An Introduction to Prospect Research in the Charitable Sector

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President, APRA-Canada

www.traceychurchresearch.com
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
• 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
  - Mentors, publications, websites, networking
- APRA [www.aprahome.org](http://www.aprahome.org) (US $195/year)
- APRA-Canada [www.apracanada.ca](http://www.apracanada.ca) ($45/year)
Prospect Research Focus

Types of Giving
- Estate or Planned
- Major
- Annual

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

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

- 50% **Reactive** Research
  - Research requests
  - List generation
  - List review
  - Prospect follow-up

- 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
Prospect Sources
People, people, people!

Before cracking open a directory or logging onto the Internet, consult your human resources first:

- Organization Staff Members
- Organization **Board** Members (key volunteers)
  - e.g.) Screening
- Organization Committee Members
- Event Volunteers
- Current Major Donors
- Advisory Groups
- Professional Groups…
An example of Sources for Foundations

- Your own database: RFM – recency, frequency, monetary
- **Imagine Canada**
  - Charity Focus (free)
  - 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
- **NOZA** (also available through **CharityCAN**)
- US foundations: [www.foundationcenter.org](http://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:

<table>
<thead>
<tr>
<th>BN/Registration Number:</th>
<th>119240091RR0001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Status:</td>
<td>Registered</td>
</tr>
<tr>
<td>Effective Date of Status:</td>
<td>1967-01-01</td>
</tr>
<tr>
<td>Sanction:</td>
<td>N/A</td>
</tr>
<tr>
<td>Language of Correspondence:</td>
<td>English</td>
</tr>
<tr>
<td>Designation Description:</td>
<td>Private Foundation</td>
</tr>
<tr>
<td>Charity Type:</td>
<td>Welfare</td>
</tr>
<tr>
<td>Category:</td>
<td>(Welfare) Charitable Corporations</td>
</tr>
<tr>
<td>Address:</td>
<td>1002, RUE SHERBROKE OUEST BUREAU 1800</td>
</tr>
<tr>
<td>City:</td>
<td>MONTREAL</td>
</tr>
<tr>
<td>Province/Territory/Other:</td>
<td>QUEBEC</td>
</tr>
<tr>
<td>Country:</td>
<td>CA</td>
</tr>
<tr>
<td>Postal Code/Zip Code:</td>
<td>H3A3L6</td>
</tr>
<tr>
<td>Charity Email Address:</td>
<td><a href="mailto:INFORMATION@MCCONNELLFOUNDATION.CA">INFORMATION@MCCONNELLFOUNDATION.CA</a></td>
</tr>
<tr>
<td>Charity Website Address:</td>
<td><a href="http://WWW.MCCONNELLFOUNDATION.CA">WWW.MCCONNELLFOUNDATION.CA</a></td>
</tr>
</tbody>
</table>

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

- **Imagine Canada**
  - **Charity Focus** (free): is a tool for finding information about the 85,000 registered charities in Canada. You can search by specific organization or find charities in your community or area of interest. The information is largely derived from the CRA information in a much more user-friendly format. Example: Looks up the McConnell Family Foundation (as seen in print screens from the CRA above) and compare how the information is presented. Note the multiple Tabs which break up the information into:
    - Summary
    - Financials
    - People
    - Fundraising
    - International
    - News

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Example of a graph of Revenue & Expenditures of the McConnell Family Foundation from Charity Focus:
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.

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Grant Connect: Example of Funding Interests Search

Funder Search

Quick Lookup

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

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](https://www.google.com/finance) or [Globe Investor](http://www.globenewswire.com)
- [Charity Village](http://www.charityvillage.ca/)
- *D&B* Canadian Key Business Directory Online (bought by Mergent)
  - private companies!
- *Scott’s Ontario Manufacturers (Print)* – smaller businesses!
- [SEDAR](http://www.sedar.com)
- [SEDI](http://www.sedirectors.ca)
- [EDGAR](http://www.sec.gov/edgar)
- *FP Directory of Directors (& Corporate listings) Print, CD, [online](http://www.fpdirectories.com)
- Hoovers (online) [www.hoovers.com](http://www.hoovers.com)
- [Industry Canada](http://www.industry.gov.ca)
- [LEDC](http://www.ledc.ca) (& other Economic Development Corp. business directories)
- *BIG (online) [www.bigdatabase.ca](http://www.bigdatabase.ca)
- *PRO – Prospect Research Online [online](http://www.prospectresearch.com)
- ZOOM
- **PUBLIC** or university libraries

[www.traceychurchresearch.com](http://www.traceychurchresearch.com)
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

<table>
<thead>
<tr>
<th>Information</th>
<th>Public</th>
<th>Private</th>
<th>Subsidiary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Website</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Annual Information Form</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Report</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Statements</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newswires</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Imagine</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Rankings</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Internet Search</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Name and principal Position</th>
<th>Year</th>
<th>Salary</th>
<th>Share-based awards</th>
<th>Option-based awards (1)</th>
<th>Annual incentive plans</th>
<th>Long-term incentive plans</th>
<th>Pension value</th>
<th>All other compensation</th>
<th>Total compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>2013</td>
<td>US$1,300,000</td>
<td>—</td>
<td>US$59,583,828</td>
<td>US$24,433,577</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$85,317,405</td>
</tr>
<tr>
<td></td>
<td>2012</td>
<td>US$1,300,000</td>
<td>—</td>
<td>—</td>
<td>US$12,000,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$13,300,000</td>
</tr>
<tr>
<td>Mr. Donald W. Lewtas</td>
<td>2014</td>
<td>US$376,081</td>
<td>—</td>
<td>US$142,575</td>
<td>US$1,007,429</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$1,526,085</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>2013</td>
<td>US$402,050</td>
<td>—</td>
<td>US$308,575</td>
<td>US$1,244,029</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$1,954,654</td>
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<tr>
<td></td>
<td>2012</td>
<td>US$393,314</td>
<td>—</td>
<td>US$215,900</td>
<td>US$1,100,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$1,709,214</td>
</tr>
<tr>
<td></td>
<td>2012</td>
<td>US$400,000</td>
<td>—</td>
<td>US$431,800</td>
<td>US$3,970,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$4,801,800</td>
</tr>
<tr>
<td>Mr. Seth M. Mersky (2)</td>
<td>2014</td>
<td>US$400,000</td>
<td>—</td>
<td>—</td>
<td>US$22,936,543</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$23,336,543</td>
</tr>
<tr>
<td></td>
<td>2012</td>
<td>US$400,000</td>
<td>—</td>
<td>US$431,800</td>
<td>US$3,500,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$4,331,800</td>
</tr>
<tr>
<td>Mr. Anthony Munk (2)</td>
<td>2014</td>
<td>US$400,000</td>
<td>—</td>
<td>—</td>
<td>US$5,079,682</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$5,479,682</td>
</tr>
<tr>
<td></td>
<td>2012</td>
<td>US$400,000</td>
<td>—</td>
<td>US$431,800</td>
<td>US$2,000,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>US$2,831,800</td>
</tr>
</tbody>
</table>
Example of GlobeInvestor
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

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Also – don’t forget your “people resources” influence *their* peers!

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

- Facebook – over 845 million users
- Twitter – over 200 million users
- LinkedIn – over 115 million members

Source: Jay Frost, 2012

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# Influence on the Affluent

<table>
<thead>
<tr>
<th>Social Media influenced…</th>
<th>Wealthy ($1 million+ assets)</th>
<th>Ultra-Affluent ($250,000+ Income)</th>
<th>Affluent ($100,000+ Income)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which stores visited</td>
<td>56%</td>
<td>49%</td>
<td>34%</td>
</tr>
<tr>
<td>Which designer brands purchased</td>
<td>57%</td>
<td>47%</td>
<td>31%</td>
</tr>
<tr>
<td>Web sites visited</td>
<td>59%</td>
<td>54%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Source: Jay Frost, 2012

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# KCI Web Updates: Individuals & Gifts

## KCI SECTOR NEWS

*HAVE NEWS TO SHARE? [Click here to submit it to us]*

### MAJOR GIFT NEWS

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Gift</th>
<th>Posted Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Toronto, ON</td>
<td>$700,000</td>
<td>June 2014</td>
</tr>
<tr>
<td>Indspire and Pathways to Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>W. Garfield Weston Foundation</td>
<td>$1,000,000</td>
<td>June 2014</td>
</tr>
<tr>
<td>The Salvation Army’s Toronto Grace Health Centre, ON</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gerry and Paula Coleman</td>
<td>$1,200,000</td>
<td>June 2014</td>
</tr>
<tr>
<td>Oakville Hospital Foundation, ON</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CorVan Raay</td>
<td>$5,000,000</td>
<td>June 2014</td>
</tr>
<tr>
<td>University of Lethbridge and Lethbridge College, AB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Bev Robertson</td>
<td>$500,000</td>
<td>June 2014</td>
</tr>
<tr>
<td>Johnson Shoyama Graduate School of Public Policy (JSGSPP), SK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bill &amp; Irma Welikoklad</td>
<td>$1,000,000</td>
<td>June 2014</td>
</tr>
<tr>
<td>Red Deer College, AB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bill &amp; Melinda Gates Foundation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### PEOPLE ON THE MOVE

<table>
<thead>
<tr>
<th>Appointment</th>
<th>Posted Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grande Prairie Regional College (GPRC), AB</td>
<td>June 2014</td>
</tr>
<tr>
<td>Pete Merlo, Chair, Board of Governors</td>
<td></td>
</tr>
<tr>
<td>Canada Science and Technology Museums Corporation (CSTM)</td>
<td>June 2014</td>
</tr>
<tr>
<td>Alex Benay, Director &amp; CEO (effective July 2, 2014)</td>
<td></td>
</tr>
<tr>
<td>YMCA Canada</td>
<td>June 2014</td>
</tr>
<tr>
<td>David Hughes, Senior Vice President, Strategic Partnerships &amp; Branding</td>
<td></td>
</tr>
<tr>
<td>Trillium Health Partners, Mississauga, ON</td>
<td>June 2014</td>
</tr>
<tr>
<td>Edward Sellers, Chair</td>
<td></td>
</tr>
<tr>
<td>NSCAD University, Halifax, NS</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dianne Taylor-Gearing, President (effective August 4, 2014)</td>
<td></td>
</tr>
<tr>
<td>Niagara Health System, ON</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Suzanne Johnston, President (effective September, 2014)</td>
<td></td>
</tr>
<tr>
<td>Laurentian University, Sudbury, ON</td>
<td>June 2014</td>
</tr>
<tr>
<td>Tracy MacLeod, Chief Advancement Officer</td>
<td></td>
</tr>
<tr>
<td>Halton Learning Foundation, ON</td>
<td>June 2014</td>
</tr>
<tr>
<td>Lesley Mansfield, Executive Director</td>
<td></td>
</tr>
<tr>
<td>Canada Blooms Flower and Garden Festival, Toronto, ON</td>
<td>June 2014</td>
</tr>
<tr>
<td>Terry Caddo, General Manager</td>
<td></td>
</tr>
</tbody>
</table>

*Contact Us - Privacy - Connect with KCI:*
Real Estate Example: iWave PRO

<table>
<thead>
<tr>
<th>Property Type</th>
<th>Single Family Residence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Built</td>
<td>1963</td>
</tr>
<tr>
<td>Effective Year Built</td>
<td>1995</td>
</tr>
<tr>
<td>Acres</td>
<td>0.1600</td>
</tr>
<tr>
<td>Building Sq. Feet</td>
<td>N/A</td>
</tr>
<tr>
<td>Living Sq Ft</td>
<td>3131</td>
</tr>
<tr>
<td>Universal Sq Ft</td>
<td>3131</td>
</tr>
<tr>
<td>Number of Stories</td>
<td>1.00</td>
</tr>
<tr>
<td>Number of Units</td>
<td>3</td>
</tr>
<tr>
<td>Total Rooms</td>
<td>5</td>
</tr>
<tr>
<td>Total Bedrooms</td>
<td>9</td>
</tr>
<tr>
<td>Total Bathrooms</td>
<td>9.00</td>
</tr>
<tr>
<td>Garage</td>
<td>N/A</td>
</tr>
<tr>
<td>Pool</td>
<td>N/A</td>
</tr>
<tr>
<td>View</td>
<td>154</td>
</tr>
<tr>
<td>Location Influence</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of Buildings</td>
<td>3</td>
</tr>
</tbody>
</table>

| Assessed Land Value   | $42,009,412              |
| Assessed Value        | $42,009,412              |
| Tax Year              | 2011                    |
| Sale Date             | 10 June, 2008           |
| Recording Date        | 17 June, 2008           |
| Assessed Improvement  | N/A                     |
| Assessed Year         | 2011                    |
| Tax Amount            | $475,175                |
| Sale Price            | $19,000,000             |
| Market Value          | N/A                     |

**Owner Information**

- Name: Gerald W Schwartz
- Owner Type: All Owners
- Owner Address: 22140 Pacific Coast Hwy, Malibu, California 90265-5027, Los Angeles, APN Number: 4451006038

**Location Information**

- Address Type: All
- State:
- Street:
- ZIP Code:
Salary Estimates: Monster

Executive Jobs in Canada Browse the largest listing of $100K plus Executive postings in Canada.


Become a Bookkeeper Learn bookkeeping at home with expert training from ICS Canada. www.ic

www.traceychurchresearch.com
Ontario Public Sector Salary Disclosure
(The Sunshine List)

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Salary 1</th>
<th>Salary 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>ERIAN</td>
<td>Clinician Investigator</td>
<td>$112,008.00</td>
<td>$576.52</td>
</tr>
<tr>
<td>BRAIN</td>
<td>Chief, Dentistry</td>
<td>$193,832.04</td>
<td>$1,013.39</td>
</tr>
<tr>
<td>TOM</td>
<td>Senior Scientist</td>
<td>$130,010.15</td>
<td>$720.72</td>
</tr>
<tr>
<td>KELLY</td>
<td>Senior Director, Rehab and Complex Continuing Care/Chief Nursing Executive</td>
<td>$119,739.10</td>
<td>$762.50</td>
</tr>
<tr>
<td>DARY</td>
<td>Physician Director</td>
<td>$299,963.13</td>
<td>$1,312.74</td>
</tr>
<tr>
<td>MARIE-JOSEE</td>
<td>Director, Research Operations</td>
<td>$105,623.20</td>
<td>$540.34</td>
</tr>
<tr>
<td>CHRISTA</td>
<td>Chief, Communications and Public Affairs</td>
<td>$144,917.75</td>
<td>$715.56</td>
</tr>
<tr>
<td>ROBERT</td>
<td>Senior Director, Facility Management</td>
<td>$120,851.62</td>
<td>$603.60</td>
</tr>
<tr>
<td>LINDA</td>
<td>Senior Director, Information Systems</td>
<td>$120,705.98</td>
<td>$600.50</td>
</tr>
<tr>
<td>RYAN</td>
<td>Physician</td>
<td>$100,281.15</td>
<td>$0.00</td>
</tr>
<tr>
<td>JUDY</td>
<td>Vice President, Human Resources and Organization Development</td>
<td>$203,496.54</td>
<td>$1,506.18</td>
</tr>
<tr>
<td>SHEILA</td>
<td>President/Chief Executive Officer</td>
<td>$472,329.64</td>
<td>$9,860.50</td>
</tr>
<tr>
<td>ELIZABETH</td>
<td>Physician</td>
<td>$165,143.94</td>
<td>$761.86</td>
</tr>
<tr>
<td>ANNE</td>
<td>Physician</td>
<td>$104,670.19</td>
<td>$702.54</td>
</tr>
<tr>
<td>NANCY</td>
<td>Director, Organization Development and Learning</td>
<td>$106,772.00</td>
<td>$1,034.14</td>
</tr>
</tbody>
</table>
Salary Estimates: Featured Articles

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/cardiovasc 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 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

www.traceychurchresearch.com
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 total 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
As review: where are we going with this?

- A charity deserves targeted, relevant, well-timed asks
- 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 2016
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

www.traceychurchresearch.com
Questions?

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