

Policy Title: Prospect Management & Fundraiser Credit

Policy Type: Finance/Administration (Advancement)

New/revised: New

Old Policy #: N/A

Approval level: ☐ Board of Trustees

☐ President

☐ Vice President

☒ Other (specify here) ETSU Executive Team (7/24/17)

1. Purpose. This policy serves to guide management of major gift prospects through the solicitation process and to ensure that appropriate credit is documented for gifts and commitments secured by fundraisers.

2. Process/Procedures:

- a. Collegiality – Since it is common for prospects to have multiple affiliations with ETSU (degrees and/or other connections to different schools and programs), it is important to coordinate short and long term plans and strategies for the benefit of first the constituent and second the institution as a whole. The AVP for University Advancement will work with development officers to achieve these goals. Shared fundraiser credit when appropriate is intended to foster genuine collegiality.
- b. Prospect Assignment – Prospects are assigned to Directors of Development (DoD) and other fundraisers by the Prospect Research team (Advancement Services) based upon ability to make a gift and potential philanthropic inclination. Development officers may request specific prospects and research at any time. There will be only one major gift solicitor assigned as “primary” at any time. Additional assigned solicitors must coordinate activities with the primary fundraiser. Development officers assigned to separate members of a married or partnered couple are expected to coordinate plans and strategies.
- c. Moves Management – Fundraisers are expected to actively move assigned prospects through the moves management process – Discovery, Cultivation, Pre-Solicitation, Solicitation, Stewardship. Should a prospect need to be removed from a pool or inactivated at any time, notify Advancement Services via email with a copy to the Associate VP for Advancement. A contact report must be completed explaining circumstances for future reference.
- d. Contact Reports – Documentation of all relevant donor interactions should be entered into Banner within one week following contact. Additional staff attendees should be listed on the Additional Attendee tab; other attendees should be referenced in the body of the contact. These are reviewed weekly by management and at other intervals by additional stakeholders (i.e. summaries to the VP for Advancement, University

President, Board of Trustees.) Contact report details are important to the institution's long term history and to the health of current and future relationships.

- e. Assignment of Fundraiser Credit – Gifts & pledges of \$1000 or more for which fundraisers are directly responsible are credited to them in Banner. Gift processors will note this credit when it is evident. Credit will be assigned for the tax deductible portion of split interest gifts. Advancement Services will actively review contact reports weekly for possible connections, and development officers are encouraged to call attention to any missed credit. Contact reports are expected to confirm connections. Full credit for any gift may be shared by multiple fundraisers when circumstances warrant. Any questionable credit assignment will be decided by the VP/AVP for Advancement. Annual fund credit will be tracked separately as an additional metric.
- f. Metrics – Fundraising metrics are important to track the health of the program and to reward individual performance. Metrics will evolve with the growth of the program and with the advent of a capital campaign.
- g. Fundraiser Activity – The division will work toward maintaining a portfolio of approximately 150 prospects for each DoD. Ideally, each portfolio should consist of approximately 75 individuals who are in the active cultivation/solicitation stage in their relationship and 75 who are in the discovery stage. Each DoD should pay special attention to their top 25 prospects (those who have the most potential to make a major gift in the next six to twelve months.)
- h. Perpetual Stewardship - Donor prospects who have recently entered into a stewardship or perpetual stewardship phase will remain in the care of their assigned DoD.
- i. Proposals – Individualized solicitation proposals are developed when prospects are ready for formal solicitation. As we begin a capital campaign these may need to be tracked in Banner for pipeline visibility and reporting purposes.