

## FUNDRAISING DAY IN NEW YORK

### **Keys to Campaign Success in Difficult Economic Times:**

Prospect Information & Management at The Metropolitan Museum of Art

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### **Fundraising in Difficult Times**

- Strengthening existing donor relationships
- Think of ways outside of the campaign to get top unassigned prospects more involved with your organization
- Maintaining momentum, intensity and volume of activities
- Continually improve processes, data systems
- Creatively mine database of existing information for new prospect development  
(case study: Microsoft Sharepoint Intranet)

### **The Fund for the Met**

*The Fund for the Met* is a \$650 million capital campaign addressing the Metropolitan Museum's long-term needs, seeking capital, endowment, and acquisitions funds for special projects, which range from gallery renovations to education

- Campaign Volunteer Network  
Trustees Steering Committee  
Major Gifts Committee
- Campaign Staffing Structure  
Leadership Gifts  
Major Gifts  
Research Office
- Meetings Calendar

### **The Role of Research within The Fund for the Met**

- Integral part of prospecting process  
Proactive lists of prospects reviewed monthly  
Reactive requests for information from Volunteers and Staff members  
Central authority on prospect management and prospect ratings systems
- Documenting institutional knowledge

## **Stages of the Prospecting Process in a Campaign**

### Roles of the Research Office and the Major Gifts Staff & Volunteers

<b><i>Prospecting Stage</i></b>	<b><i>Research</i></b>	<b><i>Major Gifts Staff &amp; Volunteers</i></b>
<b>A. Analysis of Constituency</b>	Analyze and organize levels of involvement and giving; potential for philanthropic interest	Evaluate the needs of the institution in relation to the potential giving of the constituency
<b>B. Primary Research: Qualifying Members of the Constituency and Processing Prospect Lists</b>	Prioritizing a large constituency: <ol style="list-style-type: none"> <li>1. Electronic Screenings</li> <li>2. Prospect Qualifications: identify key indications of wealth</li> <li>3. Analysis of news and business information / Analysis of donors to other institutions</li> <li>4. Peer Screenings</li> <li>5. Ratings Systems</li> </ol>	
<b>C. Prospect Reviews by Trustees, Committee Members and Senior Staff</b>	Presentation of lists of prospects to volunteer committees  <ol style="list-style-type: none"> <li>1. new prospects with strong wealth indicators</li> <li>2. theme-based lists</li> <li>3. lists based on volunteers' relationships and board affiliations</li> </ol>	Prospect identification  Provide additional information that may be relevant to approach  Recommend additional prospects who may or may not have relationship with organization
<b>D. Prospect Cultivation Process</b>	Assist in prioritization of prospect approaches	Volunteer may call or write prospect or invite to campaign events  Attempts to find prospect's particular interests within organization  Works with campaign staff to devise cultivation strategies
<b>E. Campaign Events</b>	Research provides information on those attending campaign events to Senior Staff and campaign staff	Volunteers and Senior Staff attempt to meet and get to know prospects
<b>F. Meetings with Prospects</b>	Provide in-depth profile of individual prospect to Volunteer or Staff member	Debrief Development or Research staff of information relevant to future analysis of the prospect
<b>G. Proposal / Ask</b>	Research may provide information that helps determine best time for an ask and amount of ask	
<b>H. Stewardship</b>	Keep track of news and information relevant to campaign donors	Periodically reconsider donors as prospects for further giving
<b>I. Unassigned Prospects</b>	Periodically re-cycle top unassigned prospects through the prospect system	

**The Flow of Information from Research to Staff & Volunteers:**  
Important Issues and Best Practices

<b>Issue</b>	<b>Research</b>	<b>Major Gifts Staff &amp; Volunteers</b>
<b>A. Sharing of Information</b>	Relevant info should be shared freely among all necessary campaign staff Issues of confidentiality should be clearly communicated	Two-way process
<b>B. Information Management</b>	Information systems, prospect management, ratings systems, reporting formats, etc. must be a collaborative venture between Research and Major Gifts staff	
<b>C. Expectations</b>	Frequent communication of what Research <i>can</i> and <i>cannot</i> provide  Orientation to new staff about what Research does  Communication about how much information is necessary and relevant to the prospect approach	Should have basic understanding of what Research <i>can</i> and <i>cannot</i> provide
<b>D. Priorities</b>	Communicate a structure of priorities for Research requests and projects  Implement a system for receiving research requests and managing outstanding requests	Communicate exactly what is needed and expected turnaround time
<b>E. Evaluate Resources</b>	Constantly evaluate electronic and online resources for relevance, cost, effectiveness	
<b>F. Evaluate Processes</b>	Continually adapt to find best ways to deliver information to Staff and Volunteers  Keep an eye on what is working and what is not; maintain flexibility in all processes	Provide feedback on format, layout and delivery methods of research information