



IMPACT FUNDRAISING:

**SKY'S**

**the limit**

# The Art & Science of Portfolio Management

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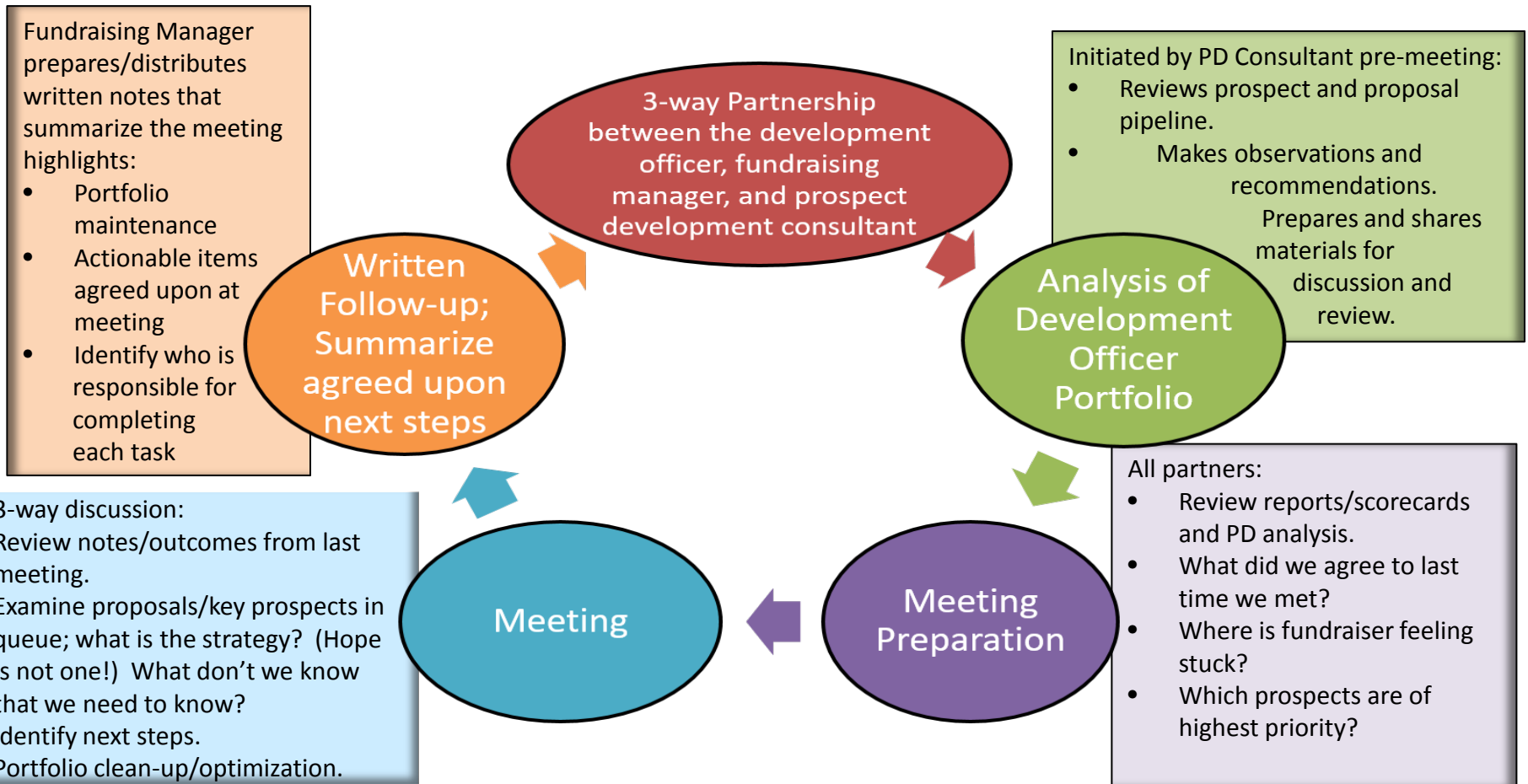
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# Portfolio Management Meeting Components



# Portfolio Meeting Preparation Materials

## Review of Reports:

- Portfolio Composition
  - By Assignment (PM/TM/DM)
  - By Capacity
  - By Stage
- Proposal Pipeline Report (\$50k+)
- \$1m+ Prospects
- Development Officer Scorecard (FY)
  - Portfolio activity
  - Prospect activity
  - Proposal activity

## Evaluates:

- # of days in stage
  - Highly rated prospects who are not moving
  - Discovery prospects who have been in portfolio 6+ months with no activity
- Visit outcomes
- Proposals w/past due sunset dates
- Prioritization of prospects w/respect to travel plans, events, etc.
- Portfolio optimization

## 1. Portfolio composition

### P34 - Development Officer Scorecard Detail Report Fiscal Year: 2017

| Development Officer:                  |                | ID: 0000     | Office:     | Title: Associate Director of Development |  |  |
|---------------------------------------|----------------|--------------|-------------|--|--|--|
| Prospects                             | Minimum Target | Actual       | % of Target | Year to Date Score                       |  |  |
| # of Managed Prospects                | 120            | 152          | 127%        | 5  |  |  |
| # of Significant Personal Visits      | 150            | 50           | 33%         | 4  |  |  |
| # of Discovery SPVs                   | 40             | 15           | 38%         | 4  |  |  |
| # of Discovery Qualification Outcomes | 20             | 7            | 35%         | 4  |  |  |
| Proposals                             | Minimum Target | Actual       | % of Target | Year to Date Score                       |  |  |
| Asks                                  | 30             | 10           | 33%         | 4  |  |  |
| Asks > \$50k                          | 30             | 5            | 17%         | 2  |  |  |
| Total Asks                            | \$5,000,000.00 | \$478,750.00 | 10%         | 1  |  |  |
| Funded                                | \$2,000,000.00 | \$185,000.00 | 9%          | 1  |  |  |

#### Portfolio Composition - Suspects and Prospects

|                       | 3 - \$1M to \$4.9M | 4 - \$100K to \$999K | 5 - \$50K to \$99K | 6 - less than \$50K | Total      | Suspects/Prospects Percentage |
|-----------------------|--------------------|----------------------|--------------------|---------------------|------------|-------------------------------|
| Discovery             | 3                  | 22                   | 30                 | 18                  | 73         | 32%                           |
| Cultivation           | 4                  | 15                   | 43                 | 36                  | 98         | 44%                           |
| Solicitation          | 1                  | 5                    | 8                  | 12                  | 26         | 12%                           |
| Temporary Stewardship | 1                  | 11                   | 8                  | 6                   | 26         | 12%                           |
| Permanent Stewardship | 0                  | 1                    | 0                  | 1                   | 2          | 1%                            |
| <b>Total</b>          | <b>9</b>           | <b>54</b>            | <b>89</b>          | <b>73</b>           | <b>225</b> | <b>100%</b>                   |

## 2. Significant personal visits

| Significant Personal Visits |           |                 |                  |              |                       |  |
|-----------------------------|-----------|-----------------|------------------|--------------|-----------------------|--|
| Prospects                   |           |                 |                  |              |                       |  |
| Primary Prospect Name       | Entity ID | Contact Purpose | Contact Outcome  | Contact Date | Prospect Stage        |  |
| ...                         | 0000      | Discovery       | Positive         | 27-Sep-2016  | Cultivation           |  |
| ...                         | 0000      | Solicitation    | Ready to Solicit | 15-Jul-2016  | Solicitation          |  |
| ...                         | 0000      | Discovery       | Ready to Solicit | 19-Sep-2016  | Cultivation           |  |
| ...                         | 0000      | Discovery       | Positive         | 28-Sep-2016  | Cultivation           |  |
| ...                         | 0000      | Cultivation     | Positive         | 10-Aug-2016  | Temporary Stewardship |  |
| ...                         | 0000      | Cultivation     | Positive         | 14-Oct-2016  | Temporary Stewardship |  |

| Non-Prospects |           |                 |                         |              |                |  |
|---------------|-----------|-----------------|-------------------------|--------------|----------------|--|
| Entity Name   | Entity ID | Contact Purpose | Contact Outcome         | Contact Date | Prospect Stage |  |
| ...           | 0000      | Cultivation     | Positive                | 29-Sep-2016  |                |  |
| ...           | 0000      | Discovery       | Short-term Disqualified | 5-Aug-2016   |                |  |
| ...           | 0000      | Discovery       | Positive                | 8-Aug-2016   |                |  |
| ...           | 0000      | Discovery       | Short-term Disqualified | 10-Aug-2016  |                |  |
| ...           | 0000      | Discovery       | Neutral                 | 5-Aug-2016   |                |  |

|                                    |           |    |                         |    |              |   |             |   |
|------------------------------------|-----------|----|-------------------------|----|--------------|---|-------------|---|
| <b>Total SPVs</b>                  | <b>50</b> |    |                         |    |              |   |             |   |
| <b>SPV Objectives:</b>             | Discovery | 15 | Cultivation             | 21 | Solicitation | 5 | Stewardship | 9 |
| <b>SPV Qualification Outcomes:</b> | Qualified | 3  | Short-term Disqualified |    | 4            |   |             |   |

### 3. Proposal activity

| Proposal Activity - Summary  |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
|--|----------------|---------------------|--------------------------|------------------|--------------------------|--------------------------------|--|-------------------------|---------------------------|-----------------------|
| Proposal Status  | Proposal Count | Proposal Ask Amount | Proposal Expected Amount | PG Purpose Count | PG Purpose Amount        | Cash/New Pledges Purpose Count | Cash/New Pledges Purpose Amount        | PG Funded Purpose Count | Cash Funded Purpose Count | Purpose Funded Amount |
| Clearance Granted  | 3              | \$30,000.00         | \$20,000.00              | 0                | \$0.00                   | 3                              | \$30,000.00                            | 0                       | 0                         | \$0.00                |
| <b>Total</b>   | <b>3</b>       | <b>\$30,000.00</b>  | <b>\$20,000.00</b>       | <b>0</b>         | <b>\$0.00</b>            | <b>3</b>                       | <b>\$30,000.00</b>                     | <b>0</b>                | <b>0</b>                  | <b>\$0.00</b>         |
| Summary of Proposal Purposes by Proposal Assignment Delivered in Current Fiscal Year < 50000 |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| S - Primary Solicitor  |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| 0000 -   |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| Proposal Status  | Proposal Count | Proposal Ask Amount | Proposal Expected Amount | PG Purpose Count | PG Purpose Amount        | Cash/New Pledges Purpose Count | Cash/New Pledges Purpose Amount        | PG Funded Purpose Count | Cash Funded Purpose Count | Purpose Funded Amount |
| Pending  | 2              | \$73,750.00         | \$3,474.99               | 0                | \$0.00                   | 3                              | \$73,750.00                            | 0                       | 0                         | \$0.00                |
| Funded   | 3              | \$55,000.00         | \$45,000.00              | 0                | \$0.00                   | 3                              | \$55,000.00                            | 0                       | 3                         | \$45,000.00           |
| <b>Total</b>   | <b>5</b>       | <b>\$128,750.00</b> | <b>\$38,474.99</b>       | <b>0</b>         | <b>\$0.00</b>            | <b>6</b>                       | <b>\$128,750.00</b>                    | <b>0</b>                | <b>3</b>                  | <b>\$45,000.00</b>    |
| Summary of Proposal Purposes by Proposal Assignment Delivered in Current Fiscal Year > 50000 |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| S - Primary Solicitor  |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| 0000 -   |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| Proposal Status  | Proposal Count | Proposal Ask Amount | Proposal Expected Amount | PG Purpose Count | PG Purpose Amount        | Cash/New Pledges Purpose Count | Cash/New Pledges Purpose Amount        | PG Funded Purpose Count | Cash Funded Purpose Count | Purpose Funded Amount |
| Pending  | 3              | \$200,000.00        | \$150,000.00             | 0                | \$0.00                   | 3                              | \$200,000.00                           | 0                       | 0                         | \$0.00                |
| Funded   | 1              | \$50,000.00         | \$50,000.00              | 0                | \$0.00                   | 1                              | \$50,000.00                            | 0                       | 1                         | \$50,000.00           |
| <b>Total</b>   | <b>4</b>       | <b>\$250,000.00</b> | <b>\$200,000.00</b>      | <b>0</b>         | <b>\$0.00</b>            | <b>4</b>                       | <b>\$250,000.00</b>                    | <b>0</b>                | <b>1</b>                  | <b>\$50,000.00</b>    |
| T - Proposal Team Member   |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| 0000 -   |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| Proposal Status  | Proposal Count | Proposal Ask Amount | Proposal Expected Amount | PG Purpose Count | PG Purpose Amount        | Cash/New Pledges Purpose Count | Cash/New Pledges Purpose Amount        | PG Funded Purpose Count | Cash Funded Purpose Count | Purpose Funded Amount |
| Pending  | 1              | \$100,000.00        | \$100,000.00             | 1                | \$100,000.00             | 0                              | \$0.00                                 | 0                       | 0                         | \$0.00                |
| <b>Total</b>   | <b>1</b>       | <b>\$100,000.00</b> | <b>\$100,000.00</b>      | <b>1</b>         | <b>\$100,000.00</b>      | <b>0</b>                       | <b>\$0.00</b>                          | <b>0</b>                | <b>0</b>                  | <b>\$0.00</b>         |
| Summary of Proposal Purposes by Proposal Assignment Funded in Current Fiscal Year            |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| S - Primary Solicitor  |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| 0000 -   |                |                     |                          |                  |                          |                                |  |                         |                           |                       |
| Proposal Status  | Proposal Count | Proposal Ask Amount | Proposal Expected Amount | PG Purpose Count | PG Purpose Funded Amount | Cash/New Pledges Purpose Count | Cash/New Pledges Purpose Funded Amount | PG Funded Purpose Count | Cash Funded Purpose Count | Purpose Funded Amount |
| Funded   | 6              | \$695,000.00        | \$685,000.00             | 1                | \$50,000.00              | 6                              | \$135,000.00                           | 1                       | 6                         | \$185,000.00          |
| <b>Total</b>   | <b>6</b>       | <b>\$695,000.00</b> | <b>\$685,000.00</b>      | <b>1</b>         | <b>\$50,000.00</b>       | <b>6</b>                       | <b>\$135,000.00</b>                    | <b>1</b>                | <b>6</b>                  | <b>\$185,000.00</b>   |

## 4. Proposal activity detail

| Proposal Activity - Detail                            |           |             |                     |                   |             |              |                      |                        |
|---|-----------|-------------|---------------------|-------------------|-------------|--------------|----------------------|------------------------|
| Proposals - Clearance Granted in Current Fiscal Year  |           |             |                     |                   |             |              |                      |                        |
| Primary Prospect Name                                 | Entity ID | Proposal ID | Proposal Type       | Proposal Status   | Ask Date    | Ask Amount   | Expected/Funded Date | Expected/Funded Amount |
| Mr. [REDACTED]  | 0000      | 50          | Verbal Conversation | Clearance Granted | 30-Dec-2016 | \$50,000.00  | 30-Jun-2017          | \$50,000.00            |
| Mr. [REDACTED]  | 0000      | 59          | Verbal Conversation | Clearance Granted | 30-Dec-2016 | \$50,000.00  | 30-Jun-2017          | \$50,000.00            |
| Proposals - Clearance Granted                         |           | 13          |                     |                   |             | \$900,000    |                      | \$525,000.00           |
| Proposal Activity - Detail                            |           |             |                     |                   |             |              |                      |                        |
| Proposals - Delivered in Current Fiscal Year < 50,000 |           |             |                     |                   |             |              |                      |                        |
| Primary Prospect Name                                 | Entity ID | Proposal ID | Proposal Type       | Proposal Status   | Ask Date    | Ask Amount   | Expected/Funded Date | Expected/Funded Amount |
| Mr. [REDACTED]  | 0000      | 79          | Verbal Conversation | Funded            | 15-Jul-2016 | \$20,000.00  | 31-Aug-2016          | \$10,000.00            |
| Mrs. [REDACTED]                                       | 0000      | 06          | Verbal Conversation | Pending           | 30-Dec-2016 | \$30,000.00  | 29-Dec-2017          | \$10,000.00            |
| MSI [REDACTED]  | 0000      | 63          | Written             | Pending           | 25-Jul-2016 | \$43,750.00  | 30-Jun-2017          | \$43,750.00            |
| Prof. [REDACTED]                                      | 0000      | 97          | Verbal Conversation | Funded            | 30-Aug-2016 | \$10,000.00  | 9-Sep-2016           | \$10,000.00            |
| Mrs. [REDACTED]                                       | 0000      | 32          | Verbal Conversation | Funded            | 27-Sep-2016 | \$25,000.00  | 12-Oct-2016          | \$25,000.00            |
| Proposals - Delivered < 50,000                        |           | 5           |                     |                   |             | \$128,750    |                      | \$98,750.00            |
| Proposal Activity - Detail                            |           |             |                     |                   |             |              |                      |                        |
| Proposals - Delivered in Current Fiscal Year > 50,000 |           |             |                     |                   |             |              |                      |                        |
| Primary Prospect Name                                 | Entity ID | Proposal ID | Proposal Type       | Proposal Status   | Ask Date    | Ask Amount   | Expected/Funded Date | Expected/Funded Amount |
| Ms. [REDACTED]  | 0000      | 59          | Verbal Conversation | Funded            | 10-Oct-2016 | \$50,000.00  | 29-Mar-2016          | \$50,000.00            |
| Ms. [REDACTED]  | 0000      | 77          | Verbal Conversation | Pending           | 3-Oct-2016  | \$100,000.00 | 30-Dec-2016          | \$50,000.00            |
| [REDACTED]  | 0000      | 35          | Verbal Conversation | Pending           | 1-Aug-2016  | \$50,000.00  | 30-Dec-2016          | \$50,000.00            |
| Prof. [REDACTED]                                      | 0000      | 14          | Verbal Conversation | Pending           | 30-Dec-2016 | \$50,000.00  | 30-Jun-2017          | \$50,000.00            |
| Ms. [REDACTED]  | 0000      | 14          | Verbal Conversation | Pending           | 1-Sep-2016  | \$100,000.00 | 3-Sep-2018           | \$100,000.00           |
| Proposals - Delivered > 50,000                        |           | 5           |                     |                   |             | \$350,000    |                      | \$300,000.00           |

## A Productive Portfolio Management Meeting...

- Looks forward;
- Capitalizes on the partnership between the fundraiser, the manager and the prospect development consultant – each has an important role and voice in the process;
- Focuses on key prospects while also optimizing the overall portfolio;
- Focuses on strategy and next steps, particularly where stuck
- Drives strategy at a swift clip;
- Assures that prospects don't sit idly in a portfolio;
- Keeps portfolios balanced and moving;
- Is dynamic;
- Holds each partner accountable for next steps;
- Builds fundraiser confidence and effectiveness; and
- Is a repeatable process.



## Portfolio Management Meetings have been a change-maker for MSU...

- The # of 6- and 7- figure gifts have increased;
- Quality of proposals; focus on impact;
- Greater understanding and appreciation for both the art and science behind the work we do (the science provides the tools; the art is where we spend our meeting time);
- Greater frequency of strategy sessions and an appreciation for the follow-up;
- Greater use of assets across campus and regionally;
- Stronger partnerships/collaborations;
- Safe-place – this is not an evaluation or a place for judgment;
- Greater accountability for everyone involved;
- Database more accurately reflects the status of prospect and proposal activity.