

**Campaign Plan**

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**SECTION 1 – TS Alliance**

**Campaign Overview**

# **A. INTRODUCTION**

In June 2019, Tuberous Sclerosis Alliance (TS Alliance) engaged Graham-Pelton to conduct a planning study for a potential fundraising campaign in support of objectives identified with its Research Business Plan. In keeping with TS Alliance’s mission of finding a cure for Tuberous Sclerosis Complex (TSC) while improving the lives of those affected, successful completion of a fundraising campaign will stimulate and encourage research on new therapies for TSC. Further, it will strengthen and expand the reach of TS Alliance’s four core research programs, which span the entire pipeline for development of new drugs and other treatments.

The research investments detailed in TS Alliance’s Research Business Plan and to be funded through this campaign initiative are:

**Natural History Database and Biosample Repository – $10 Million**

**Preclinical Consortium – $13 Million**

**Clinical Research – $9 Million**

**Innovative Research – $8 Million**

Building upon the findings of the recent Campaign Planning Study, this document presents a plan and a proposed seven-year fundraising timetable for meeting a campaign goal of $40 million in support of TS Alliance’s research priorities. Optimization of all plan processes and activities detailed in the following pages will produce the greatest opportunity for campaign success, and the campaign will be phased for the purpose of analyzing Quiet Phase fundraising success and refining plans accordingly before launching the Public Phase and announcing the goal.

The Campaign Plan outlines processes, philosophies, practices, policies, and standards that will help guide the campaign to a successful conclusion. The processes detailed herein—campaign leadership, fundraising planning, donor cultivation, solicitation, and stewardship—are dynamic and ongoing. This plan is a living document that sets the stage for a creative effort that will require focus, discipline, imagination, teamwork, energy, and flexibility.

In developing the Campaign Plan, a number of factors were taken into consideration:

* In this campaign, TS Alliance has the potential to raise $40 million with disciplined planning, inspirational support, and stretch giving. This figure was affirmed through initial planning study testing. Meeting and/or exceeding this goal will require a new level of effort and will make new demands on TS Alliance, its leadership, its staff, and other key stakeholders.
* A phased approach will allow TS Alliance time to analyze fundraising success and refine plans accordingly prior to the campaign’s public launch.
* The success of the campaign will be directly related to the ongoing commitment of volunteer leaders, including Board and Campaign Steering Committee members, throughout the campaign’s lifetime; a strategic and disciplined approach to major gift fundraising; and a thoroughly endorsed acceptance of and adherence to the Campaign Plan and Case for Support.
* As recommended in the Campaign Planning Study, TS Alliance leadership and other key stakeholders will invest in TS Alliance’s effort to establish an appropriately resourced major gifts program and moves management processes.
* While seeking to maintain strong support from its constituents, TS Alliance must work to maximize its support from current donors while at the same time broadening its base of support in the TS community and beyond.
* This Campaign Plan details fundraising policies and activities that apply to the campaign effort. However, it is understood that each solicitation undertaken during the campaign will include an appeal for continued annual giving, if applicable, in addition to a stretch commitment to the campaign.

1. **PLANNING AND RECOMMENDATIONS**

**Campaign Planning Study**

To ensure that the campaign is initiated with ample preparation and a strong foundation for success, TS Alliance retained Graham to provide pre-campaign research and assessment services. A Campaign Planning Study and Internal Assessment was conducted from June through October 2019.

The objectives of the Campaign Planning Study were as follows:

* Develop a clear and compelling Case for Support.
* Examine how TS Alliance is perceived—strengths and areas for growth.
* Test the level of support for TS Alliance’s fundraising case.
* Assess where TS Alliance fits in the philanthropic priorities of its constituents.
* Identify specific potential gifts or gift ranges from participants.
* Identify potential campaign leaders, volunteers, and prospective major donors.
* Ascertain any potential obstacles to campaign success.
* Analyze and vet wealth screening data to develop the prospect pool.
* Determine an achievable yet ambitious campaign goal.
* Recommend a tailored Campaign Plan and timetable.

Campaign Planning Study components included:

* Strategic Discussions: 38 (52 individuals took part)
* Electronic Survey Responses: 411
* Internal Discussions: 14

Based on the funding priorities identified in TS Alliance’s Research Business Plan, a tentative campaign goal of $56 million over five years was tested.

**Study Recommendations**

Based on the findings of the study, Graham-Pelton proposed a seven-year campaign with a $40 million working goal. In addition to supporting TS Alliance research objectives, the campaign presents TS Alliance the opportunity to create a broader vision for the future. Graham-Pelton offered a series of overarching recommendations to consider as next steps in the Campaign Planning process:

1. Seek to **incrementally grow the Development budget** during the campaign with a long-term strategy for sustaining a higher annual run rate.
2. As part of budgetary growth, invest in additional resources and training, including **additional frontline fundraising and other staff**, to build a robust major gift program and increase fundraising capacity and activity.
3. Commit to the development of a **major gift program** and adhere to major gift best practices including development of major gift portfolios, a moves management tracking system, and a Top 50 approach.
4. Develop **targeted cultivation strategies** leading to more intentional solicitations, particularly at the principal and major gift levels.
5. Develop a clearly articulated **campaign vision** and a compelling **Case for Support** that communicates outcomes expected as a result of TS Alliance research funding.
6. Recruit leaders to help guide the campaign; recruit and train a **Campaign Steering Committee**, adding members as the campaign progresses.
7. Develop a comprehensive **campaign plan and timetable**.
8. Build out a comprehensive **communications plan** for donors that elevates philanthropy, clarifies the need for fundraising, excites outsiders, and acknowledges support. Sharing positive stories will be key.

**C. COMPREHENSIVE CAMPAIGN PRIORITIES, BUDGET, AND TIMELINE**

**Campaign Priorities**

Upon receiving the findings of the Campaign Planning Study, which includes feedback from both strategic discussion participants and survey respondents, as well as Graham-Pelton’s campaign goal recommendation, TS Alliance is equipped to move forward with a research-focused campaign effort in support of the following priorities:

* Natural History Database and Biosample Repository
* Preclinical Consortium
* Clinical Research
* Innovative Research

Additionally, TS Alliance may be positioned to realize success beyond the initial working goal of $40 million. This will be dependent upon the strength and consistency of its effort toward building a culture of philanthropy, raising donor sights, and optimizing the major gift program. The Quiet Phase of the campaign will allow TS Alliance to assess the engagement of its prospect base as well as broaden its prospect pool and adjust the campaign goal if appropriate in advance of public announcement.

**Campaign Budget**

*The campaign budget, when available, will be detailed in Addendum C. A sample campaign budget worksheet is included.*

**Campaign Timeline**

The entirety of the TS Alliance campaign, from planning through conclusion is projected to span approximately seven years. The Organizational Phase began in August, 2019. The Quiet Phase will begin in January 2020, and the Public Phase is scheduled to Begin in January 2023 and conclude in December 2025. While this timeframe and the dollars raised can and almost certainly will be adjusted to align with campaign progress, the principles behind this phasing are what is central for this plan.

The proposed campaign timeline consists of three phases—the Organizational Phase, the Quiet Phase, and the Public Phase. During both the Organizational and Quiet Phases, the campaign’s operational components are put in place and lead and major donors are identified, cultivated, and solicited. Campaign communications beyond leadership prospects should generally be limited during the Quiet Phase. Later, during the Public Phase, campaign communications and, subsequently, appeals, are directed to a much wider prospect pool below leadership level. Each of these phases has distinct goals, leadership requirements, timetables, prospects, and plans.

|  |  |  |
| --- | --- | --- |
| **Phase and**  **Proposed Timeframe** | **Overall Goals** | **Projected Amount to Be Raised\*** |
| **Organizational Phase**  August 2019— December 2019  (5 months) | * Initiate a process to articulate vision of TS Alliance. Further develop the Case for Support and campaign messaging to reinforce the vision. * Recruit and train the Campaign Steering Committee. * Conduct executive briefings with identified top prospects and leadership. * Begin Board and campaign leadership solicitations. * Create a detailed campaign plan, policies, budget, and timetable. * Identify the list of the top prospects for the campaign and begin developing individual cultivation and solicitation strategies. * Provide major, principal, and planned gift training for all frontline fundraisers. * Implement new procedures around prospect management, research, and qualification. |  |
| **Quiet Phase**  **(Principal and Major Gifts Phase)**  January 2020—December 2022  (3 years) | * Focus on securing 65% of goal. * Continue identification, cultivation, and solicitation of the top prospect list. * Conduct targeted six-, seven-, and eight-figure gift solicitations. * Complete Board and campaign leadership solicitations. * Build out systems and resources. * Launch amplified stewardship and communication activity. * Ongoing cultivation and stewardship activity throughout the campaign. * Recruit additional Campaign Steering Committee members. * Communicate the vision for the campaign to all internal and external constituents. * Plan Public Phase launch with a comprehensive PR and communications plan. | **$26,000,000**  **(65%)** |
| **Public Phase**  January 2023—December 2025  (approx. 3 years) | * The objective of this phase is to reach or exceed the goal. * Solicitation of all constituency groups including friends/supporters, staff, corporations, and foundations. * Outreach to TSC community. * Emphasize annual giving’s role in campaign success. Send appeals and integrate e-philanthropy. * Add resources to TS Alliance team to sustain fundraising efforts and relationships. * Plan campaign completion celebrations (Spring 2026). * Continued solicitation of principal and major gift prospects. | **$14,000,000**  **(35%)** |
| **TOTAL** |  | **$40 million\*** |

**\*Dollar totals proposed are based on $40 million working goal recommended in Campaign Planning Study; these are subject to change based on Quiet Phase campaign progress.**

1. **KEY OBJECTIVES AND CONSIDERATIONS**

The overall goal for TS Alliance’s campaign is to meet or exceed the initial working goal of $40 million.

Five key objectives imperative for the successful completion of this endeavor are:

1. **A compelling Case for Support, outlining TS Alliance’s vision and campaign priorities**
2. Campaign is a top institutional priority
3. 100 percent support by TS Alliance Board members, Campaign Steering Committee members, senior administrative staff, and campaign and other key volunteers
4. **Strategic recruitment of campaign leadership, ultimately including a Campaign Steering Committee and other campaign volunteers as deemed effective**
5. Recruit volunteers who will make significant stretch gift commitments to the campaign
6. Recruit volunteers who can assist in identifying and/or securing other significant gifts for the campaign
7. Recruit volunteers with strategic and creative talents that will help drive campaign success
8. **A focused, disciplined approach to identifying, cultivating, soliciting, and stewarding transformational and lead gifts ($500K over a five-year pledge period) to the campaign**
9. It is recognized these prospects may require extended and highly focused attention
10. Solicitation plans are strategic and tailored
11. Moves management processes are consistently executed
12. Matching prospects’ interests to funding priorities is central to cultivation and solicitation of prospects
13. Donor-centric and proposal-driven activities are central to campaign efforts
14. **Strategic and methodical building of the pipeline of major gift prospects ($50K over a five-year pledge period) to the campaign**
15. Campaign volunteers and others are encouraged to identify and help vet new major gift prospects
16. Strategy continues to be donor-centric
17. Cultivation and solicitation plans are created and consistently executed
18. A stretch gift mentality is central to and communicated throughout cultivation and solicitation activities
19. Intersection of project and prospect interest continues to guide proposals
20. **A comprehensive communication plan that works in conjunction with donor communications, with particular emphasis on bringing together all key campaign messages, as well as broadening outreach to engage additional prospects and community business leaders**
21. Outreach is defined by phase of campaign
22. Consistent messaging is employed across all types (print, web, events, etc.)
23. Cultivation and stewardship of top-tiered prospects/donors is enhanced by effective use of compelling messaging and stories
24. Campaign messaging is tailored to various audiences
25. Staff and volunteer leadership collaborate effectively with the goal of helping TS Alliance produce meaningful campaign communication materials and messages

Other considerations for TS Alliance’s campaign, as identified through the Campaign Planning Study, are as follows:

* **Level of Board Support** – The support, generosity, and volunteer engagement of TS Alliance’s Boards of Directors will be critical to campaign success. Board members will be expected to serve as passionate advocates and model stretch giving. It is important that Board members see this not only as an endorsement of a project but also as a pledge to actively participate in a transformational time in TS Alliance’s history.
* **Role of President & CEO** – TS Alliance’s President & CEO is widely viewed as highly effective. It is very important that she, the Boards, the Campaign Steering Committee, Development staff, and other campaign leadership/volunteers work hand-in-hand to model a sense of vision, confidence, and genuine passion when communicating about the campaign and its impact on TS Alliance and those affected by TSC.
* **Case for Support and Campaign Materials** – The Case for Support must be dynamic, compelling, and inspirational. It must be donor-centric, pique the interest of readers, and be consistent with TS Alliance’s mission and vision.
* **Infrastructure/Staffing** – A review of campaign priorities and activities highlights the need for the establishment of a well-coordinated major gifts program, and for team members to spend a greater amount of time on major gift fundraising and campaign management projects than they have at any time in the past.
* **Campaign Financing** – TS Alliance leadership must ensure that short-term and long-term budget planning is employed to provide for reasonable and necessary investments in campaign execution. Investments may include, but are not limited to, staff additions, campaign communications, fundraising travel expenses, special events, and professional counsel as needed.

**SECTION 2 – Campaign Best Practices**

# **A. FUNDRAISING CULTURE**

Synergy among staff and volunteer leadership is central to campaign success. Cooperation already exists between TS Alliance leadership, staff, and volunteers. That relationship will intensify during the campaign as the following individuals promote an organization-wide atmosphere of commitment to the campaign effort and belief in its success:

* TS Alliance President & CEO
* TS Alliance Chief Financial Officer
* TS Alliance Chief Scientific Officer
* TS Alliance Senior Director, Donor Relations
* TS Alliance Vice President, Communications Strategy
* Campaign Chair(s), proposed Campaign Steering Committee, and all ad hoc committees created during the campaign
* TS Alliance Operating Board of Directors, Endowment Fund Board of Directors, and all Board committees

Additionally, successful fundraising campaigns are those that are less project-centered and more donor-centered. Such a focus is always conducive to getting donors engaged with an institution on a long-term basis. In a truly “donor-centric” development operation, donors are partners in fulfilling an institution’s mission. They feel genuinely connected with the vision and see particular projects as means to fulfilling that vision.

While TS Alliance’s campaign will include an inspirational Case for Support based on prioritized needs, it will also require that all campaign efforts build a culture of philanthropy by answering the question “Why me?” for a donor, instead of only talking about “us.” TS Alliance must strive at all times to be a donor-centric development operation that builds donor loyalty with a focus on donors’ needs, wants, and interests within the context of TS Alliance’s mission. It will be critical to help donors and how their support will meet their personal philanthropic priorities and benefit those affected by TSC.

This is a new paradigm in many ways. In today’s philanthropic climate, donors are giving through institutions to accomplish their personal philanthropic goals. Donor expectations for consistent stewardship and demonstration of the impact of their giving have increased. Therefore, TS Alliance’s focus should be on how each donor’s support leads to a better future for those impacted by TSC and/or related diseases. Actions undertaken by TS Alliance staff and campaign volunteers should be deliberate, proposal-driven, and donor-centric. These actions should continue through the solicitation process and be clearly and meaningfully communicated through personalized and appropriate stewardship.

**B. CAMPAIGN ASSUMPTIONS**

The campaign effort will require a heightened level of giving and participation from Board members, current donors, and friends throughout the community. To achieve this level of giving, the following five assumptions should serve as a guide for all campaign-related planning and Organizational and Quiet Phase activities. These assumptions will continue to be the guiding principles by which the Campaign Steering Committee, Board, organizational leadership, and staff will evaluate the short- and long-term success of the campaign. These assumptions will also help determine the resources, time, priorities, and processes required for all campaign activities.

1. **The Campaign is a Top Institutional Priority**

Campaigns that meet, and even exceed, goals do so because all who are involved embrace them as a top institutional priority. At TS Alliance, every person, from the President & CEO, to Board members, to staff, should recognize the campaign as a shared transformative experience. Accordingly, every aspect of community-facing activities—including finance, development, and communications—should support the campaign’s messaging and share in its goals.

1. **Volunteer-Led, in Giving and Action**

Successful campaigns are volunteer leadership-led enterprises with strategies and tactics implemented by professional staff. It is expected that campaign volunteers, most notably Board and Campaign Steering Committee members, will take ownership of overall campaign goal realization, ultimately through their stretch personal giving and the facilitation of other gifts toward the campaign.

1. **100% Board and Campaign Steering Committee Participation**

All members of the Board and the Campaign Steering Committee will need to set the pace for the campaign by making a personally significant, stretch gift commitment. Additionally, Board members are expected to embrace and be active participants in support of the mission of the campaign, where appropriate.

*\*Details regarding the role of Board and Campaign Steering Committee members may be found in Section 3.*

1. **Stretch Gifts**

All constituents are first asked for stretch gifts (i.e., gifts that may seem larger and out of proportion to a donor’s previous giving history or resources), with the expectation that she or he will commit to paying them over a multi-year period not to exceed five years (except where TS Alliance’s Campaign Gift Counting Policy may allow otherwise). The cultivation and solicitation of stretch gifts, particularly in the Organizational and Quiet Phases of the campaign, should be planned in advance with the Development team and developed with the gift chart in mind.

*\*Refer to Addendum A for Gift Table.*

1. **Gift Counting**

A Comprehensive Campaign Gift Counting Policy is prepared and followed during the duration of the campaign.

*\*Refer to Addendum F for TS Alliance’s Gift Acceptance and Campaign Counting Policies.*

### FUNDRAISING PRINCIPLES

A culture of philanthropy and commitment to a systematized moves management process are critical to campaign success. When a true culture of philanthropy exists and is modeled in an institution, each volunteer, staff member, and organizational leader understands that philanthropy is critical to the organization and that each individual has a role in the process. Similarly, effective moves management requires the recognition that each prospect-facing action is undertaken with the specific intent of furthering the prospect’s relationship with TS Alliance and moving that prospect efficiently through the solicitation cycle.

When engaged in a campaign, the following fundraising “best practices” are essential in order to achieve campaign success. It is imperative that all campaign volunteers, staff, and leaders adhere to these fundamental principles:

1. **Strategic, personal solicitation is the key to fundraising success.**

A face-to-face solicitationfor a gift to TS Alliance will result in a larger commitment by the donor. As many prospects as possible should be solicited in this manner.

1. **There is an emphasis on large, pace-setting gifts.**

In order to set the pace for giving and raise significant funds, transformational gifts should be sought first at the top levels of the gift chart. For TS Alliance, this translates to gifts of $500,000 or more. In order to meet the goals of the campaign, several proposals of $1 million or more must also be planned, cultivated, and solicited.

*\*Refer to Addendum A for Gift Table*.

1. **As the backbone of a good campaign, volunteers are instructed in effective relationship building, gift cultivation, solicitation, and stewardship techniques.**

Volunteers will be recruited for a Campaign Steering Committee and any subsequent ad hoc committees. All campaign volunteers will receive orientation and instruction in consistently proven and effective solicitation methods, including the best methods of presenting the Case for Support, addressing prospects’ responses, and following up. It is critical that campaign volunteers make their own gifts before soliciting others for a gift.

*\*Details regarding the role of Board and Campaign Steering Committee members may be found in Section 3.*

1. **There is an emphasis on pledges, versus outright commitments only.**

The campaign will seek gifts that are payable over time rather than payable outright. This is to encourage and enable donors to show extraordinary support through a stretch gift to TS Alliance’s campaign and/or, when appropriate, a planned gift. To accurately monitor and report campaign progress, as well as to appropriately steward donors over the lifetime of a campaign pledge and beyond, pledge commitments must by recorded in TS Alliance’s Raiser’s Edge database alongside cash commitments.

1. **All potential donors will be asked to consider a specific gift amount.**

To receive the levels of support necessary for success, and to provide donors with the opportunity for a meaningful response, all solicitations will be tailored to each donor and all potential donors will be asked to consider a specific gift amount commensurate with their perceived ability to give at a stretch level.

1. **Prospect identification, research, evaluation, and cultivation are critical to a well-informed and effective fundraising effort.**

Identifying and qualifying prospective donors, including research on giving capacity and philanthropic inclination, will best position the solicitor—and TS Alliance—for fundraising success.

1. **Solicitations are conducted in proper sequence.**

Campaign solicitations will be conducted from “the top down and the inside out.” Prospects with the perceived ability to make the largest gifts and who are the most committed will be approached first as their gifts have the potential to set the pace for the campaign. Specifically, this includes principal and leadership gift prospects as well as Board and Campaign Steering Committee members. As the campaign progresses, the pool of prospects under management at any given time will expand until all TS Alliance constituencies and donor levels are represented. In certain cases, deviation from this sequencing may be required at the discretion of professional staff.

*\*This strategy is covered in more detail in Sections 3E‒3G of the plan.*

1. **The campaign will be conducted in distinct phases.**

The campaign will be conducted in three distinct phases—the Organizational Phase, the Quiet Phase, and the Public Phase—to allow time to bolster operational readiness, analyze early results, and create a sense of momentum and urgency to attain the goal.

*\*More information on the phases can be found in Section 3C.*

1. **The campaign must be promoted internally and externally, with core messages integrated throughout new and existing communications vehicles.**

The campaign must be promoted internally and externally through all communication vehicles, both existing and new. All messages should be integrated and reflect the core messages of the campaign.

*\*Campaign communications are covered in greater detail in Section 4.*

1. **Promotional materials play an important and complementary role in campaigns.**

While strategically conducting individual solicitations is the most critical active component of a campaign, promotional materials are essential to a successful fundraising effort. In addition to the Case for Support, naming/sponsorship opportunities, briefing packets, gift proposals, gift agreements, grant requests, solicitation guides, FAQ sheets, campaign videos, website, and other items will be considered and/or produced at appropriate times.

*\*For more information on campaign communications, please refer to Section 4.*

1. **Donor recognition must be a priority.**

Many donors want and all donors deserve to be recognized for their gifts to TS Alliance. A number of gift recognition opportunities will be developed for donors at all levels and will include public recognition in TS Alliance’s communications pieces, as well as naming opportunities for donors who choose to make gifts commensurate with Board-approved naming policies.

1. **Development operations and infrastructure must be understood by all staff and updated where appropriate.**

Professional staff function optimally when operational needs are understood and addressed. In a campaign, operational needs and critical infrastructure central to campaign success include gift acceptance and campaign gift counting policies, naming opportunities, data entry and retrieval capability, campaign reporting vehicles, major gift officer metrics, solicitation plans, stewardship plans, and campaign communications plans.

### D. IMPORTANCE OF CAMPAIGN LEADERSHIP

The quality of campaign leadership—defined as Board members, volunteers recruited for the Campaign Steering Committee, and ad hoc committees—is one of the most important factors in determining the campaign’s success. The campaign must have the support of effective and committed leadership in order to provide an example of interest, energy, and support for the campaign. Good leadership is essential, both from the point of view of structure and organization, and by the example it sets in taking positive, overt action through commitment of interest, energy, and transformative financial support.

*\*Details regarding the role of Board and Campaign Steering Committee members may be found in Section 3.*

### SOLICITATION BEST PRACTICES

Many of the fundraising principles previously identified rely upon the following solicitation best practices:

* Strategic, personal solicitations
* Emphasis on pace-setting gifts
* Volunteers instructed in effective gift cultivation, solicitation, and stewardship techniques
* Specific ask amounts and emphasis on multi-year pledge commitments

Soliciting gifts at the top of the campaign gift chart is the essence of any campaign. While there are many ways of contacting individuals, there is only one effective way of discussing something as important as **TS Alliance’s campaign: a face-to-face meeting.** Confidence in the mission and vision of TS Alliance, as well as the campaign’s Case for Support, are the most effective tools in a solicitation.

Careful planning and preparation are key to successful gift requests. Enthusiasm for TS Alliance combined with training in fundraising best practices will maximize the likelihood of the campaign’s success. For the solicitation of the very largest gifts, campaign volunteers will be working closely with Development staff to create and implement a tailor-made strategy for each prospect.

The process of solicitation has several steps and may take several weeks or even months. It will involve developing or enhancing a relationship between the prospect and TS Alliance, identifying the type of proposal most likely to result in a maximum gift, planning and implementing the solicitation, and closing the gift. To ensure an active and continuing solicitation process, the following solicitation strategies will be employed.

* Recruit campaign leadership for ultimate solicitation involvement.
* Build campaign infrastructure, including daily, weekly, and/or quarterly reports; proposal templates; regularly scheduled prospect review meetings; and major gift officer metrics that measure contacts and moves of prospects through the gift cycle.
* Develop a robust prospect pool and tracking system.
* Identify top prospects for cultivation, solicitation, and stewardship.
* Develop solicitation plans and presentations tailored for each lead prospect.
* Solicit stretch gifts in face-to-face, peer-to-peer settings with a partner or solicitation team.
* Engage additional volunteers for expanded solicitation as the campaign progresses.
* Track and conduct follow-up to all solicitations.

### F. KEY CAMPAIGN STRATEGIES

The following sections of this plan provide detailed campaign strategies and steps for implementation; an overview of the key strategies that are detailed follows. In addition to the fundraising principles presented in Section 2C, these strategies are designed to maximize TS Alliance’s fundraising potential within the context of best practices, its culture, and its fundraising history.

1. Secure 100 percent support from Board members and the Campaign Steering Committee during either the Organizational or the Quiet Phase of the campaign.
2. Continue throughout the Quiet Phase to test the level of prospect engagement and to broaden the prospect pool in order to better qualify the campaign goal for ultimate public announcement.
3. Reach approximately 65 percent of campaign goal before entering the Public Phase.
4. Establish an effective campaign structure that engages committed and active volunteer leadership.
5. Utilize Raiser’s Edge reporting capabilities, coupled with strategic staff and volunteer prospect review sessions, to identify additional prospects, establish specific gift targets, manage all prospect contacts, and meet campaign goals.
6. Establish an ongoing review and prospect management process to monitor the overall progress of the campaign as well as volunteer and staff efforts.
7. Develop an integrated donor recognition and stewardship program that provides consistent and timely support of all donors before and during the lifetime of the campaign, as well as after its conclusion.
8. As appropriate, include a planned giving component in solicitation plans, preferably as a way to get donors to specific gift levels.

**SECTION 3 – TS Alliance Campaign**

**Priorities, Funding, Phases, and Roles**

1. **CAMPAIGN PRIORITIES**

In October 2019, the TS Alliance Operating Board agreed to move forward with a fundraising campaign to support priorities detailed in its Research Business Plan. All members of the TS Alliance community—Board members, staff, families, friends, donors, and corporate and foundation partners—will be asked, as appropriate, to support the following campaign priorities:

**Natural History Database - Biosample Repository**

To better understand why TSC affects individuals so differently, researchers need both biosamples and clinical data to enable risk prediction, biomarker identification, and targeted drug development. To better support these efforts, TS Alliance seeks to:

* Expand the database to enable participation nation-wide
* Establish efficient processes for medical data and biosample collection from anyone living with TSC
* Implement centralized and standardized genetic and biochemical analysis of biosamples
* Invest in bioinformatics for data management and analysis

**Preclinical Consortium**

The need for standardized, rigorous preclinical testing of potential new TSC therapies prior to clinical trials could not be more critical. The Preclinical Consortium makes this possible by allowing commercial and academic members to utilize standardized procedures and outcome measures, providing an unbiased platform for this critical stage in the drug development pipeline. TS Alliance support for the Consortium will:

* Add additional animal models, such as those relevant for TSC-associated neuropsychiatric disorders or LAM
* Evaluate novel drug mechanisms
* Move more drug candidates forward toward clinical trials

**Clinical Research**

Clinical studies require extensive planning and collaboration. Since 2012, the TSC Clinical Research Consortium has implemented multiple clinical research studies efficiently, effectively, and safely. TS Alliance funding supported the Consortium’s establishment, and with the number of TSC-related clinical trials expected to grow significantly in the near future, TS Alliance must ensure new trials build on what has been learned by:

* Establishing a Clinical Research Acceleration Fund to overcome hurdles to participating in trials such as travel costs and to speed clinical studies by adding additional sites or clinical study coordinators
* Launching clinical studies to develop new biomarkers, preventative trials, and new drugs
* Supporting efficient analysis and sharing of clinical trial and study data

**Innovative Research**

Since 1984, TS Alliance has awarded more than $20 million in research grants to over 120 researchers. Our goal is to award even more in new research grants annually and sponsor international research conferences and workshops to bring stakeholders together to identify needs and prioritize research. New funding will allow TS Alliance to:

* Identify key needs to be addressed by research, such as adding TSC to newborn screening panels or preventing angiomyolipomas
* Bring new researchers into the TSC field
* Fund proposals through the Innovation Fund to urgently fill key gaps in our knowledge of TSC

1. **CAMPAIGN FUNDING AND PROJECTED EXPENSES**

Several projections must be made in planning for the execution of TS Alliance’s campaign: projected cash and pledge flows, estimated campaign expenses, and how to address the cost of executing the campaign. Pledge and cash flow projections are available later in this document. Campaign expenses will evolve over the lifetime of the campaign. Industry standards suggest that nonprofit organizations generally spend between 10% and 20% of their campaign goal executing a campaign. Graham-Pelton clients typically report campaign expenses totaling 10%—12% of their goals or less. Current TS Alliance process calls for campaign expenses to be covered through the allocation of 15% of gift revenue toward indirect costs.

*\*Information on pledge and cash flow projections may be found in Addendum B.*

1. **CAMPAIGN PHASES**

The Campaign Planning Study recommendation for TS Alliance is to initiate a seven-year campaign conducted from August 2019 through December 2025. It includes three main phases. As outlined in Section 1C, each phase has distinct leadership requirements, timetables, prospects, and plans. The phases support each other, and failure in a preceding phase of the campaign will adversely affect the next phase. The campaign phases are as follows:

**1. The Organizational Phase (August 2019‒October 2019)**

Conducted over a period of three months, the Organizational Phase is the time during which TS Alliance will lay the groundwork for the campaign and begin to cultivate and solicit lead gifts that will set the campaign’s momentum. Activities to be addressed during this phase of the campaign include:

* Implementing infrastructure recommendations as outlined in the Planning Study final report.
* Refining the Case for Support.
* Identifying and recruiting 6‒10 key leadership volunteers to serve on the Campaign Steering Committee, each of whom will make a personally significant campaign commitment and help cultivate pace-setting gifts.
* Clearly outlining campaign priorities for both internal and external audiences.
* Testing prospect interest in campaign priorities through executive briefings with select key stakeholders.
* Through early cultivation and solicitation, assessing the likely level of support for stated campaign priorities with the objective of solidifying an ambitious yet achievable campaign goal in advance of the campaign’s public launch.
* Committing to a Campaign Plan and timetable; developing a communications plan and other collateral materials including a briefing presentation, campaign gift counting policy, gift agreement/letter of intent, and naming opportunities; reviewing and, if necessary, refining gift acceptance policies.
* Beginning Board solicitations with the goal of securing 100 percent participation in the campaign by Board members.

The focus of this stage is twofold: first, the focus is on optimizing operational preparedness in order to increase the likelihood of campaign success; second, it is on cultivating and securing lead, pace-setting gifts. After careful identification and research, each prospect is considered a “campaign unto itself.” A cultivation and solicitation plan is created and executed for each individual. It is essential to the campaign’s success that both professional Development staff and volunteers place a priority on cash pledges and gifts. Planned gifts will also play an important role in campaign success, offering options for continued gift negotiation when other conversations have reached a stalemate, or to get a donor to a desired giving threshold (with a planned gift component) for recognition and stewardship purposes.

In addition, it is projected that the Organizational Phase is when the process of developing campaign theme, identity, and messaging will be initiated as part of the detailed communications and marketing plan for the campaign.

**2. Quiet Phase (January 2020‒December 2022)**

In the Quiet Phase, work begun during the Organizational Phase continues, with an emphasis on continued cultivation and solicitation of lead and major gifts. The prospect pool is broadened incrementally, and cultivation events are held to engage major gift prospects who require significant cultivation.

By the conclusion of the Quiet Phase, the goal is to have raised a total of 65 percent of the campaign goal. While an official announcement of a campaign should not be made at this time, nor should any public declaration of a tentative campaign goal be made, pace-setting gifts and pledges that are properly documented can be publicized to create “fundraising” (as opposed to “campaign”) excitement and momentum. Planning for the Public Phase launch also begins during this phase.

**3. Public Phase (January 2023‒December 2025)**

The Public Phase signals the beginning of the process of engaging the entirety of TS Alliance’s constituent base in the campaign efforts. During this phase, the remaining 35 percent of the campaign goal is raised. Public Phase efforts focus on gifts at the lower levels of the gift chart, but they are also marked by the continuation and “wrapping up” of any gift prospects at the higher levels of the gift chart. The best prospects will be solicited face-to-face. Other methods of solicitation may eventually include receptions, an email- and social media-based marketing effort, and direct mail. The campaign theme and logo are marketing pieces that become central in the Public Phase. The Public Phase closes publicly with a campaign victory celebration. Stewardship efforts and, in some cases, pledge redemptions will be ongoing following the campaign’s Public Phase wrap-up.

1. **CAMPAIGN ROLES AND RESPONSIBILITIES**

**Campaign Structure and Roles**

The TS Alliance campaign will employ a campaign structure that engages committed and active volunteer leadership combined with appropriate levels of institutional staffing, professional counsel, and support resources. This Campaign Plan is based on an effective team approach. All campaign leaders, staff, and volunteers must be committed to the mission of TS Alliance and the campaign’s goals and objectives.

All individuals who have a role in the campaign will be trained in best practices in cultivation, solicitation, and stewardship, and will also have the tools they require to fulfill their goals, including research, campaign information and updates, and anything else they require to advance the relationship with a prospect, including:

* Principles of fundraising, especially in a campaign mode
* Trends in philanthropy
* Their expected roles and responsibilities
* Specific TS Alliance campaign information, including priorities, timelines, talking points, and other relevant information

The responsibilities of TS Alliance’s administrative leadership and staff are outlined as follows:

**TS ALLIANCE LEADERSHIP**

**President & CEO**

The President & CEO is the lead representative and visionary for the campaign. In collaboration with the Development staff, Campaign Steering Committee, Boards, and other key volunteers, the President & CEO will be asked to:

* Make the campaign a top organizational priority, devoting sufficient time to the campaign to ensure its success.
* Cultivate and solicit a portfolio of lead, pace-setting, and major gift prospects.
* Oversee the solicitation of TS Alliance Operating and Endowment Fund Board members.
* Serve as a lead spokesperson for the campaign.
* Make a personal pledge to the campaign to set an example for giving to Board and Campaign Steering Committee members, as well as senior TS Alliance staff.
* Assist in refining the Case for Support and identifying gift opportunities.
* Lead the identification and recruitment of Campaign Steering Committee members and other campaign volunteers.
* Serve on the Campaign Steering Committee and attend Campaign Steering Committee meetings.
* Serve as liaison to the Campaign Steering Committee, Board, and campaign counsel; brief volunteer leaders on campaign progress.
* Conduct executive briefings (cultivation meetings) with selected Board members and other top external campaign prospects, as appropriate.
* Solicit selected top campaign prospects, including Board members and external prospects, primarily with another member of the Campaign Steering Committee or Board leaders, as appropriate.
* Oversee campaign strategies and management of the Campaign Plan, timeline, and budget.
* Oversee all frontline fundraisers and provide support and guidance as needed.
* Provide feedback, motivation, and recognition to staff and volunteers.
* Assure that proper resources are available to support the campaign.
* Be accountable for funds allocated to the campaign budget for the purpose of identifying, qualifying, cultivating, soliciting, and stewarding donors, including visit and trip expenses.

**Senior Director, Donor Relations**

The Senior Director, Donor Relations, reports to the President & CEO and will be asked to:

* Cultivate and manage a portfolio of lead, pace-setting, and major gift prospects.
* Serve as a lead spokesperson for the campaign.
* Provide leadership to other Development staff in making the campaign an institutional priority.
* Assist President & CEO with identification and recruitment of Campaign Steering Committee members and other campaign volunteers.
* Serve on the Campaign Steering Committee and attend Campaign Steering Committee meetings.
* Support the President & CEO as a liaison to the Campaign Steering Committee.
* Manage movement of donors through the cultivation cycle through the use of appropriate moves management and Raiser’s Edge tracking protocols.
* Assist and guide volunteer solicitors with prospect meetings, proposal preparation, documentation of action steps, and timelines.
* Alongside President & CEO, help to oversee campaign strategies and management of the Campaign Plan, timeline, and budget.
* Be accountable for achieving metrics for success, as defined by measures such as number of contacts, quality and quantity of moves, visits, and proposals submitted, and gifts closed.
* Be accountable for funds allocated to the campaign budget for the purpose of identifying, qualifying, cultivating, soliciting, and stewarding donors, including visit and trip expenses.

**Major Gift Officer**

The Major Gift Officer will be a new position for TS Alliance and will report to the Senior Director, Donor Relations. S/he will be asked to:

* Cultivate and manage a portfolio of lead and major gift prospects.
* Manage movement of donors through the cultivation cycle through the use of appropriate moves management and Raiser’s Edge tracking protocols.
* Assist and guide volunteer solicitors with prospect meetings, proposal preparation, and documentation of action steps and timelines.
* Be accountable for achieving metrics for success, as defined by measures such as number of contacts, quality and quantity of moves, visits, and proposals delivered and submitted.
* Be accountable for funds allocated to the campaign budget for the purpose of identifying, qualifying, cultivating, soliciting, and stewarding donors, including visit and trip expenses.
* Commit to execution of the Campaign Plan.

*\*Major Gift Officer metrics and benchmarks may be found in Addendum D.*

**Development Associate**

* Oversee campaign gift entry and acknowledgement, and provide tax receipts to donors.
* Assist frontline fundraisers with comprehensive prospect research on the top-rated prospects and donors as needed.
* Utilize Raiser’s Edge to support staff and volunteers with appropriate donor information.
* As directed by the President & CEO, assist with proposal preparation.
* In collaboration with the President & CEO and frontline fundraisers, assist with the creation and implementation of a moves management system whereby all prospect information and activity are recorded in Raiser’s Edge and proposals are moved through the solicitation cycle accordingly.
* Provide regular analytical reports for comprehensive campaign fundraising efforts.
* Interface with appropriate TS Alliance financial operations staff on gift acceptance, accounting, and reporting as needed.

**Vice President, Communications Strategy**

* Alongside the President & CEO and the Senior Director, Donor Relations, lead development of campaign branding and messaging with emphasis on educating potential donors on the opportunity to have lasting impact as outlined in the Case for Support.
* Develop relevant communication vehicles utilizing print, electronic and social media, video, and other platforms as appropriate to educate and motivate constituents from various audiences at relevant stages throughout the campaign.
* Ensure the seamless integration of campaign messaging into all TS Alliance communications.
* Be accountable for funds allocated to the campaign budget for the purpose of campaign communications.

**VOLUNTEER LEADERSHIP**

The engagement and active participation of TS Alliance volunteer leadership will be critical to its ability to achieve campaign success. The role of volunteer leaders will be to work with TS Alliance staff to identify, cultivate, and thank potential partners for support. As such, they will serve as TS Alliance ambassadors, championing its core principles and communicating its value to the community by educating others and by modeling stretch giving.

Volunteer leaders must be creative, thoughtful, and entrepreneurial. By utilizing their own unique skills, TS Alliance campaign volunteers will provide valuable insight, feedback, and advice to TS Alliance staff throughout the course of the campaign. Volunteers will also be charged with maintaining confidentiality at all times with respect to the campaign and its prospects.

Volunteer leaders will not be asked to solicit gifts unless the strategy for the prospect in question requires peer solicitation. In all such cases, appropriate coaching will be provided in solicitation best practices, and volunteers will partner with Development staff to plan and implement a solicitation strategy in accordance with industry best practices.

Critically, campaign volunteers have the right to be heard and to be offered education on their roles and responsibilities. To that end, campaign volunteers should be provided with the following:

* Training in solicitation best practices.
* Copies of all pertinent campaign materials.
* Clear and comprehensive information regarding campaign funding priorities.
* A staff contact list.
* A “Frequently Asked Questions” document on the campaign.
* Information on campaign policies, including but not limited to TS Alliance’s gift acceptance policy.
* Regular reports on campaign progress.

**TS Alliance Operating Board of Directors, TS Alliance Endowment Fund Board of Directors**

As trusted leaders, members of both the Operating and the Endowment Fund Boards will be asked to assume responsibilities specific to the campaign during this transformational time in TS Alliance’s history, including:

* Fully endorsing the Campaign Plan and Case for Support and providing testimony to the value of TS Alliance and the campaign.
* Including the campaign as a standing agenda item at scheduled Board meetings.
* Modeling exemplary commitment by personally making inspirational gifts to the campaign in alignment with their own personal capacity.
* Achieving 100 percent campaign participation by Board members.
* Serving as public advocates and ambassadors for the campaign.
* Assisting in opening doors and providing introductions to potential donors.
* Providing organizational accountability for the donated dollars.
* Whenever possible, assisting in the identification, cultivation, solicitation, and stewardship of selected prospects through attendance at events and participation in prospect relationship building, as appropriate.

**Campaign Chair/Co-Chairs**

The Campaign Chair/Co-Chairs should:

* Endorse the campaign Case for Support and Campaign Plan.
* Serve as the (co-)leader(s) of the proposed Campaign Steering Committee and participate in strategizing, planning, delegating, and motivating the committee’s work.
* Make a stretch, pace-setting financial leadership commitment to the campaign.
* Ensure that the work of the Campaign Steering Committee remains on target, and stay informed about Committee progress through follow-up on a regular basis.
* Help identify, cultivate, and solicit assigned key lead gift prospects for the campaign.
* Participate in the stewardship of campaign donors.
* Maintain regular communication with TS Alliance President & CEO to ensure implementation of all aspects of the Campaign Plan.
* Host and attend events related to the campaign as appropriate.
* Be willing to be listed in campaign publications or as signatory on campaign letters.

**Honorary Campaign Chair(s)**

* Be well known to TS Alliance constituencies.
* Believe in the mission of TS Alliance.
* Agree with the campaign Case for Support and Campaign Plan.
* Be willing to make a financial commitment to the campaign that demonstrates belief in the campaign.
* Be willing to be listed in campaign publications or as signatory on campaign letters.
* Instill confidence in others in the campaign’s prospects for success.
* When possible, attend campaign events, meetings, and activities.
* Maintain regular communication with the President & CEO to ensure implementation of all aspects of the Campaign Plan.
* Be involved in key leadership prospect strategies, cultivation, and solicitation, as appropriate.

**Campaign Steering Committee**

The proposed Campaign Steering Committee, led by the Campaign Chair (or Co-Chairs), will serve as the lead and core group of volunteers who will share in the overall responsibility for the ultimate success and implementation of the campaign. In this capacity, approximately 6‒10 individuals will be recruited from among existing Board membership and strategically from outside of the Boards, for their talents, strengths, and capacity to make and solicit significant gifts to the campaign. It is recommended that the Committee membership and assignments be reviewed annually to ensure maximum impact.

The proposed Campaign Steering Committee will be asked to assume the following responsibilities:

* Assume ownership for the strategic direction and implementation of the campaign, with particular focus on lead donor identification, cultivation, solicitation, and stewardship (focusing on the top, then higher-mid level prospects on the gift table).
* Make a personally significant gift to the campaign.
* Adhere to the Campaign Plan.
* Be spokespersons for the Case for Support.
* Provide vision and direction on campaign operations and initiatives.
* Identify and provide introductions to lead prospects and other potential campaign leaders.
* Participate in selected prospect cultivation and solicitation visits.
* Participate in regularly scheduled Campaign Steering Committee meetings and conference calls.
* Chair or co-chair ad hoc committees, where identified/if needed.
* Host campaign-related event(s) as appropriate/needed.

The goals of the Campaign Steering Committee will be directed by the Campaign Plan and will evolve to reflect the objectives in each phase of the campaign.

**Campaign Steering Committee Meetings**

Campaign Steering Committee meetings will focus on campaign progress to date, invite feedback, and develop strategies to cultivate and solicit prospective donors. The Campaign Steering Committee meeting is a “hands on” interactive experience that results in successful campaign execution. The Campaign Steering Committee will conduct regularly scheduled meetings and hold periodic conference calls, as required. In addition to the meetings and conference calls, Campaign Steering Committee members will be kept informed and engaged throughout the campaign through other communication vehicles once they are developed, including a regular campaign update. A plan will be developed to support and staff Campaign Steering Committee members as they carry out their assignments.

**Potential Campaign Ad Hoc Committees**

Ad hoc committees will be formed as needed, and may include—but are not limited to— groups organized around the following:

* Gift Type/Amount: For example, a planned giving committee or a committee focused on major gifts.
* Constituency: For example, a committee focusing on grandparents.
* Geography: For example, a committee focusing on prospects in the Midwest.
* Project: For example, a committee focused exclusively on the Preclinical Consortium component of the campaign.

Chairs for each ad hoc committee will be recruited and will:

* Accept responsibility for the success of their committee.
* Believe in the mission of TS Alliance.
* Agree with the campaign Case for Support and adhere to the Campaign Plan.
* Make a personally significant commitment to the campaign.
* Be a well-respected leader.
* Be willing to dedicate sufficient time and energy to implement and lead their respective subcommittees.
* Have the ability to recruit a strong corps of subcommittee members.
* Be willing to approach selected prospective donors and ask for their support.
* Preside at meetings of their subcommittee.
* Where appropriate, attend Campaign Steering Committee meetings.

**Recruiting and Engaging Campaign Volunteers**

Best practices exist for recruiting and engaging volunteer leadership in a campaign. The following are several to consider:

* Campaign volunteer leadership must have job descriptions with clear roles and expectations.
* The role may be tailored to meet specific strengths and interests of committee members.
* Volunteer roles should be set at a strategic and visionary level, with the expectation that staff will be responsible for daily campaign operations and finer points related to campaign management.
* Volunteer leadership must be properly staffed and receive the tools, research, and guidance to achieve their goals.
* Volunteer leadership must have meaningful involvement with TS Alliance that reflects their personal interest in its success and the success of the campaign.

**TS Alliance Campaign Organizational Chart**

Once a consensus is formed around roles and relationships between staff and volunteers, this organizational chart can be refined.

**E. PROSPECT IDENTIFICATION AND RESEARCH MANAGEMENT**

**Overview**

As the distribution of donors in the campaign table of gifts suggests *(see Addendum A)*, most of the campaign goal will be raised from a very small portion of the prospect pool, so each one of these relationships must be handled with care. TS Alliance must follow a best practices approach to prospect management—using a combination of technology and systematic prospect review—to ensure that their efforts remain proposal-driven and donor-centric.

Prospect management begins with the thorough identification and qualification of prospects, including those known to TS Alliance as current donors and top prospects, as well as additional prospects that may be unfamiliar to staff and volunteers. The utilization of advanced research and data management techniques serves to identify and qualify prospects, collect all prospect contacts, place qualified prospects in a prospect management system, establish specific gift targets for selected prospects, and ultimately meet campaign goals.

The Development Associate will oversee data management and analysis in support of the campaign. Working closely with campaign counsel, the President & CEO, the Senior Director, Donor Relations, and the Major Gift Officer, once hired, the Development Associate will capitalize on in depth research, data analysis, and reporting tools to help identify new campaign prospects and assist with fundraising activities.

**Prospect Portfolios**

Prospect portfolios will be assigned to both staff and volunteers strategically with reference to expected gift level and existing relationships. The information in the portfolios, and the data derived from them, will undergo continual review and refinement. Portfolios held by volunteers will be assigned a staff prospect manager who will be responsible for overseeing the relationship’s movement through the solicitation cycle. To ensure the moves management process is regularly and effectively implemented, the following steps will be followed:

* A system of structured prospect screening/strategy sessions to discuss lead and major gift prospects ($50,000 and above) and develop a solicitation strategy for each will be established. These sessions will include all staff involved in face-to-face solicitations; other staff will be invited to attend when appropriate.
* Qualified prospects will be identified in accordance with the Table of Gifts “prospects needed” column.

**“Top 25” Prospect List**

A “Top 25” prospect list will be developed for quick and easy reference by Development staff and flagged on the prospect ratings tab in the database for easy access and export. The “Top 25” list is a living list. As solicitations are completed, those donors are transitioned off the “Top 25” list, and a new prospect takes their place. With this system in place, staff can easily export the “Top 25” list at any time and sort it by name, constituency, prospective gift level, or any other relevant characteristic. For ease of use, exported prospect lists should include pertinent information such as:

|  |  |
| --- | --- |
| * Prospect constituent group * Prospect name * Planning Study gift indication * Philanthropic priority * GPC Capacity Score * Solicitor or solicitation team * Area of interest/campaign priority | * Briefing/cultivation meeting date * Solicitation date * Amount requested * Amount pledged * Status of Gift Agreement/Letter of Intent * Notes/Next actions |

**Solicitation Plans**

Fundraising best practices recognize that most donor prospects require strategic and customized cultivation steps and activities preceding a solicitation, and that these must be tailored to the prospect’s relationship with the institution and inclination to support the campaign. Each lead and major gift prospect should have a solicitation plan that outlines the actions planned to “move” the prospect relationship toward delivering the proposal and, ultimately, closing the gift.

Campaign cultivation is deeply personal and the number of steps needed ranges from one to many. It can take months to years—as long as two years and, on rare occasions, even more—of active cultivation before a gift is formally realized. Campaign prospects will be managed, where appropriate, from cultivation through a gift decision using the process on the following page. All top prospects will have a cultivation/solicitation plan.

**F. MOVES MANAGEMENT STRATEGIES**

**Lead/Major Gift Moves Management Strategies**

Lead and major gifts to the campaign are significant not only in the volume of funds they contribute toward the campaign goal, but also in matters of campaign strategy. Lead and major gifts, including those of Board and Campaign Steering Committee members, give the campaign credibility among all TS Alliance constituent groups. Lead and major gifts also help to raise sights, dramatize the importance of the case, and set the pace for giving throughout the campaign. Each solicitation for a lead or major gift will be instituted in a strategic, sensitive, and deliberate manner and follow a four-step process, also known as the Donor Cycle:

THE DONOR CYCLE

*\*See Addendum G for sample Prospect Management Tracking Process.*

Consistent with the Donor Cycle, TS Alliance should utilize a coding system in Raiser’s Edge with the following codes applied to each prospect:

|  |  |
| --- | --- |
| 1. Identification/Qualification 2. Cultivation 3. Solicitation 4. Stewardship | 1. Declined 2. On Hold 3. Not Viable |

Using a “top-down, inside-out” approach, TS Alliance will identify prospects, assign them to appropriate staff and volunteers, and begin to implement actions that move the relationships forward. Beginning with the Operating and Endowment Fund Boards and the Campaign Steering Committee, the Development staff will then concentrate efforts on securing transformative, lead, and then major gifts. The status of each proposal will be monitored carefully, beginning with these steps:

* A review of the table of gifts to identify specific commitments required to meet project and overall campaign goals; determine where each lead or major gift prospect can be placed in the table of gifts’ prospects column.
* Evaluation and discussion about each lead or major gift prospect’s prior giving to TS Alliance AND to other organizations in order to determine an appropriate stretch gift request.
* Development of appropriate recognition and naming opportunities for selected early lead and major gift solicitations (naming opportunities should also be identified for gifts secured later in the campaign).

**G. DONOR RECOGNITION AND STEWARDSHIP**

A comprehensive donor relations and stewardship plan will play a critical role in the successful completion of TS Alliance’s campaign. It will ensure thoughtful, consistent, and timely support of all donors and their gifts, as well as a more integrated process for stewarding and publicizing gifts before, during, and after the kickoff of the Public Phase of the campaign.

Key attention will be given to lead gift announcements, which allow for strategic opportunities to inspire others to support the campaign with significant and transformative gifts. Lead gifts will be leveraged for maximum public recognition provided such recognition aligns with the wishes of the donor. Timing and precision in announcing large gifts is critical; announcing significant gifts will be conducted using appropriate campaign communication vehicles and/or at appropriate campaign gatherings (such as kickoff or cultivation events).

**Naming Opportunities**

A variety of appropriate naming opportunities at every level of the gift chart are recommended to provide visible recognition and stewardship for each donor. These naming opportunities should be offered strategically to prospects as part of an individualized solicitation plan. However, all naming opportunities should not be offered/secured early in the campaign in order to ensure that some naming opportunities at significant levels are still available for later donors. Gift acceptance and naming policies should be formally approved early in the campaign and must be adhered to by all members of volunteer and staff leadership.

**Summary of Donor Relations and Stewardship Strategies**

* Provide campaign donors appropriate public gift recognition opportunities that celebrate contributions to the campaign and inspire others to become donors.
* Develop a stewardship program that provides consistent and timely communication to campaign donors during and after the campaign, showing the impact of their gifts in compelling ways.
* Create a comprehensive list of naming opportunities at lead gift levels early in the Quiet Phase, but be sure to maintain availability of some naming opportunities into the campaign’s Public Phase in the event that a leadership-level gift is committed much later in the campaign.
* Review existing giving societies and establish new campaign giving societies or circles at higher levels if appropriate; more aggressively market membership in the giving societies.
* Establish guidelines for the recognition of donors in a report to donors (during the Quiet Phase) and a campaign report (during the Public Phase and during wrap-up).
* Leverage existing donor receptions in accordance with campaign phases (e.g., in the Quiet Phase, campaign progress will not be addressed as such at TS Alliance events, but strategically selected campaign donors or gifts toward research priorities may be highlighted at these events).
* Consider adding campaign-specific stewardship events as appropriate.
* Establish a series of campaign messaging ideas for use in TS Alliance’s publications and electronic communication vehicles that celebrate and show impact of campaign gifts (simply as transformative gifts in the Quiet Phase and as campaign gifts once the Public Phase is underway).
* Conduct face-to-face stewardship visits regularly, as appropriate, to offer continued thanks to donors for their support and to share the impact of their giving.
* Profile donors (individuals, couples, and/or groups of donors) in campaign communication vehicles. In stewarding couples, include the significant other of the donor at all times (unless otherwise requested by the donor).

**H. MEASURING CAMPAIGN PROGRESS**

The progress of the campaign must be evaluated on an ongoing basis throughout its duration. Establishing a consistent review process that monitors overall progress of the campaign as well as volunteer and staff efforts is paramount to understanding, reporting, and strategizing current and next steps in the campaign. The President & CEO will have primary responsibility for the oversight of this review process and will provide campaign progress reports to the Campaign Steering Committee, Operating and Endowment Fund Boards of Directors, and staff in a consistent manner. As a result of this regular review, the Campaign Plan may require adjustments, leveraging results to help shape future initiatives that will ensure campaign success.

The progress of the campaign will be monitored and reported on multiple levels, in a number of ways, and against different benchmarks. In a seven-year campaign, specific benchmarks may change annually, but consistency will prevail regarding these general metrics:

* Measure efforts against key metrics, including: number of dollars raised, number of face-to-face visits conducted, number of face-to-face solicitations conducted, number of leadership gifts secured, and number of new lead and major gift prospects identified.
* Measure dollars raised against the campaign table of gifts.
* Review progress of campaign pledge payments.
* Establish and monitor major gift officer metrics for efficiency and success.
* Proactively support and manage volunteers’ efforts to ensure that all assignments are completed and that volunteers stay motivated, informed, and acknowledged.
* Communicate with Board members, Campaign Steering Committee members, staff, and all volunteers regarding overall success to date, recent successes, and goals yet to be achieved; and plan tactics to be employed on a monthly basis.
* Generate campaign update or status reports.

**SECTION 4 – Campaign Communications,**

**Event Planning, and Recognition**

**A. CASE FOR SUPPORT**

A campaign Case for Support is the platform on which a campaign is based and the primary means of cultivating an emotional connection to TS Alliance among all audiences. The Case for Support, drafted by Graham-Pelton as a condensed version of the Research Business Plan, should be refined in accordance with feedback gathered during the Planning Study and shared by TS Alliance as appropriate during the Organizational, Quiet, and Public Phases of the campaign to educate and motivate constituents regarding campaign funding priorities. Two critical questions should be answered within the Case for Support: Why should I support TS Alliance, and why now? Keeping in mind the varied audiences who will read the case, the writing should be clear and concise and without an overuse of institutional jargon. It is critical to have documentation to support the anticipated outcomes of the project.

In developing a Case for Support, answers to these questions should be ascertained:

* **The problem and the opportunity:** What are current challenges that led to identifying the funding priorities?
* **Proposed solution:** What is TS Alliance’s plan for addressing the challenges above? Why does this require funding beyond current levels? What are the intended uses of funds raised?
* **The goal:** What will the proposed solution accomplish? Though extensive description of the campaign projects will not be included in the Case for Support\*, the outcome of their implementation will.
* **Beneficiaries of support:** Who benefits from the research priorities TS Alliance has identified? What is the expected quantifiable impact, both for individuals directly impacted by TSC and their families?
* **Organizational mission alignment:** How will the successful attainment of the campaign funding priorities help TS Alliance fulfill its mission and vision?
* **Timeliness of need:** Why should someone give to these projects now?

*\*Later, donor-specific proposals will include detailed language pertaining to projects of interest to the prospect in question, timelines, and explanations of the various ways gifts and pledges can be committed to the project. (As the campaign evolves, recognition/ naming opportunities must be available according to levels of gifts.)*

**B. CAMPAIGN PHASE COMMUNICATIONS STRATEGIES**

A communications plan for TS Alliance’s comprehensive campaign will support an aggressive, well-organized fundraising program that will fulfill the objectives of the Case for Support. It builds on organizational overall marketing and branding efforts to consistently communicate key messaging to targeted audiences and effectively recognize and acknowledge all donors. It will employ various tools and means of communication to efficiently reach designated audiences. Funding for campaign communications, including printed materials and videos, should be included in the projections for campaign expenses and reflected in the campaign budget.

TS Alliance’s campaign communications plan is organized into four specific stages, each of which is associated with one or more of the campaign’s phases. The first stage of communications is associated with the campaign’s Organizational and Quiet Phases. The second communications stage is associated with the campaign announcement and Public Phase kickoff. The third communications stage runs concurrent with the campaign’s Public Phase. Finally, the fourth and last campaign communications stage celebrates the campaign’s successful completion and wrap-up.

Detailed communication plans for each of these stages will be developed at appropriate times by TS Alliance Development and Communications staff. Each stage’s plan will be directed toward designated audiences and should include: overall goals for the communications plan; objectives regarding messaging and vehicles of delivery; specific strategies, including donor recognition; content and design implementation; and execution steps (calendar, work plan, metrics, and budget).

**Organizational and Quiet Phases:** During the Organizational and Quiet Phases, communication efforts will be directed primarily toward Board members, Campaign Steering Committee members, and select lead and major gift prospects. Messaging focuses on the “insider” Case for Support, articulating priorities, and demonstrating what the campaign means to TS Alliance’s ability to deliver on its mission in support of those affected by TSC.

Communication objectives include:

* Developing communication methods (e.g., one-on-one briefing presentations, PowerPoint presentations for receptions, donor/stakeholder newsletter) based on the Case for Support that inform “insiders” of the goals, objectives, successes, and opportunities of TS Alliance in conjunction with the campaign priorities as outlined in this plan.
* Developing messaging that demonstrates in a compelling way how TS Alliance can affect positive outcomes through this campaign effort.
* Creating appropriate materials for campaign volunteers.
* Developing appropriate donor proposals and gift agreements.
* Raising the visibility of TS Alliance overall and enhancing contacts and relationships with key prospects as well as other members of the local community.

Communication activities include:

* Drafting, refinement, and approval of a formal Case for Support.
* Initiating early work on a campaign theme and logo for use as campaign progresses.
* Preparing executive briefing and solicitation presentations based on the components of the Case for Support.
* Developing content for inclusion on TS Alliance’s website during the Public Phase.

**Campaign Announcement/Kickoff Stage (in advance of Public Phase):** As the Quiet Phase of the campaign nears completion, preparation must be made for specific communication strategies that will effectively “kick off’ the campaign and launch it into the Public Phase.

* Messaging will include the core Case for Support messages, but with additional messaging and facts that capture the early successes of the campaign, while highlighting those individuals whose leadership gifts and commitment to TS Alliance are helping set the stage for success.
* A specific communications plan for the formal campaign “kickoff” event will be developed, including:
* Identification of key speakers and lead donors to be recognized.
* Drafting of event talking points.
* Potential unveiling of a campaign video (with additional videos to follow).
* A specific communications plan for announcing the campaign to the media will be developed as necessary and appropriate.
* Communications vehicles that may be developed/utilized during this stage for formal announcement of the campaign might include:
* Campaign newsletter
* TS Alliance campaign website
* Campaign video
* Existing TS Alliance publications
* Email blasts
* Social media

**Public Phase:** In this phase, a shift toward much broader solicitations will occur. Communications expand into many vehicles to reach multiple audiences, especially at strategic times and with key constituencies. Public Phase messaging reinforces the overall vision and case, but as the campaign approaches its goal, messaging outwardly conveys the excitement of going over the top—and reaching a successful conclusion. During the Public Phase of the campaign, efforts will be intensified to encourage the publication and posting of stories about TS Alliance, enhancing both the organization’s and the campaign’s visibility. Significant leadership/major gifts will be appropriately publicized in accordance with donor wishes. Campaign volunteer profiles and testimonials may also be developed and shared through various media. Strategies for this stage may include:

* Campaign-related print/email – Donor proposals, brochures, press releases, letters of intent (LOIs), gift agreements, campaign Case for Support publication, invitations, stewardship materials, direct mail appeals, targeted emails, and TS Alliance publications.
* Campaign website – Updated with calls to action, donor profiles and testimonials, campaign success measurements, and updates.
* Social media – Coordinated and strategic use of TS Alliance’s social media presence to share campaign messaging.
* Events – Events must be appropriate to the audience and occasion and, when possible, address multiple goals. Events can include: campaign kickoff, combination events in tandem with other TS Alliance events (such as leadership giving society events), and donor recognition events.
* Campaign video – A video that makes the case for the campaign projects can be developed and utilized for personal meetings, shared at events, and posted on the website. Multiple videos can be made; iPads for demonstration and sharing may be of use for this.

**Celebration/Wrap-up:** As the campaign concludes, the audience is at its broadest. Messages must capture the campaign vision, celebrate the people and groups who have contributed to the campaign’s success, and recognize donors and volunteers for their roles. Donor reports are developed and distributed to recognize the commitments donors have made leading to the campaign’s successful conclusion, and to share campaign impact stories and data. Media outlets are also notified regarding the campaign goal attainment and impact, as appropriate.

*\*Additional information on campaign collateral and communications materials is presented in Addendum H.*

1. **CAMPAIGN EVENTS**

Existing TS Alliance events will be leveraged when possible to promote the campaign, cultivate and steward donors, identify new prospects, and further engage constituents. The scheduling of these activities should be strategically evaluated to increase their value to the campaign. These events will provide an extended cultivation opportunity for lead gift donors.

New events will be considered based on achieving strategic campaign goals. These can include customized small group events, such as dinners with the President & CEO, Campaign Chair(s), and select Board or the Campaign Steering Committee members. Regional gatherings may also be incorporated into the Public Phase.

Campaign stewardship events may range in size from simple dinner or cocktail parties to large project launches or “ribbon cuttings” for significant naming opportunities. Invitations to these events provide opportunities to steward campaign supporters and cultivate prospective donors.

**Addendum A:**

**Gift Table for $40 Million Campaign**

The following table summarizes gifts required to raise $40 million. The ultimate campaign goal and Table of Gifts may be adjusted, as necessary, following solicitation of the top gift prospects to support the campaign during the Organizational and Quiet Phases.

**$40 Million Table of Gifts**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Gift Level** | **Number of Donors Needed** | **Number of Prospects Needed** | **Providing** | **Cumulative**  **Total** |
| $5,000,000 | 1 | 4 | $5,000,000 | $5,000,000 |
| $2,500,000 | 3 | 12 | $7,500,000 | $12,500,000 |
| $1,000,000 | 5 | 20 | $5,000,000 | $17,500,000 |
| $500,000 | 10 | 40 | $5,000,000 | $22,500,000 |
| $250,000 | 20 | 80 | $5,000,000 | $27,500,000 |
| $100,000 | 35 | 140 | $3,500,000 | $31,000,000 |
| $50,000 | 65 | 260 | $3,250,000 | $34,250,000 |
| $25,000 | 100 | 400 | $2,500,000 | $36,750,000 |
| $10,000 | 120 | 480 | $1,200,000 | $37,950,000 |
| Less than $10,000 | Many | Many | $2,050,000 | $40,000,000 |

**Addendum B:**

**Pledge and Cash Flow Projections**

In order to estimate pledge and cash flow, specific assumptions are used to guide solicitation and pledge fulfillment parameters. The below campaign pledge and cash flow targets should be viewed in light of the following:

* Figures shown below assume five-year pledge cycles for all commitments. However, some donors may choose to fulfill their pledges in fewer than five years, while others may take more than five years. In particular, pledge commitments of $1 million or more may be extended to seven-year pledge cycles (not reflected in projections below).
* Pledge and cash flow vary for every organization, but pledge peaks generally arrive in years 2‒3 followed by cash flow peaks 2‒3 years later. The figures cited below are for demonstration purposes only and should not be interpreted as predictions of what will be raised.
* Expected cash flow should be regularly reassessed based upon the strength of the donor pipeline at any given point in the campaign lifecycle.
* Advance Phase Gifts cited below fall within the campaign counting period as defined by the TS Alliance Campaign Counting Policy (*see addendum*) but are not added into projected totals at this time.
* Targets can only be reached with a disciplined approach to campaign management.
* Of the commitments made in year one:
* 75% will make a payment in the current year
* 25% will defer a first payment to year two
* Of the commitments made in year two:
* 60% will make a payment in the current year
* 40% will defer a first payment to the following year
* Of the commitments made during the remaining years:
* 50% will make a first payment in the current year

**Pledge and Cash Flow Targets – $40 Million Campaign**



**Addendum C:**

**Sample Campaign Budget Worksheet**

The campaign budget, when available, may be detailed here by TS Alliance Development staff. A sample campaign budget worksheet is included below.



**Addendum D:**

**Recommended Metrics and ROI for Major Gift Officers**

In order to determine metrics goals of major gift officers, industry best practices are used to guide parameter ranges and measures. The below major gift officer (MGO) metrics recommendations are based on the following assumptions:

* Once metric ranges are in place, actual goals will be set with consideration toward the different classifications of prospects, as well as the skill and experience of individual MGOs.
* A balance will be struck between activity-based metrics and dollar-based metrics to ensure relationship management as well as fundraising goals are achieved.

**TS Alliance: MGO Metrics for Consideration**

|  |  |
| --- | --- |
| **Portfolio Size: 100‒120 Prospects** | |
| **Activity-Based Metrics** | **Dollar-Based Metrics** |
| # Contacts, including Calls and Correspondence (ex: 80‒100/month) | # Proposals Delivered/Solicitations   (ex: 15‒30/year) |
| # Meaningful Face-to-Face Meetings with Prospects in Portfolio (ex: 10‒15/month) | Total Dollar Value of Proposals Submitted |
| # Visits with Prospects that include Campaign Volunteers | Annual Fundraising Goal (Ex: $1.5M) |
| Timely Submission of Completed  Contact Reports in Raiser’s Edge  (ex: within two weeks of contact) | % Total Dollars Raised in Cash Gifts/Pledges and Planned Gifts |
| # Active Prospects Moved Forward in Solicitation Process (ex: 60‒85%/year) | Planning and Executing Contacts/Visits within the Parameters of the Development Budget |

**Portfolio Distribution Example:**

40% - Qualification

25% - Cultivation

20% - Late Stage Cultivation/Solicitation

15% - Stewardship

**Measuring Major Gift Officer ROI**

The returns on investment into a major gifts program are greatly influenced by the individual characteristics of major gift officers and other contributing factors present at the institution, including:

|  |  |
| --- | --- |
| **Major Gift Officer Characteristics  that Influence ROI** | **Contributing Institutional Factors  that Influence ROI** |
| # Years of Experience in Successful  Major Gifts Fundraising | Depth and Breadth of the Prospect Pool |
| Personal Affinity for the  Institution’s Vision/Mission | Clearly Defined Goals and Processes |
| Ability to Articulate the Case for Support | Compelling Case for Support Embraced by All Stakeholders |
| Willingness to Take a “Team Approach” to Advance Donor Relationships as Needed | Opportunity for Regular Review of  Portfolio Assignments and Progress |
| Willingness to Travel | Distribution of Donors in Major Gift Officers’ Portfolios |
| Participation in Scheduled Meetings to Review Prospects | Effective and Efficient Data Systems and Reporting Processes |
| Focused, Prioritized, but Comprehensive Activity among All Tiers of Prospects | Investments Made to Major Gift Officer Training and Professional Development Opportunities |
| Awareness of and Participation in  Activities and Events | Full- versus Part-Time Assignment of  Soliciting Major Gifts |
| Rapport-Building with Key Stakeholders, Including Campaign Volunteers | Accurate and Comprehensive  Prospect Research |

*\*While in the Quiet Phase of a campaign, an experienced full-time major gift officer with a robust portfolio of qualified and screened major gift prospects has the potential to have an ROI greater than 1000%. A more conservative approach must be taken toward new or less experienced major gift officers, and growth-oriented expectations should be derived from industry best practices.*

**Addendum E:**

**Pledge Commitment Form**

This serves as our written commitment to establish the **[Name of Program or Initiative]** at the Tuberous Sclerosis Alliance, a leadership investment gift for the Investment to Accelerate Research, with the following goals:

* [Goals]

Contribution Amount: **$.**  Payable over: **Five years (see schedule) with the**

**flexibility to accelerate payments based on**

**donor desire**

**Pledge Payment Schedule Amount TS Alliance Written Progress Reports Due Update Calls**

December 1, 2020 $000,000 June 30 and December 31, 2020 April and October

December 1, 2021 $000,000 June 30 and December 31, 2021 April and October

December 1, 2022 $000,000 June 30 and December 31, 2022 April and October

December 1, 2023 $000,000 June 30 and December 31, 2023 April and October

December 1, 2024 $000,000 June 30 and Final Report January 31, 2025 April and October

**Recognition**

In grateful recognition of the impact of this gift on the future of TS Alliance and to encourage similar giving, the gift may be publicized to outside parties, subject to donor approval. [DONOR NAME(S)] will be proudly recognized in a manner that is in accordance with TS Alliance policies and consistent with the donor’s intent.

TS Alliance may publicly acknowledge donors by name Yes No

TS Alliance may publicly acknowledge the amount of this commitment: Yes No

TS Alliance may list us in publications: Yes No

Please list us as:

**Preferred Address for Receiving Progress Reports:**

Address:

City, State, Zip:

I prefer to receive reports electronically by email at:

**Modification**

In the event future developments make it impracticable for TS Alliance to carry out the specific terms of this Pledge Commitment, the President and Chief Executive Officer shall have the discretion to direct funds for a purpose as close as possible to the Donor’s original intent. With the written consent of the Donor, TS Alliance may change the terms of this Pledge Commitment for a beneficial purpose at TS Alliance, consistent with legal requirements for the use of charitable funds.

Donor Information: [Name/s]

[Address Line 1]

[Address Line 2]

Signed: Date:

Signed:­­­­­­­­ Date:

On behalf of TS Alliance: Kari Luther Rosbeck

President and Chief Executive Officer

Signed: Date:

**Addendum F:**

**TS Alliance Gift Acceptance Policy**

**I. General Statement of Policy**

The following pages outline the TS Alliance policy regarding the types of assets and the forms of gifts the organization accepts. The policy also describes administrative responsibilities and procedures developed in connection with TS Alliance fundraising programs. By defining the types of gifts that are acceptable, the different forms gifts may take, and the requirements for accepting gifts, these guidelines will facilitate the appropriate use of and accountability for gifts received by the TS Alliance and TS Alliance Endowment Fund.

The purpose of this Gift Acceptance Policy is also to provide TS Alliance administration, Development staff, and volunteers with guidelines that enable them to assist prospective donors, their families, and advisors in making gifts to the organization. The ideal gift to the TS Alliance or TS Alliance Endowment Fund is one that is both consistent with the donor’s intent and financial plans, and also supports the TS Alliance’s stated goals and programs without imposing undue financial or legal burden on the organization. Unrestricted gifts are always preferred as they provide the TS Alliance and TS Alliance Endowment Fund with maximum flexibility to direct resources where they are most needed. However, should a donor choose to restrict a gift for a specific purpose, the primary consideration for acceptance will be whether the gift supports a priority defined by the TS Alliance.

In concurrence with the adoption of this policy, the TS Alliance shall move to establish a Gift Committee to make decisions on gift acceptance as outlined in this policy. For example, in instances in which a donor may wish to restrict a gift to a project or cause beyond the TS Alliance’s recognized priorities or to extend pledge fulfillment beyond the expected five-year cycle, the Gift Committee would be charged with making the ultimate decision regarding the appropriateness of gift acceptance. The Gift Committee shall consist of the TS Alliance’s President & CEO, the Chief Financial Officer, the Senior Director, Donor Relations, the Operating Board Chair, and the Operating Board Treasurer. When the gift in question includes an endowment component, the Endowment Fund Board Chair will also sit on the Gift Committee. The role of the Gift Committee is further defined in Section II of this policy.

While this policy supplies important information for donors and enables the Development staff to appropriately inform and guide them, the TS Alliance will not provide tax, financial, or legal advice to donors. All donors shall rely on their own personal advisors for tax, legal, financial, and other advice concerning their gifts. Furthermore, the TS Alliance will not serve as agent under power of attorney, nor as estate executor, administrator, or personal representative in any instance on behalf of a donor.

The TS Alliance complies with all Internal Revenue Service and State of Maryland procedures and laws governing nonprofit corporations. The TS Alliance sends tax receipts for all gifts received during the previous calendar year.

The policies and responsibilities within this Gift Acceptance Policy are drafted in accordance with Generally Accepted Accounting Principles (GAAP), the Financial Accounting Standards Board (FASB), and guidelines published by the Nonprofit Risk Management Center. These guidelines are subject to change, in keeping with TS Alliance mission and programs, without prior notice by the organization. The TS Alliance has the right to decline any gift that may not be in the best interest of the organization.

**II.   Responsibilities**

The Operating Board of Directors of the TS Alliance has full and final authority over all policies and procedures for solicitation activities and acceptance of all gifts to the TS Alliance. In cases in which an endowment gift is under consideration, the Endowment Fund Board Chair will be consulted on policies and procedures. Operationally, the President & CEO is charged with implementing policy and making day-to-day decisions.

The Gift Committee as defined in Section I of this policy reviews all gifts that do not clearly support recognized TS Alliance-defined priorities, as well as gifts that are revocable or conditional. It also reviews certain gifts as prescribed throughout this policy. The Gift Committee shall solicit input from any concerned Development staff and/or TS Alliance representatives as necessary. The Gift Committee will make every effort to ensure that:

* Gifts impose no undue financial burdens on the TS Alliance.
* Gifts do not expose the TS Alliance to liabilities, material or personal.
* Gifts place no undue burden on any TS Alliance resources.
* Gifts do not subject the TS Alliance to adverse publicity.
* Gifts do not involve any conflicts of interest.

The Gift Committee will ensure that gift agreements include language to provide the organization with flexibility to redirect gift monies appropriately (to a related purpose) in the event that the original restriction is obsolete, inappropriate, or impracticable. The Gift Committee meets on an ad hoc basis and will accept or refuse a gift by unanimous decision or else forward the gift offer to the Operating Board of Directors for a decision. In cases in which an endowment gift is under consideration, the Endowment Fund Board Chair will also be consulted. If necessary, the Gift Committee will seek the advice of retained counsel (an outside, independent source) on accepting a gift. To ensure complete objectivity, no Directors or members of the TS Alliance community will serve as legal counsel.

The President & CEO and the Senior Director, Donor Relations, are the organization’s lead fundraisers. They are responsible for achieving the TS Alliance’s fundraising goals, executing the fundraising program, and establishing fundraising policies and priorities.

All fundraising efforts, campaigns, and appeals made on behalf of the TS Alliance must be approved by the President & CEO or the Senior Director, Donor Relations. No general or group solicitation of funds for specific purposes may be undertaken by any staff, department, or operating unit of the TS Alliance without approval. Solicitation of all gifts from individuals, foundations, or corporations must be cleared through the President & CEO or the Senior Director, Donor Relations.

The President & CEO and the Senior Director, Donor Relations, are supported by the Development staff, all of whom play a role in securing appropriate gifts to the TS Alliance from private sources. Gifts may come from a variety of sources and generally fall into four categories: annual gifts, corporate and foundation gifts, major gifts, and planned gifts. Development staff members include gift officers, as well as those charged with managing services such as gift processing, prospect research, donor stewardship, and community relations.

**III. Definitions**

1. **General**

* A **gift** is defined as a voluntary, irrevocable transfer of assets from an individual or private organization to the TS Alliance or TS Alliance Endowment Fund. Any offer of revocable or conditional gifts must be presented to the Gift Committee for review before acceptance.
* A **non-cash gift** refers to a gift of any asset other than cash or check. This includes marketable securities, closely held stock, real estate, tangible personal property, and life insurance.
* A **gift in kind** is a gift of tangible items, such as equipment or supplies, as well as contract or professional services.
* A **pledge** is defined as a written statement of an intention to make a gift or grant signed by the donor or her/his authorized agent.
* A **pledge commitment form** is a non-binding, written statement of a donor’s intention to make a gift. It exists to ensure that the wishes of the donor are understood and accepted by both the donor and the TS Alliance or TS Alliance Endowment Fund.
* A **bequest** is defined as a gift by will of funds or personal or real property.
* A **bequest intention** is the written notification by a donor that the TS Alliance Endowment Fund or TS Alliance is a beneficiary of a donor’s estate.
* A **grant** is defined as a voluntary transfer of assets or awards for specific or general purposes to the TS Alliance from a corporation, a foundation, or in some cases a government agency or association.

1. **Non-Cash Gifts**

* **Real Property** is defined as land, buildings erected on or affixed to land, and rights (e.g., mineral, air, water) and easements connected with land.
* **Tangible Personal Property** is defined as movable and physical objects such as works of art, books, antiques, furniture, merchandise, equipment, clothing, or animals.
* **Securities** are defined as marketable securities, options, and closely-held stock.

1. **Planned Gifts**

* A **Planned Gift** is a gift in which the donor makes a commitment to the TS Alliance Endowment Fundor TS Alliancebut the receipt of funds from the gift may be delayed until a future time. The gift may be made either as a deferred (i.e., Charitable Remainder Unitrust, Charitable Remainder Annuity Trust) or outright gift (i.e., Charitable Lead Trust).
* A **Charitable Remainder Unitrust** is an irrevocable trust that provides income to beneficiaries based upon annual valuation of the trust’s assets. At the time the unitrust is created, the donor specifies a fixed percentage of not less than five percent to be paid to income beneficiary(ies) for life or for an expressed number of years up to 20 years. At the end of the expressed number of years, or upon the death of the beneficiary(ies), the remaining balance of the trust is transferred to the TS Alliance Endowment Fund or TS Alliance.
* A **Charitable Remainder Annuity Trust** is an irrevocable trust that pays the income beneficiary(ies) a fixed dollar amount annually, no matter how much the trust earns. The amount must be specified in the trust instrument as either a dollar figure or a percentage (not less than five percent) of the initial value of the asset used to fund the trust. At the end of the expressed number of years or upon the death of the beneficiary(ies), the remaining balance of the trust is transferred to the TS Alliance Endowment Fund or TS Alliance.
* A **Deferred Charitable Remainder Annuity Trust** is a Charitable Remainder Annuity Trust that allows for payment of the annuity to start at a later time than the date of the gift.
* A **Charitable Gift Annuity** is an irrevocable transfer of money or property to the TS Alliance Endowment Fund or TS Alliance in exchange for which the TS Alliance promises to pay the donor and a survivor, if designated, fixed annual payments for life.
* A **Charitable Lead (Income) Trust** is a trust that pays income to the TS Alliance Endowment Fund or TS Alliance for the life of the trust, after which time the principal is paid back to the donor or to the beneficiary(ies) of the donor’s choice.
* A **Retained Life Estate** is a gift of a residence or farm to the TS Alliance Endowment Fund or TS Alliancewhere the donor reserves the right to occupy or use the property for life, or for the lifetime of more than one tenant, after which the residence or farm becomes the property of the TS Alliance Endowment Fund or TS Alliance.

1. **Restricted and Unrestricted Gifts**

* **Donations Without Donor Restrictions** are those given by donors to be used for general operations or organizationally-defined priorities with no limitation, prohibition, or constraint on the specific purpose or use of the gift funds regardless of any subsequent designation by the TS Alliance or TS Alliance Endowment Fund.
* **Donations With Donor Restrictions** are those given for a specific purpose set forth in writing by the donor. Contributions can be time restricted, purpose restricted, or both, depending upon the donor’s intentions. In the case of restricted gifts, the primary consideration for acceptance should be whether the gift supports a recognized priority as defined by the TS Alliance or TS Alliance Endowment Fund.

**IV. Specific Gift Acceptance Information**

**A.  Current Gifts**

* **Cash:** The TS Alliance accepts all cash gifts in the form of currency, check, electronic funds transfer, government allotment, or credit card payment. If, during the processing of the gift, it appears that the gift is derived from an illegal or immoral source, it will not be accepted.
  + Checks are to be made out to the TS Alliance.
  + Gifts and payments on pledges may be made by credit card. Credit card information can be received through the mail, over the phone, or online. Online donation forms meet all of the Payment Card Industry Data Security Standards (PCI-DSS). Credit card payments made by mail or phone are processed no less than once each week. The TS Alliance accepts the following credit cards:
* VISA
* MasterCard
* American Express
* Discover
* **Pledge:** The TS Alliance accepts all pledges for donations supporting recognized priorities of the TS Alliance. Pledge periods longer than five years require Gift Committee approval.
* **Securities:** The TS Alliance accepts publicly traded securities as outright gifts or as payment toward pledges. Such gifts are valued at the mean market value on the date of the gift in accordance with IRS regulations and will be sold in a timely manner.
* Closely held securities, those not traded on an exchange or over-the-counter, will require Gift Committee review.
* Gifts of stock are normally made through the TS Alliance’s broker. Stock transfer instructions will be provided to donors by the TS Alliance upon request.
* On occasion, actual stock certificates are received. Stock certificates should be accompanied by a letter of intention signed by the donor so they may be processed by the TS Alliance’s broker.
* **Gifts in Kind:** The TS Alliance may accept non-cash donations of materials, logistical support, or long-lived assets. Gifts in kind include such items as equipment, software, meals, plane tickets, printed materials, etc., and are subject to review of the Gift Committee. Valuation of gifts in kind will be consistent with those standards articulated by the Financial Accounting Standards Board (FASB). Gift values may be counted toward fundraising goals as determined by the Gift Committee.
* **Gifts of Service:** The TS Alliance accepts waivers of professional fees for services such as legal, consulting, etc. The TS Alliance will record these gifts and acknowledge the donor appropriately. However, these gifts are not counted toward fundraising goals.
* **Tangible Personal Property:** The TS Alliance may accept donations of artwork, books, equipment, collections, and other tangible personal property. The President & CEO will evaluate all offers of such property, referring the matter to the Gift Committee for consideration if needed. If the gift is not suitable for use by the TS Alliance, it must be readily marketable. In cases in which donor intent is for the TS Alliance to benefit from a sale of personal property, it is preferable for the donor to sell the property on their own and donate the proceeds. Acceptance of a gift of personal property is conditional on the donor’s agreement to be responsible for associated costs such as appraisal, transportation, insurance, etc. All gifts of property with a value greater than $5,000 must be accompanied by an appraisal (from an independent, licensed appraiser) made within 60 days of the gift. No tangible property will be accepted that obligates the TS Alliance to ownership in perpetuity without approval of the Gift Committee.
* **Real Estate:** Review and approval by the Gift Committee is required for all real estate gifts prior to acceptance. Gifts of real property will be credited at their fair market value, as determined by a qualified independent appraiser retained by the donor.
* **Matching Gifts:** Donors must obtain matching gift instructions from their company and submit the required information to the TS Alliance for verification. Gifts made on behalf of individual donors by community foundations, donor-advised funds, family foundations, corporations/employers, and other third-party organizations count for donor recognition purposes but are not tax-deductible contributions for the donor. Although the donors responsible will receive recognition in the form of a soft-dollar credit, such contributions from third parties cannot be processed as payments on previously recorded pledges from individual donors.

**B.  Deferred Gifts**

* **Life Insurance:**The TS Alliance accepts beneficial distributions from whole and term life insurance policies where the TS Alliance Endowment Fund or TS Alliance is a named beneficiary.

The TS Alliance accepts fully paid-up whole life insurance policies when the donor relinquishes ownership by assigning all rights, title, and interest to the TS Alliance. The Gift Committee will review offers of whole life insurance policies not fully paid-up on a case-by-case basis. If the Gift Committee accepts a policy, it shall also decide whether to cash it in for the current surrender value, convert the policy to a paid-up policy, or continue to pay the premiums.

The TS Alliance further accepts term life insurance policies when the donor relinquishes ownership, and the donor is at least 75 years of age at the time of the gift commitment. If the donor pays future premiums on a policy with no cash surrender value, the future premiums will be recorded as gift receipts, but the value of the policy will not be recorded until such time as a disbursement is issued.

* **Retirement Plans and IRAs:** The TS Alliance accepts beneficial distributions from retirement accounts where the TS Alliance Endowment Fund or TS Alliance is a named beneficiary.
* **Bequests, Trusts, and Gift Annuities:** The TS Alliance accepts testamentary bequests from wills and trusts where the TS Alliance Endowment Fund or TS Alliance is a named beneficiary. Bequests less than $25,000 received without designation or stated intent will automatically be directed toward the TS Alliance’s unrestricted current operational funds. Bequests of $25,000 or more received qualify for a named fund with or without restriction.

Bequests of tangible property and real estate will be evaluated as stated in the paragraphs above. Trusts referenced include revocable trusts and irrevocable charitable remainder and lead trusts. The TS Alliance will agree to serve as trustee for irrevocable trusts, at the donor’s request, subject to Gift Committee approval.

**V.** **Gift Valuation**

The TS Alliance will value donations for gift crediting purposes in accordance with its internal procedures reflecting, in general, the reporting standards suggested by the Financial Accounting Standards Board (FASB). Valuation and credit will be independent of the valuation and date of the gift as reported by the donor to the Internal Revenue Service, or the value placed on the gift by the Internal Revenue Service for federal income tax purposes. Such valuation may also differ from valuation for financial statement purposes as required by FASB.

Gifts of real property will be credited at their fair market value as determined by a qualified, independent appraiser retained by the donor. Gifts of tangible personal property will be credited at their fair market value as determined by a qualified, independent appraiser retained by the donor if the value is greater than $5,000. If there is no market for an asset (i.e., gift of property), the gift will be recorded with a value of one dollar ($1.00).

The TS Alliance reserves the right to decline non-cash gifts or illiquid assets. No gift of real or personal property will be accepted if such acceptance would cause the TS Alliance to incur a financial or other obligation (to display, store, insure, clear of legal restrictions, sell, etc.) which the Gift Committee deems to be burdensome.

The TS Alliance reserves the right to dispose of gifts of property (including real property, securities, and personal property) at any time unless otherwise agreed to with a donor. Generally, the TS Alliance will sell any real property or securities as soon as practicable after receipt. No commitment will be made regarding the retention or investment of a gift asset unless specifically authorized by the Gift Committee. Where such a commitment is important to the donor, the gift will be referred to the President & CEO who will then seek review by the Gift Committee before authorizing a commitment to retain or invest a gift asset.

In all cases, the responsibility for substantiating the value of any gift to the Internal Revenue Service belongs to the donor. No TS Alliance representative, or person retained by the TS Alliance, shall perform valuations or appraisals of a gift of property for a donor’s tax purposes.

**VI. Changes to Gift Acceptance Policy**

This policy shall be approved by the TS Alliance Operating and Endowment Fund Boards of Directors. The Gift Committee will receive and review any proposed amendments to or deviations from this policy and forward them as appropriate for Board approval. The Gift Committee will conduct an annual review of this policy at the beginning of each calendar year.

Approved by TS Alliance Board of Directors: DATE

Approved by TS Alliance Endowment Fund Board of Directors: DATE

**Addendum G:**

**TS Alliance Campaign Counting Policy**

The TS Alliance Campaign Counting Policy details rules for the inclusion of a gift in campaign totals. The terms detailed within this document are in alignment with industry standards and should be considered in alignment with the TS Alliance Gift Acceptance Policy.

**I. Campaign Counting Period**

The TS Alliance Board of Directors voted on October 4, 2019 to proceed with a fundraising campaign in support of its Investment to Accelerate Research business plan. Campaign counting began concurrent with the start of the campaign’s Quiet Phase on January 1, 2020. An expected campaign close date of January 31, 2026 will be confirmed as campaign progress is assessed during the Public Phase.

**II. Gift and Pledge Cycle**

In order to fulfill their campaign goals, the TS Alliance will accept new gifts of cash and pledges, generally payable over five years. Pledges need not be fully satisfied over the official campaign counting period. A pledge received on the last day of the campaign will be counted in campaign totals, though pledge payments may extend into the following five years.

**III. Gifts Received Prior to Campaign Counting Period**

Gifts received prior to the official campaign counting period will be included in campaign totals under the following conditions:

1. The gift or pledge was in support of a funding initiative that is part of the Investment to Accelerate Research campaign and was dated on or after January 1, 2019.
2. The gift or pledge was not counted toward a previous campaign.

**IV. Gifts to Previous Campaigns**

Gifts made to a previous campaign will not count toward the current campaign. However, documented increases in the value of a planned gift previously counted at a lower level may count toward the current campaign.

**V. Valuation and Reporting Standards**

The TS Alliance will value donations for gift and campaign credit purposes in accordance with its internal procedures reflecting, in general, the reporting standards suggested by the Financial Accounting Standards Board (FASB). Such valuation and credit will be independent of the valuation and date of the gift as reported by the donor to the Internal Revenue Service, or the value placed on the gift by the Internal Revenue Service for federal income tax purposes. Such valuation may also differ from valuation for financial statement purposes as required by FASB.

**VI. Types of Campaign Gifts**

The TS Alliance will accept the following types of gifts in support of its campaign:

1. New gifts of cash
2. New documented pledge commitments
3. Gifts of securities
4. Gifts of real or other tangible personal property
5. Deferred or planned gift commitments

For detailed information on policies governing the acceptance of each of the above gift types, please refer to the TS Alliance Gift Acceptance Policy.

**VII. Multi-Year Campaign Pledge Commitments**

Gift intent letters or pledge agreements must be provided in writing and signed by the donor for all multi-year pledge commitments. Conditional pledges, such as challenge gifts or gifts contingent upon moving forward with a certain project, may be counted in campaign totals provided documentation of the pledge is submitted in the form of a pledge agreement and there is reasonable expectation that the conditions under which the pledge was made will be met.

**VIII. Campaign Pledge Cycle Extension**

The TS Alliance will consider extending the campaign pledge payment period beyond five years to maximize leadership gifts of $1,000,000 or more. With the approval of the Gift Committee (see Sections I‒II, TS Alliance Gift Acceptance Policy), the TS Alliance may consider longer pledge payment schedules not to exceed seven years and will do so on a case-by-case basis and in conversation with donors.

**IX. Deferred Gift Commitments**

During the lifetime of the current campaign, the TS Alliance will count deferred gifts toward campaign totals provided they support Investment to Accelerate Research campaign priorities, the donor provides written documentation of his or her gift intention, and:

1. In the case of revocable planned gifts, the donor reaches 75 years of age or older during the period of the campaign.
2. In the case of irrevocable planned gifts to which the TS Alliance is a partial beneficiary, the donor reaches 75 years of age during the period of the campaign.

**X. Restricted Gifts**

Gifts and pledges made in support of specific campaign priorities are considered restricted gifts when made with written documentation of intent provided by the donor. Allocation of restricted gifts within the intended project is at the discretion of the TS Alliance unless otherwise specifically agreed to in writing with the donor.

**XI. Gift Reporting and Counting Guidelines**

The TS Alliance will count and, for donor recognition purposes, report campaign gifts in three categories: outright gifts and pledges, irrevocable deferred gift commitments, and revocable deferred gift commitments. Outright gifts and pledges will be counted at face value and further categorized by project designation, if any. Irrevocable and revocable deferred gifts will be counted at face value in separate categories, respectively, and designated as outlined in Section IX of this policy at such time as they may be realized.

**XII. Changes to the Campaign Counting Policy**

This policy shall be approved by the TS Alliance Board of Directors. The Gift Committee will receive and review any proposed amendments to or deviations from this policy and forward them as appropriate for Board approval. The Gift Committee will conduct an annual review of this policy at the beginning of each calendar year during the lifetime of the current campaign.

Approved by TS Alliance Board of Directors: DATE

Approved by TS Alliance Endowment Fund Board of Directors: DATE

**Addendum H:**

**Moves Management Tracking Process**

**I. General Statement of Document**

**This document outlines the process used to identify, mark, rate, and assign major gift prospects in the Raiser’s Edge database. It also describes the system to manage the movement of a prospect through the prospect cycle from qualification to stewardship.**

**II. Prospect Identification**

**Prospects will come from many sources, including but not limited to:**

* + **Existing donors and/or constituents in our database.**
  + **People who are referred to us throughout the campaign/campaign planning process.**
  + **People identified through wealth screening or prospect research.**
  + **People identified by staff and volunteers (e.g., Board members, Campaign Steering Committee members) as potential donors due to their philanthropic activity in the community.**

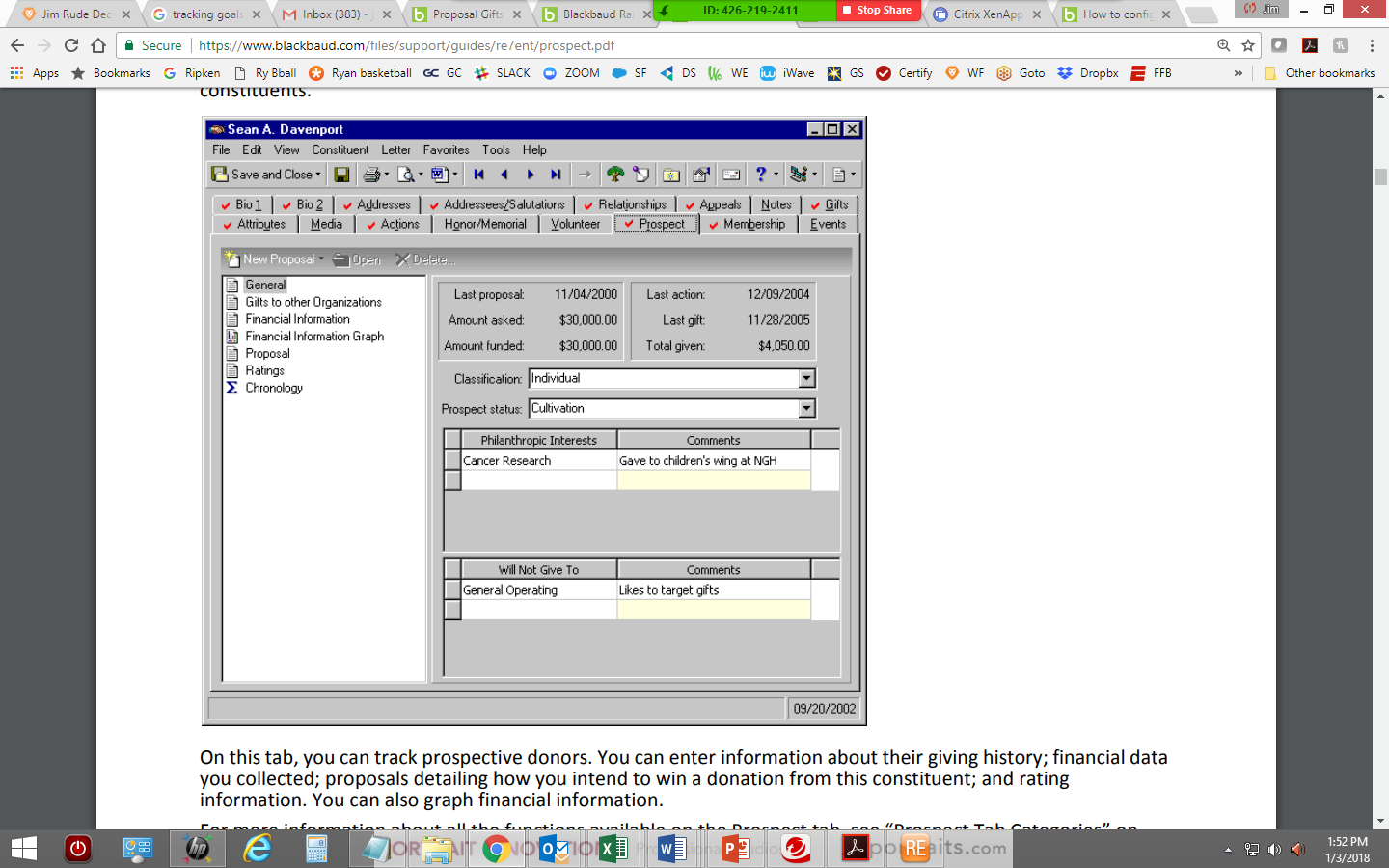
**III. Prospect Flag**

**As prospects are identified through the sources above, a prospect pool will be created by marking the prospects in Raiser’s Edge according to the system below. This will allow us to track who has been identified as a prospect and then assign them to a portfolio when necessary.**

* On the Bio2 tab, use the constituency codes: Campaign prospect, Major gift prospect, and/or Planned giving prospect, as appropriate.
  + Date From: Date Entered.
  + Date To: Date it is determined the prospect is no longer the stated prospect type. This field may never be filled in for some prospects.
  + *Note: As a check and balance, those prospects assigned a Prospect Constituency Code should have a solicitor assignment.*

**IV. Major Gift Prospect Capacity Score and Status Definitions**

* On the General tab: *(Note: these fields are used solely to track a major gift prospect’s capacity score and status. Planned and campaign gift prospects require a proposal to be created for every prospect, for tracking purposes.)*



* + MG Capacity Score – Once a prospect has been marked as a major gift prospect in **Raiser’s Edge**, the major gift officer will give the prospect a capacity score based on initial research and institutional knowledge, using the system below.
    - The number/ranges indicate/s the prospect’s perceived capacity.
      * $10,000,000+
      * $1,000,000‒$9,999,999
      * $500,000‒$999,999
      * $250,000‒$499,999
      * $100,000‒$249,999
      * $25,000‒$99,999
      * $10,000‒$24,999
      * $5,000‒$9,999
      * Unable to Rate
      * No MG Rating/Annual Appeal Prospect (but was once considered for a major gift)
  + MG Prospect Status – Captures the cycle the prospect is in, as related to a potential major gift ask. Choices are:
    - Qualification
    - Cultivation
    - Solicitation
    - Stewardship
    - On Hold
    - In Campaign Only Ask (see Campaign Proposal)
    - Declined
    - Not Viable

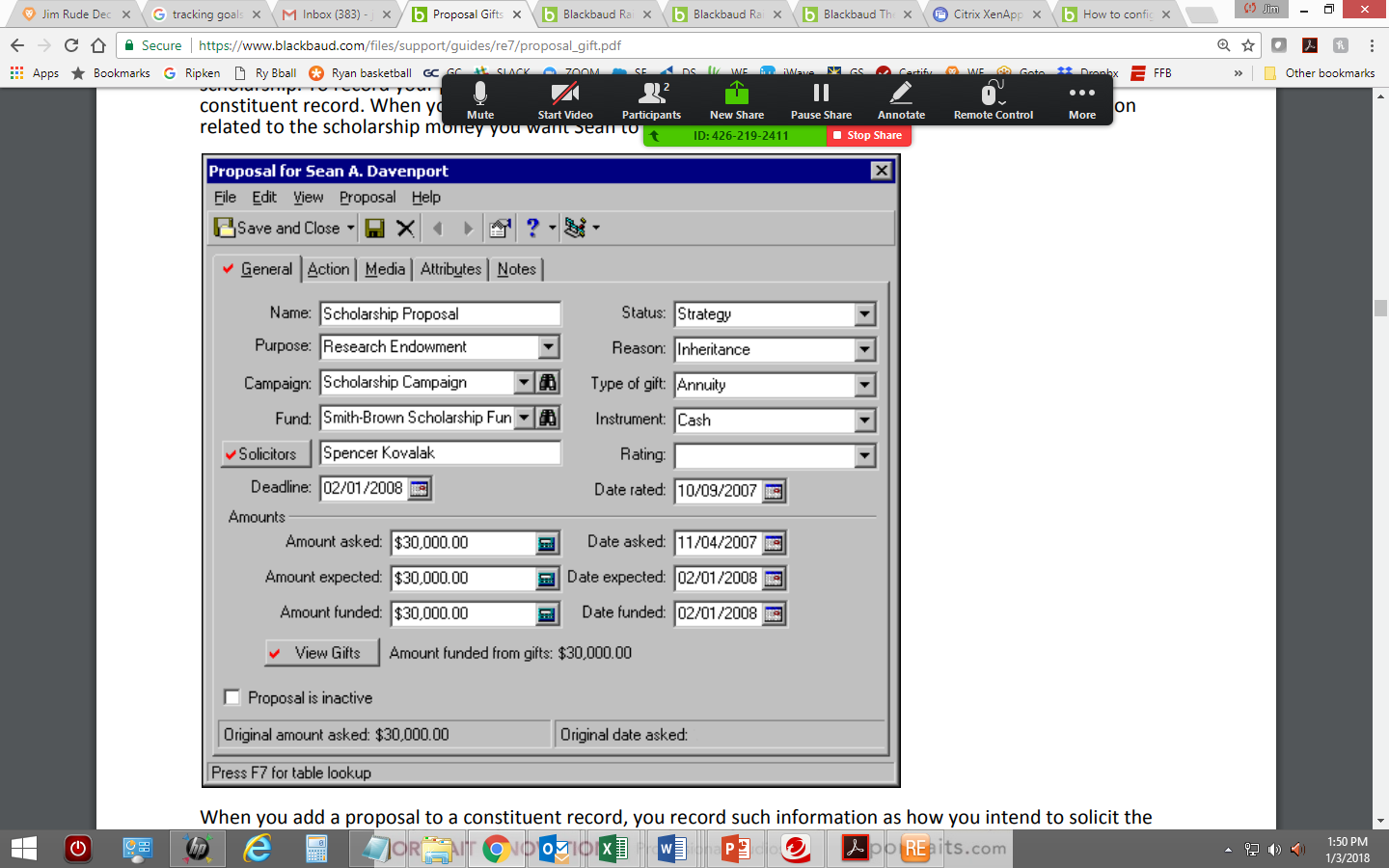
The following are definitions of each "MG Prospect Status":

* Qualification – A prospect that needs to be researched and further vetted. This may occur before being assigned to a portfolio or may be the responsibility of the solicitor following assignment.
* Cultivation – The relationship with the prospect is being built through visits, events, and other personalized interactions.
* Solicitation – A proposal should be created with a realistic ask amount.
* Stewardship – Following a client pledge, the donor should receive recognition, thanks, and receive updates regarding the good work their gift led to.
* On Hold – Prospect is active, but in a holding status for other actions to occur before being entered back into one of the other prospect statuses.
* In Campaign Only Ask (see Campaign Proposal) – When a prospect is in the solicitation cycle for a campaign ask. This would be set most commonly in a comprehensive campaign and/or if a conscious decision is made to only solicit the prospect for a campaign gift. *(Note: a prospect could be in both major gift and campaign cycles, in which case this Prospect Status would reflect their status for a major gift only.)*
* Declined – Prospect was approached and declined making a gift.
* Not Viable – Prospect deemed not a viable donor at this time.

**V. Prospect Proposal and Solicitation**

Once a major gift prospect enters the "Solicitation" Prospect Status, the Staff Solicitor is responsible for tracking the solicitation and the proposal (Prospect-Proposal tab), as described below.

* Threshold – Proposals will be entered for all solicitations of $5,000 and above.
* Proposal – The following fields are tracked in a proposal for each solicitation made of a prospect:

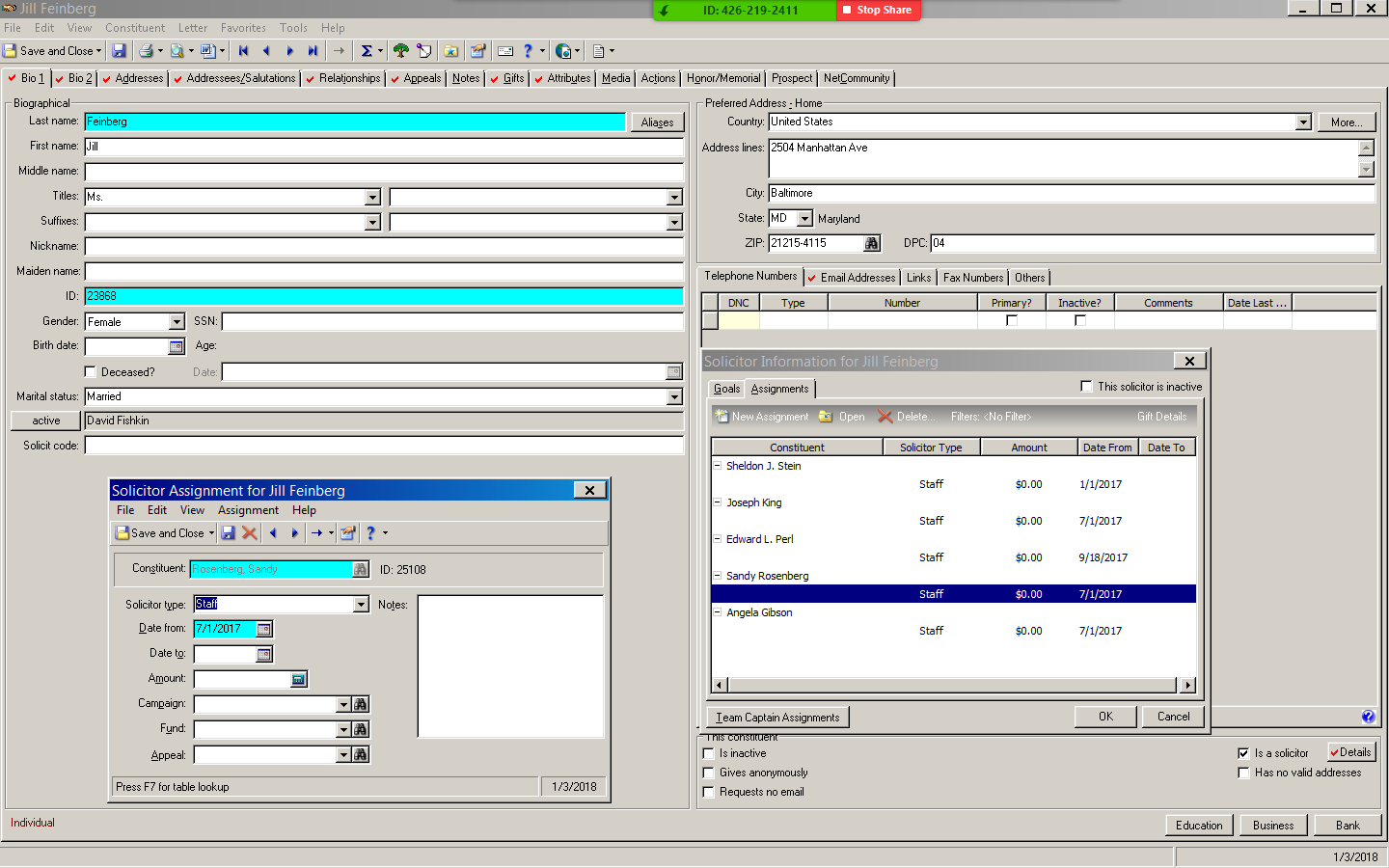


* + Name: Major gift officer should name the proposal as appropriate.
  + Purpose: Select the best fit from the drop-down menu of choices: Campaign, Planned Gift, Major Gift.
  + Campaign: Select the best fit from the drop-down menu of Campaigns.
  + Fund: Select the best fit from the drop-down menu of Funds.
  + Solicitors: Select the individuals involved in the solicitation. *(Note: Be sure these same solicitors are identified on the Relationship-Solicitors tab as well; otherwise, they will not show up on some reports.)*
  + Deadline: Date by which the solicitor expects to close the gift.
  + Proposal Status: Select from Declined, Funded, Pending, In Process.
  + Prospect Status: Qualification, Cultivation, Solicitation, Stewardship, On Hold, Declined.
  + Type of Gift: Multi-year or one-time.
  + Rating: (for this specific proposal) $10,000,000+, $1,000,000‒$9,999,999, $500,000‒$999,999, $250,000‒$499,999, $100,000‒$249,999, $25,000‒$99,999, $10,000‒$24,999, $5,000‒$9,999.
  + Date Rated: Date of the rating for the proposal.
  + Amount Asked, Date Asked: Captures the ask amount as identified on the written proposal delivered to the prospect.
  + Amount Expected, Date Expected: Captures the anticipated amount as calculated by the solicitor.
  + Amount Funded, Date Funded: The amount received by TS Alliance and the date the gift was received.

**VI. Prospect Assignments and Goals**

**Prospects will be assigned a staff solicitor when it is deemed that they need to be moved from the prospect pool into a portfolio.**

* **From the Prospect’s record: using the Relationships tab:**
  + **Solicitors should be assigned on the Relationships - Assigned Solicitors tab.**
  + **All major gift prospects must have a Staff Primary type assigned.**
  + **Prospects for an event may or may not have a Staff Primary type assigned (e.g., event committee members [Volunteer, solicitor type] commit to soliciting individuals that may not require a staff solicitor be assigned).**
  + **Additional Solicitors can be assigned (Staff or Volunteer), but the Staff Solicitor will be responsible for maintaining the database.**
  + **See page 6 of the Configuration and Infrastructure document for the full list of solicitor type choices. Also, on page 7 are instructions on how to add prospects to a portfolio from the solicitor’s record.**
  + **To set individual goals for individual prospects, go to the solicitors record on the Bio 1 tab and click Details next to the “Is a Solicitor?” checkbox. Drill down on the Assignments tab until you come to the individual prospect for whom you wish to assign a goal and enter the goal amount in the Amount field. Also capture the corresponding Campaign, as appropriate and enter the goal amount in the Amount field. Also capture the corresponding Campaign, as appropriate.**



**VII. Moves Management Process**

* Moves are the steps taken to acquire donors and gifts. Moves are differentiated from all other actions by their purpose and type of action completed/planned.
* Moves must be:
* Intentional.
* Perceived.
* Forward moving.
* Moves are:
  + Face-to-face visits.
  + TS Alliance site visits.
  + Substantive phone calls.
  + Correspondence.
* The Contact Report Form will be used to document results and next steps following a donor visit.
* Once the Contact Report Form has been filled out, enter the action in the constituent’s record.
  + The content from the Contact Report Form will be cut and pasted into a Raiser’s Edge Action, following the steps outlined below:
    - On the Actions Tab, select “New Action.”
    - On the General tab, enter the appropriate selections for the following fields:
      * Category – Select the appropriate category: Phone Call; Meeting; Mailing; Email; Advocacy; Task/Other.
      * Action Type – Donor Visit should be selected to correspond with Contact Reports; otherwise, select the appropriate type.
        + Note: Solicitors must use Donor Visit and Contact Report to get credit for their work.
      * Action Date – Date the action occurred.
      * Solicitors – Solicitor(s) who performed the action.
      * Campaign – FYXX Annual (or appropriate campaign).
      * Status – Completed.
      * Action completed on – Date the action occurred and check the accompanying box.
    - On the Notes tab, click “New Notepad”:
      * Date – Enter the date the action occurred.
      * Type – Select “Contact Report.”
      * Description – Enter “Contact Report – Donor Visit.”
        + Note: Solicitors must use Donor Visit and Contact Report to get credit for their work.
      * Author – Solicitor who performed the action.
      * Text Box – Cut and paste the Contact Report form from the Word file.

Save and Close the note, then Save and Close the action.

**Addendum I:**

**Campaign Collateral and Communications Materials**

The campaign introduces new prospects to TS Alliance and encourages current donors to consider even larger levels of support. A comprehensive communications plan aims to bring this activity and success to a much larger pool of donors.

The campaign requires a communications infrastructure to:

* Educate prospects about TS Alliance and its mission
* Generate interest in the campaign
* Elevate TS Alliance among their philanthropic priorities
* Motivate people to make a significant gift to the campaign
* Acknowledge and celebrate milestones of success

TS Alliance should communicate with donors often to “tell its story” and demonstrate the impacts and benefits of fulfilling its mission. In this manner, the campaign “sells itself” by highlighting important aspects of the Case for Support without necessarily mentioning or emphasizing the fundraising effort or financial goal of the campaign.

**Campaign Materials**

Below is a list of potential campaign materials that are often determined helpful. TS Alliance should consider investing in some or all of the following in order to further its campaign success.

| **Communication Vehicles** | **Description** |
| --- | --- |
| Campaign Theme, Logo, and Collateral | * Ties all parts of the campaign together * Links the overall campaign theme and visually represents the campaign theme * Published on any collateral such as folders, letters, and envelopes * Distinguishes the campaign from other efforts |
| Case for Support/Campaign Brochure | * Demonstrates critical area of need * Engages donors and volunteers * Formulates the basis for proposals * Serves as a campaign tool for presenting plan and vision |
| Campaign Project Highlights | * Highlights each campaign priority in a one-page document for each key component * Can be used to bring each priority to life for prospects who are being cultivated for particular priorities * Can be used in combination or individually depending on interest |
| Campaign Overview/ Briefing Document | * Visually communicates campaign Case for Support in a simple format * Creates enthusiasm * Raises donor awareness and support |
| Campaign Updates/Newsletters | * Communicates campaign success * Stewards and recognizes volunteers and donors * Raises the sights of prospects * Provides information and generates enthusiasm on campaign progress * Recognizes special gifts and volunteers * Illustrates giving impact and the need for support |
| Campaign Video | * Communicates the effort in a visually appealing way * Provides education on the campaign and volunteer recruitment * Distributed via email, social media, website |
| Press Releases | * Generates heightened visibility for TS Alliance and the campaign * Publicly recognizes donors, volunteers, and staff * Maintains campaign momentum * Distributes information to volunteers and donors |

**Addendum J**

**Investment to Accelerate Research**

**Support Opportunities**

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**Addendum K:**

**Prerequisites for Success**

**with Professional Campaign Counsel**

Prerequisites for campaign success exist in every Graham-Pelton client engagement. The following are prerequisites for the success of TS Alliance’s campaign:

* **The campaign must be a top institutional priority.**
* There must be 100% financial investment in the campaign by both the TS Alliance Operating and Endowment Fund Boards of Directors.
* Best practices and recommendations of professional counsel are embraced and implemented.
* There must be sufficient staffing and counsel to implement a multi-phase Campaign Plan.
* A Campaign Plan/timetable is followed.
* A well-documented Case for Support is developed and refined.
* There is an investment mentality toward building the development infrastructure to include a sustainable major gifts fundraising arm that engages prospects, friends in the community, and volunteers, as well as expands the donor pool.
* There is an emphasis on asking and peer solicitation; campaign leaders are instructed in proven solicitation methods and make personal commitments before asking others.
* There is a commitment to properly solicit and steward lead gifts with an emphasis during the Organizational and early Quiet Phases.
* Goals are established, respected, and met.

Proposed targets are not a guarantee of success. The targets represent reasonable benchmarks if best practices are implemented and key TS Alliance stakeholders, most importantly Board members and campaign volunteer leaders, are trained, supported, and encouraged to play an active role. Consistent monitoring of real-time results may allow for the acceleration of the campaign timetable when specific benchmarks are met, and targets may be altered when needed.

It is recommended that this document be revisited quarterly to adjust projections based on results and other feedback, and that there is an understanding that it takes several months before projections of this nature can be examined with confidence.