Apra Advocacy ToolKit

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I. Why a Toolkit? Because we need it!

Apra is only as strong as its members. When you speak up for yourself or your department, you're not only helping yourself, you're helping the organization – and the profession as a whole.

Our profession is a little hard to define. We haven't all agreed on a name for it – 20 years ago, we were considered data technicians, and "prospect research" just about covered it, but not now. Maybe Apra doesn't have the numbers, or the resources, to start a movement to own a term like "competitive intelligence" in the private sector. The responsibility lies with all of us – the Apra members – to raise the profile and reputation for everyone.

Every time you tell your boss what you've accomplished, ask to be included in a meeting, request a raise, or advocate for a new title for you or for your department, you help the movement. Every time you add a little responsibility to your plate, do a test project, or proactively pilot a program, you help the movement. Every time you speak up and remind people what you do instead of waiting for them to notice, you help the movement. Prospect staff at other organizations notice, and bring it to their supervisors, saying "this is the standard now."

We created this guide to empower all of you to advocate for yourselves, to make your jobs more fulfilling, to make our respective nonprofits more successful, to raise the reputation of the profession. If we don't speak up, our organizations are missing out. Use this toolkit to see what you can start with today, and plan for the future.

II. What is the value of Prospect Development? Show them the money (and numbers)!

Fundraising is an increasingly data-driven field, including talent management. Many in the Apra community have a role in setting and evaluating gift officer metrics. But what are the meaningful metrics for prospect development? Even if we are highly respected members of the fundraising team, the importance and impact of prospect development can be difficult to quantify. This is a challenge when the time comes to advocate for investment in prospect development or a change in services provided.

Management metrics vs. value added

How can we measure the value of prospect development? First, distinguish between key performance indicators (KPIs) and outcomes that truly drive fundraising. What happened with the prospects you identified? You may track outputs such as the number of profiles written, portfolio review meetings held, or modeling projects completed, as well as average response times and time to complete tasks. These are important management metrics to measure efficiency and demonstrate effort - to see how much and what kind of working is happening.

But what are the outcomes of the work? If we move from anecdotes and KPIs to data-supported evidence, there is a powerful, credible case for prospect development. Consider some examples:

> In FY2014, your team identified 200 new prospects. Capacity added to the prospect pool was $10M. In the 24 months following FY2014, 40% of those prospects were assigned and 15% solicited. $3M was raised from these prospects in this timeframe, directly (not solely) attributable to your team. <u>Prospect development raised: $3M</u>
>
> In FY2015, you performed 20 in-depth capacity ratings for principal gift solicitations. In the course of this work, you increased ratings by a total of $18M. Twenty five percent of the solicitations were funded at the ask amount, including $2M raised directly attributable to your efforts. <u>Prospect development raised: $2M</u>
>
> Your team spent many hours preparing event bios for large events in FY2013. In the 18 months following, 9% of attendees not already assigned to a portfolio were contacted by a gift officer and 0% were solicited for a major gift. <u>Prospect development raised: $0</u>

<u>Setting the stage</u>

Also consider what role you play in creating the right environment for effective fundraising. What fundraising needs do you meet? How do you improve efficiency and effectiveness? You might start by asking your colleagues how prospect development impacts their work.

> In Q2 you created stage-aging reports and spent 10 hours meeting with gift officers for portfolio reviews. At the close of Q4, portfolios are closer to desired balance, over 200 prospects have moved stages or been dropped, and time-to-solicitation has decreased to an average of 22 months for major and principal gift prospects.
>
> Your predictive model for planned giving has identified over 2,000 prospects. The planned giving officer now has a pool of prospects to cultivate, and annual fund mailings to these prospects will feature planned giving.
>
> This year you utilized data appends for contact information and manually searched for lost alumni. 85% of assigned prospects now have a phone, email, and address on file, and your lost alumni rate has decreased from 16% to 11%.

These examples require careful tracking of your work, as well as time and technical expertise to report. But the impact of prospect development is clear, and you can make a strong case to adjust budgets, staffing, and outputs. If possible, your work should be tracked in your donor database to allow for reporting of giving and other activity.

How to start
To begin examining outcomes, prospect development activity should be added in detail to your database: most systems have “action” or “note” record types you can customize with fields to track what kind of activity happened, who requested it, whether it was proactive or reactive, when it was done, and who performed it. You may even record how long it took. Once this data is in place, you or your database administrator can query constituents with prospect development activity in a set period, and report giving, solicitor assignments, visits, solicitations, giving, and whatever else you might want to look at.

Hit ‘em with an impact report
As a fundraiser, you have probably seen many documents titled Donor Impact Report. Just as we report back to donors what was done with their gifts, you can provide a Prospect Development Impact Report of inputs (staff, budget), outputs (KPIs), and outcomes (prospects and dollars attributable, environment for engagement). Your data will change and improve over time; the sooner you begin this process, the closer you will be to powerful stories for advocacy. This might look like:

> Prospect Development Impact Report FY18
>
> Inputs
> Staff: Director, analysts (2), coordinator
> Budget: $XX
>
> Outputs
> 000 prospects identified
> 000 in-house capacity ratings
> 000 prospect evaluations
> 000 solicitation profiles
> 000 event bios
> 000 relationship maps
> 000 portfolio review meetings
> 000 predictive models
> 000 patrons screened for major gift capacity
> 000% of comprehensive screening reviewed
> 000% of prospects have affinity scores
>
> Outcomes
> $000 raised from prospects identified in leadership annual gift model
> $000 in additional capacity added to prospect pool through proactive prospect ID
> $000 raised from prospects identified by prospect development
> $000 raised from event attendees recommended for follow-up
> Portfolios are on average 000% of target size and 000% of target composition
> 000% of assigned prospects and 000% of pending prospects have contact information

Your unique role in fundraising
We should also be aware of the intangible role we play on a fundraising team. Are you the linear thinker in the room, the organizer and long-term planner, the strategist, or sounding board? How do your colleagues view your role? By understanding and agreeing how prospect development adds value to the fundraising process, we can ensure a place at the right table at the right time.

III. How do I advocate for Prospect Development? Triple Aim: Self, Team & Profession

Because the Prospect Development profession has evolved significantly since its inception, the role and value of Prospect Development can be misunderstood and undervalued, even within the organizations that employee Prospect Development professionals. Professionals often have to take an active role in advocating for themselves and the Prospect Development profession.

Advocacy in Prospect Development takes a variety of forms. These include:

Self-advocacy

- Articulating the complexity of Prospect Development work and helping colleagues understand your role and know how to use your work most effectively
  - Share a copy of the Body of Knowledge with your boss and HR director so they have a clearer understanding of your role and expertise
  - Develop an elevator speech to be able to quickly and succinctly explain your role
  - Provide your boss with articles from *Connections* that help explain complex issues in Prospect Development

- Advocating for professional development opportunities that will help you develop skills and learn about new innovations
  - Conduct a skills assessment using the Body of Knowledge to determine areas in which you need additional training. Use Body of Knowledge indicators on conference sessions or through Apra University to identify professional development opportunities. The Body of Knowledge also lists opportunities for further reading specific to domains
- Advocating for an increase in responsibility, a promotion, or a “seat at the table” in organizational decision making
  - Take inventory of what you currently do and your areas of strength. Assess whether your job description reflects your current responsibilities. If you have mastery of Level II competencies within the Body of Knowledge, provide that information to your boss to demonstrate your level of expertise within the field of Prospect Development
  - Use job postings and titles from other organizations to demonstrate how your skills are viewed within the job market
  - Identify colleagues who can talk about the value of your work and advocate for you

    - Cultivate a peer network and brainstorm with peers to strategize on how to elevate your exposure

<u>Advocating for the Prospect Development function or team</u>

- Creating a charter to outline your services and identify the scope and impact of your work
- Creating an orientation that helps new and existing colleagues understand the role of Prospect Development and learn when and how to engage our services
    - Take control of the narrative: if there are services you provide that will have more impact, promote those services and limit dialogue around less impactful services. Explain why you have varying levels of services and how different types of information inform decisions and actions throughout the cultivation cycle
- Making a case for additional staff
    - Use the Body of Knowledge to identify gaps in your services and advocate for new positions to fill those gaps
    - Use the Salary Survey to demonstrate the average Prospect Development professional to fundraiser ratio at similar-sized organizations
- Advocating for an increase in professional development budget
    - Using the Body of Knowledge, assess objectively the current level of knowledge, skill, and experience for each employee on your team and determine the priority in closing the gap between the current skill level and the desired skill level. Develop a plan for growth for the highest priority areas and share this plan with your boss
- Advocating for new tools and resources
    - Attend the vendor exhibit at Apra conferences to learn about new tools. Use the PRSPCT-L to ask peers to weigh in on which services are best and how they've been implemented and used
- Developing training documents and policies
    - Ask your peer network to share their internal documents and policies and offer to share yours

<u>Advocating for the profession</u>

- Volunteering for Apra or Apra chapters to help develop stronger educational opportunities, ethical guidelines, visibility, networks of support, and membership bases
- Presenting at Apra and AASP conferences to help promote best practices and innovations throughout the profession
- Increase the visibility of Prospect Development by presenting at conferences that aren't specifically geared toward Prospect Development, including CASE, AFP, and AHP
    - Recommend that your local Apra chapter develop partnerships and shared educational offerings with local AFP chapters
- Writing white papers or blogs or Tweeting about Prospect Development

- Submitting Prospect Development work for awards, such as the CASE Circle of Excellence
  - Nominate peers, colleagues, or yourself for Apra awards so that exceptional professionals receive exposure

IV. Who Advocates for Prospect Development? Leaders do! Be a leader!

<u>Leadership Skills for Effective Advocacy -</u>

What is Advocacy from a Leadership Perspective?

"Advocacy" can mean many things to many people, but in general, it refers to taking action. In its simplest form, advocacy involves speaking and acting on behalf of yourself or others. ***The best leaders are those that know how to advocate for themselves, their peers/colleagues, and the systems/processes they are supporting or advancing.***

<u>Leaders think first about *Strategy*, and use that to drive their *Tactics*</u>

Effective advocacy requires building a solid strategy or plan and practicing skills to help you feel comfortable and confident in reaching your goals. A plan allows you to take action as an advocate in a thoughtful way. By really thinking about what you want to advocate for and how your will take action, you are more likely to resolve the problem or advance an agenda/new initiative as quickly as possible.

Step 1: Leaders Analyze the Problem

- What is the problem, issue, process, initiative, or agenda I'm trying to advance? If there is more than one, which is most critical to focus on first?
- What is my ultimate goal?
- What facts do I already know?

All good advocacy starts with an understanding of the problem or issue. You have to understand what you want before you can do anything about it. First, it's a good idea to keep your issues separate. As we all know, in Prospect Development we're often faced with dealing with more than one problem, issue, process, initiative, or agenda at a time. When developing an advocacy strategy, you should first take note of each separate problem. In fact, you may want to complete a separate Advocacy Plan for each problem or issue that you want to address. Once you identify the basic issue, you may need to break down the problem even further.

When deciding what aspects of your problem you want pursue, keep in mind:

- Some problems are easier to resolve than others

- Not all problems can be solved, or easily resolved.
- You may decide you do not want to address all the problems that you identify, and that's ok. Pick the battles that you want to fight.

The key is to pick out the problems that are the most important to you and address those first. Once you know which problems you want to address, you should identify the facts that you know. Identifying the facts you know is as simple as recalling what you know about the situation and outlining the events of what has happened so far (this may also involve speaking to others within your organization – what is the context for how this problem, issue, or initiative evolved? What solutions were attempted or proposed in the past and why did they – or didn't they – work?).

Step 2: Leaders Gather Information

- What additional facts or information might you need regarding this situation, such as "cultural ways of doing things", or other internal rules or policies you need to work within?
- How can I go about gathering this information?
- Who are the decision-makers that I need to influence to solve this problem?
- Are there other people who can help me develop influence and advocate with me?

In order to be able to effectively advocate, you must ***have a clear understanding of the facts and context, and also a firm grasp of what information you might need to gather***. Educate yourself about any internal rules or policies that apply to your situation, including the important "cultural ways of doing things" (preferences and social expectations) in your organization.

Preferences and Social Expectations can be a powerful force within an organization, and taking the time to understand how those forces impact your situation can take time and effort.

Every society has a set of social expectations or rules that are followed, and everyone has personal preferences in how they would like to be treated or how they like things to be done. The best leaders develop a keen understanding of the social forces at work within their organizations, and then tackle issues or challenges (advocate) from the inside out.

The next question is ***who are the key decision-makers*** in your situation? Often, going straight to a decision-maker can result in a decision without hassle. If you are not sure who has the authority to make the decision, ask! Advocating for yourself, your peers, or your team takes effort. Surrounding yourself with people who can help you makes all the difference. This is always why building internal relationships is critical to advocacy efforts (more on that later).

Step 3: Leaders Assess & Consider All Possible Solutions

- What are some possible solutions to this problem/issue?
- What are some barriers to these solutions?

- What do I expect the others to do?

First, ***consider what you want to happen***. While consulting other people is extremely helpful, you must make up your own mind, rather than relying exclusively on suggested strategies or predicted outcomes. This is something we often fall back on in Prospect Development: What is everyone else doing? There's certainly something we can learn from that, but we also have to consider: What's going to work best in my organization?

Second, ***determine if you're willing to accept alternative solutions or approaches***. Often, you'll be able to score a partial victory even if you don't obtain your ideal solution. Ask yourself in advance what alternatives you would be willing to accept. This will help you determine the course of your advocacy efforts.

Third***, identify your allies***. After determining what you want to happen, you must identify which people you'll need to have as allies in resolving or advancing your advocacy efforts

Fourth, ***build your case***. Once you decide what you want and whom to contact or turn into allies, you can begin building your case. Ask yourself about the strengths of your position: How will this impact your team or organization for the better? What do those that you're trying to influence have to gain from resolving the problem or supporting your initiative? Acknowledging the viewpoint and perspective of those you're trying to influence as you advocate shows that you appreciate their needs, and this will help you maintain relationships.

Fifth, ***plan your strategy***. There are usually a variety of ways to approach any given problem. This is where the strength of your allies and existing relationships can help: you don't need to plan your strategy alone. Consulting with others can help you plan more effectively and see your own blind-spots. You should also spend some time reflecting on what you plan to do before you do it. Before you make your first contact, sit back and think. Plan how you are going to phrase your words when you talk to someone. Develop a concise story about what you need. Think about how Development Officers approach their work with their prospects – consider how you might use the ideas of "qualification" and "cultivation" to shift your thinking about how you approach people you are trying to influence through your advocacy.

What is the problem or issue? If there is more than one, focus on one at a time:

- What is your goal?

- What facts/context do you already know?

- What additional facts or information might you need regarding this situation?

- How can you go about gathering this information?

- Who are the decision-makers that you need to influence to solve this problem/issue?
- What are some possible solutions to this problem/issue? (be specific)
- What are some barriers to these solutions?
- What are the strategies and tactics you will use to achieve this solution? For example:
    - I will call/meet with/write to ______________________________ by the following date: _____________.
    - I will take ____________ to lunch by this date___________.
    - I will ask ____________ for their opinion on _________ by this date__________.
- Other people who can help me (possible allies):
- How I expect those I'm trying to influence to react:
- Immediate strategies for what's next:

Keep in mind that the strategy you use to obtain the advocacy goal may not be successful. It is helpful to think about what you will do if you don't get what you want the first, second, or even third time around. If your plan does not work, you may need to review your strategy, what went wrong and alternative ways to advocate. You may want to revisit some of the information-gathering questions listed above and consider asking yourself the following questions:

- What will I do if my original strategy doesn't work? What is the backup plan?
- What went wrong? Why didn't the strategy work?

Appendix A: Resources for Developing Leadership Skills for Advocacy

NOTE: Many of the resources listed below are good general guides to building foundational leadership skills. Any advocacy effort that you undertake for yourself, others, or your team/ department/organization will require that you have some basic leadership skills, regardless of whether you "formally" (structurally) view yourself as a leader within your organization or not. In the world of advocacy, those that are successful advocates identify themselves as leaders, regardless of title or position within their organization.

From Apra:

- Apra’s *Body of Knowledge*
- *Apra Podcasts* (in particular, Hey Advocacy!)
- *Apra Talks* (in particular, *Apra Talks 2014: The Leadership Edition*)
- Franzino, Suzanne - *Be the Change: Opportunities for Leadership and Change Management*
- Howley, Lisa - *The Prospect Development Office as Agents of Change*
- MacCormack, Jennifer - *Creating and Managing Change with Kaizen*
- MacCormack, Jennifer - *Being an Intrapreneur*

General Leadership Resources:

- Babineaux, Ryan and Krumboltz, John - *Fail Fast, Fail Often: How Losing Can Help You Win*
- Bacharach, Samuel - *The Agenda Mover: When Your Good Idea is Not Enough*
- Behar, Howard and Goldstein Janet - *It's Not About the Coffee: Lessons on Putting People First from a Life at Starbucks*
- Berger, Jonah - *Contagious: Why Things Catch On*
- Berger, Warren - *A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas*
- Collins, Jim – *Good to Great: Why Some Companies Make the Leap and Others Don’t*
- Duhigg, Charles – *The Power of Habit: Why We Do What We Do in Life and Business*
- Fisher, Roger; Ury, William; and Patton, Bruce - *Getting to Yes: Negotiating Agreement Without Giving In*
- Goleman, Daniel - *Emotional Intelligence: Why It Can Matter More Than IQ*
- Grant, Adam - *Give and Take: Why Helping Others Drives Our Success*
- Heath, Chip and Heath, Dan - *Switch: How to Change Things When Change Is Hard*
- Kotter, John - *Leading Change*
- Kouzes, James and Posner, Barry – *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*
- Logan, Dave; King, John; and Fischer-Wright, Haylee - *Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization*
- Patterson, Kerry; Grenny, Joseph; McMillan, Ron; and Switzler, Al - *Crucial Conversations: Tools for Talking When Stakes Are High*
- Pink, Daniel - *Drive: The Surprising Truth About What Motivates Us*
- Schein, Edgar - *Humble Inquiry: The Gentle Art of Asking Instead of Telling*
- Seidman, Dov - *How: Why HOW We Do Anything Means Everything*
- Shell, Richard and Moussa, Mario - *The Art of Woo: Using Strategic Persuasion to Sell Your Ideas*
- Sinek, Simon - *Leaders Eat Last: Why Some Teams Pull Together, and Others Don’t*
- Sinek, Simon - *Start with Why: How Great Leaders Inspire Everyone to Take Action*

- Stone, Douglas and Heen, Sheila - *Thanks for the Feedback: The Science & Art of Receiving Feedback Well*
- Stone, Douglas; Patton, Bruce; Heen, Sheila; and Fisher, Roger - *Difficult Conversations: How to Discuss What Matters Most*
- Zander, Rosamund and Zander, Benjamin - *The Art of Possibility: Transforming Professional & Personal Life*
- Zolli, Andrew and Healy, Ann Marie - *Resilience: Why Things Bounce Back*

V. When or Where to Advocate? Anywhere and everywhere!

Being prepared to speak confidently about the work you do is essential to successful advocacy. We recommend developing an **elevator speech** -- a clear, brief message or “commercial” about you. It communicates who you are and how you and your work advance an organization’s mission. It’s typically about 30 seconds, the time it takes people to ride from the top to the bottom of a building in an elevator. (The idea behind having an elevator speech is that you are prepared to share this information with anyone, at any time, even in an elevator.)

An elevator speech can also help you define what you do in your work, and help clarify where you want to go next in your career.

It is important to have your speech memorized and practiced. Rehearse your 30 second elevator speech with a friend or in front of a mirror. The important thing is to practice it OUT LOUD. You want it to sound natural. Get comfortable with what you have to say so you can confidently breeze through it when the time comes.

This elevator speech is:
•absolutely no longer than 25 to 30 seconds
•or - in words - approximately 60 to 80 words
•or - in sentences - 3 to 5 sentences

A SAMPLE ELEVATOR SPEECH OUTLINE
These ten topics will help to write a carefully planned and prepared elevator speech that emphasizes your passion for your work and its importance in philanthropy. It should say a lot in few words. Use each idea to write one short powerful sentence.

ABOUT YOU
1. Open with a statement that grabs attention: a hook that prompts your listener to ask questions.
2. Tell who you are: describe you and your organization or team.

3. Tell what you do and show enthusiasm.

WHAT YOU OFFER

4. Tell what problems you have solved or contributions you have made.
5. Offer a vivid example.
6. Tell why you are interested in your listener.

WHAT ARE THE BENEFITS?

7. Tell what very special services, products or solutions you offer your organization or philanthropy as a field.
8. What are the advantages of working with you? What sets you apart? Answer for the listener: what's in it for me?

HOW DO YOU DO IT

9. Give a concrete example or tell a short story: show your uniqueness and provide illustrations on how you work.
10. What are the background, major milestones and achievements of your team?

CALL FOR ACTION

11. What is the most wanted response after your elevator speech? Consider how you want to grow in your position and career.Do you want to work more closely with a new colleague? Do you want to be included on a high level project? Do you want an interview for a position? Do you want to be seen as an expert in your field?

CHECKLIST FOR FINETUNING

STEP 1: Write down all that comes up in your mind for each section.
STEP 2: Then cut the jargon and details. Make strong short and powerful sentences. Eliminate unnecessary words. In the end, you might not directly address every section in the outline.
STEP 3: Connect the phrases to each other. Your elevator address has to flow naturally and smoothly. Don't rush.
STEP 4: Memorize key points and practice out loud.
STEP 5: Evaluate: have you really answered the key question of your listener: what's in it for me?
STEP 6: Create different versions for of your elevator speech:

1. New leader in organization
2. New colleague
3. Future boss
4. Potential employee
5. Uncle Bob who doesn't understand what you do for a living
6. That person who never asked you out in high school and isn't aging well, but you still want to impress them at the reunion

EXAMPLES from Apra Members

We asked a diverse group of prospect development professionals to write their own elevator speeches following this model. Their speeches are as unique as they are. You will see the first product is thorough, but often too long for an initial interaction with someone. These are foundational speeches and the abridged versions might be used more easily in a real life setting. Each will change and evolve with the situations and the professionals. We encourage you to try this exercise and not hold back.

Preeti Gill
Manager, Prospect Development, St. Paul's Foundation

By ensuring they have access to relevant, accurate and strategic information, I encourage frontline fundraisers to engage our donors in more meaningful ways, ultimately to secure their support.

Stimulating interest, curiosity and awareness about our current and future donors forms a critical part of the strategic support role I play at my organization.

Specifically, new funding opportunities that I identify for further consideration always demonstrate financial capacity alongside some linkage or known interest in my organization. I help fundraisers determine the initial approach for these quality leads based on ethically-sourced research and my own humble experiences.

It requires intelligence and preparation to make the right ask at the right time of the right person. My work equips fundraisers with the informed confidence they need to make it happen.

Anything less is just Googling.

Abridged version:
By ensuring they have access to relevant, accurate and strategic information, I encourage frontline fundraisers to engage our donors in more meaningful ways, ultimately to secure their support.

It requires intelligence and preparation to make the right ask at the right time of the right person. My work equips fundraisers with the informed confidence they need to make it happen.

Sarah Clough
Associate Consultant, Marts & Lundy

I am a consultant with an international fundraising firm. I work with clients across the U.S. and abroad to maximize fundraising, plan for upcoming campaigns and troubleshoot issues that arise. My work ranges from assessing the strengths and challenges of an advancement team, to analyzing data that illustrates trends within an organization and alongside its peers, to creating a comprehensive plan for developing a new program or campaign. I focus on what is best for individual clients – every client is different and has unique needs – while utilizing a deep bench of knowledge to inform and support how we move forward together. Every engagement is challenging, enlightening and rewarding.

Abridged version:
I am a consultant with an international fundraising firm. I work with clients across the U.S. and abroad to maximize fundraising. My work ranges from assessing the strengths and challenges of an advancement team, to analyzing data to creating comprehensive plans.

I focus on what is best for individual clients – every client is different and has unique needs.

Janet Weimar
Prospect Management Analyst, University of Iowa Foundation

My name is Janet Weimar. I am a fundraising professional who specializes in prospect development, which means I use data to help my colleagues more strategically focus their fundraising efforts. I have been in the field for 16+ years and have worked in both higher education and healthcare fundraising offices. My specific areas of expertise include database management, prospect research, prospect pool segmentation and analysis, and portfolio management.

Active in the field, I have served in a number of volunteer roles for Apra, a leading professional association dedicated to advancing the type of fundraising work I mentioned. I have also served as a conference speaker for both Apra and the Association of Fundraising Professionals (AFP). One of my greatest professional accomplishments was chairing the Apra International Conference in Minneapolis, MN, in 2011. In 2017, I will be serving as faculty for the New Researcher's Symposium at Apra's Prospect Development conference in Anaheim, CA.

In my time outside the office, I am a wife and mother to 2 wonderful boys. I am also a very recent cancer survivor.

Abridged version:
My name is Janet Weimar. I am a fundraising professional who specializes in prospect development, which means I use data to help my colleagues more strategically focus their fundraising efforts. My specific areas of expertise include database management, prospect research, prospect pool segmentation and analysis, and portfolio management.

I have been in the field for 16+ years and have worked in both higher education and healthcare fundraising.

Thomas T. Turner
Director, Research and Prospect Management, International Justice Mission

Hi, my name is Thomas Turner and I am a researcher. I work at IJM, the largest anti-slavery organization in the world. My work fuels our mission through finding additional revenue leads for fundraisers to build the best relationships with donors as possible.

I use my strategic thinking and careful analysis to identify donors who can contribute to helping end slavery in our lifetime. One example of this was collaborating with our planned giving staff to build a score of constituents who would be the most likely to make a planned gift. A year after the score was created, the top scorer ended up leaving part of their estate to IJM!

The best part of all is that their gift was able to help free people from slavery and everyday violence. I get to go to work every day and know that I am helping to make the world a better place by connecting fundraisers with donors so they can give toward their passions and see a great return on their investment --- IJM monitors and evaluates its work to make sure that we are contributing to a drop in slavery and everyday violence in the places we work. We are already helping to protect over 21 million people in the communities we work in! I would love to take some time to talk to you more about my work at IJM and what our organization does around the world.

Abridged version:
Hi, my name is Thomas Turner and I am a researcher. I work at IJM, the largest anti-slavery organization in the world. My work fuels our mission through finding additional revenue leads for fundraisers to build the best relationships with donors as possible.

I use my strategic thinking and careful analysis to identify donors who can contribute to helping end slavery in our lifetime. I get to go to work every day and know that I am helping to make the world a better place.