right to expect a thoughtful and coordinated approach. A key factor in this cooperative process will be to introduce a college-wide prospect management system for the coordination of activity related to development and fundraising activities.

To realize the highest benefit from our donors, Campaign and Development activities involving prospects must be conducted in the most effective way possible.

By avoiding duplication of effort and by equitably resolving competing claims, prospect coordination helps ensure that the greatest possible return in support of the College’s foremost priorities is secured from each donor. These guidelines apply to individuals, foundations, organizations, and corporations and to all solicitations.

To help ensure the greatest possible return from each prospective donor, a shared set of procedures on the management of prospects is necessary to achieve the collective goals of the College. Prospect identification, cultivation, solicitation, recognition, and stewardship that are well planned and coordinated enable Red Deer College to attract the highest-level gifts for the highest-level priorities. In the process, the interests of both the donor and the College are served.
Proposals (aka Records of Engagement)

Records of Engagement for all Prospects are found in this category. Once there is engagement or consideration of engagement of a prospect for a particular project/initiative, a Record of Engagement (Raiser’s Edge ‘Proposal’) will be created by the Department Head (or designate). That record is where all information related to the engagement of that prospect for that project will reside. The record will be updated by the Department Head (or designate) as the prospect moves through the prospect management cycle (identification, cultivation, solicitation and stewardship). The accountability for the Record of Engagement lies with the originator.

Each initiative or project for a prospect will have a separate Record of Engagement (ROE). So the list you see in the category shows at a glance all initiatives for the prospect.

If you check display inactive proposals at the bottom of the screen you will see all historical initiatives as well as current. Leaving this box unchecked shows current initiatives only.

To Open a particular ROE, double-click on it, or highlight it and click open on the tool bar. To create a new ROE, click New Proposal on the tool bar.

ROE information is arranged on four tabs: General, Action, Media, and Attributes/Notes.

A. General Tab

On the General tab, you enter basic information about the ROE, such as name, where the money is to go, amounts, dates, and progress information.

Record of Engagement Fields: (Required fields are in Bold italics)

Project – the specific area the prospect will be asked to give to if they reach the solicitation phase.

This should always be prefaced with the two letter department code for easy reference. When the record is first created there may not be a specific project identified yet. In that case the code for the department with TBD is sufficient i.e. T&T-TBD indicates the initiative is for Trades and Technology but the specifics have not yet been determined.
Naming Conventions for ROE’s

In order to maintain consistency, the **two-letter Department Codes** must be used to prefix the project name on all ROE’s.

<table>
<thead>
<tr>
<th>Department</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>AT</td>
</tr>
<tr>
<td>Business Enterprise</td>
<td>BE</td>
</tr>
<tr>
<td>Health and Education</td>
<td>H&amp;E</td>
</tr>
<tr>
<td>Innovation and Manufacturing</td>
<td>I&amp;M</td>
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<tr>
<td>Performing Arts</td>
<td>PA</td>
</tr>
<tr>
<td>Scholarships and Awards</td>
<td>S&amp;A</td>
</tr>
<tr>
<td>Sport and Wellness</td>
<td>S&amp;W</td>
</tr>
<tr>
<td>Trades and Technology</td>
<td>T&amp;T</td>
</tr>
<tr>
<td>Visual Arts</td>
<td>VA</td>
</tr>
</tbody>
</table>

For initiatives with a multi-department scope, **we will be using a prefix of 'Joint' to indicate that multiple ROE’s are being pulled together into one combined initiative.**

**Clearance** – indicates if there has been notification of cultivation or clearance for solicitation for this project. Otherwise should be N/A.

**Campaign/Fund** – designation information (if known)

**Solicitor** – the name of the lead individual who is working on this initiative (they may not officially be a ‘solicitor’ yet but this is where this relationship should be tracked.)

**Deadline** – if there is one for soliciting gifts

**Contact** – if there is one for an organization

**Phase** – indicates where the engagement is at in the prospect management cycle; either Identification, Cultivation, Solicitation, Stewardship, or Released.

**Details** – provides further details on the engagement phase

**Type of Gift/Instrument** – gift details if known

**Date updated** – used to see how recent the information is

**Amounts and Dates** – should be tracked as they become available, they provide helpful ‘at a glance’ information. Amounts are required on solicitation ROEs.
Here is an example:

Each time there is a change to one of the fields on the record of engagement, it should be updated by the Department Head or designate responsible for the management of that record.

The amount and date funded should NOT be updated as they will fill in automatically when the gift is linked to the proposal by the Treasury gift processors.

B. Linking Proposals to Gifts (for information only)

Once your proposal proves successful and you receive a donation from your constituent, the gift needs to be recorded in the database and linked to the proposal. In Raiser’s Edge, the link can be set up in one of two ways — from the gift record or from the proposal record. The program also allows you to link one constituent’s gift to another constituent’s proposal.

The **Link to gift** button located on the proposal record links the proposal to a constituent gift record.
Once a proposal is linked to a gift, you can use this same button to view the gift record to which the proposal is linked.

1. Select the proposal you want linked to a gift record, and select **Open** on the action bar.

2. Click **Link to Gift**. The Open screen appears displaying all existing gifts on the constituent’s record.

3. To link the proposal to an existing gift, select the gift and click **Open**.

**Proposal linkage information should be given with the gift designation form that accompanies the donation when it is sent to the Donations Office. This will instruct staff to link the gift to the proposal when it is added.**

4. Once the links have been created the **Link Gifts** button now reads **View Gifts**.

5. Click **Save and Close**.

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### C. Action Tab

The Action tab allows you track the actions taken or planned for the engagement process with this prospect.

![Action Tab Image]

An **action** is a specific step you take towards engaging the prospect. It may include meetings, mailings, telephone calls, and e-mail messages. Actions allow you to build a history of the contacts and communications involved in creating a successful relationship with a constituent.
Development Contact Actions in Raiser’s Edge

A set of 6 contact action types has been created especially for activity specific to prospects and donors. These actions types are prefixed with DEV to make it easy to find them in the drop down list.

Note: These actions are to be used ONLY for contact with prospects and donors for the purpose of cultivation and stewardship of gifts. For administrative actions, i.e. prospect clearance requests, cultivation notifications, assign solicitors, etc. continue to use the actions as previous.

Development Action Types:

DEV-Donor/Prospect FTF Meeting:
This action type is the most significant as it will be used to track number of face to face contacts as specified in your objectives.

Indicates a significant, planned face-to-face contact with a prospect or donor, to cultivate, solicit or steward a gift and/or relationship with the department, unit, or Institution.

DEV-Donor/Prospect Other Contact (not FTF):
Indicates a significant phone conversation, email or correspondence with a prospect or donor around cultivation, solicitation or stewardship of a gift.

DEV-Donor/Prospect Initiated Contact:
Indicates a significant but unanticipated contact that was initiated by the donor or prospect, rather than by you.

DEV-Donor/Prospect Event Interaction:
Indicates significant activity with a donor or prospect that occurs as a part of an event.

DEV-Donor Stewardship or Follow Up Report:
Indicates the preparation and provision of a significant report that is required by the donor.

DEV-Donor Recognition:
Indicates the preparation and delivery of some type of donor recognition activity or gift.
D. Media Tab
On the Media tab, you can store related documents such as written briefings or proposals and other files, such as magazine articles, photos. Since the media tab can be viewed by users outside of Community Relations, please password protect any confidential documents before linking them. You should use the password generally used for accessing RDC prospect information.

E. Attributes/Notes Tab
Attributes help you store qualities, characteristics, and preferences associated with a proposal. The only current Proposal attribute is for the Department Involved in the Project. It is extremely important to add for reporting purposes as it is the only way to select only the proposals that apply to your department when you do reports. It is a required field. Multiple faculties or units can be entered here if more than one is involved in a Project. That way either department will have the proposal come up in their reports.

Options to choose for Department Involved in Project field:

<table>
<thead>
<tr>
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</tbody>
</table>
F. Notes

Notes make it easy to maintain helpful pieces of information you heard, read, or need to remember about a constituent. The Notes box accepts free-form text and holds an unlimited amount of information. It is also confidential.

![Notes box](image)

ASSIGNED SOLICITORS/RELATIONSHIP TAB

From cultivation through to stewardship, all solicitors and potential solicitors will be tracked on the Relationship Tab in the Assigned Solicitors group.

To view this information, on the Relationship Tab, click on Assigned Solicitors.

This shows you at a glance, which individuals on the Development Team (Department Heads, Campaign/ Development Staff, Volunteers, etc.) are currently (or historically) involved in engaging this prospect.

A. Solicitor Types

The solicitor type will indicate the role each of the Development Team members listed have with the donor. The College uses several terms to describe the different roles and activities staff have with donors:

**Relationship Manager (RM)** – has the responsibility to manage and coordinate the College’s overall relationship with the donor, especially where cultivation, solicitation and stewardship are concerned. The Relationship Manager is not necessarily the Project Solicitor with the donor.

**Project Solicitor (PS)** – when cultivation is complete and a proposal project is being fully developed the staff member heading up the project requests clearance to solicit the prospective donor via Raiser’s Edge. Once clearance is granted, the Development Manager/ Campaign Director will assign that person in Raiser’s Edge as the Project Solicitor. In cases where a Relationship Manager is in place, the Project Solicitor will work with the RM, who will ensure coordination and communication between all staff involved with the donor.

As donors are sometimes involved in or developing more than one project, it is possible that more than one Project Solicitor will be approved and assigned to a donor at any one time. It is important to note that a Project Solicitor is responsible for ensuring that information about their
project is included in Raiser’s Edge, and that accurate, timely information is communicated to all team members.

**Project Partner(s)** – Staff, other than the Relationship Manager or Project Solicitor, working on the project. In projects with large scope it is common for several faculties/areas to be involved. The Project Solicitor indicates this information to the Development Office via Raiser’s Edge and the team members are assigned as Project Partner(s). This is communicated in the notepad on the respective action.

**Volunteer Partner (VP)** – Non RDC staff involved in a cultivation or solicitation.

**Cultivating** – Department Head (or designate) is in cultivation phase with the constituent. There may be more than one Department Head listed.

**Stewarding** – Department Head (or designate) is in stewardship phase with the constituent. There is normally a move from Project Solicitor to Stewarding once gift has been pledged or received.

**Solicitor information will be maintained by the Development Manager, Campaign Director or designate.**

When a Relationship Manager is assigned to a prospect, the Development Manager or Campaign Director will add this person to the Relationship Tab. A Relationship Manager is needed when at least one of the two following criteria are met:
- there are multiple cultivators for a prospect
- there has been a gift that requires ongoing stewardship

When the Development Manager and Campaign Director receive a Prospect Cultivation Notification, she will add the Cultivating solicitor(s) to the Relationship Tab.

When the Development Manager or Campaign Director receives a Prospect Clearance Request, she will add the Project Solicitor and Partner(s) to the Relationship Tab. (Reminder: indicate this request in the respective Action notepad)

**So What Do I Do Now? – Prospect Management Processes**

**Getting Started**

When you are actively engaging or even considering engaging a prospect in conversations about their relationship with the RDC that may result in a donation or volunteer involvement, it is expected that you share that information with the other members of the Development team via RE.

**Step 1:** Determine if the prospect you are considering has a record in Raiser’s Edge and/or has current solicitors.
If no record exists -
Create a record for the prospect if one does not already exist. Be sure to include all known relevant information in the record, like addresses, business information and contact information. Add the appropriate constituent code (for individuals that are not alum and not donors, the code to be used is Friend, for organizations, choose Corporation or Foundation).

If a record already exists -
Check the information for accuracy and update if necessary.
Go to the relationship tab and click on assigned solicitors. This step is very important! If there are already current solicitors assigned to this constituent you will need to keep that in mind as you progress through the steps. You will also need to notify all other current solicitors for this prospect via email when you post actions or contact reports.

If there are current solicitors –
Contact the Relationship Manager or Project Solicitor (if there is no relationship manager) to discuss your intentions with this prospect. While this person does not grant or deny approval to engage the prospect, in order to promote effective communication between all parties this is the recommended process. This person will be able to provide valuable information on the current status and involvement of this prospect.

Step 2: Create and maintain a new “Record of Engagement” for this prospect.

For every initiative or potential initiative concerning a prospect, the Department Head or designate should create an ROE.

To create a new ROE, go to the Prospect Tab and click New Proposal on the tool bar.

Fill in all the information that is available to you. The following are required fields on the General Tab: Project; Clearance; Solicitor; Phase; Updated On and on the Attributes Tab: Department/Unit Involved in Project.

As you move through the prospect management cycle with this prospect on this initiative, it is the responsibility of the Department Head or designate to keep the ROE updated. The updated on date should always be ‘updated’ every time you make a change. A report is available to view all of your proposals with their status in order to keep them up to date.
**Sample Records of Engagement**

The following is an example of how a Record of Engagement would be updated through the Prospect Management Cycle:

1. **Identification**
   The original record of intention to engage – not many details are available yet.
If prospect is not suitable and therefore will not progress past this stage, change details to reflect this and mark the record inactive. Be sure to create an action for Prospect Released (see “Other Actions for Prospects”).
2. Cultivation

For initial cultivation. The project is still undefined. Be sure to also send a Prospect Cultivation Notification Action.
Further into cultivation with the intention to solicit. There is now a project identified as well as an anticipated ask. You must submit a Prospect Clearance Request (see “Request Prospect Clearance”).

**Note:** The Phase should stay as Cultivation.
3. Solicitation

You are cleared for solicitation and are developing your proposal. Upon receipt of clearance (Prospect Clearance Granted) Action, you will need to update the ROE Clearance field, Phase field, and Updated On field.
You have submitted your proposal. The proposal should be added to the Media tab.
You are denied funding. You need to update the Phase field to Released, enter the date on the Updated On field, and add a note explaining why the proposal was released. Then, initiate a Prospect Release Action (see “Released”).
1. **Stewardship**

You are granted funding. Actions for stewardship reports, etc. should be added at this point. Also, send a Prospect Stewardship Action to the Development Manager and Campaign Director or designate so that the information on the Relationship Tab can be updated.
2. Released

You have completed stewardship requirements or are no longer pursuing the prospect. Mark as inactive and release. Be sure to create an action for Prospect Released (see “Other Actions for Prospects”).

Adding Contact Reports (Actions)

Contact reports have two components: the first is the Action created for the contact which gives the basics of the situation. The second is the notes that will reside on the notepad as type Confidential Development Contact Report. These notepads have restricted access. Department Heads/staff are encouraged to enter contact reports in Raiser’s Edge so that they can have a complete history of their interaction with the prospect. Possible actions have been suggested for each phase of the cycle in the final sections of this document. These actions will function as “Contact Reports” and should be as completed as thoroughly as possible as they will contribute to the performance evaluation of each Department Head.
1. To enter an action for an ROE, go to the Actions Tab on the Record of Engagement.

2. Choose

3. When the search screen appears, choose Add New

4. Enter the details of the contact you have made with the donor.
5. Now for the second part of the contact report, go to the Notes tab of the action.

6. Choose new notepad. For type, choose “Confidential Development Info” from the drop down window. In the Description field, enter “Contact Report”. Once you have filled in the above information, simply type the detailed notes from your contact report in the space provided. Or, if you already have a Contact Report typed in another document, you can copy and paste it into the space.

7. Save and close the action. Your Contact Report is now saved as an action within the ROE for the constituent and you can save and close the ROE record.

**Users to Notify Function on Actions**

When using the 'users to notify' functionality to inform multiple parties of activity or action necessary on a prospect, the difficulty is that an action is ‘completed’ and disappears for everyone when just one of the users checks it off on their home page. If you are notified on an
action with multiple users, after you have finished with the action and added the appropriate notes, DO NOT check off the action on your homepage!

Instead, click on the notify button on the action.

When the user list appears, take your name off the list by highlighting it and clicking the left arrow.

This ensures all users will receive and be able to follow up on the notification.
Notifying for Cultivation

While multiple cultivations are encouraged and do not require clearance, when the decision is made to begin cultivating a prospect, notification to the Campaign Director and Development Manager is required via a Prospect Cultivation Notification action. Add the Prospect Cultivation Notification as a new action within your ROE as described in the previous section. The Action type should be Prospect Cultivation Notification. Notify the Campaign Director and Development Manager, by choosing the account of prospect.management, and any other parties that should be aware of this action (i.e. relationship manager or other solicitors).

When this request is received by the Campaign Director or Development Manager, he will add the solicitor as a Cultivating Solicitor on the Relationships tab. Then she will complete the action with the checkbox and date and change the status to completed.
Requesting Prospect Clearance

In order to enter the solicitation phase, the Department Head must first obtain Prospect Clearance from Community Relations.

Clearance should be requested by initiating the Prospect Clearance Action Track. This track consists of:

- Clearance Request
- Clearance Granted
- Assign Project Solicitors
- Clearance Review
- Clearance Expired/Extended

The Department Head requesting clearance (this will also be the primary manager) should initiate this action track, which is set up to involve all other parties as appropriate. The Campaign Director or Development Manager should mark the actions as completed as appropriate, with the status, check box and date. This will populate the actions to follow.

Before initiating the Prospect Clearance action track, the Department Head or designate should have created an ROE for this project. This is because information regarding clearance should be linked to the ROE and unit that clearance is requested by. This means that the clearance actions and information will populate on the ROE as well as on the constituent’s main action tab.

1. To assign the Prospect Clearance Track to a constituent, go to the Tools Menu and choose Action Tracks – Assign Constituent Action Tracks.
2. Choose the Prospect Clearance Action Track.
3. Go through the steps to assign the first action – Clearance Request
4. Select the constituent.
5. At step 3, choose to link the Action Track to the existing ROE (proposal) you have created for the constituent. Click the binoculars to search for the proposal you just created. (Note: you must have a ROE set up prior to submitting the action track.) Click Assign Track Now.

![Assign Track Wizard](image)

6. In the Generate Actions for constituent box, you have to click Create Now. (If the Create Now button is not displayed, return to Step 3 of 3 and on question 1 click No.)

![Generate Actions for Catherine Williams](image)

> Once the first action has been created, go to the constituent’s record and go to the Prospect Tab. Open the ROE you created for the prospect. If you go to the Action Tab, the first action will be listed there.

If there is anyone else you would like to notify of your action, add them to the list of users to notify. As well, any further details on clearance should be added in the Notes section of the Action.
When the Campaign Director and Development Manager is notified of the Clearance Request he will perform the necessary follow ups. The information on the fundraising project, anticipated ask, and department involved will be found in the proposal. When he is ready to grant clearance, she will mark the Clearance Request action as completed with the checkbox and date and change the status to Completed-Approved. This will populate the Clearance Granted action. She will open the Clearance granted action and add the following on the attribute tab:

- Clearance review date (usually 6 months from the clearance granted date)

Then she will mark the Clearance granted action as completed. This will populate the other actions in the track.
Clearance Review

When it is time for Clearance to be reviewed for a prospect, you will receive a clearance review action notification in Raiser’s Edge. Please respond to the clearance review notifications that are sent by replying on the Notes tab of the action and then removing your name from the action notifications. When asking for an extension on clearance, please outline the progress that you have made so far with this prospect, your concrete future plans, and the expected time frame.