Starting a portfolio consultation service

Ohio State University: Chris Brakenbury (Director of Prospect Development) and Becky Fullmer (Associate Director of Prospect Management)

Notes from Jessica Balsam, University of Washington

- Relationship management symposium in Nashville was a turning point for them. Changed titles from "tracking" to "prospect consultant" to emphasize that data integrity is only part of the job. 16 people in prospect development at the time
- Portfolios were like Hotel California. Inherited over and over and over again, no one strategizing/paying attention to them.
    - Most proposals were below major gift level. Probably because portfolios were full of distraction.
- **Created Task force to craft a PM policy**; previously they had only had a "rules of the road" document
    - 16-17 people on committee (too many but still worked) stewardship, hr, pm, research, plus about 12 FLFs of varying tenures and varying job types
    - New policy: **Strict limit of 75 ppl in portfolio**. Every prospect has to have significant contact every 12 months and a stage move every 12 months.
    - Portfolio consultation service grew out of this new policy.
- Portfolio consultation is now an annual event
    - Planning phase 4-5 months; start in fall; deliver analysis in spring
    - Pre-consultation unit meeting, 1-2 weeks prior to 1:1 consultations. Deliverables at this meeting for each fundraiser. 15-20 minutes at one of their staff meetings, introduce scoring methodology, what to expect from us, what we expect from you. Unit leads provided a lot of support at this meeting. Admins were also key at this meeting.
    - PD spent 1-2 hours preparing for each meeting. Walked in with talking pts and questions. Each meeting was one hour. Start with fundraiser first on agenda after small talk; that sets the expectation that the fundraiser would prepare for the meeting. Start with "red" section during prospect management portion.
    - Recruited one big and one small unit to be pilot – did reviews with them first, then adjusted based on their feedback.
    - **Year 1: no supervisors in room; wanted candidness. Year 2: did have supervisors in room and was amazing.** They were great at compelling flFs to let go of prospects – giving them permission and gently nudging. If your plan for them doesn't include solicitation and you're not actively stewarding them, then let go.
    - Year 2: refined the score and focused on active movement. Have to document your strategy.
- Creating the meta score
    - **Capacity plus engagement/interest – new score. Kind of a beefed-up RFM**.
    - 3 page document to explain what was in the score, plus extra page with more detail for pd staff

- Had too many ratings so decided to use total ask amount plus research rating and planned gift rating, plus one score.
- Period of major giving inactivity = # years since last gift of $50K+
- In last 6 months they got a reporting person specific to their team
- **Has someone given a whole lot more in last 5 years than the sum of their capacity rating? If so, research checks them out.**

- Rolling out to frontline fundraisers
  - Message: This doesn't tell us good or bad, just tells us what questions to ask
  - Have to sell it with the end goal in mind. End goal is not "change relationship management" – end goal is ask more often, gain more private support
  - Spreadsheet with name and ID highlighted with green, yellow, orange, or red (orange is <100k but high engagement; red is low in both)
  - Columns:
    - How many months left until we take them out of our portfolio "standards action months"
    - Consult capacity score, and inclination score
  - Applied the score to all managed prospects. 24% were best, 18% were worst, huge 58% were somewhere in the middle. Included high capacity with no engagement, and low capacity with lots of engagement.
  - Liked a 4-quadrant portfolio score dot plot for each fundraiser. Inclination score on one axis, consult capacity on the other

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Scoring Guide

General								
• For groups, measurements take into account all active prospect group members.								
• Unlessed specified otherwise, gift information is determined by the lifetime recognized giving methodology (i.e. includes outstanding committments).								
Capacity		**60**	**50**	**40**	**30**	**20**	**10**	**0**
Consult Capacity	Larger of: sum of ask amounts, major giving capacity or ratings Ratings used include Research Rating, and Planned Gift Rating. Ask amounts include all opportunities regardless of date where the status = unqualified, qualified, or response pending. (i.e. all open and planned asks)	$1M+	$500k+	$250k+	$100k+	$50k+	$25k+	<$25k
Inclination		**6**	**5**	**4**	**3**	**2**	**1**	**0**
Total Giving	Total lifetime recognition amount Uses group calculation for groups and individual calculation for non-group prospects.	$100k +	$50k +	$25k +	$10k +	$5k +	$1k +	< $1k
Largest Gift	Largest total amount given by the prospect on a single day. Includes recognition amount for payments, excluding pledge payments (for pledges owned by the prospect) and excluding planned gift payments, plus the face revenue amount of pledges recognized to the prospect (where the pledge is owned by the prospect), plus planned gift face amounts.	$100k +	$50k +	$25k +	$10k +	$5k +	$1k +	< $1k
Total Years Given	Total count of fiscal years with gift activity	10 +	7 +	5 +	3 +	2	1	
Recent Years Given	Count of fiscal years with gift activity during the last five completed fiscal years, plus the current fiscal year to date				4 +	2 +	1	
Time Elapsed Since Last Gift	Count of years since the most recent gift				< 1	1 +	3 +	5 +

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Current /Upcoming Ask	Earliest planned or open ask date prior to 06/30/2016 Uses combination of expected ask date or ask date for opportunities where status = unqualified, qualified, or response pending.				Yes			
Committee Participation	Membership on any committee Score calculates current and past participation seperately, so the maximum possible points in this section is 4.				Current		Past	
VIP Committee Participation	Membership on select VIP comittees Includes BOT, Foundation Board, OSUAA Board of Directors, OSUAA Advisory Council, and BFOS Committees. Score calculates current and past participation seperately, so the maximum possible points in this section is 5.				Current	Past		
Recent Standards Qualifying Interaction	Count of standards qualifying interactions in the last 36 months Standards qualifying interactions include Personally Scheduled Meetings and face to face interactions. Telephone and Electronic interactions also count as standards qualifying for organizations and groups where the primary member is an organization.				3 +	2	1	
Time Elapsed Since Last Standards Qualifying Interaction	Count of months since the most recent standards qualifying interaction Standards qualifying interactions include Personally Scheduled Meetings and face to face interactions. Telephone and Electronic interactions also count as standards qualifying for organizations and groups where the primary member is an organization.	< 6	6 +			12 +	18 +	24+
Recent Email/Phone Interaction	Count of email and phone interactions during the last 12 months				3 +	2	1	
Recent Events Attended **Bonus*	Count of events attended during the last 12 months				1 +			

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Time Elapsed Since Last Move **Bonus*	Count of months since the last move Last move follows our current definition as per the standards report: assignment; either the stage of the first step entered on a plan, or the date of the most recent change in stage; ask date; or response date.				< 12			12+
Major Giving Likelihood Score	Major Giving Likelihood score value				995 +	990 +	950-989	< 950
Period of Major Giving Inactivity **Penalty (points subtracted)*	Count of years since the start date of the current prospect manager for prospects without a gift of $50K or more.				5 +	4	3	< 2

3/30/2015

The Ohio State University

Portfolio Consultation: Supplementary Materials