

Monash University Procedure

Procedure Title	Potential Donor Management Procedures
Parent Policy	Potential Donor Management Policy
Date Effective	
Review Date	
Procedure Owner	
Category	Operational
Version Number	1.0
Content Enquiries	Advancement Policies
Scope	
Purpose	<p>Potential donor management is the coordinated assignment of potential donors to appropriate fundraising staff generally known as Development Managers who act as the primary contact person from the University responsible for advancing development initiatives with potential major gift donors.</p> <p>This process is most commonly in use for major gift potential donors, but the Potential Donor Management Policy recognises that there are donors who respond to the Annual Appeal or intend to make bequests to the University who are not currently major donors but may eventually make a major gift to the University.</p> <p>The potential donor management process considers the impact of assignment decisions in relation to donors who fall into these categories who may be interacting and corresponding with fundraising staff who are not Development Managers.</p> <p>Fundraising staff and Development Managers maintain an active portfolio of potential major gift donors with up-to-date readiness stages. Deans, divisional directors, and staff soliciting gifts on behalf of the University work with designated Development Managers.</p> <p>The Donor Activity Analyst is responsible for managing the potential major gift donor assignment process on behalf of the Director, Development. Where there are disagreements about assignment of potential donors, the Director, Development is the final arbiter. In cases where a strategy meeting has been held, the Fundraising staff and Development Managers must adhere to the directions established in the approved campaign strategy.</p>
PROCEDURE STATEMENT	

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1. Management of Potential Donors

1.1. Potential Donor Assignment to Development Managers

Assignment of potential donors is requested through the University's fundraising database. All assignment requests will be submitted for a specific faculty, campus or institute and are tracked and monitored.

1.2. Factors Determining Assignment Decisions

The goal of the potential donor management process is to match potential donors with approved campaign priorities that have a reasonable probability of success in major gift solicitation.

The following factors will be considered:

Individuals

- Affiliation with a particular faculty and/or legacy institution and/or program, project, department or school
- Previous giving history to the associated Foundation/faculty or legacy institution and/or program, project, department or division
- Donor potential
- Volunteer activity/connections
- Personal interests/relationships
- Purpose and priority of the project

Corporations and Foundations

- Similarity between campaign priority and the potential major gift's interests
- Giving criteria and guidelines
- Ties between potential donors and the program/project/constituency
- Donor history

1.3. Multiple Affiliations

It is common for potential donors with significant capacity to donate to have multiple affiliations and interests across the University and its associated Foundations. All staff involved in fundraising are expected to work together to ensure that any potential donor's wishes are being followed and that the University's approach is coordinated. Potential donors with multiple affiliations and interests across the University must be documented and noted in the University's fundraising database.

1.4. Objecting to an Assignment

Any Development Management staff may object to other colleagues requesting assignment for a potential donor by clearly stating their objection and rationale. This does not mean that the party seeking assignment cannot submit their assignment request. Final decisions on assignment are made by the Director, Development.

1.5. Assignment Requests and Feedback

It is incumbent on all staff to respond to assignment requests in a timely and thorough manner. At the same time, when seeking assignment, adequate time must be allowed for a colleague to provide a response.

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Responsibility

Executive Director, External Relations, Development and Alumni Division (ERDA)
Development Managers
Staff involved in fundraising

2. Stages of the Donor Management Cycle

2.1. **Identification: Where a constituent such as an individual, corporation, foundation or association is identified as a potential donor, assignment should be requested.**

Identification activities include:

- Potential major gift review with staff, volunteers, peers;
- Requesting assignment

2.2. **Qualification**

Where the Development Manager explores and verifies the potential donor's interest and ability to give. A qualification visit should occur within three months of assignment of a potential donor to a Development Manager to determine a strategy for moving forward. After three months, assignments with no actions which specifically indicate that the potential donor has been qualified will be brought back to a regular fundraising campaign meeting for review.

2.3. **Cultivation**

All efforts to enhance a potential donor's interest or involvement with the University.

Cultivation activities include:

- Phone calls, correspondence or visits with a potential donor;
- Focused invitation to specialised events;
- Visits from philanthropic relations management staff, deans or volunteers;
- Preparation of research profiles, when necessary.

Development Managers develop a cultivation and solicitation strategy which is used to determine who participates in the relationship with the potential donor and a plan for engagement with them.

2.4. **Ready to Ask**

Where the potential donor is considered to have enough knowledge and interest with a relevant faculty or the University as a whole, and contact is made to develop solicitation strategies.

2.5. **Solicitation**

The request for financial support and the process of presenting a specific proposal for financial support.

Solicitation activities include:

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- Proposal preparation
- The solicitation call

2.6. Stewardship

Ongoing contact following the successful solicitation of a potential donor for a major gift. These initiatives ensure that contact is maintained when the donor is not actively being cultivated for an additional gift.

Stewardship activities include:

- Acknowledgement and recognition
- Periodic reporting on the use of the gift;
- Periodic evaluation for another cultivation;
- Preparation of a written stewardship plan.

Responsibility

Development Managers

3. Highest Level Potential Major Gifts

A small group of donors will make truly outstanding gifts to the University's fundraising efforts. To nurture these relationships effectively, it is appropriate to identify them, flag them as such and devote significant attention to them. These potential major gift donors will be coordinated and managed by the Director, Development. Where there is a strong and undisputed tie to a particular faculty, campus or institute, a particular Development Manager will work closely with the Director, Development to manage the relationship. Generally, these potential major donors are identified as those who have the potential to make a gift of AUD\$1 million or more.

Responsibility

Director, Development
Development Managers

4. The Raiser's Edge Database

The processes for managing all stages of the donor management cycle for potential and major donors are coordinated through the University's fundraising database, the Raiser's Edge, and are documented in the Raiser's Edge training materials which are provided to fundraising staff who have undertaken the Raiser's Edge Prospect Module training.

Responsibility

Staff maintaining the Raiser's Edge database
All staff involved in fundraising

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Responsibility for implementation	Director, Development Development Managers Donor Activity Analyst All Fundraising Staff soliciting gifts
Status	
Approval Body	Operational procedure Name: Date: Author:
Definitions	
Legislation Mandating Compliance	
Related Policies	
Related Documents	