

**ADMINISTRATIVE POLICY GOVERNING
THE IDENTIFICATION AND ENGAGEMENT
OF ALL UNIVERSITY LEADERSHIP PROSPECTS**

Responsible Office:
Vice President for University
Advancement

POLICY STATEMENT AND PURPOSE

Because the University and its College, Schools, Centers and Areas remain dependent on local friends for a great majority of its private support, the purpose of this policy is to ensure that these top prospects remain engaged with the University in a professional and highly coordinated manner. Those important prospects deserve and expect this kind of professional and courteous treatment. In addition, this policy is meant to ensure that all top prospects get the feeling they are critically important to the University and therefore merit the direct and informed attention of the University's top officers. That coordination honors the prospects' charitable stature and capabilities, and is considered critical to ultimate closure at the highest possible gift level.

The foundation of this policy remains on the basic premise that the prospect continues as the primary decision maker and ultimately makes the largest gift possible to the University for a purpose that best fits his or her own charitable objectives.

In addition, this policy means to ensure that all university projects for private funding receive fair exposure in order to find the donors' top interests. The policy is not meant to restrict the individual unit initiative of the University's professional development staff, but ensure all development officers and deans remain informed about previous involvements and gifts of University donors keeping solicitation calls positive and respectful.

WHO SHOULD READ THIS POLICY

All faculty and staff involved with the solicitation, establishment, and overall administration of University private funds and gifts must read this document.

RELATED DOCUMENTS

University-related foundation policies, procedures, and guidelines.

CONTACTS

University Advancement, in consultation with the Executive Directors of the VCU, MCV, Real Estate, School of Engineering, and School of Business Foundations, officially interpret this policy and will revise or eliminate any or all parts as necessary to meet the changing needs of Virginia Commonwealth University. Please direct policy questions to the Vice President's Office within University Advancement.

DEFINITIONS

University Leadership Prospect: A University Leadership Prospect (ULP) can be an individual, corporation, corporate foundation, local governmental unit, or charitable foundation identified by the Central Advancement office

and the Deans and Directors of Development to be capable of making a charitable commitment, marketing a grant, or sponsorship of \$100,000 or greater over a five-year period or during a specific campaign period. In the case of corporations, all subsidiaries of that corporation are considered University Leadership Prospects as well. In the case of individuals, their associated foundations or corporations are automatically considered University Leadership Prospects.

Team Leader Job Description:

The Team Leader is the development officer charged with coordinating and communicating essential items related to the cultivation and solicitation of a prospect with the Team Members. The Team Leader will keep the Chief Development Officers of the MCV and the Monroe Park Campuses informed of team communications, moves planned, and executed. If the Team Leader is head of either the School of Engineering Foundation or School of Business Foundation, he/she will keep the Vice President for University Advancement informed of his/her moves planned and executed. Cross campus-registered prospect Team Leaders will need to keep the Vice President for University Advancement informed of team communications, moves planned, and executed.

Team Member Job Description:

A Team Member is an individual with a contributing responsibility for the cultivation and solicitation of a ULP. It is the responsibility of the Team Member to communicate prospect contact and activity to the Team Leader and other Team Members. Only one development officer from the same school or program will be assigned to a prospect. Team Members will record their prospect moves in Millennium.

PROCEDURES

Responsibility for Designating University Leadership Prospects:

Charged by the Board of Visitors and President of the University, the Office of the Vice President for University Advancement coordinates the task of identifying, managing, researching and arranging for the proper solicitation of all University Leadership Prospects. The Central Advancement office will involve the Deans, unit Development Officers, and Team Leaders in the process of setting strategies for each leadership prospect interested in that area of the University. Faculty and Staff of the University, through their unit Development Director Officer? can register a prospect as a University

Leadership Prospect. The Central Advancement office is charged with maintaining the list of those top prospects, the proper encoding of the electronic records, and sharing the list with all the Deans and Development Officers working for the University or one of its related foundations. Central Advancement will also ensure all Development Officers are kept informed of all additions and deletions to the prospect list.

Contact Policies for Designated University Leadership Prospects:

The Central Advancement staff will convene regular meetings of the Development Officers registering prospects as University Leadership Prospects in order to set engagement and solicitation strategies, and to monitor progress. A Team Leader or co-Team Leaders will be selected for each registered prospect. Each development officer registering that prospect is free to engage and will be encouraged to stay in contact with that prospect, but must keep the Team Leader informed of each move. When the Team Leader or Team Member deems that the individual prospect is ready for solicitation, that development officer will notify all Team Members. In the case of corporations and private foundations, the Team Leader must approve solicitation before it occurs and only after receiving counsel from the Central Advancement's Corporate and Foundation Relations Office.

University Leadership Prospects may be contacted for continuing annual gifts without prior clearance only if they have made frequently recurring annual gifts below \$10,000. University Leadership Prospects having made gifts above that amount must be cleared with Central Advancement before any contact is made.

Volunteers and University Leadership Prospects:

It is the responsibility of all Deans, Center Directors and Unit Leaders to ensure that all their volunteers and development staffs know the list of University Leadership Prospects and adhere to a spirit of cooperation and coordination.

If a volunteer should mistakenly contact a University Leadership Prospect without first contacting the Unit Development officer or Dean, then the Dean or Development officer will inform the Central Advancement office immediately upon learning this so the Team Leader remains informed. Conversely, if Central Advancement first learns of this uncoordinated volunteer contact, Central Advancement will then inform the appropriate Team Leader.

If disagreement on a prospect occurs amongst Team Members, the Vice President for University Advancement initially will resolve all issues.

Submitting Written or Verbal Proposals to University Leadership Prospects:

It is recommended that all proposals, written or verbal, made to a University Leadership Prospect be made and submitted by the President of the University in order to maximize its importance.

PROCEDURE GOVERNING THE MANAGEMENT AND TRACKING OF UNIVERSITY LEADERSHIP PROSPECTS

STATEMENT AND PURPOSE

University Leadership Prospect (ULP) management and tracking is designed to coordinate prospect assignments in all University development units and related foundations. It exists to assist Deans, Directors, Development Officers and other management staff in managing and tracking ULP activity. The ultimate aim is to encourage coordinated approaches to donors with multiple interests, to maximize the gift, to avoid conflicting approaches, to increase accountability and to minimize donor confusion while at the same time expediting approaches to donors with single unit interest.

The Millennium system records, monitors and reports on all ULP activity at various stages of cultivation and solicitation. All Development Officers should act professionally by completing contact reports soon after each contact, forwarding them to the Office of Research and Tracking for attachment to a prospect's confidential millennium record.

All development staff is expected to utilize Millennium and to comply with the guidelines established for Millennium by Advancement Services.

GUIDELINES

Registration

Each unit Development Officer or Central Officer has the option to register a prospect on to the University Leadership Prospect list. All registrations will be recorded in Millennium.

A Tracking Relationship will be established in Millennium that will indicate a development officer's intention to cultivate, solicit or steward a prospect.

When registering a ULP prospect with the Office of the Vice President for University Advancement, rating, readiness, and intended campaign must accompany the prospect name.

Team Meetings

Once registrations are complete and in the case of multiple registrants, each registrant of that prospect will be called together by Central Advancement for a monthly team meeting to discuss strategy for that prospect. The team will discuss cultivation strategies, how far along the individual Team Member is within the solicitation cycle, and their case for solicitation of a prospect. The team will also select a Team Leader based on who has the strongest overall relationship. Subsequent meetings can be carried out via teleconferencing, email, or any other means that the team deems useful. If a prospect has only one registrant, it is the job of the Development Officer to achieve the steps leading to solicitation. If there is disagreement over who should be the Team Leader, the Vice

President for Advancement will decide the Team Leader. If the team does not agree with the Vice President for University Advancement's selection, the President of the University will decide with direct input from the Team Members.

Assignment

Once the team is set and a Team Leader selected, that team will carry out the process of moving a given prospect through to solicitation.

In most cases, a prospect will decide to what areas they are interested in supporting. If a Team Member is ready to solicit a prospect, he or she must inform the Team Leader and other Team Members. If the registered prospect is a private foundation or corporation, the Team Leader must approve the formal solicitation with the close counsel of the Office of Corporate and Foundation Relations.

Seldom will the decision of which Development Officer can solicit the prospect be left up to the Team Members. However, if it remains up to the team and they can not agree, then the Team Leader will ask the Vice President for Advancement to seek the advice of either the Vice President for Health Affairs or the Provost, or both. If they cannot agree then the University President with direct input from the Team Members will make that decision.

If a prospect allows for a blended ask for several purposes, then the solicitation team must develop a strategy to achieve a maximum gift that will benefit all units involved. However, if one unit fails to keep up with the rest of the team and by not keeping up, it is assumed the unit has not sufficiently cultivated the prospect to a point where they are ready to be solicited, then the Team Leader and the Vice President for Advancement will decide if two proposals can go at two different times. It would be preferable to get the prospect's permission to do that. If a Team Member or Team Leader makes no specific and direct moves with a registered ULP for a period deemed excessive by the Campus Chief Development Officer, then they can be dropped from the team and are locked out from any solicitation.

Through the campus Chief Development Officers, the Vice President for Advancement will be ultimately responsible for making sure the Team Leaders are moving their prospects along at a reasonable speed.

Coordination

Development Officers will verify Millennium status on a prospect before approaching him/her for further involvement. If the prospect is assigned on Millennium, the development officer will consult with the Team Leader to determine the appropriate strategy at that time.

It is expected that fund-raising professionals might engage in a broad range of cultivation activities with many prospects that have multiple interests. Should any prospect be already assigned, the Team Leader must be informed of that activity. Once solicitation clearance has been granted; however, other prospects visits should only take place after discussion with the Team Leader.

Prospect Readiness

Prospect readiness refers to the level of inclination a prospect may have to make a gift, and the prospect's readiness status is captured in Millennium through the following:

0=Proposal in: the ask amount is known and reported; the solicitation has occurred with no immediate outcome

1=Proposal within 6 months: the prospect will be ready for a solicitation in 6 months or less, whereby the prospect has been properly cultivated to such an ask

2=Cultivate: the prospect is becoming involved and engaged at deeper levels or the prospect has moved from stewardship to intense cultivation preliminary to new solicitation

3=Potential Prospect: the prospect is virtually new, has been identified; however, the prospect is in the very early stages of involvement or interaction with the university, school or program

4=Stewardship: Once a gift has been made, the prospect receives appropriate stewardship to prepare for cultivation for the next gift.

5=Gift in/Upgrade: If a gift or pledge is made but at a lower level than anticipated, this readiness code will allow for further stewardship to increase the original gift or pledge.

Capability to Give

Individual prospects are assigned a rating in Millennium to reflect the prospect's capability to give to a particular project over a hypothetical 5 year pledge period above the annual giving amount. A prospect may also be given an overall capacity rating using the same scale.

- A - \$30M or more
- B - \$25M - \$29M
- C - \$5M - \$24.9M
- D - \$1M - \$4M
- E - \$500K - \$999.9K
- F - \$250K - \$499.9K
- G - \$100K - 249.9K
- H - \$50K - 99.9K
- I - \$25K - \$49.9K
- J - \$10K - \$24.9K
- K - \$5K - \$9.9K
- L - \$1K - 4.9K

Actions

Actions are designed to track and monitor past, on-going or scheduled plans of action or moves. Those may be such things as visits, phone calls, or a step in the cultivation

process of a donor. In that situation, the action focuses on the constituent as a prospect. They are intended to track actions in which the constituent is the recipient of the action, not those for which the constituent is responsible for initiating the event.

Intended Use of Actions

Campus Visit (See Below Info) - Use Campus Visit when a donor or prospect visits the University and tours a specific facility. Following the visit, attach a written contact report to the prospect record.

Committee/Board Member Invitation (See Attached) - The Committee/Board Member Invitation choice should be used when an individual has been invited to serve on the board. Attach a copy of the letter inviting the individual to serve on the board to the action. When the individual responds that they either accept or regret the invitation to serve on the board, report this information in the comment field of that action.

Correspondence (See Attached) - Use correspondence for the following types of correspondence: introduction letter, update letter, campaign materials, summary of a phone call, e-mail messages, and cultivation and stewardship letters.

Funds Received (See Below Info) - It is important to use the Funds Received action type. Once entered it activates a trigger that changes the readiness information on the Ratings Screen. Enter the amount received into the comment field.

Grant Report - Select Grant Report when a DOD or CFR staff member is writing a progress or final report on use of a donor's funds.

Pre-proposal (See Attached) - Pre-Proposal or preliminary proposal should be used by a DOD or CFR staff member when applying to a foundation or corporation that specifically requires within their guidelines that prior to submitting a full proposal a brief letter of inquiry should be submitted and then if the entity likes the project in principle it will invite the University to submit a Proposal.

Proposal (See Attached) - Use Proposal when a written proposal or request for funding is made to a prospect (that includes foundations, corporations and individual). For individuals, include a letter requesting funding; however, for corporations and foundations attach the proposal to the action.

RFP (See Attached) - Use Request for Proposal or RFP as an action type when a corporation, foundation, or individual specifically requests that the University submit a proposal to them to fund a specific project.

Strategy (See Below Information) - Use Strategy to capture the essentials of the solicitation strategy for a donor. Enter Strategy information into the Comment Field on the Action Screen and answer the questions Who, What, When, Where, Why, and How.

Visit-Cultivation (See Attached) - Use Visit-Cultivation when visiting a donor or prospect to learn more about them and their interest in VCU. It is required that a trip report be attached to the action.

Visit-Solicitation (See Attached) - Use Visit-Solicitation when you are visiting a donor/prospect to ask them to support a specific project. It is required that a trip report be attached to this action.

Visit-Stewardship (See Attached) - Use Visit-Stewardship when you are visiting a donor/prospect to thank them for their gift or to give them a progress report on how their gift has helped the University. It is required that a trip report be attached to this action.

Donor Sponsored Events- Use Donor Sponsored Events when an event is held by a donor/prospect for the University. When a donor/prospect is invited to attend a Donor sponsored event, note the information in the Comments field on the invitees record, and include which event they were invited to and if they accepted or regretted the invitation.

Contact Reports

The purpose of contact reports is to allow Development Officers a medium to report on any action that occurs with a donor. Contact reports allow for a permanent record of vital intelligence on a donor for future Development Officers. Development Officers will need to record all moves in millennium associated with a contact. Reports will be visible for Team Members and the Team Leader to track progress towards solicitation. Contact reports should not contain any sensitive information and should only reflect appropriate information regarding cultivation, solicitation, and stewardship actions taken. Submit these contact reports to the Office of Prospect Research and Tracking within 30 days of contact.

Attaching Documents

Attach any appropriate document such as letters, proposals, or emails to Millennium using the attach documents function in the Actions portion of Millennium.

Management Reports

Reports on ULP tracking and management are available in the EIS portion of Millennium. Reports not found in EIS will need to be ad hoc reports created by Advancement Services.

Ending Tracking Relationships

Prior to a Development Officer's leaving the University's employment, a list of all open relationships will be provided to the Vice President for University Advancement

After a development officer is replaced, the new development officer will be provided a list of all their predecessor's relationships and what intentions he/she might have for them. If no response is given within 6 months the relationship will be ended from the prior development officer.

If someone has already left, the new development officer will be provided a list of his/her predecessor's relationships and asked for instructions.