BODY of KNOWLEDGE

The APRA Body of Knowledge
for Prospect Development Professionals

APRA
Partners in Fundraising

Table of Contents

Overview and Recommended Uses

About APRA's Body of Knowledge for Prospect Development Professionals

APRA is excited to announce a new resource for professional development, the Body of Knowledge for Prospect Development Professionals.

Developed by APRA volunteers, this comprehensive tool helps individuals and their managers identify growth opportunities and ensure they have the knowledge and resources needed to excel in their current positions or assume new responsibilities at their organizations. This tool also helps prospect development professionals demonstrate the breadth of their knowledge to those who are less familiar with their role.

APRA's Body of Knowledge content falls within three main areas: Domain, Competencies and Tasks.

> **Domain**: This is the core content area. Three domains were determined to exemplify the primary roles within the prospect development field as it currently exists: Data Analytics, Prospect Research and Relationship Management.
>
> **Competency**: Each domain identifies various skills, written in the form of an objective, that are necessary to demonstrate requisite performance. The competencies for each domain are specific and unique.
>
> **Tasks**: Each competency lists activities that demonstrate the practice of the domain. Tasks are identified by complexity of performance and/or experience and listed as Level I, Level II or Level III.

Additionally, the Body of Knowledge includes desired behavioral traits, further reading suggestions, resources utilized to obtain the information and vendors.

Volunteer Contributors

Oversight for the development of APRA's Body of Knowledge was provided by Amy Turbes, Director of Prospect Development and Campaign Strategy at Creighton University. The project liaison to the APRA Board of Directors was Jennifer MacCormack, Associate Director of Advancement Research & Data Support at the University of Washington.

A volunteer chair also led the efforts to create the specific content for each domain:

- **Data Analytics Domain Chair**: Jason Boley, Assistant Vice President of Development Operations at Riley Children's Foundation
- **Prospect Research Domain Chair**: Devon Villa Gessert, Director of Research and Prospect Management at American University
- **Relationship Management Domain Chair**: Lisa Howley, Director of Relationship Management at Johns Hopkins University

Who Should Use APRA's Body of Knowledge?

Prospect development professionals at every stage of their career, their supervisors and the teams that recruit those professionals can all use APRA's Body of Knowledge:

- **New and aspiring prospect development professionals**: Determine the skills needed to advance your career or change roles within your organization, as well as upcoming opportunities to enhance or acquire those skills
- **Senior prospect development professionals**: Identify knowledge gaps, training goals and learning opportunities for your team; enhance the performance review process; and better develop and prioritize training budgets
- **Human resource departments and hiring managers**: Recruit successful new prospect development professionals for your organization

If you have any questions or suggestions regarding this new resource, please don't hesitate to contact APRA at info@aprahome.org.

Domain 1: Data Analytics

Competency 1: Cross Industry Standard Process for Data Mining (CRISP-DM) Competencies

Level I:

- Demonstrate awareness of data mining process models, including CRISP-DM.

Level II:

- Approach data mining as a process through application of CRISP-DM, including the business understanding phase, the data understanding phase, the exploratory data analysis phase, the modeling phase, the evaluation phase, and the deployment phase.
- Demonstrate mastery of techniques and best practices for CRISP-DM phase execution.

Competency 2: Project Management

Level I:

- Demonstrate awareness of the organization's vision, mission and goals.
- Evaluate priority levels for projects depending upon need, impact and buy-in at the organization.
- When approaching a project, demonstrate understanding of the analytics continuum and distinguish among descriptive, comparative and predictive analysis.
- Evaluate analytics projects effectively to prioritize urgent problems while simultaneously providing time for innovation.
- When communicating with clients, work to understand their point of view, define actionable/tangible objectives and determine the scope of a project.
- When managing projects, clearly define project completion and gains buy-in for the finished results.
- When analyzing problems, avoid questions or projects that will not lead to definitive outcomes or actionable results.

Level II:

- Apply project management best practices in planning and executing analysis efforts.
- Establish and communicate vision for the project, including how it aligns to organizational vision and strategy.
- Seek out client and leadership feedback about project performance, and determine when and how to incorporate feedback for refinement.
- Utilize statistical techniques to assess the outcome of projects.
- Using applied analytics, translate business problems into mathematical/programming plans.

Competency 3: Data Manipulation Skills

Level I:

- Demonstrate understanding of basic relational database theory.
- Demonstrate ability to understand, create, and query normalized data sets.
- When manipulating data, identify data inconsistencies and transform data into useful variables.
- Demonstrate intimate knowledge of the internal and external data to be utilized in analytics projects.

Level II:

- Utilize appropriate query tools to extract data from database(s), such as SQL.
- Utilize basic database design skills to build external warehouses for data aggregation, analysis or reporting.
- When approaching unstructured data, analyze data using appropriate programming languages (e.g. Python).
- Assess recurring processes such as data selection and production of model scores, and seek to automate processes whenever possible.

Competency 4: Statistical Techniques and Competencies

Level I:

- Demonstrate ability to analyze data using statistical software (e.g. Excel, SPSS, SAS, R, STATA, Matlab).
- Infer meaning and understanding from large data sets.
- Use descriptive statistics (e.g. mean, median, percentile, compare averages, cross-tabulation) to understand and utilize data.
- Prepare data and transform variables for analysis (e.g. recoding of categorical variables into binary variables).
- Predict future behavior and explain trends using regression techniques.

Level II:

- Leverage code-based interface of statistical software to perform descriptive and predictive analytics.
- Analyze text data through text mining or keyword density analysis techniques.
- Demonstrate advanced statistical knowledge by building models with techniques such as non-linear regression, decision trees, clustering, or naive Bayes.
- Forecast future performance and employs time series analysis techniques.

Competency 5: Visualization/Reporting Techniques and Competencies

Level I:

- Utilize appropriate tools for visual data analysis (e.g. Excel, Tableau, Advizor).
- When communicating with non-technical users, identify and manage key metrics that are important.
- Organize visualized metrics into useful delivery systems such as paper-based or electronic executive dashboards.

Level II:

- Demonstrate curiosity to explore data visually with a goal of gaining new insights.
- Translate data visually into geographical formats.
- Utilize innovative techniques to convey statistics visually, such as infographics.

- Demonstrate ability to create interactive visualizations.

Competency 6: Communication

Level I:
- When interacting with non-technical audiences, translate analysis and conclusions into an accessible format.
- When interacting with executive audiences, compose supporting documents (e.g. summary reports, executive summaries) that are accessible and concise.

Level II:
- Utilize external data sources to augment donor information (e.g. wealth screening information, census data, market research data).
- When interacting with external audiences, convey arguments succinctly and impactfully by synthesizing disparate parts of data into a cohesive story.
- When asked to support conclusions and analysis, uses impactful data.

Competency 7: Fundraising Knowledge

Level I:
- Employ knowledge of the organizational constituency in analysis.
- When participating in decision-making, demonstrate familiarity with fundraising principles in order to see opportunities where analytics can play a role in the organization.
- Demonstrate an understanding of the prospect life-cycle, prospect identification techniques, prospect management principles and campaign management.
- Demonstrate knowledge of annual giving business processes such as mailing segmentation.

Level II:
- When assessing fundraising procedures, identify target predictive variables that may be useful (e.g. target ask amounts, planned giving probability, etc.).
- When utilizing data, adhere to ethical, contractual and legal standards (e.g. Donor Bill of Rights, FERPA, HIPPA, terms of usage for web pages).

Competency 8: Analytics and Campaign

Level I:
- Distinguish general campaign phases.
- Awareness of different types of fundraising campaigns.
- Explain the organization's campaign history, including the type of campaign, dollars raised and priorities that different each.
- Demonstrate knowledge of the organization's current campaign, including the type of campaign, goals, priorities, challenges, needs, campaign committee members, case statements, branding and marketing efforts.

Level II:
- Demonstrate ability to conduct pre-campaign assessments, including analysis of organizational constituency gift potential, strategy and execution for campaign.

- Identify analytical strategies for maximizing campaign potential and performance return.
- Forecast institutional capacity, campaign goals and unit goals.
- Calculate and manage campaign run rates.
- Perform process modeling to determine how to improve campaign and fundraiser effectiveness and/or to maximize returns.
- Demonstrate ability to conduct post-campaign analysis, including overall effectiveness of campaign, campaign prospect demographics/profile, prospect pool utilization, and evaluation of fundraiser performance.

Competency 9: Change Management/Strategic Thinking

Level I:

- Formulate strategic ideas related to big-picture issues and poses questions that have not yet been asked.
- Challenge assumptions, generates multiple and competitive hypotheses, and questions conventional thinking processes.
- Attempt to influence institutional change by determining outcomes and drawing conclusions from analytics projects.

Level II:

- Act as an agent of change within the organization by championing analytics.
- Create the appropriate management structure for analytics to fit the organization's needs (e.g. centralized vs. decentralized).
- Assess results and limitations of analytics studies within the organizational context to determine realistic action steps.

Desired Behavioral Traits:

- Determination to find and utilize tools/techniques to solve problems
- Curiosity
- Discretion
- Patience
- Skepticism
- Critical thinking skills
- Passion for learning and continuous improvement

Commonly Used Software:

- Excel: http://office.microsoft.com/en-us/excel/
- R: http://www.r-project.org/
- SAS: http://www.sas.com/
- SPSS: http://www-01.ibm.com/software/analytics/spss/
- Tableau: http://www.tableausoftware.com/
- Advizor: http://www.advizorsolutions.com/
- DataDesk: http://www.datadesk.com/
- Rapid Insight: http://www.rapidinsightinc.com/
- IBM Modeler: http://www-01.ibm.com/software/analytics/spss/products/modeler/
- Weka: http://www.cs.waikato.ac.nz/ml/weka/

Further Reading:

- "Fundraising Analytics" by Joshua Birkholz
- "Major Donors: Finding big Gifts in Your Database and Online" by Hart, et. al.
- "Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management" by Gordon S. Linoff and Michael J.A. Berry
- "The Signal and the Noise: Why So Many Predictions Fail - but Some Don't" by Nate Silver
- "Baseball, Fundraising, and the 80/20 Rule: Studies in Data Mining" by Peter B. Wylie
- "Data Mining for Fund Raisers" by Peter B. Wylie
- "Data Mining: Practical Machine Learning Tools and Techniques" by Witten, et. al.
- "Discovering Statistics Using SPSS" by Andy P. Field

Domain 2: Prospect Research

Competency 1: Information Management/Records Management

Level I:

- Demonstrate an understanding of data storage (both formal and informal modes of data storage).
- Apply basic knowledge of spread sheets, customer relationship management systems and document imaging systems.
- Possess a working knowledge of how to retrieve data from simple and complex systems.
- Demonstrate the ability to access and/or query system data.
- Locate information about constituents/prospects in a customer relationship management system (existing research, contact reports, event attendance, committee participation, giving, affiliations, personal connections, etc.).
- Locate historic information about constituents/prospects stored in paper or file form (existing research, contact reports, thank you letters, gift history, articles, surveys, etc.).

Level II:

- Demonstrate ability to identify and develop data storage standards and best practices.
- Develop a database conversion plan (including data points to convert, how the data will convert, timelines key players, and change management and education needs).
- Manage database conversion implementation for confidentiality and accuracy in all data.
- Ability to retrieve large data sets for use in wealth screenings, modeling, and data clean-up efforts.
- Exhibit advanced skills in excel or spread sheet software (pivot tables, macros, etc.).

Competency 2: Prospect Research Essentials

Level I:

- Demonstrate the difference between proactive (identifying new prospects and projects) and reactive (responding to directives or requests) research.
- Describe the roles of the different types of donors to your organization: members, friends, alums, parents, sponsors, etc.
- Describe of the role of research and prospect development in the process of moves management and solicitation cycle.
- Specify how research plays into the strategies and objectives of organizational fundraising units such as the annual fund, planned giving, principal gifts, major gifts, and corporate and foundation relations.
- Detect public information for prospects and constituents using a variety of free and fee-based resources.
- Demonstrate ability to verify information using more than one source.
- Synthesize a large amount of data to create a concise research report.

- Utilize appropriate research template based on type of research request (ad hoc, basic, full, foundation, corporation, event briefing).
- Identify resources/databases appropriate for each section of template (addresses, real estate, securities, foundations).
- Execute a proactive research routine, utilizing methods such as daily news screenings, reviewing push technology/alerts, and donor lists, to identify first time donors/members with major gift capacity.
- Evaluate financial assets and known liabilities to estimate a prospect's capacity rating.

Level II:

- Demonstrate mastery of analyzing, interpreting and evaluating data.
- Manage a research request queue and respond to a variety of requests, from writing a quick event bio to drafting a full prospect profile.
- Demonstrate ability to partner with research requesters to identify specific research needs.
- Demonstrate ability to negotiate the research format and timeframe with requesters as warranted.
- Demonstrate knowledge of screening strategies including but not limited to wealth screening, peer screening, in-house database mining, and engagement/affinity and model scoring.
- Interpret evidence of philanthropic interests in other organizations and evaluate the possible impact on your organization.
- Create system for proactive research aligned with portfolio, pipeline and campaign priorities.
- Create systems for Research storage and collaborate with colleagues on research updates.

Competency 3: Ethics

Level I:

- Maintain highest standard of professional ethics, complying with APRA's Statement of Ethics and ethics policies set forth by CASE, AFP, AHP and similar organizations.
- Demonstrate knowledge of the Donor Bill of Rights, including the history and rationale behind it and apply its principles.
- Practice the tenets of current privacy acts, such as HIPAA and FERPA, relating to the organization's focus.
- Explain the framework upon which the organization's ethics, confidentiality, anonymity and gift acceptance policies are based and ensure that decisions regarding information and it's use adhere to it.
- Develop and implement a personal framework for making ethics decisions regarding privacy, confidentiality, use of research sources and dissemination of research information.
- Explain the difference between public and private information and sources and utilize appropriately for various information recipients and database entry.
- Determine the ethical implications of the use of each information source and ensure that its use is in accordance with organizational and personal ethics tenets.
- Explain the ethical implications and impact of the use of social media sites (Facebook, LinkedIn, Twitter, Pinterest) and Internet information in research.
- Utilize professional peers as a resource for ethics questions and verification of research source veracity.
- Manage sensitive information in donor records and files and share that information with staff and volunteers.
- Judge the use and recording of Social Security, database and other identification numbers, if you have access to that information.
- Implement personal and organizational ethics in determining what prospects to recommend for qualification and in recommending cultivation and solicitation strategies.

Level II:

- Master privacy policies of internal organization and professional organizations such as APRA, AFP, AHP, CASE, and similar organizations and apply policy principles to your work.
- Develop and supervise the implementation of privacy and confidentiality policies for organizations based on APRA/AFP guidelines and implement versions for various group such as staff, board and volunteers.
- Interpret current law torts regarding privacy and release of information.
- Monitor and understand new ethical issues, trends and protocols.

Competency 4: Utilizing Research Resources

Level I:

- Indicate what constitutes relevant and strategic information and how to analyze that information to support prospect development.
- Identify the primary resource providers (electronic vs. text, government and commercial, internal and external) and the type and scope available from each.
- Identify and utilize additional resources such as librarians, government employees, colleagues, and constituents (including donors and volunteers) when appropriate.
- Assess quality of resources and make recommendations that are most appropriate for specific information needs.
- Classify the difference between objective and biased sources of information.
- Communicate to fundraisers and other interested parties the quality and reliability of primary sources and their practical application to research.
- Determine the quality, reliability, and accuracy of sources, including emerging sources like blogs, wikis, and social media.

Level II:

- Acquire and demonstrate current information on management issues, trends, and tools.
- Identify, evaluate and utilize new or alternative information resources and assess source validity.
- Integrate sources creatively in the process of evaluating donor prospects for capacity, inclination, readiness and recommending relationship development strategies.
- Master use of all in-house resources, proprietary information systems and vendor products.
- Apply multiple data sources to confirm data and prospect identity when there is not enough information in any one source.
- Assess organization's overall information source needs.
- Write an RFP based on information needs assessment and evaluate vendor responses to choose best product within budget parameters.
- Negotiate discounts with information providers.
- Demonstrate ability to request and/or negotiate research resource budget with management.
- Determine which vendor and how vendor data will be integrated into the organization's database.
- Explain vendor data sources and how that information impacts vendor and in-house assessments of prospect capacity, affiliations, inclination and readiness.
- Manage the research resource budget and negotiate needs and budget with management.
- Write and/or keep current policies and procedures for research resources and train others in resource use.
- Establish how to interface between resources and database

Competency 5: Financial Capacity Evaluation and Wealth Indicators

Level I:

- Recognize hard wealth indicators (such as real estate, public company stock holdings, salary data, private company value, foundation assets).
- Utilize and interpret IRS statistical net wealth estimation data, foundation data and their gift history, assets and giving patterns.
- Recognize soft wealth indicators (such as hobbies, society events, other philanthropic activity, etc.) and expenses (such as tuitions, lifestyles, personal issues, etc.).
- Identify, evaluate and track highly-appreciated assets (e.g. real estate, publicly-held or privately-held stock) that may be used to fund a gift.
- Discover and record evidence of philanthropic interests in other organizations.
- Utilize hard and soft wealth indicators to determine potential capacity to give for organizational prospects.
- Communicate potential prospect capacity via research reports and other reporting methods.

Level II:

- Collaborate with frontline fundraisers to document the donor's investment strategies and habits and the liquidity of the donor's assets.
- Collaborate with fundraisers or other interested parties in establishing appropriate ask amounts for an annual, leadership and/or planned gift based on prospect ratings or other key indicators.
- Identify and present information about luxury items and collections, including estimated value, importance to the prospect, and relevance to one's organization.
- Demonstrate mastery of creating prospect capacity rating methodology customized to organizational needs and resources.
- Train staff on how to understand and use research capacity ratings for prospect prioritization and strategy planning.

Competency 6: Prospect Interests and Networks/Relationships

Level I:

- Explain peer-to-peer network concept, and collaborate with colleagues to identify possible networks.
- Identify connections to your organization or other prospects via social registries and clubs, board connections, family relationships, and education and employment history.
- Synthesize networking data found; proficient in presenting pertinent relationship data for each level of research at your organization.
- Locate key family relationship documents, such as wedding announcements, obituaries, and SEC filings.
- Utilize successfully free and fee-based network mapping data.
- Determine engagement, event, and volunteer opportunities which align with donor interests and build donor involvement.
- Identify prospects outside of your organization's natural constituency (unaffiliated).
- Recognize when a prospect's interests do not align with your organization, or when a specific connection or relationship might cause a conflict of interest.

Level II:

- Mastery of peer screening planning and utilization of results, as well as overseeing screening negotiations and implementation with vendors.

- Identify and understand emerging technologies which can reveal prospect interests, relationships and networks.
- Utilize mailing and contact lists from other sources, such as list houses, other organizations, and internet searches, to identify interest categories and affiliations appropriate to specific organizational goals or projects.
- Implement and maintain coding in your database for links between prospects, industry codes and prospect interest codes.
- Design and articulate (manually or with appropriate software tools) visual displays of peer-to-peer networks and family trees.
- Demonstrate advanced institutional knowledge conducive to identifying untraditional connections and creative use of search strategies and algorithms to uncover those connections.
- Advise board members, donors and organizational leaders to suggest prospects whose interests align with organizational goals.
- Participate in the development of donor-centric engagement, cultivation and stewardship strategies.
- Identify connectors - people who can open doors and leverage relationships.

Competency 7: Screenings

Level I:

- Demonstrate knowledge of vendor data sources and understand how that information impacts vendor and in-house assessments of prospect capacity, affiliations, inclination and readiness.
- Assess accuracy of wealth screening produced data, including estimated capacity/net worth.
- Translate wealth screening and modeling scores into actionable data via research reports and projects.

Level II:

- Evaluate institution's wealth/affinity screening needs; one-time batch screening versus ongoing screening.
- Collect information on different screening products and vendors; assess their offerings, pricing structures, and customer support.
- Present and explain screening process, sources, plan and budget to management and/or board and negotiate approval.
- Plan, coordinate and implement a screening plan from RFP to achievement of plan goals, working and negotiating timelines with staff, management and boards (including expectations for database integration, prospect identification and utilization by Gift Officers).
- Compose RFP to submit to vendors that identifies the required deliverables, format and timeline.
- Evaluate RFP results and select vendor, including negotiating screening contract.
- Ensure that screening team and management understand and meet their deliverables and deadlines.
- Prepare data for screening, including segmenting data to select records and data clean-up.
- Work with vendor to create and submit the screening data file.
- Segment and prioritize screening results for evaluation.
- Evaluate and utilize screening results, including data validation, thorough assessment of source validity and the creative use of additional sources, to analyze capacity, inclination, and readiness.
- Present screening results overview and any changes to implementation plan to management, board and staff.
- Present prospects qualified through screening and work with development managers and staff to determine appropriate assignments.
- Integrate screening results roll-out into campaign and strategic plans.
- Monitor field qualification process to ensure assigned staff are meeting goals and deadlines.

- Assess outcomes at the end of the screening process to determine what can be improved for future screening processes.
- Create and/or keep current organizational screening policies and procedures.
- Maintain current knowledge of screening resources, related subscriptions and software essential to obtaining data, integrating it into the database and evaluating and presenting results.

Competency 8: Research Checklist and Written and Verbal Skills

Level I:

- Present written information clearly and concisely, free of punctuation and grammatical errors.
- Synthesize material from multiple sources in a coherent and accurate manner.
- Communicate effectively with a wide range of individuals at the organization.
- Speak clearly and concisely when explaining information, and actively listen to responses, especially when it comes to relaying financial / wealth information.
- Demonstrate knowledge regarding type of information found in resources on internal research checklists.
- Demonstrate proficiency at using the resources on internal research checklists.
- Demonstrate knowledge of where research templates are located, and how to save and edit templates.
- Explain how to create and format a research report template.

Level II:

- Utilization of appropriate language in written formats when the accuracy of information is unclear but that may be useful in a solicitation - "It's believed that x is correct, but couldn't be absolutely verified at this time."
- Differentiate what information is "nice to know" vs. "need to know."
- Customize templates to include details that are relevant, timely and brief for development staff.
- Evaluate new vendors and their products on a periodic basis. Employ demonstrations and incorporate community feedback to determine use to you in your shop.
- Assess research checklists periodically - add/delete/modify free/paid resources.
- Demonstrate ability to present information formally and informally to a wide variety of audiences.

Competency 9: Organization and Fundraising Knowledge

Level I:

- Demonstrate knowledge of the different units within overall fundraising programs (annual giving, major gifts, stewardship, planned giving, etc.) and understand the jobs and responsibilities of each unit.
- Explain and apply knowledge of the solicitation cycle (identification, cultivation, solicitation, stewardship).
- Distinguish between various donor types (individual, estate, corporate, foundation, government).
- Demonstrate knowledge of how prospect research and the role of the prospect researcher fits into and supports fundraising efforts at the organization.
- Distinguish between types of asks (annual, major, corporate, foundation, planned) and gift levels.
- Demonstrate a basic understanding of prospect pool characteristics (i.e. what makes a good planned giving prospect, an annual donor, etc.).
- Summarize current fundraising and philanthropy trends.
- Demonstrate ability to translate trends through key publications and trusted sources.
- Describe the attributes/characteristics of a strong prospect for annual, major and planned giving.

Level II:

- Mastery of presenting research in a strategic and relevant ways to help Gift Officers determine who to solicit and when and for the right amount.
- Demonstrate ability to summarize key findings and create actionable recommendations to appear prominently in profiles, prospect lists and other research products.
- Adept at determining strategy and next steps in cultivation process for a prospect/donor based on research gathered and analyzed.
- Determine the organization's fundraising strengths, priorities and goals, and align research efforts to those priorities and goals.
- Determine what constitutes a good prospect for your organization through analysis, conversations with staff and knowledge of organizational history.

Competency 10: Research and Campaign

Level I:

- Distinguish general campaign phases.
- Awareness of the different types of fundraising campaigns.
- Explain the organization's campaign history, including the type of campaign, dollars raised and priorities that different each.
- Demonstrate knowledge of the organization's current campaign, including the type of campaign, goals, priorities, challenges, needs, campaign committee members, case statements, branding and marketing efforts.
- Distinguish how to focus research effects to best support each campaign stage (for example, prospect identification vs research to support cultivation and solicitation).
- Awareness of feasibility studies, prospect pool assessment tools and strategies, and gift pyramids.
- Interpret the organizational gift table/campaign pyramid.

Level II:

- Demonstrate ability to conduct and/or support pre-campaign assessments, including feasibility studies, pool assessment and preliminary gift pyramids.
- Demonstrate ability to assess research tools needed for a new campaign (forms, policies/procedures, reports, internal accountability measures, scores, ratings, etc.).
- Demonstrate ability to identify research resources needed throughout campaign, and negotiate research campaign budget with management.
- Manage research identification plan for campaign, aligned to campaign priorities and specific new prospect pool needs.
- Distinguish and appropriately utilize wealth screening data, model scores and affinity scores to assess the prospect pool.

Competency 11: Measuring Research Efforts

Level I:

- Demonstrate awareness of why measuring the return on investment (ROI) of research efforts is critical (budget and resource support, buy-in from leadership and gift offers, etc.).
- Demonstrate awareness of how research efforts support and impact organizational fundraising operations, including relationships built and dollars raised.

- Demonstrate awareness of how research efforts are perceived and utilized within the fundraising division and by organizational leadership.

Level II:

- Mastery knowledge of specific measures for demonstrating research ROI (for example, the number of new prospects identified and/or researched that resulted in qualification, cultivation and solicitation activity and dollars raised, yield of research capacity against actual solicitations, number of engagement/involvement strategies recommended by research utilized to further relationships, etc.).
- Create regular research ROI reporting customized to specific audiences (leadership, fundraising staff, research staff) using a variety of delivery mediums.
- Demonstrate ability to effectively message research ROI, and leveraging ROI to further partnerships with staff and opportunities to be strategically utilized at high levels.

Desired Behavioral Traits:

- Problem solving
- Curiosity
- Discretion
- Continuous attention to detail
- Effective communicator
- Excellent analytical skills and ability to interpret and analyze data
- Interpersonal skills
- Continuous attention to detail
- Innovative and creative approach to new challenges

Vendors that Supply Wealth and/or Donor Data:

- Donorscape (http://www.donorscape.com)
- Donorsearch (http://www.donorsearch.net)
- InfoRich Group (http://www.inforichgroup.com/screening.html)
- IWave (https://www.iwave.com)
- Target Analytics (http://www.blackbaud-analytics.com/wealth-screening.htm)
- Wealth Engine (https://www.wealthengine.com)
- WealthPoint (http://www.wealthpoint.com)

Further Reading:

- "Prospect Research: A How To-Guide" by Bobbie J. Strand (Contributor), Michael D. Brown, Susan Hunt
- "A Kaleidoscope Of Prospect Development: The Shapes And Shades Of Major Donor Prospecting" by Bobbie J. Strand
- "Prospect Research for Fundraisers: The Essential Handbook" by Jennifer J. Filla and Helen E. Brown
- "Prospect Research: A Primer for Growing NonProfits" by Cecilia Hogan
- "Prospect Research Is a Verb: Fundraising Is the Subject" by Meredith Hancks and Cara Rosson
- "Getting Started in Prospect Research" by Meredith Hancks
- "Prospect Research Fundamentals: Proven Methods to Help Charities Realize More Major Gifts" by Elizabeth Dollhopf-Brown (Editor)

Domain 3: Relationship Management

Competency 1: Prospect Pool/Base Analysis

Level I:

- Demonstrate the ability to query and pull data from organization's customer relationship management (CRM) system.
- Explain the organization's constituency as a whole (demographics, characteristics, patterns etc.) using the organization's CRM system and organizational knowledge.
- Demonstrate ability to use organization's CRM system, Excel and/or other statistical program tools to provide detailed descriptive statistics of the prospect pool, including how many prospects at rating levels and prospect stages, donors vs. non-donors, assigned vs unassigned, as well as prospect pools by school or group or division, by geographical location and other segments.
- Awareness of the meaning and use of granular data specific to the organization and how that translates to data in aggregate.
- Proficiency in delivering information clearly to others on the organization's constituent and prospect pools in written and oral form.
- Demonstrate the ability to present data in graphical, tabular, bulleted, and prose format.
- Utilize critical thinking about the data needed to tell a story about the prospect pool, and demonstrate ability to identify the questions to explore before conducting analysis.

Level II:

- Mastery of constituent and prospect segmentation strategies and analysis.
- Demonstrate strong proficiency in utilizing prospect and other data to make recommendations for prospect activity, strategy and assignment.
- Demonstrate the ability to project future fundraising progress based on capacity, penetration, and activity of the prospect pool.
- Apply prospect analysis results to inform executive-level decisions for long-term organizational planning, such as setting campaign goals, defining fundraising priorities, event planning and regional initiatives, and making staffing recommendations.
- Demonstrate the ability to use descriptive statistics and knowledge of the prospect pool to make recommendations for campaign planning: scales of giving, strength of prospect pool, etc.
- Apply business intelligence tools (such as Tableau or Jaspersoft) that transform raw data into meaningful and useful information that inform fundraising and campaign strategy.

Competency 2: Relationship Management Policy

Level I:

- Demonstrate awareness of main policy components and purpose for why components exist in policy.
- Express the organization's relationship management policies and how they relate to the Organization's business needs and goals.
- Demonstrate the ability to relate appropriate business rules to the organizational practices for consistent data collection that reflects relationship activity, stages, and engagement.
- Demonstrate an understanding of the business needs of the organization and be able to balance them with the needs of the end users of the system.
- Articulate and educate staff on the purpose of policy and policy components.
- Promote policy adoption and utilization within the fundraising department/organization.
- Interpret policy to apply to real-life situations

Level II:

- Mastery of best practices for staff roles, prospect assignment, moves management, prospect activity, and stewardship.
- Define and articulate roles and responsibilities of individual fundraising professionals.
- Clearly summarize in written draft the purpose and vision of prospect management practices.
- Audit the prospect management system for anomalies in order to maintain data integrity and measure end user accountability.
- Obtain executive sponsorship to actively support and promote policy within the organization.
- Conduct policy needs assessment via a variety of methods (in-person interviews, surveys, group meetings, etc.)
- Prescribe process improvement relating to the evolution of business needs, considering organizational requirements and end user adoption.
- Demonstrate ability to customize policy to meet organizational needs.
- Facilitate and lead policy discussions with stakeholders and leadership.
- Develop, implement, and socialize new policies and procedures as a change agent or leader.
- Manage organizational relationship management policy, including annual review of policy to identify if changes/additions are needed.
- Exemplify organizational culture while advocating for policy best practices and industry standards.
- Mediate assignment disagreements and escalate disagreements for mediation, according to policy

Competency 3: Relationship Management Database Management

Level I:

- Describe the types of data necessary to support the development staff in their overall and day-to-day operations.
- Demonstrate awareness of the organization’s record keeping systems and information retrieval capabilities and protocols.
- Interpolate of the breadth and depth of the entire database (or databases) used by the institution, including associated systems and online tools.
- Specify what parts of the database are owned by which parts of the institution.
- Define what relationship management data is recorded at the institution, where it is recorded, who records it, how it can be searched, how it can be exported, and what policies govern it.

- Identify the standard data points in the prospect management field, such as record types, ratings, screenings, predictive models, interests, prospect assignments, strategies, comments, moves, solicitations, clearance, stages, events, volunteer activities, survey results, giving, etc.
- Synthesis of related items, such as user permissions, ticketing systems, testing practices and systems documentation.
- Demonstrate awareness of any legal or ethical issues related to data storage, such as what may be included in a contact report.
- Identify typical data errors and how they occur.
- Communicate data procedures through writing, speaking and training.
- Reflect proficiency in working with stakeholders and information technology staff to realize information management objectives.

Level II:

- Demonstrate knowledge of institutional database's capabilities and gaps, and of the underlying table structure.
- Demonstrate knowledge of the history of the data in the database, and when practices may have changed.
- Develop and maintain a relationship management system aligned to institutional needs.
- Proficiency in incorporating common prospect tracking data in a relationship management system, such as prospect ratings, staff assignments, solicitation goals, strategies, moves, contact reports, proposals, and stages.
- Mastery of prospect rating systems options, including how to build a new system that accurately records prospect capacity and inclination, how to utilize existing system to effectively prioritize prospect pool, and how to incorporate external ratings appropriately into internal rating system.
- Exemplify mastery in auditing data in pursuit of data integrity.
- Proficiency in using prospect segmentations tools within the database, such as those for discovery prospects and officer-defined lists.
- Proficiency in working with related prospect tracking systems, such as those for volunteer, event and communications management.
- Mastery at working with stakeholders to design new procedures and systems.

Competency 4: Relationship Management Reporting

Level I:

- Demonstrate awareness of different reporting interfaces and methods, such as dashboards, on-demand reporting, mobile reporting, and scheduled reports.
- Describe basic data visualization concepts.
- Explain what reporting tools are available in the institution and what the strengths and weaknesses of each are.
- Describe how the institution defines and measures fundraising/program/development officer success, and the different types of data and reports needed to monitor activity and outcomes.
- Differentiate the reports the organization currently uses to facilitate prospect management, and for what audiences they have been designed. Examples may include prospect pool analyses, gift pyramids, officer reports, portfolio reports, pipeline management, solicitations/proposal reporting, call lists, contact reports and prospect alerts.
- Demonstrate ability to work with clients, stakeholders and report designers to develop new reports as needed.

- Utilize primary reporting tools to produce reports.
- Apply associated query tools to help identify prospects in the database for pipeline development (i.e. prospecting).

Level II:

- Demonstrate mastery of word processing, spreadsheet, and database software for delivery and presentation of information.
- Interpreting data and drawing meaningful conclusions to inform fundraising operations.
- Proficient at training others to use reporting tools and interpreting reports.
- Proficient in audience-based report building and design.
- Mastery in working with clients, stakeholders and report designers to develop new reports as needed.
- Demonstrate knowledge of institution's database or data warehouse structure.
- Proficiency in producing answers to ad hoc questions, whether through the use of canned tools, programming skills, or collaboration with IT professionals.

Competency 5: Moves Management

Level I:

- Employ knowledge of moves management concepts, including basic donor solicitation cycle stages and expectations for activity at each stage.
- Demonstrate knowledge of organizational expectations and outcomes for moves management and solicitation cycle stages, and how moves management is managed (prospect strategy meetings, reports, etc.)
- Demonstrate awareness of contact report forms and data entry/management strategies and best practices.

Level II:

- Mastery of developing a moves management system to align to institutional needs.
- Demonstrate ability to influence and/or shape activity expectations and timeframes for each stage of the solicitation cycle.
- Establish and/or provide baselines and metrics for movement and activity.
- Provide insight and analysis of metrics and movement for fundraisers/departments/key prospect groups to managers and leadership to inform decision making and management.
- Design and support/troubleshoot avenues for fundraisers to capture moves data (design forms/workflows/in-person strategies).
- Demonstrate awareness of current trends and best practices, and demonstrate ability to explore opportunities for moves management advancement/refinement.

Competency 6: Prospect Strategy

Level I:

- Demonstrate ability to build relationships, including use of people management ability.
- Illustrate prospect strategy best practices for meetings, tracking, reporting and management.
- State organizational prospect strategy expectations and practices.
- Demonstrate awareness of prospect strategy meeting best practices, including the role of relationship management staff when leading and/or supporting meetings.

- Describe the components of a prospect strategy template, and best practices for managing data collected in a template.

Level II:

- Plan, lead and manage prospect strategy meetings.
- Mastery of identifying what data is critical to arm staff with in order to arrive at successful strategy next steps and outcomes.
- Influence or shape elements to track for prospect strategy, how the strategy is tracked in the database, and how progress on strategy is reported out and measured.
- Demonstrate ability to adapt and customize prospect strategy management, tracking and reporting for various prospect segments (annual gift prospects, major gift prospects and principal gift prospects).
- Promote comprehensive ask via prospect strategy discussions as well as strategy template/tracking methodology.

Competency 7: Portfolio Management

Level I:

- State portfolio standards, expectations and measurements.
- Describe optimal portfolio balance and account distribution by fundraising stage.
- Demonstrate awareness of portfolio expectations according to organizational fundraising staff hierarchy, including size, balance, value and yield.
- Demonstrate knowledge portfolio management best practices (examples include regular review, activity levels, etc.).

Level II:

- Lead organization conversations to develop portfolio creation and dissolution and maintenance procedures.
- Create criteria for portfolio assignment dependent upon fundraising role and seniority.
- Shape metrics used to measure portfolio performance.
- Partner with development officers in active management of portfolios.
- Mastery of how to best utilize existing resources for portfolio management.
- Assist fundraising managers with portfolio management across fundraising team.
- Identify portfolio imbalance and work with fundraising management to take corrective action.
- Plan and lead portfolio management/moves management meetings with fundraisers.

Competency 8: Pipeline Management

Level I:

- State how pipeline is defined organizationally.
- Demonstrate knowledge of an organization’s table of gifts, prospect ratings and stages of solicitation.
- Describe how assignments and prospect activity is codified within the institutions' database of record.
- State how assignments and solicitations are managed within the functional areas of the institution.
- Demonstrate ability to carry out the policies and processes that drive movement through the pipeline.

Level II:

- Shape metrics used to measure pipeline growth and performance.
- Oversee discovery and active pipeline management.

- Collaborate with leadership, frontline development officers, and volunteers on pipeline management and activity.
- Design and produce reports, pyramids, and gift tables that show pipeline stages of readiness.
- Review prospects with senior leadership and front-line fundraiser and develop strategies related to fundraising readiness.
- Recommend the development of policies and procedures around pipeline performance.
- Identify issues with the pipeline and contribute solutions and strategies to support the maturation of the pipeline management program.

Competency 9: Fundraiser Performance

Level I:

- Demonstrate knowledge of fundraiser performance standards and expectations.
- Identify optimal performance metrics for visits, solicitations, qualifications and dollars raised by level of position.
- Demonstrate knowledge of setting institutional performance metrics in accordance with institutional goals in concert with fundraising management.
- State performance expectations to fundraisers and help them understand how their work is reflected in performance reports.

Level II:

- Lead discussions with leadership to shape metrics used to measure fundraiser performance.
- Arm leadership with fundraiser performance data to drive operational decision making.
- Report out on performance, to various levels of management, according to set fundraiser metrics.
- Counsel managers and leadership in evaluating fundraiser performance.
- Demonstrate ability to present organizational performance in aggregate, highlighting performance both above and below standard.
- Analyze top performers to identify patterns of consistency and behaviors that appear to drive success. Use analysis data to recommend performance metric refinements with leadership.

Competency 10: Campaign Management

Level I:

- Distinguish general campaign phases.
- Demonstrate awareness of different types of fundraising campaigns.
- Explain the organization's campaign history, including the type of campaign, dollars raised and priorities that different each.
- Demonstrate knowledge of the organization's current campaign, including the type of campaign, goals, priorities, challenges, needs, campaign committee members, case statements, branding and marketing efforts.
- Describe the role of research and prospect management staff in supporting the campaign planning and management process.
- Analyze and report on campaign prospect segments (including key/top prospects).
- Demonstrate awareness of feasibility studies, prospect pool assessment tools and strategies, and gift pyramids.
- Interpret the organizational gift table/campaign pyramid.

Level II:

- Demonstrate ability to conduct and/or support pre-campaign assessments, including feasibility studies, pool assessment and preliminary gift pyramids.
- Align gift table "models" with the current pipeline/institutional data (understanding typical suspect to prospect to donor/gift yield).
- Proficiency in designing and analyzing gift pyramids and campaign fundraising reports.
- Manage campaign gift pyramids, including identifying the suspect to prospect to donor ratios and when to use fixed vs variable ratios.
- Manage campaign pipeline, including regular assessment of prospect opportunity realized and yet to be realized, and recommending strategies for movement of various pool segments.
- Distinguish and appropriately utilize wealth screening data, model scores and affinity scores to assess the prospect pool.
- Partner with senior leadership/campaign management team and demonstrate ability to lead strategy sessions with those individuals.
- Forecast institutional capacity and appropriate campaign goals/expectations.
- Prepare and/or participate in meetings/debriefings with key campaign volunteers.
- Lead staff and demonstrate ability to execute vision, mission, and values for the campaign.
- Champion policies, processes, projects, and strategies that drive effective donor solicitation and relationship development for the campaign.
- Multi-task and manage many different projects concurrently.
- Build relationships with staff and colleagues (IT, Major Gifts, etc...) that foster the attainment of shared campaign goals.
- Design and implement systems to track key campaign metrics (campaign ratings and pyramids; interdisciplinary campaigns; sub-campaigns).
- Demonstrate ability to conduct post-campaign analysis, including overall effectiveness of campaign, campaign prospect demographics/profile, prospect pool utilization, and evaluation of fundraiser performance.
- Demonstrate ability to identify fundraising and service area staff resources needed throughout campaign, both overall for the fundraising division as well as for specific units.

Competency 11: Volunteer Management

Level I:

- State organizational volunteer structure (Boards, Councils, Committees, etc.).
- Support the efforts of identification, tracking, and training for volunteers and volunteer engagement.
- Define various organizational volunteer roles and expectations.
- Identify how volunteer management and tracking is supported/aligned/integrated into relationship management policy and CRM system.

Level II:

- Define the expectations for board/council/committee governance and the fundraising expectations for volunteers, and apply knowledge for volunteer identification efforts.
- Support relationship building and tracking with volunteers (physicians, faculty, staff, alumni, friends, etc.). This could include referrals, relationship building, solicitation, stewardship, tracking, measurement and reporting.
- Analyze and report ROI and volunteer relationship development with the organization from volunteer/class/event fundraising.

- Support the volunteer continuum and ability to grow and have deeper experiences with the organization, which should in turn increase volunteer output of time and money.

Competency 12: Orienting and Training Colleagues

Level I:

- Demonstrate strong verbal and written communication proficiency.
- Articulate knowledge and understanding of relationship management policy and recognition of policy element imperative.
- Describe effective training program elements and familiarity with orientation best practices.
- Articulate institutional RM function.
- Interpret RM system elements and attendant metric implications for staff.

Level II:

- Lead RM tracking system/database and RM policy training and guidance.
- Lead and produce orientations and trainings for colleagues on relationship management principles and RM system details.
- Advise and train fundraising managers to use RM system to evaluate resource accountability and performance metrics.
- Develop and execute holistic RM tracking system/database and RM training programs to meet needs of all end users.
- Set and enforce training protocols.
- Coordinate with IT and/or training staff to deliver comprehensive training programs.

Competency 13: Building Internal Relationships

Level I:

- Demonstrate understanding of effective communication strategies for a variety of audiences.
- Demonstrate client service best practices (asking questions, active listening, targeting outcomes to best support client needs, etc.).
- Explain relationship building concepts and best practices (relationship continuum, building partners and advocates, formal and informal networking, etc.).
- Demonstrate knowledge of how to communicate for influence, and demonstrate application of this knowledge to negotiation skills.
- Demonstrate proficiency in verbal and written communication.

Level II:

- Demonstrate ability to listen and understand what needs and concerns are for the project/department, including the ability to notice and respond to the emotions of self and others.
- Articulate team and organizational dynamics theory.
- Mastery of variant communication techniques and learning styles; flex/adapt for different situations and people.
- Build internal relationships, partners and advocates with departmental, cross-departmental and organizational staff.
- Demonstrate ability to identify, build relationships with and leverage stakeholders for projects and initiatives.

- Build relationships with senior leadership and actively communicate system/culture/behavior challenges and opportunities as they arise.

Competency 14: Institutional Knowledge

Level I:

- Awareness of the history of development within the organization's field (arts, education, health, etc.)
- Identify current events and regulations that effect the organization, such as privacy laws for healthcare providers.
- Describe key benefactors, board leaders, donors and volunteers.
- Demonstrate knowledge of the institution's decision-makers, as well as those individuals and departments that have influence.
- Explain how to capture institutional history through the donor database.

Level II:

- Leverage institutional knowledge to advance office programs, services and offerings.
- Align office goals to greater department/organizational goals to provide strategic support.
- Demonstrate ability to inform decision makers and leadership with actionable data and support an integrated approach to fundraising.
- Describe who the appropriate decision makers are and how to effect change.
- Demonstrate understanding of the history of organizational/departmental changes over time (how the organization got to where it is today), and how this impacts culture.
- Describe the institutional culture and be able to tell the institution's story (why it is special/unique/compelling from other institutions)

Competency 15: General Fundraising

Level I:

- Demonstrate knowledge of impact, integration and utilization of fundraising practices and prospect management within the organizational operations.
- Describe fundraising best practices and relationship building standards.
- Identify appropriate fundraising strategies & trends for various constituency segments.
- State departmental and organizational fundraising goals, mission and vision.

Level II:

- Accepted as a development professional and credible in facilitating and guiding fundraising conversations.
- Demonstrate ability to positively impact fundraising operations through your work (return on investment).
- Perceived to be an internal knowledge provider, and actively advise and consult on departmental operations.
- Actively sought after as an advisor and consultant, and are involved in strategic conversations and planning.
- Actively contribute to the realization of the department and organizational goals.

Competency 16: Change and Project Management

Level I:

- Describe change management and project management concepts and best practices.
- Demonstrate ability to identify, clarify and articulate project purpose, goals and outcomes.
- Employ strong organizational and project management skills (i.e. including time management, committee management, etc.).
- Demonstrate knowledge of strategic planning framework for project and change management planning.
- Demonstrate ability to identify stakeholders for projects and initiatives.
- Demonstrate ability to perform SWOT analysis including knowledge of tools for analysis and planning.
- Demonstrate adaptability and ability to change direction quickly.
- Models positive attitude and solid productivity in evolving work climate.

Level II:

- Demonstrate ability to develop and execute a full project and change management plan, including milestones, timelines, responsible parties, implementation, strategies for gaining buy-in, education and training.
- Mastery of listening and negotiation skills.
- Mastery in working with diverse constituents.
- Coach and provide lateral management to colleagues.
- Manage and evaluate both staff performance and project effectiveness.
- Demonstrate knowledge and understanding of information and knowledge management strategies and best practices.
- Demonstrate strong leadership skills, including ability to address staff concerns and create a stable and positive working environment.
- Develop system for ongoing project learning and decision feedback.

Desired Behavioral Traits:

- Innovator
- Risk-taker
- Visionary
- Strategic
- Excellent quantitative analysis skills
- Strong communicator
- Excel in building strong relationships with staff
- Critical thinking skills
- Passion for learning and continuous improvement

CRM Software Companies:

- Abila Fundraising (http://www.abila.com/solutions/abila-fundraising-online)
- Acumatica (http://www.acumatica.com)
- AmoCRM (http://www.amocrm.com)
- Altru (Blackbaud) (https://www.blackbaud.com/ticketing/altru-ticketing-software)
- Banner Advancement (http://www.ellucian.com)
- Bloomerang (https://bloomerang.co)
- CiviCRM (https://civicrm.org)

- The Databank (https://www.thedatabank.com)
- DonorPerfect (http://www.donorperfect.com)
- DonorPro CRM (http://www.towercare.com/fundraising-software)
- DonorStudio (http://www.donordirect.com)
- Donor Tools (http://www.donortools.com)
- eTapestry (Blackbaud) (https://www.blackbaud.com/fundraising-crm/etapestry-donor-management)
- Kindful (https://www.kindful.com)
- MatchMaker Fundraising Software (http://www.matchmakerfrs.com)
- NeonCRM (http://www.z2systems.com)
- NonProfit Easy (http://www.nonprofiteasy.com)
- Orange Leap On Demand (http://www.orangeleap.com)
- The Raiser's Edge (Blackbaud) (https://www.blackbaud.com/fundraising-crm/raisers-edge-donor-management)
- RallyBound Social Fundraising (http://rallybound.com)
- ResultsPlus Fundraising Software (http://www.resultsplussoftware.com)
- Salesforce (https://www.salesforce.com)
- Serenic DonorVision (http://www.serenic.com/donorvision.aspx)
- Serenic Navigator (http://www.serenic.com/essentials.aspx)
- Trail Blazer Non-Profit Manager (http://www.ellucian.com)
- UNIT4 Agresso (http://www.unit4software.com/solutions/agresso)
- Wild Apricot (http://www.wildapricot.com)