

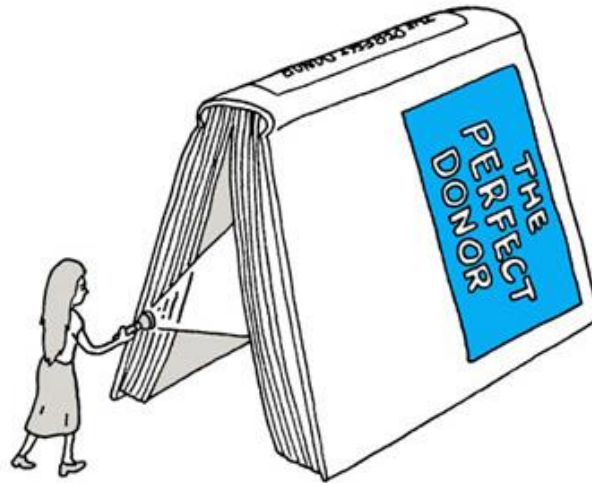
An Introduction to Prospect Research in the Charitable Sector

Tracey Church, MLIS

Tracey Church & Associates, Research + Consulting Services

Katherine Scott, MA

Senior Manager, Prospect Research, Canadian Red Cross



Agenda

- What is Prospect Research?
- Why the library programs?
- How do we work in the “cultivation cycle”?
- What resources are used to research:
 - Foundations
 - Corporations
 - Individuals
- Data management example: Ratings
- Next Steps: Education, Professional Associations & Job Opportunities
- Summary
- Questions

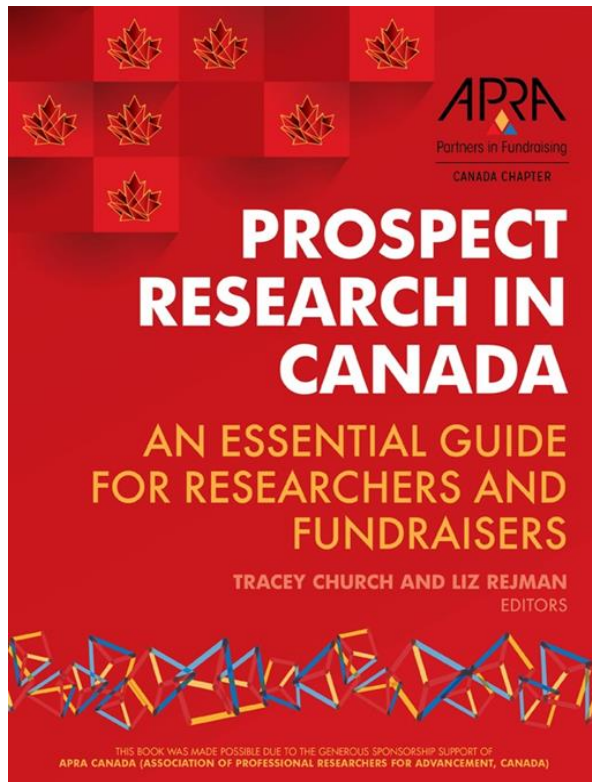


What is prospect research?

- Prospect researchers are hired by their organizations to find *major giving* donors for their organization through background research on individuals, corporations and foundations to find which will be the *most likely* to give to your organization
- APRA: Association of Professional Researchers for Advancement
 - Ongoing education: conferences, webinars, regional meetings
 - Mentor program, publications, websites, networking
- APRA www.aprahome.org (US \$225/year)
- APRA-Canada www.apracanada.ca (\$45/year)



New text!



Available today at: <http://hilborn-civilsectorpress.com/products/prospect-research-in-canada>

**APRA-Canada members' discount price:
\$65**

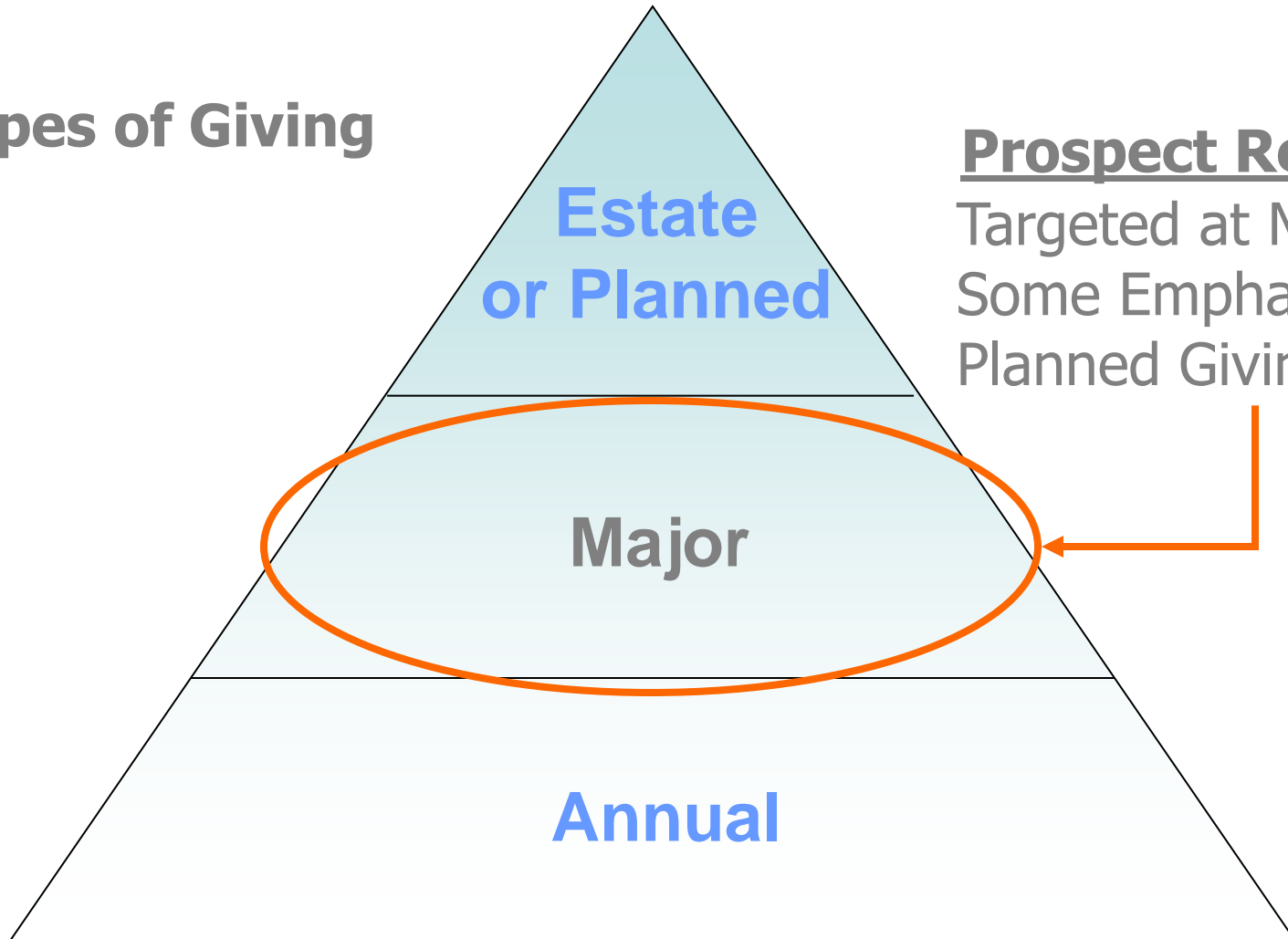
Non APRA-Canada price: \$85

***Business card draw today!!!**



Prospect Research Focus

Types of Giving



Prospect Research

Targeted at Major Gifts
Some Emphasis on
Planned Giving

Why do we recruit from the library programs?

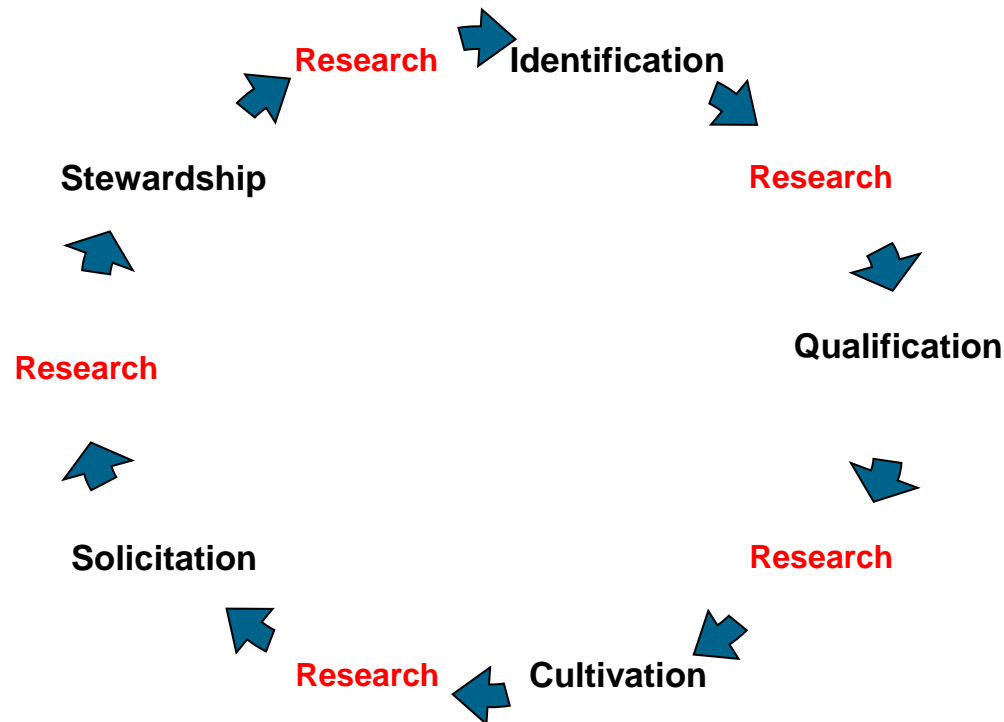
Librarians are taught many techniques which are also used by prospect researchers, such as:

- **Reference resources:** used to look up information on individuals & companies
- **Reference “interview”:** used to target appropriate research and reports
- **Database management:** Management of donor databases, online resources, and data mining
- **Natural curiosity and tenacity!**



The Cultivation Cycle

How a Prospect Researcher “Sees” it:



The Cultivation Cycle

Cultivation Stage	Prospect Research	Prospect Management
Identification	Identify prospects through various sources	Add/update prospects in database
Qualification	Collect information regarding new prospect	Rate prospects (internal and/or external tool) for capacity & affinity
Cultivation	Collect news alerts, update development officers on any new activity. Which cultivation activities might interest the prospect?	Prospects are assigned to development officers for cultivation. Make sure "right" prospects are invited to the "right" cultivation & stewardship events (at the "right" time)
Solicitation	Compile profile information for development officer's (& volunteer's) first meeting with prospect	Track prospects along cultivation cycle (moves management with team)
Ask & Stewardship	Identify probable ask amount based on past giving, capacity, and development officer's added knowledge through cultivation regarding affinity	Team: Update database after gift, new rating, stewardship activity, and beginning date for next cycle of cultivation

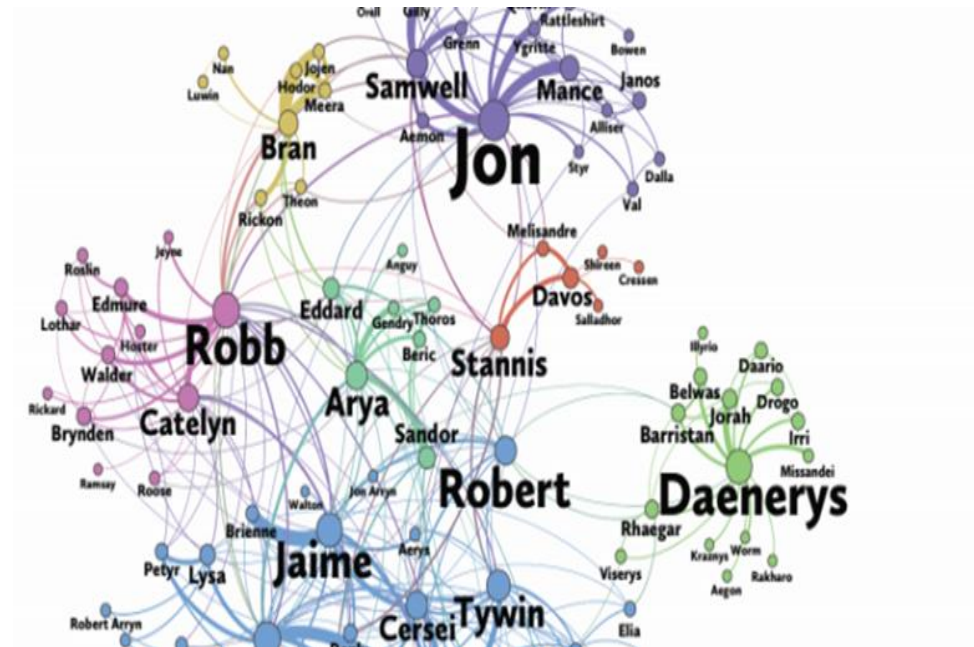
Ideally:

- 50% **Reactive** Research
 - Research requests
 - List generation & review
 - Relationship mapping
 - Prospect follow-up
 - Media monitoring
- 50% **Proactive** Research
 - Find *NEW* prospects for pipeline
 - *PUSH* out generated leads to solicitors
 - Moves management of prospects through cultivation cycle
→ tracking & future solicitation strategies
 - Analytics
 - Media monitoring



People, people, people!

- First and foremost! – Do research which looks within at LINKAGES to :
- Staff Members
- Board Members (key volunteers)
- e.g.) Peer Screening
- Committee Members
- Event Volunteers
- Event Attendees
- Sponsors
- Vendors
- Current Major Donors
- Advisory Groups
- Professional Groups
- And your database: RFM*
 - *recency, frequency, monetary



5 Minute Linkage Break-Out

- Pick someone around you who you don't *know well*
- Find at least one linkage or commonality
 - that doesn't include being a librarian or attending this conference!
- Examples could be:
 - What schools did you attend?
 - Where did you grow up?
 - Who are your family members?
 - What are your other interests and activities?

This is relationship building that:

- a) Is necessary in fundraising
- b) Is research
- c) Needs to be recorded

We will do a one minute
“share” after 😊



An example of Sources for Foundations

- Your own database: RFM – recency, frequency, monetary
- Imagine Canada
 - Grant Connect (fee – formerly Canadian Directory of Foundations & Corporations)
- Charity Village
- Canadian Charities Listings (CRA) – T3010s
- BIG Online (Foundation Search)
- iWave PRO – Prospect Research Online
- CharityCan
- NOZA (also available through CharityCAN)
- US foundations: <http://www.guidestar.org/Home.aspx>
- US foundations: www.foundationcenter.org
- Public or university libraries

T3010s

- All registered non-profit organizations in Canada must file a tax return with **Canada Revenue Agency (CRA)** that is called a T3010. The information from this form is available to the general public. The information contained in this document includes:
 - Contact information
 - Directors and officers
 - Funding interests
 - Financials
 - Grants



The Detail Page provides you with the foundation's mailing address:

BN/Registration Number:	119240091RR0001
Charity Status:	Registered
Effective Date of Status:	1967-01-01
<u>Sanction:</u>	N/A
Language of Correspondence:	English
Designation Description:	Private Foundation
Charity Type:	Welfare
Category:	(Welfare) Charitable Corporations
Address:	1002, RUE SHERBROOKE OUEST BUREAU 1800
City:	MONTREAL
Province/Territory/Other:	QUEBEC
Country:	CA
Postal Code/Zip Code:	H3A3L6
Charity Email Address:	INFORMATION@MCCONNELLFOUNDATION.CA
Charity Web site Address:	WWW.MCCONNELLFOUNDATION.CA

Registered Charity Information Return: [T3010 Return](#)

Once you click on "Registered Charity Information Return" you will see the foundation's T3010 for several years. **Clicking on the year brings you to the T3010.**

Imagine Canada

Grant Connect (fee – formerly Canadian Directory of Foundations & Corporations).

- Grant Connect is a fee-based service from Imagine Canada and uses not only the CRA information each year but also collects profile information from the Foundations directly providing a more robust search tool.



Grant Connect: Example of Funding Interests Search

Funder Search

Quick Lookup

Q

Recently Viewed

Sodexo Foundation

Filter by Funding Interest

Social Services

Health

International

Religion

Environment

Sciences / Social Sciences

Arts and Culture

Education

Sports and Recreation

Charitable and Voluntary-Sector Development

Filter by Granting Region

Community / Family Services

Crime / Violence / Abuse

Social / Economic Justice

Aboriginal Peoples

Gender Issues

Poverty

Housing / Shelter

Community Development

Children / Youth

People with Disabilities

Seniors

Newcomers to Canada

Veterans / Military Organizations

LGBTQ Community

Crisis Services

Emergency / Rescue Services

Safety Awareness

Cemeteries

Family Planning

Adoption / Foster Parenting

Food Banks

Conflict Resolution

Employment Services

Family Counselling

Parenting

Your selection

SHOW RESULTS (1797)

Clear Selected Filters

Foundation Websites

Foundation Annual Reports

- Some foundations publish annual reports, which provide insight on their mission and philosophy, detailed information on gifts, application guidelines, etc. These can be obtained either from the foundation's website or by contacting the foundation directly.
- Visit the **J.W. McConnell Family Foundation** website at: <http://www.mcconnellfoundation.ca/>
- To see the information available through a foundation website.



Example of Sources for **Corporations**

- Your own database: RFM – recency, frequency, monetary
- [Google Finance](#) or [Globe Investor](#)
- Canadian Business Resource (CBR) <http://www.cbr.ca/Default.aspx>
- Canadian Newswire www.newswire.ca/en/
- [CharityCAN](#)
- [Charity Village](#)
- *[D&B](#) Canadian Key Business Directory Online (bought by Mergent)
 - private companies!
- *Scott's Ontario Manufacturers (Print) – smaller businesses!
- [SEDAR](#)
- [SEDI](#)
- [EDGAR](#)
- *FP Directory of Directors (& Corporate listings) Print, CD, [online](#)
- Hoovers (online) www.hoovers.com
- [Innovation, Science and Economic Development Canada](#) (fmr. Industry Canada)
- [LEDC](#) (& other Economic Development Corp. business directories)
- *BIG (online) www.bigdatabase.ca
- *[PRO – Prospect Research Online](#)
- [ZOOM](#)
- **PUBLIC or university libraries**



Types of Companies in Canada

A corporate prospect may be:

- A publicly-traded Canadian company
- A private Canadian company
- A subsidiary of another company



Types of Information

	Public	Private	Subsidiary
Corporate Website	✓	✓	✓
Annual Information Form	✓		
Annual Report	✓		
Financial Statements	✓		
Newsires	✓	✓	✓
Imagine	✓	✓	✓
Rankings	✓	✓	✓
Internet Search	✓	✓	✓



Corporate Ways of Giving

Companies financially support their communities in various ways, including:

- Donations
- Sponsorships
- Deep discounts
- Collection from the public (scan when buy)
- Strategic partnerships (CRM – cause-related marketing e.g.)



Types of Giving

- Direct donations = 81%
- Sponsorship & Cause-Related Marketing = 19%
- Overall contributions averaged \$340,000

Cause-related marketing (CRM) is “a partnership between a for-profit company and a non-profit organization that **increases the company’s sales** by aligning with a charitable cause to **influence buying decisions**. CRM **bolsters sales as it enhances corporate image**, targets key markets, differentiates a company from its competition and fosters customer loyalty” (Canadian Cancer Society, 2009).

e.g. Pink Ribbons on products



* Chooka Boots - 10% of proceeds go to Breast Cancer Research



Example Info from a SEDAR Report (ONEX Corp.)

Summary Compensation Table

Name and principal Position	Year	Salary	Share-based awards	Option-based awards (1)	Non-equity incentive plan compensation		Pension value	All other compensation	Total compensation
					Annual incentive plans	Long-term incentive plans			
Mr. Gerald W. Schwartz Chief Executive Officer	2014	US\$1,300,000	—	—	US\$17,838,291	—	—	—	US\$19,138,291
	2013	US\$1,300,000	—	US\$59,583,828	US\$24,433,577	—	—	—	US\$85,317,405
	2012	US\$1,300,000	—	—	US\$12,000,000	—	—	—	US\$13,300,000
Mr. Donald W. Lewtas Chief Financial Officer	2014	US\$ 376,081	—	US\$ 142,575	US\$ 1,007,429	—	—	—	US\$ 1,526,085
	2013	US\$ 402,050	—	US\$ 308,575	US\$ 1,244,029	—	—	—	US\$ 1,954,654
	2012	US\$ 393,314	—	US\$ 215,900	US\$ 1,100,000	—	—	—	US\$ 1,709,214
Mr. Robert M. Le Blanc Senior Managing Director	2014	US\$ 400,000	—	—	US\$11,913,658	—	—	—	US\$12,313,658
	2013	US\$ 400,000	—	US\$13,112,122	US\$ 9,755,158	—	—	—	US\$23,267,280
	2012	US\$ 400,000	—	US\$ 431,800	US\$ 3,970,000	—	—	—	US\$ 4,801,800
Mr. Seth M. Mersky (2) Senior Managing Director	2014	US\$ 400,000	—	—	US\$22,936,543	—	—	—	US\$23,336,543
	2013	US\$ 400,000	—	US\$13,112,122	US\$ 3,794,176	—	—	—	US\$17,306,298
	2012	US\$ 400,000	—	US\$ 431,800	US\$ 3,500,000	—	—	—	US\$ 4,331,800
Mr. Anthony Munk (2) Senior Managing Director	2014	US\$ 400,000	—	—	US\$ 5,079,682	—	—	—	US\$ 5,479,682
	2013	US\$ 400,000	—	US\$13,112,122	US\$ 5,498,558	—	—	—	US\$19,010,680
	2012	US\$ 400,000	—	US\$ 431,800	US\$ 2,000,000	—	—	—	US\$ 2,831,800



Example of GlobeInvestor

Onex Corporation

OCX | TSX | Management and Diversified

Latest

43.60 c\$

Change

▼ -0.09 -0.206 %

Volume

2,428

Tue Feb 5, 2013 9:42 AM EST

TSX data delayed 15 minutes.

Summary

Chart

News

StockTwits

Financials

Analysts

Competitors

Open	43.56
Previous Close	43.69
High	43.66
Low	43.55
Bid x1	43.52
Ask x1	43.55
52-week High 01/28	45.00
52-week Low 03/02	35.34
Beta	0.793
Market Cap	5,002.65M
EPS	-1.19
P/E	--
Forward P/E	--
PEG	--
Annual Dividend	0.11
Yield	0.253



Range: 1 Day 5 Day 1 Year

[View Large Chart](#) ➤

Public & Subscription Sources for **Individuals**

- Data mining your own database: RFM – recency, frequency, monetary
- [Canadian Business Resource](#) (by executive)
- [CharityCan](#) ([Canadian Who's Who](#), CRA, NOZA & Political Contributions)
- Financial Post [Directory of Directors](#) (Print, CD, Online)
- KCI (Ketchum Canada) Research Update – [Web](#) & RSS
- Alumni directories (online & print)
- Who's Who in Canadian Business (defunct 2005) Print & CD
- Top 100's
- [MLS](#) - for real estate information (home listing prices)
- [NOZA](#) – gifts to other organizations
- [PRO – Prospect Research Online](#) (online) www.iwave.com
 - Power ZOOM, Gifts to Other Orgs, Political Contributions, Wealth Ratings, & Real Estate
- SEDAR (online) www.sedar.com for holdings/info for each public company
- SEDI (online) www.sedi.ca for share holdings in other public companies
- EDGAR (online) www.sec.gov/cgi-bin/srch-edgar - US Securities
- ZOOM (online) www.zoominfo.com – non subscription site
- Charity Village News (online) www.charityvillage.com – Newsbytes
- **PUBLIC or university libraries**



Also Social Media: not just for the young at heart, or those light in the wallet!

As of the 2nd quarter of 2016...

- Facebook had 1.71 billion monthly active users
- Twitter, 313 million monthly active users
- LinkedIn, 450 million members
- Instagram, 500 million monthly active users

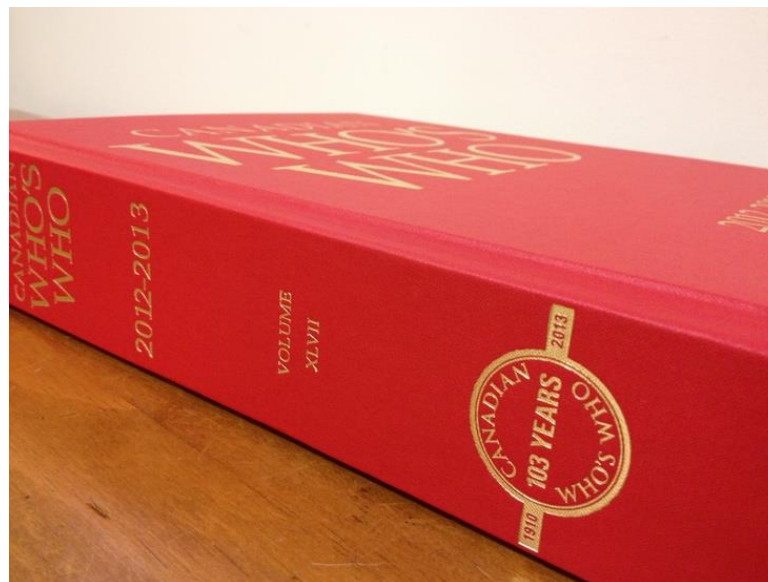


Canadian Who's Who

Canadian Who's Who Biography

 Abbreviations Index

SCHWARTZ, Gerald Wilfred, O.C., B.Comm., LL.B., M.B.A., Ph.D. (Hon.), LL.D.; businessman; b. Winnipeg, Man. 24 Nov. 1941; s. Andrew O. and Lillian (Arkin) Schwartz; m. Heather Reisman; children; Carey, Jill, Andrea, Anthony; e. Univ. of Man. B.Comm. 1962, LL.B. 1966; Harvard Univ. M.B.A. 1970; FOUNDER, CHAIR AND C.E.O., ONEX CORPORATION 1984– ; Dir., Celestica Internat. Holdings, Inc.; Vice-Chair, Dir., Gov. & Mem. Exec. Cttee., Mt. Sinai Hosp.; Chair of the Bd. of Trustees, Cdn. Friends of Simon Wiesenthal Center; Bd. of Trustees, Simon Wiesenthal Centre; Chair, HESEG; called to Bar of Man. 1966; law practice Asper, Freedman & Co. Winnipeg 1966–68; Assoc., Corporate Finance, Estabrook & Co. Inc. N.Y. 1970, Vice-Pres. Corporate Finance 1971; Sr. Assoc., Bear, Stearns & Co. 1973, Vice-Pres. Corporate Finance 1974; Co-Founder, Pres., Mem. Exec. Cttee., CanWest Capital Corp. 1977–83; Assoc. Prof. (Adj.), N.Y. Univ. Grad. Sch. Business Adm.; Dir., Indigo Books & Music Inc.; Vice-Chair, Mount Sinai Hospital; Mem., Cttee. on Univ. Resources, Harvard Univ. Bd. of Overseers; Dir., Gov., or Trustee of a number of other organizations, incl.: Jr. Achievement of Central Ont. and The Simon Wiesenthal Center; honours: Hon. Dir., The Bank of Nova Scotia; Officer, Order of Canada 2005; Lifetime Achievement Award (Ont.), Ernst & Young 2005; el. to Cdn. Business Hall of Fame 2006; Hon. Doctorates, Tel Aviv Univ. (Ph.D.) and St. Francis Xavier Univ. (LL.D.); recreation: sailing, tennis.



KCI Web Updates: Individuals & Gifts

KCI SECTOR NEWS

HAVE NEWS TO SHARE? [Click here to submit it to us](#)

[subscribe to KCI's news feed](#) 

MAJOR GIFT NEWS

[view all](#)

Recipient: University of Toronto, ON

HSBC *Posted June 2014*

Gift: \$700,000

Recipient: Indspire and Pathways to Education

W. Garfield Weston Foundation *Posted June 2014*

Gift: \$1,000,000

Recipient: The Salvation Army's Toronto Grace Health Centre, ON

Gerry and Paula Coleman *Posted June 2014*

Gift: \$1,200,000

Recipient: Oakville Hospital Foundation, ON

CorVan Raay *Posted June 2014*

Gift: \$5,000,000

Recipient: University of Lethbridge and Lethbridge College, AB

Dr. Bev Robertson *Posted June 2014*

Gift: \$500,000

Recipient: Johnson Shoyama Graduate School of Public Policy (JSGSPP), SK

Bill & Irma Welikoklad *Posted June 2014*

Gift: \$1,000,000

Recipient: Red Deer College, AB

Bill & Melinda Gates Foundation *Posted June 2014*

PEOPLE ON THE MOVE

[view all](#)

Grande Prairie Regional College (GPRC), AB *Posted June 2014*

Appointment: Pete Merlo, Chair, Board of Governors

Canada Science and Technology Museums Corporation (CSTMC) *Posted June 2014*

Appointment: Alex Benay, Director & CEO (effective July 2, 2014)

YMCA Canada *Posted June 2014*

Appointment: David Hughes, Senior Vice President, Strategic Partnerships & Branding

Trillium Health Partners, Mississauga, ON *Posted June 2014*

Appointment: Edward Sellers, Chair

NSCAD University, Halifax, NS *Posted June 2014*

Appointment: Dianne Taylor-Gearing, President (effective August 4, 2014)

Niagara Health System, ON *Posted June 2014*

Appointment: Dr. Suzanne Johnston, President (effective September, 2014)

Laurentian University, Sudbury, ON *Posted June 2014*

Appointment: Tracy MacLeod, Chief Advancement Officer

Halton Learning Foundation, ON *Posted June 2014*

Appointment: Lesley Mansfield, Executive Director

Canada Blooms Flower and Garden Festival, Toronto, ON *Posted June 2014*

Appointment: Terry Caddo, General Manager

Imagine  Caring Companies
Use strategic
guidance

MEMBER
GIVING INSTITUTE
LEADING CONSULTANTS TO NON-PROFITS

Real Estate Example: iWave PRO

Owner Names: Gerald W Schwartz
Property Address: 22140 Pacific Coast HWY
Malibu, CA 90265-5027
Mailing Address: Unavailable
Owner Relationship: Unavailable
Phone: Unavailable
Free and Clear: ☐ No
Most Recent Purchase Price: \$19,000,000
Most Recent Purchase Date: June 10, 2008



[Click to view larger map](#)

Property Assessment Details

Current Value: \$7,155,027
Market Value: N/A
Assessed Value: \$34,797,177
Appraised Value: N/A
Ass'd. Improvement Value: N/A

Tax Amount: \$394,462
Tax Year: 2013
Assessed Year: 2014
Assessed Land Value: \$34,797,177

Property Information

APN Number: 4451-006-038
County: Los Angeles
Property Type: Single Family Residence
Year Built: N/A
Effective Year Built: N/A
Acres: 0.50

Cash/Mortgage Sale: N/A
Total Rooms: N/A
Total Bedrooms: N/A
Total Bathrooms: N/A
Garage: N/A
Pool: N/A



Salary Estimates: Monster

monster® [Resume](#) [Jobs](#) [Career Resources](#)

Salary Center

[Executive Jobs in Canada](#) Browse the largest listing of \$100K plus Executive postings in Canada

[Victimology Certification](#) Become a Victims Advocate & Support Leadership & Change. Free Gu

[Become a Bookkeeper](#) Learn bookkeeping at home with expert training from ICS Canada. [www.ic](#)

[new search](#)



Ontario Public Sector Salary Disclosure (The Sunshine List)

***Note: many physicians are cross-appt with a university & have salaries with both!**

Holland Bloorview Kids Rehabilitation Hospital	BRIAN	JESSICA A.	Clinician Investigator	\$112,008.00	\$576.62
Holland Bloorview Kids Rehabilitation Hospital	CARMICHAEL	ROB	Chief, Dentistry	\$193,832.34	\$1,013.33
Holland Bloorview Kids Rehabilitation Hospital	CHAU	TOM	Senior Scientist	\$150,010.15	\$720.72
Holland Bloorview Kids Rehabilitation Hospital	FALZON	KELLY	Senior Director, Rehab and Complex Continuing Care/Chief Nursing Executive	\$119,739.10	\$762.60
Holland Bloorview Kids Rehabilitation Hospital	FEHLINGS	DARCY	Physician Director	\$292,963.13	\$1,312.74
Holland Bloorview Kids Rehabilitation Hospital	GUIMOND	MARIE-JOSEE	Director, Research Operations	\$106,623.20	\$540.54
Holland Bloorview Kids Rehabilitation Hospital	HAANSTRA	CHRISTA	Chief, Communications and Public Affairs	\$144,917.75	\$715.56
Holland Bloorview Kids Rehabilitation Hospital	HANCOCK	ROBERT	Senior Director, Facility Management	\$120,851.62	\$603.60
Holland Bloorview Kids Rehabilitation Hospital	HATTON	LINDA	Senior Director, Information Systems	\$128,705.98	\$630.68
Holland Bloorview Kids Rehabilitation Hospital	HUNG	RYAN	Physician	\$100,381.15	\$0.00
Holland Bloorview Kids Rehabilitation Hospital	HUNTER	JUDY	Vice President, Human Resources and Organization Development	\$203,496.54	\$1,506.18
Holland Bloorview Kids Rehabilitation Hospital	JARVIS	SHEILA	President/Chief Executive Officer	\$472,329.64	\$9,860.50
Holland Bloorview Kids Rehabilitation Hospital	JIMENEZ	ELIZABETH	Physician	\$165,143.94	\$761.86
Holland Bloorview Kids Rehabilitation Hospital	KAWAMURA	ANNE	Physician	\$184,670.19	\$782.54
Holland Bloorview Kids Rehabilitation Hospital	KILLEY	NANCY	Director, Organization Development and Learning	\$106,772.00	\$1,034.14

Salary Estimates: Featured Articles



SECOND OPINION

How much are Canadian doctors paid?



ANDRÉ PICARD

The Globe and Mail

Published Wednesday, Jan. 23 2013, 11:41 PM EST

Last updated Thursday, Jan. 24 2013, 7:26 PM EST

39 comments



204



163



36



5



+1

0



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Conversations
for Change

Let's talk about a
more competitive
Canada.

How much are Canadian doctors paid?

If you read the newspaper headlines, you will think they are paid, on average, about \$307,000. If you ask doctors – and family docs in particular – they will tell you their take-home pay is less than that of many plumbers and auto workers.

What's perplexing is that both those statements are true.

Total physicians: \$295,606

By specialty:

- Anesthesia, \$323,975
- Dermatology, \$385,325
- Family Medicine, \$241,077
- General surgery, \$386,723
- Internal medicine, \$371,795
- Neurology, \$277,928
- Obstetrics/gynecology, \$401,465
- Ophthalmology, \$676,551
- Orthopedic surgery, \$372,742
- Pediatrics, \$268,172
- Physical medicine, \$255,972
- Plastic surgery, \$337,874
- Psychiatry, \$215,434
- Thoracic/cardiovascular surgery, \$467,794
- Urology, \$430,358



Share Values

- Look up your prospect in the Directory of Directors and list the companies where he/she serves on the board
- Visit SEDAR www.sedar.com to retrieve the information circular for all of these companies and record the number of shares your prospect holds in each
- Visit SEDI www.sedi.ca to retrieve share ownership in other public companies
- Visit EDGAR to retrieve share ownership in US



Additional Resources – Used Daily (when time allows)

- Online news updates, Twitter, RSS Feeds → Reader (e.g. Feedly – push)
- Regional Newspapers & Magazines
- National Newspapers & Magazines
 - Globe & Mail
 - National Post & Financial Post
 - National Post Entrepreneurs
 - Canadian Business
- Regional Directories – Vernon's (print) – can find *wacky* info
- Public & university libraries
- Canadian Newswire – News alerts
- TSX/TMX & Dow Jones (what's trending)
- Chronicle of Philanthropy (US online)
- Financial Post Canadian Demographics
- Canada411 (online) – Reverse Look-Up
- Google – News alerts, Street View
- FP Infomart (online) – News alerts
- Factiva (online) – News alerts
- StatsCAN reports & tables



Prospect Management

Data Mining and Modeling

Once you have your list of prospects in your database, how do you prioritize which prospects to visit first? What programs best suit a prospect: annual, planned, and/or major giving? Prospect rating varies from in-house rating systems to custom rating tools from external companies.

- **Data Mining:** Automated or manual extraction or query of information from a constituent database (Henze, 2004).
- **Predictive Modeling:** Discovery of underlying meaningful relationships and patterns from historical and current information within a database (and external info) and using these findings to predict *individual* behaviour (Henze, 2004). (e.g. Analytics)



Setting up Capacity & Affinity Ratings

Capacity estimates what a prospect is able to give (think *predictive & external*)

- Researchers may look at what donations, if any, a prospect has given to other organizations or foundations.
- An *individual's* salary may be found on SEDAR, if he or she is a top executive of a public company.
- *Corporations* often have written commitments to community support on their web pages or in their annual reports.
- *Foundations* usually list their totals assets and also their gift ranges.
- From all of these sources, and more, a researcher may be able to estimate how much a prospect is able to give to any organization.



Setting up Capacity & Affinity Ratings

Affinity rates *how likely* a prospect is likely to give to your organization based on a closeness or connection with your organization.

- In health-care organizations, a grateful patient may have a high affinity to your institution.
- Unfortunately, or fortunately, because of the privacy laws in Canada, unless a grateful patient comes forward to declare his strong affinity, we may never know it.
- But, there are other ways to see affinity:
 - Past donations to your own organizations or others like it
 - Volunteer activity in your organization or others like it
 - Common business associations with your organizations, and so on.



Setting up Capacity & Affinity Ratings

For **capacity**, researchers & solicitors can set up potential gift ranges, such as:

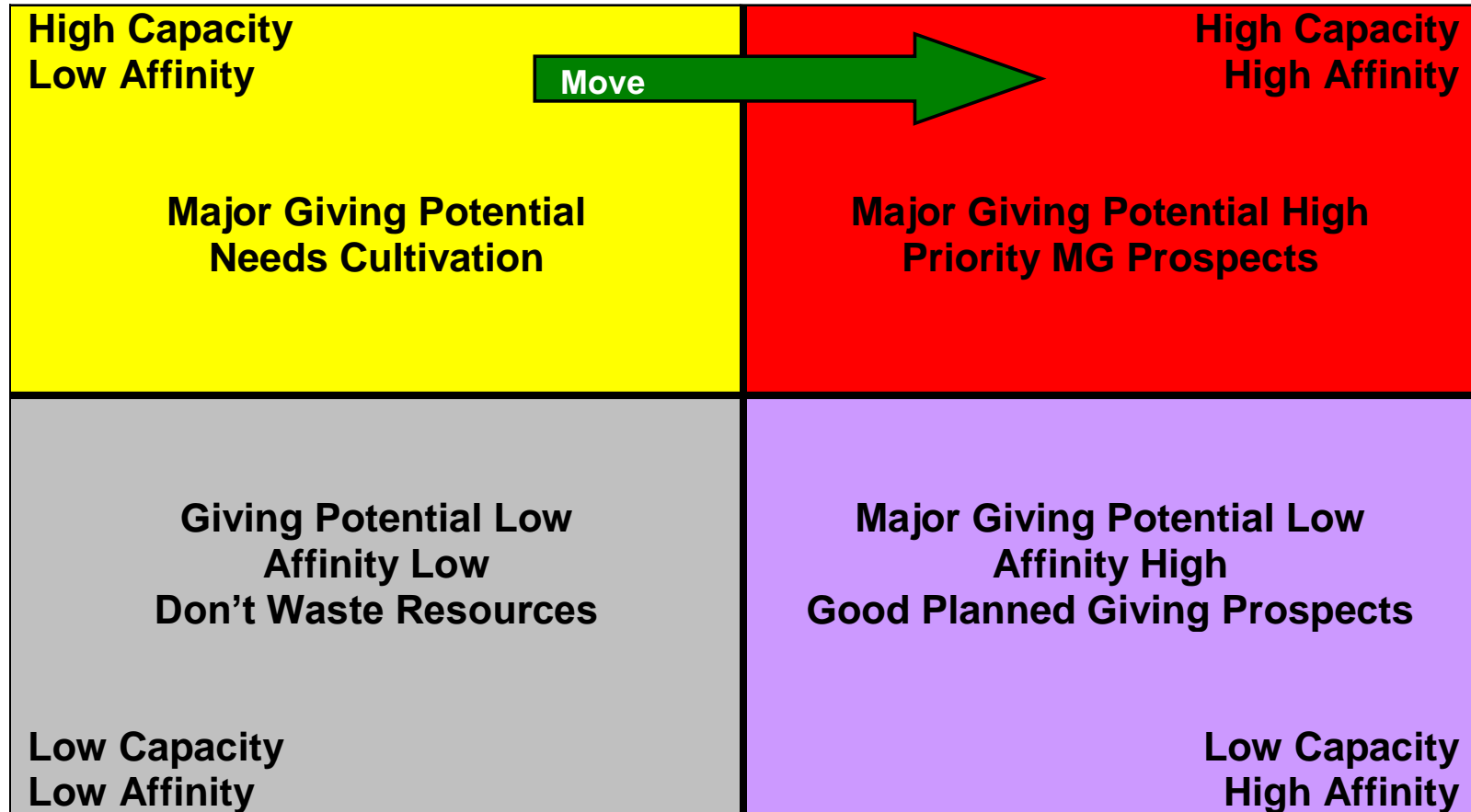
- Under \$1,000
- \$1,000 – 4,999
- \$5,000 – 9,999
- \$10,000 – 24,999
- \$25,000 – 49,999
- \$50,000 – 99,999
- \$100,000 – 499,999
- \$500,000 – 999,999
- \$1 million or more

Similarly, **affinity** ratings can be created, such as:

- 0 – Unknown
- 1 – Low
- 2 – Moderate
- 3 – Excellent



Capacity vs Affinity



What's happening at your organization?

- Has anyone been involved in a fundraising campaign?
- Has anyone been a volunteer on a board for a NFP organization?
- What would be the fundraising priorities at your organization?
- How does your organization do their fundraising now?
- Any fundraising war stories?



As review: where are we going with this?

- A charity deserves targeted, relevant, well-timed asks for good use of donor dollars
- Researchers are uniquely skilled to complement a development team to meet their goals with well-matched prospects
- Researchers work strategically with development teams to provide the “right prospects” for the “right programs”, at the “right gift amount”, at the “right time”
- Use your research resources to find: individuals, corporations & foundations that match a charity’s mission & financial goal
- Manage the database to be able to easily add your prospects, rate them, and extract them according to fundraising needs
- Part of a researcher’s worth is steering the fund development team AWAY from those prospects who have neither the capacity NOR the affinity to give to your organization!



Want to learn more?

Western University, MLIS Program:

Winter 2017

LIS 9509: Prospect Research in Fundraising

Instructors:

- Tracey Church, MLIS
 - Tracey Church & Associates, Research + Consulting Services
- Izabela Piasecka-Latour, MLIS
 - Prospect Research Manager, Canadian Arthritis Society

University of Toronto, iSchool MI Program

Winter 2017

INF1005H: Introduction to Prospect Research in Nonprofit Organizations

- Instructor, Jennifer Zhang, Director, Knowledge & Systems at Sunnybrook Foundation



Jobs in Prospect Research

APRA Canada Job Postings

<http://www.apracanada.ca/jobs>

AFP (Association of Fundraising Professionals)

<http://afptoronto.org/jobs/>



Senior Specialist, Research Services

Date Posted: January 9, 2014

Position Status: Temporary (1 year contract)

Available: Immediately

Description of the Position: The Senior Specialist, Research Services provides responsive, accurate, precise donor intelligence and information that informs the decision-making of fundraisers so that a desired plan of action is confirmed; and identifies prospects whose connections, interest, capacity or philanthropic inclination predispose them to support hospital fundraising priorities. The position reports directly to the Director, Research Services.

Duties and Responsibilities:

- Provides timely, responsive research service to Foundation staff in accordance with the Research Service Level Agreement.
- Collects information, interprets, analyzes, assesses, evaluates and synthesizes data into a coherent and accurate report to support planning and decision-making by fundraisers.
- Consults with fundraisers to establish timeframes and clarify research requirements.
- Collaborates with the Research Services Team to build/create prospect identification strategies to meet overall departmental goals.
- Conducts strategic prospecting using proprietary information and/or electronic/print resources to identify major gift prospects.
- Ensures that relevant information regarding donors and prospects is up-to-date and accurate on the donor database and tracks strategic research data on the database to facilitate ongoing and future prospect identification.
- Shares relevant information with the Foundation's fundraisers to facilitate the development of prospect management strategies to better cultivate and solicit major gift prospects.
- Review and monitor major news publications for announcements and news items of interest concerning major gift donors, prospects, and the Foundation.

Required Qualifications:

- Minimum 5+ years of work experience related to prospect research
- Master of Information & Library Science.
- Proven record of accomplishment in the fundraising research environment
- Experience working with word processing, database management and spreadsheet software, online subscription services/databases.
- Exceptional technical skills, including data analysis, segmentation and screening.
- Experience, coursework, or other training in fundraising principles and practices, including the participation in the Association of Professional Researchers for Advancement and other professional development activities
- Excellent analytical, verbal and written skills. Ability to synthesize information from multiple sources into a coherent and accurate profile report presentation format that is used to support planning and decision-making

- Strong sense of initiative, client-service orientation and attention to detail
- Demonstrates adaptability and ability to handle multiple tasks simultaneously in a fast-paced work environment
- Organized, detailed oriented, with strong follow through;
- Proven ability to work collaboratively in a team environment
- Ability to work in a changing fast paced environment with tight deadlines

About SickKids Foundation: Established in 1972, SickKids Foundation raises funds on behalf of The Hospital for Sick Children (SickKids) and is the largest charitable funder of child health research, learning and care in Canada. Philanthropy is a critical source of funding for SickKids – one of the world's foremost pediatric health-care institutions. For the fiscal year ending March 31, 2013, SickKids Foundation contributed \$92.6 million to research, learning and care – the largest amount in its history.

As a national charity, SickKids Foundation not only invests in the important work taking place at SickKids, it also invests in national and international initiatives to benefit children in Canada and around the world. This commitment is true to the spirit of the Foundation's founders, who articulated a vision for the Foundation that went well beyond the hospital walls 40 years ago.

Together we will change the future of children's health.

Hours: 9 am to 5 pm Monday to Friday

Available to: Internal and External Applicants

Deadline: Internal: January 16, 2013
External: January 23, 2013

Submit Resume to: careers@sickkidsfoundation.com

Only those applicants selected for an interview will be contacted. No phone calls please.

EXAMPLE



Questions?

Tracey Church, MLIS

Tracey Church & Associates, Research + Consulting Services

www.traceychurchresearch.com

traceychurch024@gmail.com

Katherine Scott, MA

Senior Manager, Prospect Research, Canadian Red Cross

www.redcross.ca

katherine.scott@redcross.ca

