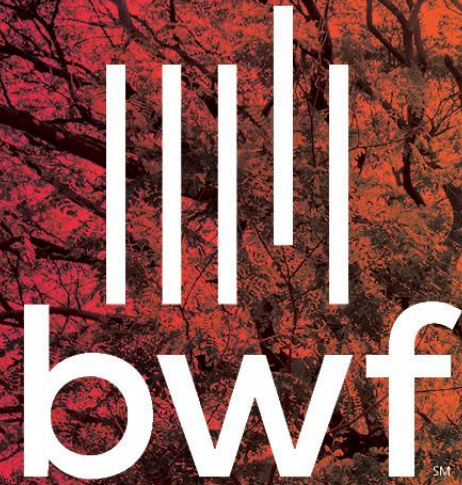




**PUBLIC
COMPREHENSIVE
UNIVERSITY
CONFERENCE
2021**

Meetings that Matter

Driving Fundraising Success
Through Deliberate Planning

Bond Lammey

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Welcome and Introductions



Bond Lammey
Senior Vice President, BWF



Jacqui Coones
Director of Prospect Management and Research
Missouri State University

Agenda

- Background details
- Identifying the problem
- Solutions:
 - Meeting inventory
 - New meeting schedule
 - Solicitation mapping
- Inventory exercise
- Key findings
- Questions

Background Details

About Missouri State:

- Public, 4-year institution
- Foundation—centralized
 - 35 FTE staff
 - 1 Prospect Mgt and Research Staff
 - 12 Development Staff
 - Completed a CRM conversion from Banner to Ellucian CRM in March 2021

About the project:

- BWF and Missouri State have monthly calls to discuss topics based on need, including:
 - Communicating key elements with leadership
 - Partnering with development officers
 - Balancing workload
 - Making time for analysis

Identifying the Problem

Current State: Report Out



Ideal State: Open Discussion,
Strategic, Outcome-Based



Problem identified: meetings lack structure and therefore purpose

Meeting Revamp Phase One

Meeting Agenda Review

- Look at all current meeting agendas and identify:
 - Who is preparing the information
 - Purpose/objective of the agenda item
 - Discussion, information sharing, or decision needed
- Review results and identify gaps
- Modify agenda based on gaps (see next slide)

Prospect Development Strategy

Meeting Agenda

DATE

Prospect Development strategy meetings ensure you are receiving the support you need to achieve your goals. Please come prepared to discuss the items below. This will also be a time we can brainstorm on prospect(s) that are presenting a challenge.

1. Report Review (as of 1st of the month) - Prepared by Prospect Management, *information only*
 - a. # of prospects:
 - b. # of phone calls
 - c. # of personal visits
 - i. # of unique personal visits:
2. Proposal Tracker Review – Prepared by DOD; *information and discussion*
 - a. Recently closed proposals (funded and underfunded/declined)
 - i. *information only*
 - b. New proposals
 - i. *information only*
 - c. Existing proposals:
 - i. *Discussion*, brainstorming, and decisions on whether to close (whether funded or underfunded/declined)
 1. Proposals made in the last 18 months
 2. Proposals made over 18 months ago
3. Top Prospects – Prepared by DOD; *information and discussion*
 - a. Prospects to solicit in the next 6 months
 - b. Prospects to solicit in the next 7-12 months
 - c. Discussion of cultivation or solicitation plans (bring 2-3 to discuss)
4. Prospects with Scheduled Visits; Prepared by DOD; *information only*
 - a. Drivable/Local Region
 - b. Out of State
5. Parking Lot; *discussion*

Solution: Modified Agenda

Modified Agenda

- Achieved initial goals:
 - More discussion
 - Outcome-based
 - Strategic

Prospect Development Strategy

Meeting Agenda

NAME

DATE

Success and Achievements – Information only: *prepared by DOD*

1. Funded proposals since last meeting
2. New proposals since last meeting
3. Prospects to solicit in the next 6 months
4. Prospects to solicit in the next 7-12 months
5. Scheduled prospect engagements, before next meeting, either by phone, virtual visit, or in-person visit

Roadblocks and Brainstorming – Discussion: *prepared by DOD*

1. Proposals over 18 months old
 - a. Action Item: Discuss whether to close as underfunded/declined or keep open
2. Proposals less than 18 months old (not including new proposals)
 - a. Action Item: Discuss next steps
3. Cultivation and Solicitation Plans
 - a. Action Item: Discuss 2-3 that you have completed but would like to brainstorm

Progress Analysis – Discussion: *information prepared by Jacqui*

1. Prospect List Composition
 - a. Total Number of Prospects in discovery, cultivation, solicitation, and stewardship
 - i. New Prospects since last meeting
 - b. Number of Prospects that have been dropped due to lack of response or disqualified
 - c. Number of Prospects in each geographic region
2. Number of Phone Calls needed to meet goal of 275
3. Number of Personal Visits needs to meet goal of 80
4. CY proposal summary
 - a. Number of proposals
 - b. Amount asked
 - c. Amount closed

Open Discussion – Discussion: *topics can be from anyone in the meeting*

1. Any topics that need further discussion – DOD can add to this section
 - a. Examples:
 - i. What support do you need?
 - ii. Are there any roadblocks that are hindering your work and how can we help remove that roadblock?

Meeting Revamp Phase Two

- Revamp process highlighted the need for a new meeting structure
 - Proposed a meeting rotation

Solution: New Meeting Schedule

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Meeting	Quarterly	Brainstorm	Solicitation	Quarterly	Brainstorm	Solicitation	Quarterly	Brainstorm	Solicitation	Quarterly	Brainstorm	Solicitation

Quarterly: Information with limited discussion

Who: VP, Exec DOD, PMR, DOD

Purpose: Discuss proposals and metrics

Brainstorm: Open discussion

Who: DODs and PMR

Purpose: Discuss one prospect solicitation plan that has a glitch

Solicitation: Open Discussion

Who: Exec DOD, PMR, DOD

Purpose: overall solicitation plan for the year

Meeting Revamp Phase Three

Current State

- Entering information into old database was difficult to maintain
- Visualizations for goal attainment is created in Excel
- Organizational focus on metrics attainment

Ideal State

- New CRM allows fundraisers to maintain solicitations and planned proposals
- Visualizations created in CRM dashboards
- Create mapping to plan and predict solicitation outcomes with input from fundraisers

Solution: Solicitation Mapping

Prospect Solicitation Strategy Worksheet

Prospect Name: _____ Solicitor: _____

Relationship to Your Organization: _____

Engagement with Your Organization (circle one): High Medium Low

Philanthropic Interests: _____

Friends/Associates (Networking): _____

Previous Giving: _____

Capacity Rating: _____ Ask Amount: _____ Expected Ask Date: _____

Strategy: (Overall gift objective and approach)

Action Steps	Person Responsible	Complete by

Development Staff Member: _____ Date: _____



Solution: Solicitation Mapping

<u>JANUARY 2016</u>	<u>FEBRUARY</u>	<u>Solicitation</u>	<u>MARCH</u>	<u>APRIL</u>	<u>MAY</u>	<u>JUNE</u>
Contacted Development Office about art he wanted to donate.	Met with him to discuss art and what it would benefit. Decided to sell some land and establish two scholarships in his lifetime.	Solicit/Closure: \$100,000 Ask Area: Endowed Presidential Scholarship to fund two scholars.	Attended the scholarship dinner and met with the Dean.	Met with Department Chair and students once scholarships were awarded. Dept Chair told him of need for fellowship support.	Attended art history exhibits.	Tour of the Print Collection.
<u>AUGUST</u>	<u>SEPTEMBER</u>	<u>Solicitation</u>	<u>NOVEMBER</u>	<u>DECEMBER</u>		
Dinner to present language for estate. We discussed his interest in establishing a fellowship in Visual Arts.	Invited to the Leadership Society dinner.	Ask Amount: Estate: \$400,000 and outright \$100,000 for Endowed Presidential Fellowship.	Birthday card from the Dean.	Dinner to meet his students for his EPS.		

Solution: Solicitation Mapping

Prospect	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sue D.	1/6/19 \$10K Engr.		★ 3/18/19									
Amy L.	1/25/19 \$100K Bus.			★ 4/5/19								
Bob J.							★ 7/1/19					
Ron B.						★ 6/8/19						
Mia K.						★ 6/21/19						
Dan M.					★ 5/27/19							
Fran I.							★ 7/9/19					
Jan S.							★ 7/30/19					
Van P.									★ 9/3/19			
John L.								★ 8/22/19				

Prep for Ask
Ask Date, Amount, and Program
Negotiation
★ Projected Close Date
Stewardship
Ongoing Stewardship

Inventory Exercise: Sample Meeting Agenda

Prospect Management Meeting Sample Agenda

Participants:

- VP, AVPs (including head of major gifts)
- Development Officers
- Prospect Development Officer, Advancement Services Director

Frequency: At least monthly, 90 minutes each.

- 1) Review of the dashboard report:
 - a. Look at the previous period and evaluate recent solicitations
 - b. Look at the current period to fine-tune coming solicitations
 - c. Look at the next 3 periods to evaluate readiness for asks and “last step” cultivation moves scheduled to prepare asks for next period
 - d. Look at future periods to assure that cultivation is on track
- 2) Discussion of the largest five prospects for whom strategic plans have been formulated:
 - a. This is a quick review to refresh memories and renew focus
 - b. Any new ideas, new details, adjustments should be added
- 3) Discussion of New Prospects:
 - a. Development Officers come prepared with a couple of names
 - b. Discussion of general progress, meeting goals, and process issues
 - c. Discussion of institutional needs, case, etc.
- 4) Calendar and Logistics Discussion.
 - a. Use of the President and other key volunteers creates logistical issues
 - b. Use of events and publications relevant to strategic cultivation
- 5) Miscellaneous
 - a. Discuss any issues related to general cultivation, special events, stewardship, volunteer involvement, project selection, etc.
 - b. Clear any issues related to scheduling, budgeting, staffing, or administration/operations



Inventory Exercise: Completed Exercise

Prospect Management Meeting Sample Agenda

Participants:

- VP, AVPs, (including head of major gifts)
- Development Officers
- Prospect Development Officer, Advancement Services Director

Frequency: At least monthly, 90 minutes each.

- 1) Review of the dashboard report:
 - a. Objective: look at recent and upcoming solicitations and assess accuracy of projections regarding money in the door/preparation needed
 - b. Owner: Head of Major Gifts
 - c. Audience: Development Officers
 - d. Call to action: sharing information
 - e. Time allocation: 15- 20 minutes
- 2) Discussion of the largest five prospects for whom strategic plans have been formulated:
 - a. Objective: refresh memories and renew focus
 - b. Owner: VP
 - c. Audience: Development Officers
 - d. Call to action: discussion, introduction of ideas
 - e. Time allocation: 35 minutes (7 minutes a name)
- 3) Discussion of New Prospects: recommend moving to a separate meeting led by PD
- 4) Development Activities Discussion
 - a. Objective: review of event and content calendars that are relevant to relational fundraising
 - b. Owner: AVPs who oversee events and communications
 - c. Audience: Development Officers
 - d. Call to action: sharing information
 - e. Time allocation: 20-30 minutes
- 5) Presidential Calendar and Logistics Discussion:
 - a. Objective: determine internal resource needs (including access to President/volunteers, events) for cultivation efforts
 - b. Owner: VP or whoever has direct access to the President
 - c. Audience: AVPs, Development Officers
 - d. Call to action: decision needed, discussion
 - e. Time allocation: 20-30 minutes



Key Findings and Takeaways

Lessons learned

- Providing time for open discussion without leadership can yield positive results
- Helps to learn what/when report-out is necessary in a meeting format
- Show results visually—let the data speak for itself

Strategies for buy-in

- Demonstrating ROI to leadership
- Collect informal feedback
- Share “client testimonials”

Reporting: COAST Technique

- **Comparison**—Find and display common data points.
- **One Idea**—Does your analysis tell one, consistent story?
- **Alignment**—Match visual to what recipient values.
- **Simplest Form**—The best analyses are often the simplest!
- **Transparency**—Open and shared reports on progress.

prospect development

Five Techniques to COAST Through Prospect Development Visualization

BY BOND T. LAMMEY AND JOSHUA M. BIRKHOLZ

In recent years, the fundraising world witnessed an explosion of innovation in prospect development. Although prospect research, relationship management and analytics are hardly new concepts to development programs, integrated efforts toward managing the flow of prospects in and through the pipeline continue to evolve at a rapid pace.

officers. During late-stage cultivation, prospect research returns to provide critical data to ensure movement to solicitation.

Nevertheless, challenges often persist for prospect development professionals in various stages of innovation: “How do we convince gift officers to take on these new names?” “How do we communicate performance data in a nonauthoritative manner?” Prospect development professionals, much like gift officers, are in the business of asking and convincing. Rather than making the case for support and asking potentially passionate donors about gift opportunities, prospect development professionals persuade gift officers to accept names of prospects and performance tracking. Visual communication of the prospect development data is critical.

When communicating prospect development data with the intent to persuade, we recommend using a method we like to call “COAST.” The five techniques of COAST are “Comparison,” “One idea,” “Alignment,” “Simplest form” and “Transparent.” With these techniques, you will visualize your data like a pro—even using the simplest of tools.

While this article will focus on specific examples within prospect research, prospect management and analytics, the techniques of communicating data simply and in a visually appealing way can be adopted by shops with a few people or with 400, and any of the diagrams listed can be created in standard spreadsheet software programs, such as Microsoft Excel.



Comparison

- Delivering Prospects
 - Sally Donor: Non-alumna, donor.
 - Joe Prospect: Non-alumnus. MG capacity, High MG likelihood, engaged.
 - Compare Joe to Sally when delivering the name to Jill Officer.
- Major Gift Officer Performance
 - Jill Officer: 12 visits, 13 solicitations, \$1.6M raised
 - Top 20% of Gift Officers

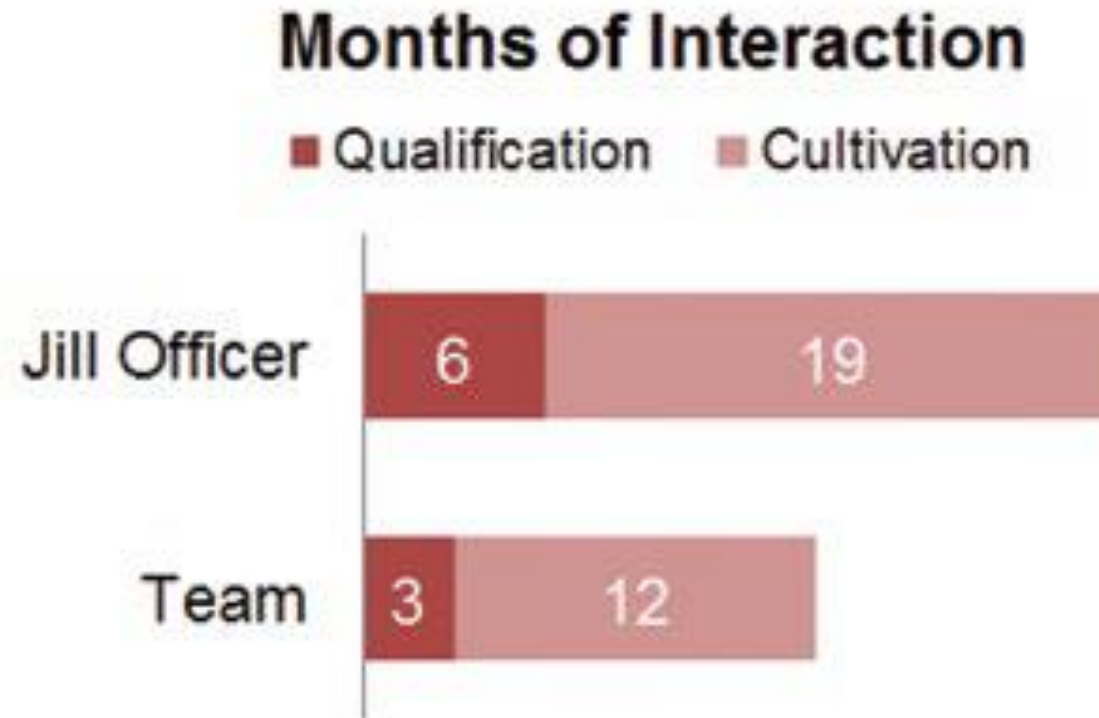
Comparison: Example



Simplest Form

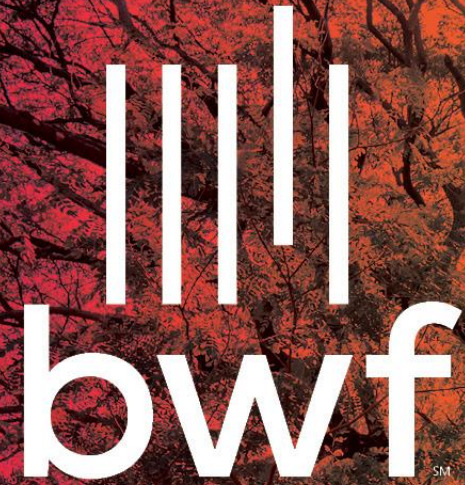
- Reduce the noise
 - In charts
 - In slide decks
- Stage-aging
 - Shorten the time in a stage
 - Get to an ask sooner

Simplest Form: Example



Questions?





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Thank you!

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