Best Practice in
Prospect Development During a Campaign

Original Date: 1/21/2016

Prepared By: Sarah Daly, Jenny Kleintop, Bond Lammey, Lori Hood Lawson, Kyle Robinson, Angela Scott

Category: Prospect Development

Comments To: bestpractices@advserv.org (please include name of practice, above, in your reply)

Description of Practice: Policies and Procedures to use during a campaign to support tracking prospects, reassessing resources needed to meet the campaign goal, progress towards goal, and realignment of needs as campaign priorities and/or goal changes over time.

Prospective Users of Practice:
Development leadership - monitor if new resources are needed; monitor staffing levels; measure campaign progress; identify additional needs
Finance operations – Track projected revenue and revenue received or pending
Research - ensure a pipeline of prospects through prospect identification; determining what levels and projects need additional donors; and determining if some donors can be moved to another level. Identify new prospects for areas lacking prospects
Relationship/prospect management staff - managing prospect management processes and policies to support campaign; ensure specific goals of campaign continue to have sufficient prospects properly moving through the pipeline; report on proposals in the pipeline.

Issue Addressed: The continued movement of prospects through the development cycle and ongoing prospect identification and prioritization to ensure campaign success.
**Desired Outcome:** Ensuring prospects are being moved, gifts are being closed and the Campaign Pyramid is being filled to stay on track to meet Campaign goals.

**Process:**

1. **Prospect Review Meetings** - schedule and run routine meetings to review and discuss prospects. (“Routine meetings” may vary depending on the size of your shop and resources - could be weekly, bi-weekly or monthly)
   a. Moves - are prospects being moved? Do any prospects need to be re-assigned, regarding programs, gift amount, and/or relationship officer?
   b. Campaign Pyramid - how has the pyramid been filled in so far? At what levels do we still need prospects?
   c. Targeted Proposals - updating strategy notes
   d. What are the next steps for the top X (number depends on organization) prospects?
   e. Strategy - do officers need help with a “stuck” prospect? Can research provide info that would help? Do they need help from their manager, a volunteer, or a colleague?
   f. Preparing for the ask - which prospects are close to solicitation? Is the gift agreement prepared for any upcoming asks? What additional solicitors are being included? Is the ask amount ready; can research provide any more information to help?
   g. Updating prospects in system::
      i. Have all contact reports been entered into the system?
      ii. Have proposals been updated on the prospect’s record?
      iii. Any other system updates needed?

2. **System updates** - many of the system needs would have been handled in leading up to a Campaign; it’s time to ensure the system has been set up to handle the campaign. And sometimes needs are discovered while in the midst of the campaign so being able to react and put proper coding/structure in place is important.
   . Make sure the coding/structure is in place to handle reporting needs. Is there a schedule in place to run reports? Will they be run at certain times like end of month, for Committee meetings and for ad hoc needs?
   a. Ensure system can handle screening needs/work flow. Has screening been increased while in a campaign? Is the work load heavier, does the team know and understand their role during the campaign.
   b. Updating ratings based on research and/or new batch screening at different points in the campaign. How are ratings getting into the system? How are ratings being updated? Do you keep historic ratings or overwrite keeping only the most recent?
   c. Ensure system can handle Prospect Research needs, for example how are research requests handled/tracked, how is research completed and how is research entered or maintained in system. How is research presented to gift officers, what type of profile is used? Are there different profiles levels in place to handle different situations?
d. Has the system been set up to handle movement of prospects, for example assigning a prospect, cultivating a prospect, dropping a prospect and everything in between.

e. Are there any training needs to refresh or update staff members?

f. Make sure there is a periodic evaluation of internal procedures throughout campaign to ensure that the most efficient procedures are being implemented and all valuable information is being captured for post-campaign analysis.

3. Campaign Progress - attend meetings with leadership to communicate how goals are being met with the pipeline.

4. Campaign Summary Report - one for each area specifying gifts raised to date as compared to goal.

   a. Campaign Pipeline Report - a list of all pending proposals with the donor, purpose, amount asked, expected amount funded, expected date and status.

   b. Weekly Moves Management Report - a list of actions that have been submitted during the previous week, any past-due actions/tasks.

   c. Pipeline Report - All pending proposals, can be above a certain level, to leadership and staff.

   d. Campaign Pyramid - the graphic view showing how many gifts have been closed at what level and how many more are needed.

---

**AASP Recommendation:** Prospect development should be represented in, if not leading, your institution’s internal campaign task force/committee. Prospect management and research staff should partner with development leadership and staff to consistently measure and promote campaign success.

**Sample Policies & Procedures/Resources:**


Resources: *Prospect Research Is a Verb: Fundraising Is the Subject*, by Meredith Hancks and Cara Rosson; *Conducting a Successful Capital Campaign*, by Kent Dove

APRA Body of Knowledge - Campaigns