Prospect Management

at the

University of Virginia

The prospect management policies described below apply to all gift officers in the University of Virginia development community (principal, major, annual, corporate & foundation, & gift planning).

A fundamental tenet of the prospect management program at the University of Virginia is that representation of multiple interests and affiliations is achieved at the staff level, and therefore staff must work together to develop an agreed-upon strategy for moving relationships forward.

Each staff role has equal responsibility for communicating with the others. Coordination of strategy and activity is essential to the prospect management program, and collegial communication among development staff is expected at all times. When communications are relevant to prospect management strategies or actions, development staff should call, e-mail or copy colleagues who also have a relationship with, or interest in, a particular prospect.

<u>Prospect Management Program Overview</u>

1. A Prospect Management Team is led by the Relationship Manager
2. A prospect can be assigned only one Relationship Manager
3. The Relationship Manager is responsible for facilitating the development of the overall fundraising strategy
4. The Relationship Manager will be responsible for convening the team at least once per year, and for recording the team's strategy in Advance
5. A prospect may have one or more Relationship Members, as well as one or more Informational Members
6. All development officers are responsible for contacting the Relationship Manager prior to initiating first contact with an already-assigned prospect
7. All development officers are responsible for informing all team members (Relationship Manager and Relationship Members) regarding communications with shared prospects in their portfolios by filing timely contact reports

<u>Prospect Management Team Roles</u>

There are **three primary staff roles** related to prospect management at UVa: **Relationship Manager**, **Relationship Member**, and **Informational Membe**r. When more than one staff member is assigned to a prospect, then the combined staff is referred to as the **Prospect Management Team**.

Relationship Manager

The Relationship Manager is the development officer charged with ensuring that the Prospect Management Team is fully informed and in agreement regarding the status and strategy (or strategies) that will be pursued with a given prospect.

In cases where Prospect Management Teams exist around a prospect and a solicitation is planned within the fiscal year, the Relationship Manager is responsible for coordinating with the group to confirm a strategy and also for recording the strategy as a Strategy Note in Advance. In more complex cases, this may involve convening the group to discuss a plan. In straightforward plans which involve a single solicitation direction, the Relationship Manager may simply choose to articulate the plan in Advance and ask the group to review and respond as appropriate. In all circumstances, the Relationship Manager is responsible for working with the group to allow a complete strategic picture to emerge, and ensuring that a strategy is documented in Advance. Communication regarding changes to the agreed upon strategy or approval for other staff to engage with the prospect must be communicated by the Relationship Manager to the Prospect Management Team.

Relationship Managers are also responsible for responding promptly to all requests for information about a prospect, as well as requests to contact and/or solicit a prospect. Any changes to the overall strategy should be recorded in Advance by the Relationship Manager and broadcast by e-mail to the all members of the Prospect Management Team.

The Relationship Manager is:

- Responsible for representing the philanthropic interests of the donor with the overall strategic priorities of the University, Schools and units
- Responsible for the overall prospect strategy on behalf of the University
- Responsible for maximizing giving to UVa over a prospect's lifetime

Role of the Relationship Manager:

- Considers the interests of all appropriate areas when developing cultivation/solicitation strategies
- Meets by phone or in person with members of the team as soon as possible once she or he joins the team and at least once every fiscal year after initial meeting. It is essential to good teamwork to cultivate relationships with development colleagues; face to face team meetings with new team members (especially those new to the community) are high priority
- Is responsible for documenting the development strategy in Advance (as a Strategy Note) and for implementation of the strategy through the development cycle. (The following elements should be included in the Strategy Note: target ask, areas to be supported, key players including volunteers, staff, deans, and other administrators, a timeline for solicitation, and key moves planned for the current fiscal year)
- Includes the full Prospect Management Team in all communications regarding a prospect

Note: When a Relationship Manager leaves the Prospect Management Team for any given prospect, she / he is responsible for notifying the Prospect Management Team. The remaining team members may then discuss who should take over the relationship management role; the Director of Prospect Development and / or the Prospect Management Committee may be consulted for assistance at this time.

In cases where a Relationship Manager leaves his / her position, the Director of Development for the assigned area is responsible for alerting the Director of Prospect Development as soon as possible (preferably before the transition / vacancy occurs) so that portfolio management issues can be addressed comprehensively.

Relationship Member

Relationship Members should have a meaningful institutional or professional relationship with the prospect (i.e. he or she represents a school or area interest or has a strong working relationship with the prospect).

The Relationship Member is:

- From any school or unit with a legitimate interest in the prospect
- Responsible for participating in prospect strategy development on behalf of the University
- Responsible for helping to maximize giving to UVa over a prospect's lifetime

Role of the Relationship Member:

- Responsible for representing the philanthropic interests of the donor with the overall strategic priorities of the University, Schools and units
- Alerts the Relationship Manager of any desired change in strategy or request for team meeting
- Includes the full Prospect Management Team in all communications regarding a prospect, including the discussion of planned actions prior to engagement with a prospect

Note: When a Relationship Member leaves the Prospect Management Team, she or he is responsible for notifying the Relationship Manager of their departure from the group; when that individual vacates his / her position, the Director of Prospect Development should also be notified so that portfolio management issues can be addressed comprehensively.

Informational Member

Informational Members have institutional and professional working relationships that are part of the prospect's overall association with the University, but do not have the same purpose or level of interaction that a strategic development (Relationship Manager / Member) assignment requires.

The Informational Member assignment type was created to help distribute information to appropriate staff members regarding activity with prospects. If you have a valid business need to know about activity with a prospect, but do not have a strategic development role, then the Informational Member assignment is appropriate.

Informational Member assignments are maintained in a separate tab in the DO Toolkit, and assignment types can be transferred (from Relationship Manager / Member to Informational Member, and vice versa) from both the Portfolio Management tab and the Informational Assignments tab in DO Toolkit.

An Informational Member:

- Wishes to be kept informed of movement and strategy relative to the prospect and does not have a direct solicitation role
- Shares relevant information about other interactions (e.g., engagement, alumni relations) that is beneficial for the Prospect Management Team
- Is not part of the Prospect Management Team (which is comprised of Relationship Manager and Relationship Members), and informational assignments are not counted as part of a prospect portfolio
- Must move into a strategic role (Relationship Member) and follow all of the associated protocols if there is a change in the relationship that would result in explicit cultivation or solicitation activity

Role of the Informational Member:

- Represents the overall strategic priorities of the University, Schools and units as well as the philanthropic interests of the donor
- Includes the full Prospect Management Team in all communications regarding a prospect, including the discussion of planned actions prior to engagement with a prospect
- Files relevant contact reports in Advance in order to keep the Prospect Management Team informed of the prospect's other activities and interests

<u>Other Roles</u>

Director of Prospect Development

Although not part of the Prospect Management Team, the Director of Prospect Development serves as a University-wide prospect coordinator, and is a critical part of UVa's prospect management program.

The Director of Prospect Development can help teams to negotiate relationship management changes or develop strategies. The Director of Prospect Development may add, edit or transfer roles, including Relationship Manager, Relationship Member(s), and Informational Member assignments in Advance.

If the Director of Prospect Development is unable to help a team negotiate an agreement regarding assignments or roles, the issue may be taken to the Prospect Management Committee.

Prospect Management Committee

The role of the Prospect Management Committee is to review and update relationship management policies, facilitate the adoption of policy changes, and participate in staff training and other efforts to inculcate a culture of communication and collaboration.

The Prospect Management Committee will hold quarterly "office hours" sessions, open to members of the development community. Committee members will be present at those sessions to answer relationship management and other prospect strategy questions. (The meetings will alternate quarterly between Fontaine and Jefferson Quarry).

The Prospect Management Committee can be contacted directly by email: dev-prospectmgmt@virginia.edu.

Prospect Management Committee Members (as of February 2011):

Cindy Reynolds* (Committee Chair), Director of Development, Neurological Programs, Health Systems Development, ccr8q@virginia.edu, 4-5905

Melanie Benjamin, Director of Regional & Constituent Development, Development & Public Affairs, mlb9n@virginia.edu, 4-0917

Margaret Ann Bollmeier, Executive Director, Curry School Foundation, mab2d@virginia.edu, 4-0848

Michael Clarke, Principal Gifts Officer, Arts & Sciences, mpc3h@virginia.edu, 2-2331

Wayne Cozart, Vice President of Development / Executive Director, Jefferson Trust, wdc9q@virginia.edu, 4-9041

Deb Donnelley, Senior Director of Development, Research & Innovation, dbd3f@virginia.edu, 3-2925

Nick Duke, Director of Corporate & Foundation Relations, nd4m@virginia.edu, 4-4159

Pat Ingram, Director of Development, Jefferson Scholars, spi3x@virginia.edu, 3-9055

Peter Kilburn, Associate Director, Virginia Athletics Foundation, pk9s@virginia.edu, 2-5565

Laura Phillips, Director of Prospect Development, Development & Public Affairs, laurap@virginia.edu, 4-3948

Jeff Sands, Associate Dean for Development, UVA Engineering Foundation, js8zf@virginia.edu, 4-7509

Katherine Schieffelin, Vice President of Development, Darden School Foundation, kss6h@virginia.edu, 4-0734

Andy Selfridge, Principal Gifts Officer, Principal Relationship Development, aps2a@virginia.edu, 4-0930

Ashley Sheets, Associate Director of Gift Planning, jas8u@virginia.edu, 4-7173

Joining or Leaving a Prospect Management Team

Each gift officer is responsible for documenting accurate and timely information, and for maintaining their portfolio in the Advance system through the DO Toolkit. The self-service functionality of the DO Toolkit allows development officers to add and remove prospects from their portfolios (i.e., join or leave teams) at any time. Communication protocols described above are supported through automated notification to Prospect Management Teams regarding prospect activity entered in the DO Toolkit.

Despite this self-service functionality, there are additional policies regarding certain prospect categories that all gift officers MUST follow:

Special Categories

Prior to initiating contact or assigning **any prospect assigned as PRD (Principal Relationship Development), any prospect assigned as PR (President's prospect), current VIPs (such as BOV members), or any prospect rated $5 million or more**, the requesting development officer must contact the Principal Relationship Development officer reflected on the prospect's record **and** the existing Relationship Manager regarding his or her intent to contact the prospect. (In most of these cases the PRD officer is the Relationship Manager). The PRD office coordinates activity and strategy for these prospects through the President's, Provost's, or appropriate Dean's or Director's office. General inquiries should be directed to the Senior Associate VP for Principal Relationship Development (Charly Fitzgerald).

The management of corporate and foundation prospects is particularly complex, because there may be multiple subsidiaries, branches, and / or related foundations for a given company. For this reason, before contacting or assigning **any corporate or foundation prospect**, the requesting development officer must contact the Director of Corporate & Foundation Relations (Nick Duke) **and** the existing Relationship Manager regarding his or her intent to contact the prospect.

Before contacting or assigning any **non-alumni parent,** the requesting development officer must contact the Director of Parent Major Gifts (Marilyn Wright). Solicitation of non-alumni parents is limited to Development and Public Affairs (through the Parents Program) and the Alumni Association (through Class Councils and the UVa Parents Committee). The Director of Parent Major Gifts (Marilyn Wright) and the Director of the UVa Parents Committee (Molly Bass) are solely responsible for solicitation of non-alumni parents.

Philanthropic support from **grateful patients** is pursued by the Health Systems Development team under a strictly controlled protocol subject to federal (HIPAA) regulations and under the direction of the physicians who are involved. Be aware that contact reports and pre-contact briefings for grateful patient prospects will be necessarily vague; because of the privacy restrictions dictated by HIPAA, details of the involvement cannot be communicated. If a donor discloses a health issue to you, it is appropriate for you to contact the Health Systems Development Office (David Black) to see if there is a program supporting the area of concern. Do not put details regarding prospects' health information in a contact report; but do let the Relationship Manager know of any new information that may affect the relationship of the prospect to the University for the long- or short-term.

***