



# Advancement Forum COVID-19 Survey Report

---

Compiled April 27<sup>th</sup>, 2020

# Advancement Forum

Project Director

Kate Cudé

Executive Director

Jeff Martin

## Legal Caveat

EAB Global, Inc. ("EAB") has made efforts to verify the accuracy of the information it provides to partners. This report relies on data obtained from many sources, however, and EAB cannot guarantee the accuracy of the information provided or any analysis based thereon. In addition, neither EAB nor any of its affiliates (each, an "EAB Organization") is in the business of giving legal, accounting, or other professional advice, and its reports should not be construed as professional advice. In particular, partners should not rely on any legal commentary in this report as a basis for action, or assume that any tactics described herein would be permitted by applicable law or appropriate for a given partner's situation. Partners are advised to consult with appropriate professionals concerning legal, tax, or accounting issues, before implementing any of these tactics. No EAB Organization or any of its respective officers, directors, employees, or agents shall be liable for any claims, liabilities, or expenses relating to (a) any errors or omissions in this report, whether caused by any EAB Organization, or any of their respective employees or agents, or sources or other third parties, (b) any recommendation by any EAB Organization, or (c) failure of partner and its employees and agents to abide by the terms set forth herein.

EAB is a registered trademark of EAB Global, Inc. in the United States and other countries. Partners are not permitted to use these trademarks, or any other trademark, product name, service name, trade name, and logo of any EAB Organization without prior written consent of EAB. Other trademarks, product names, service names, trade names, and logos used within these pages are the property of their respective holders. Use of other company trademarks, product names, service names, trade names, and logos or images of the same does not necessarily constitute (a) an endorsement by such company of an EAB Organization and its products and services, or (b) an endorsement of the company or its products or services by an EAB Organization. No EAB Organization is affiliated with any such company.

### **IMPORTANT: Please read the following.**

EAB has prepared this report for the exclusive use of its partners. Each partner acknowledges and agrees that this report and the information contained herein (collectively, the "Report") are confidential and proprietary to EAB. By accepting delivery of this Report, each partner agrees to abide by the terms as stated herein, including the following:

1. All right, title, and interest in and to this Report is owned by an EAB Organization. Except as stated herein, no right, license, permission, or interest of any kind in this Report is intended to be given, transferred to, or acquired by a partner. Each partner is authorized to use this Report only to the extent expressly authorized herein.
2. Each partner shall not sell, license, republish, distribute, or post online or otherwise this Report, in part or in whole. Each partner shall not disseminate or permit the use of, and shall take reasonable precautions to prevent such dissemination or use of, this Report by (a) any of its employees and agents (except as stated below), or (b) any third party.
3. Each partner may make this Report available solely to those of its employees and agents who (a) are registered for the workshop or program of which this Report is a part, (b) require access to this Report in order to learn from the information described herein, and (c) agree not to disclose this Report to other employees or agents or any third party. Each partner shall use, and shall ensure that its employees and agents use, this Report for its internal use only. Each partner may make a limited number of copies, solely as adequate for use by its employees and agents in accordance with the terms herein.
4. Each partner shall not remove from this Report any confidential markings, copyright notices, and/or other similar indicia herein.
5. Each partner is responsible for any breach of its obligations as stated herein by any of its employees or agents.
6. If a partner is unwilling to abide by any of the foregoing obligations, then such partner shall promptly return this Report and all copies thereof to EAB.

# Table of Contents

---

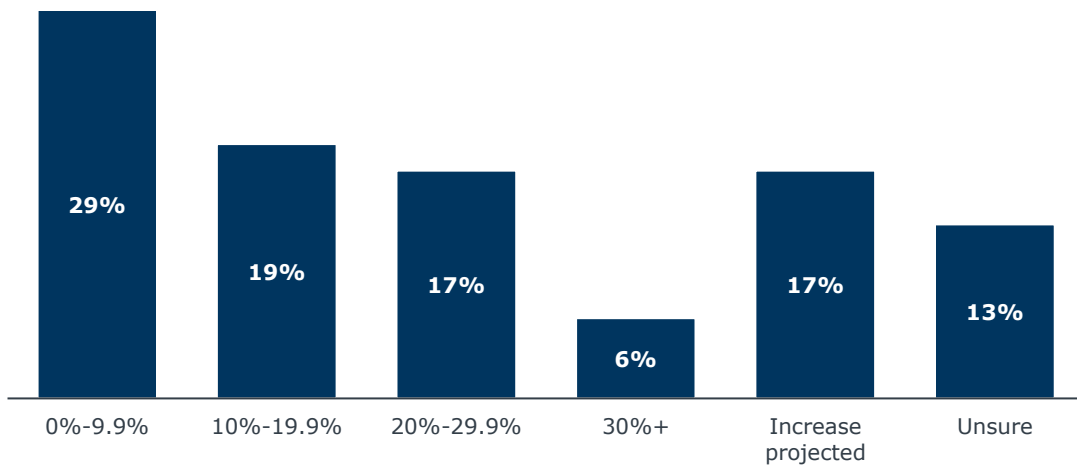
<b>FY 2020 and FY 2021 .....</b>	<b>4</b>
<b>Decline in Value of New Commitments.....</b>	<b>12</b>
<b>Decline in Number of New Gifts and Pledges .....</b>	<b>16</b>
<b>Updating Leadership on Revised Projections .....</b>	<b>20</b>
<b>Changes in Operating Expenditures and FTEs .....</b>	<b>23</b>
<b>Campaigns .....</b>	<b>32</b>
<b>Strategies to Mitigate Fundraising Declines .....</b>	<b>37</b>

# FY 2020 and FY 2021

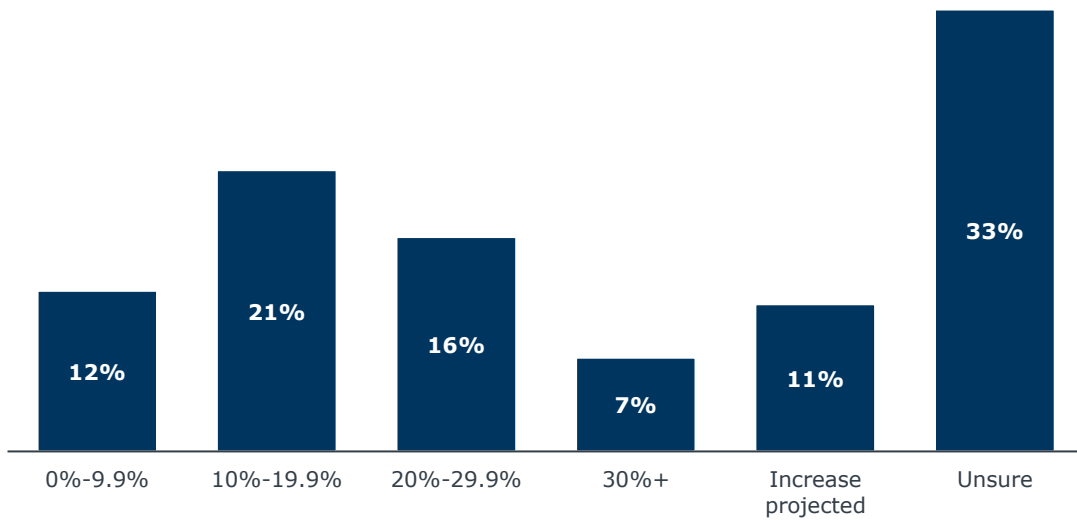
## 1. How much of a decline are you projecting in the total value of new commitments?

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure
FY 2020	29%	19%	17%	6%	17%	13%
FY 2021	12%	21%	16%	7%	11%	33%

**FY 2020**



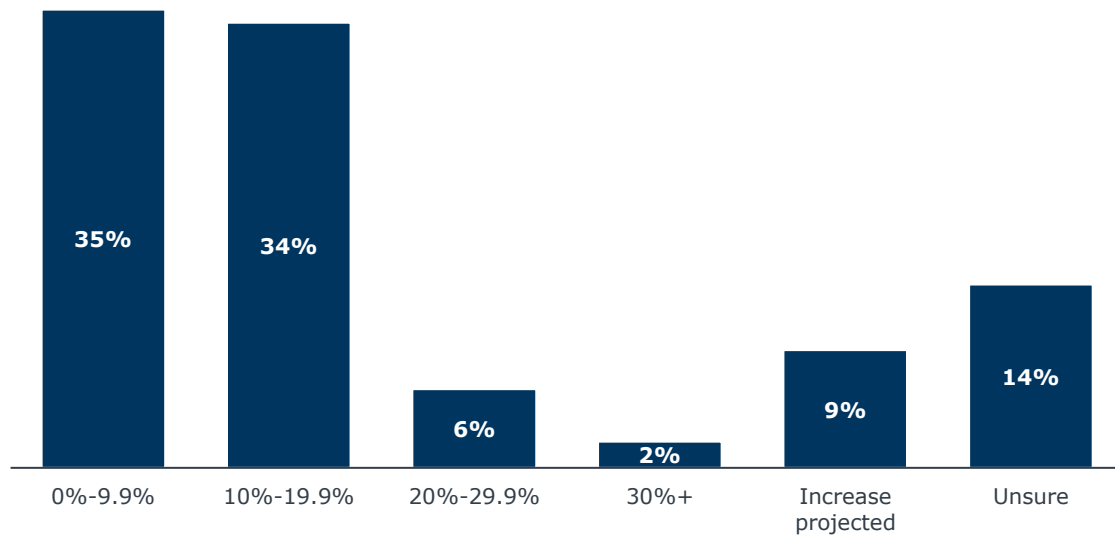
**FY 2021**



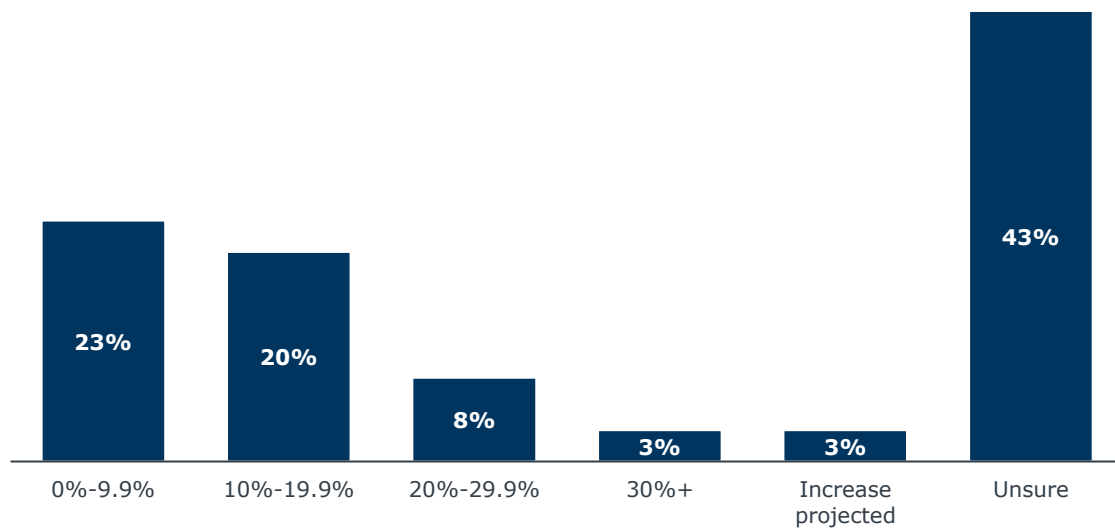
## 2. How much of a decline are you projecting in total donor counts?

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	35%	34%	6%	2%	9%	14%	110
FY 2021	23%	20%	8%	3%	3%	43%	110

**FY 2020**



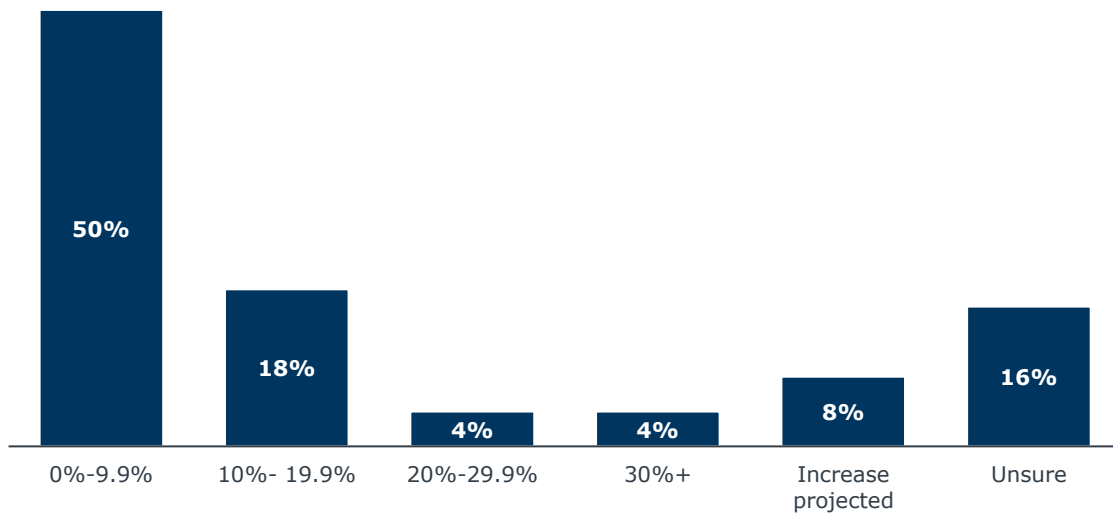
**FY 2021**



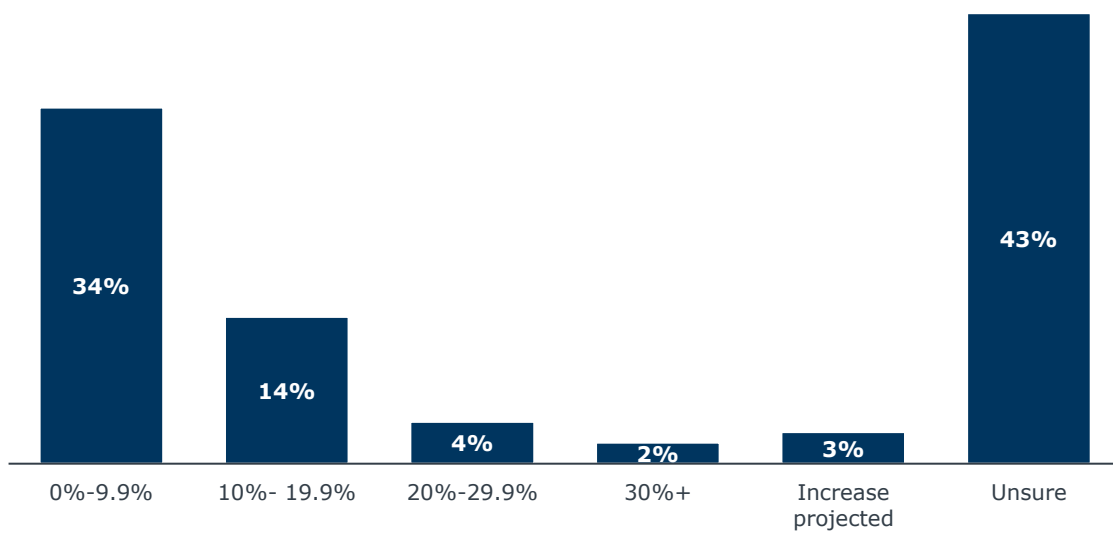
### 3. How much of a decline are you projecting in alumni participation rates?

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	50%	18%	4%	4%	8%	16%	110
FY 2021	34%	14%	4%	2%	3%	43%	110

**FY 2020**



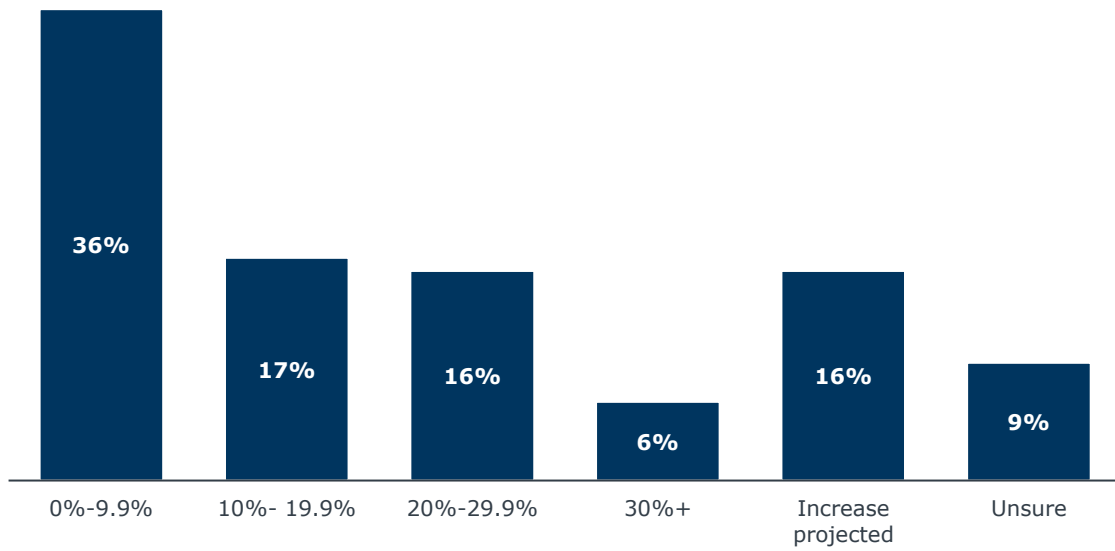
**FY 2021**



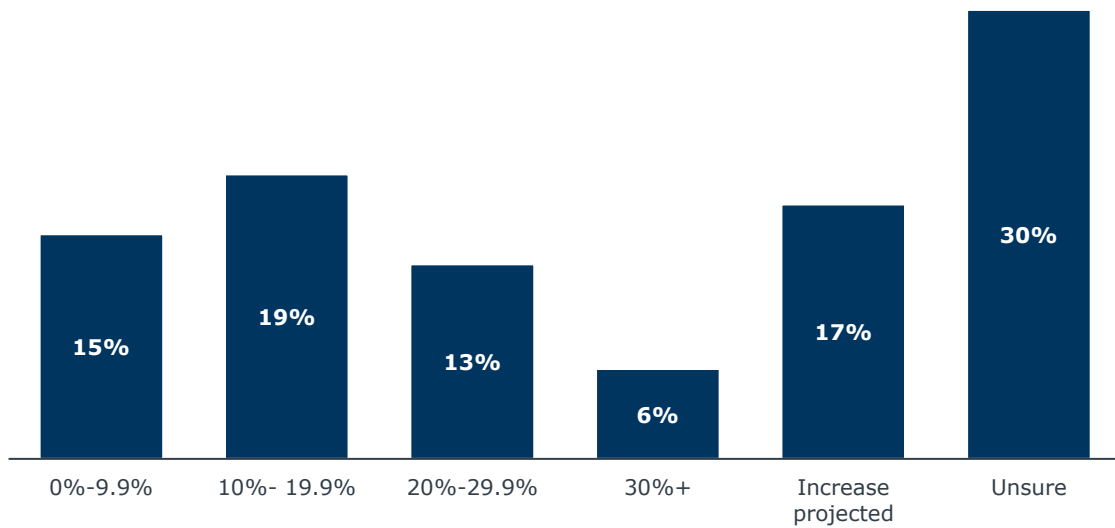
**4. How much of a decline are you projecting in submitted major/principal gift proposals?**

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	36%	17%	16%	6%	16%	9%	110
FY 2021	15%	19%	13%	6%	17%	30%	110

**FY 2020**



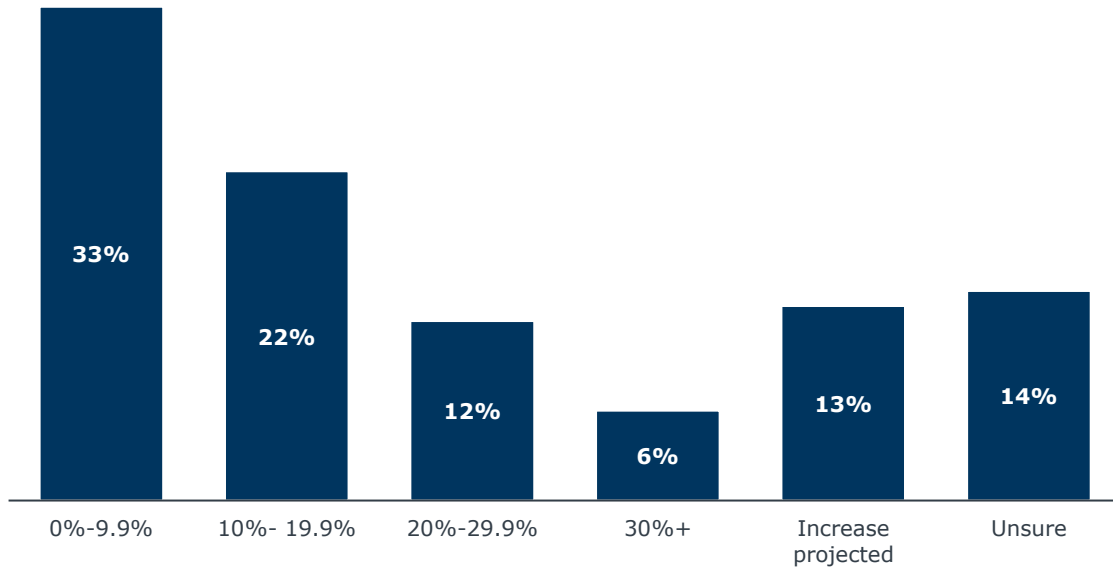
**FY 2021**



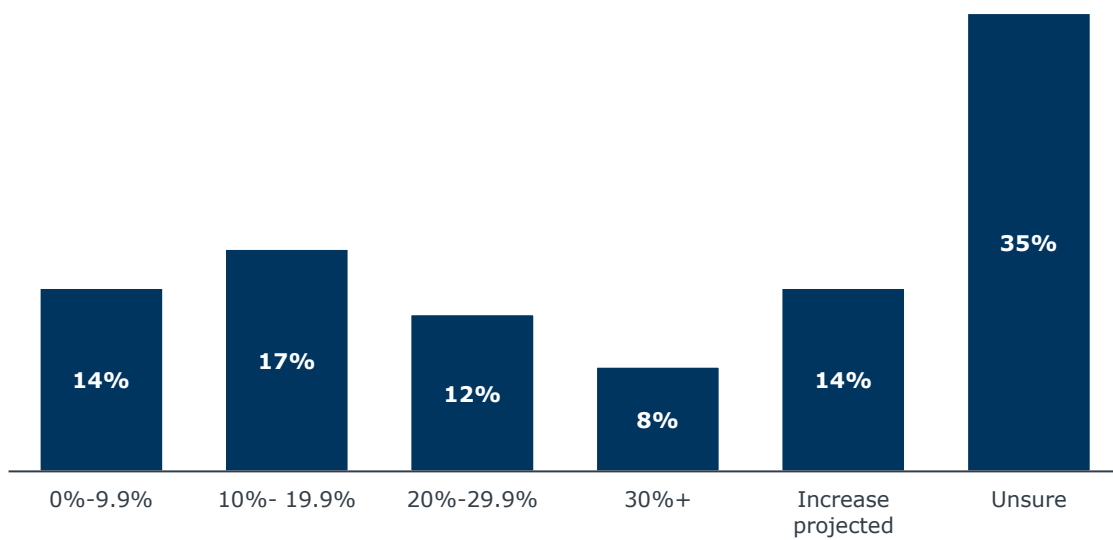
**5. How much of a decline are you projecting in closed major/principal gift proposals?**

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	33%	22%	12%	6%	13%	14%	109
FY 2021	14%	17%	12%	8%	14%	35%	109

**FY 2020**



**FY 2021**

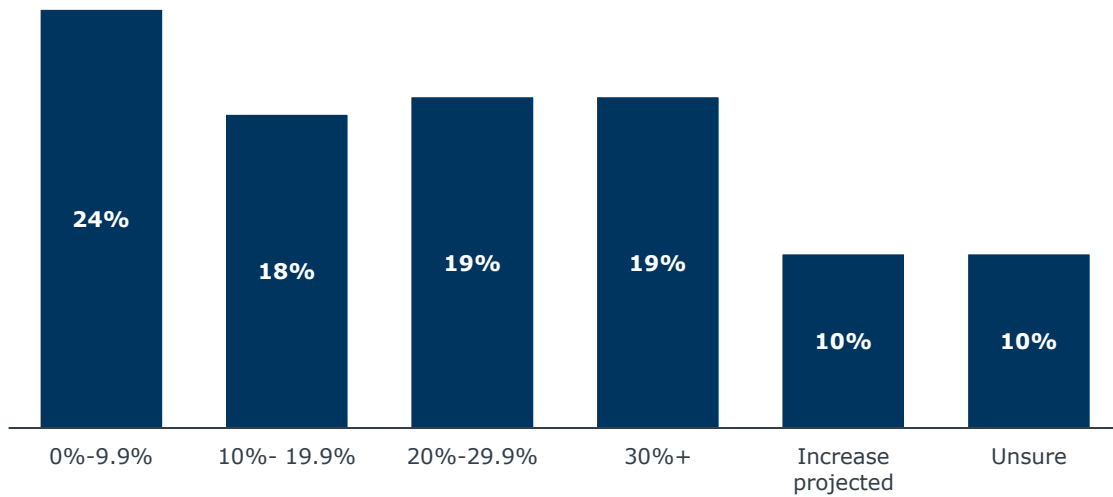




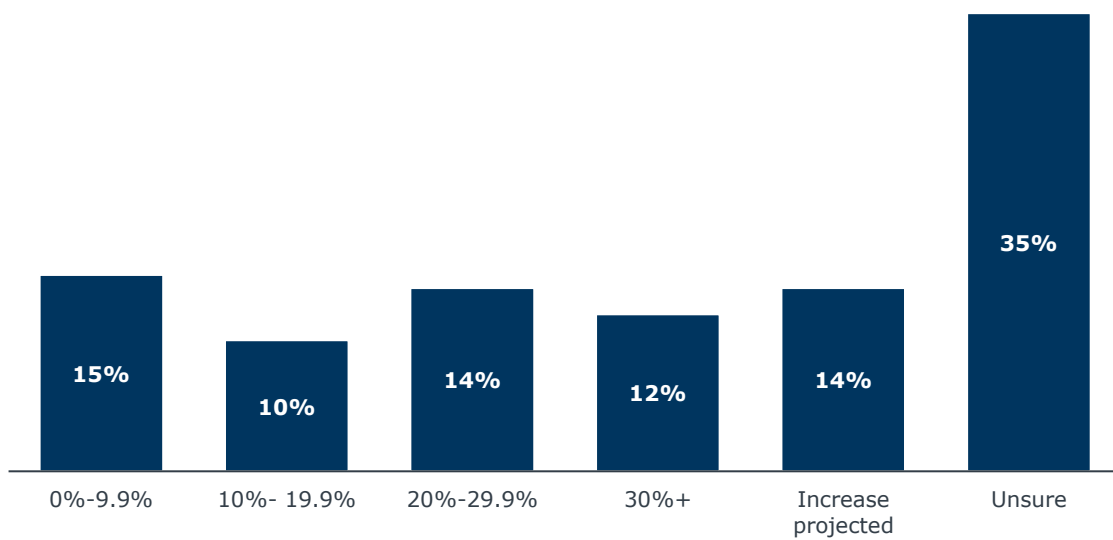
**6. How much of a decline are you projecting in prospect and donor visits?**

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	24%	18%	19%	19%	10%	10%	109
FY 2021	15%	10%	14%	12%	14%	35%	109

**FY 2020**



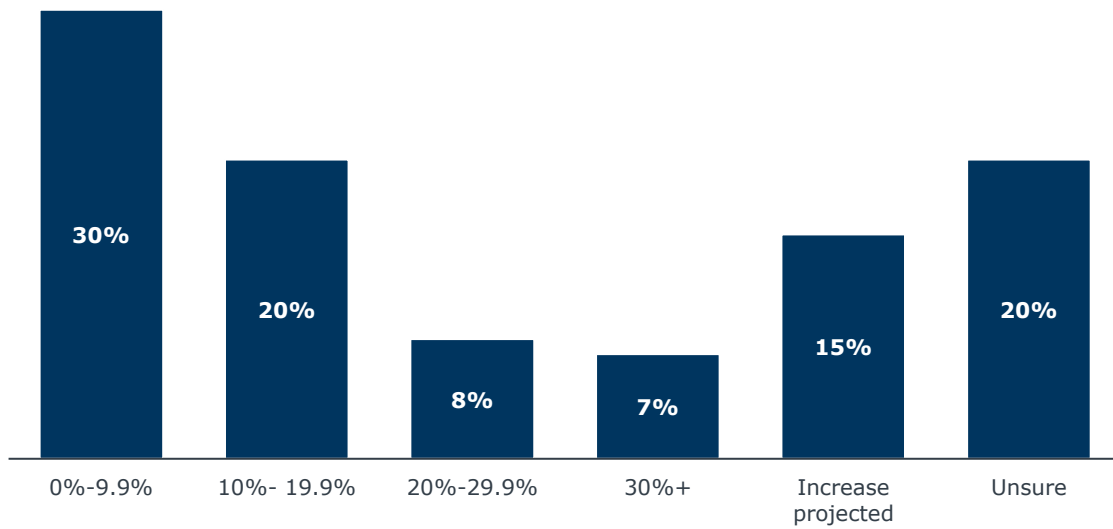
**FY 2021**



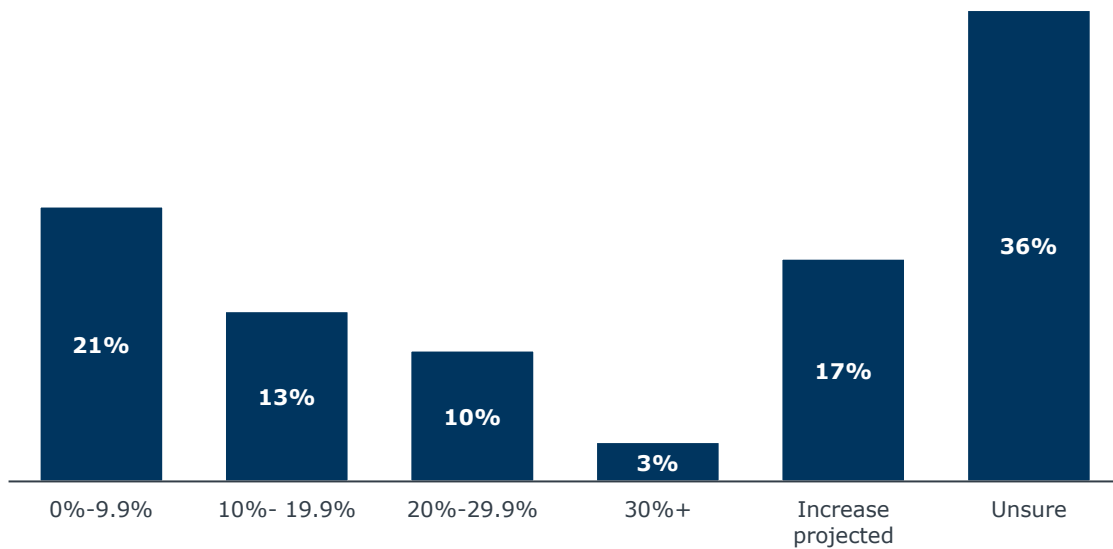
## 7. How much of a decline are you projecting in qualifications?

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	30%	20%	8%	7%	15%	20%	109
FY 2021	21%	13%	10%	3%	17%	36%	109

**FY 2020**



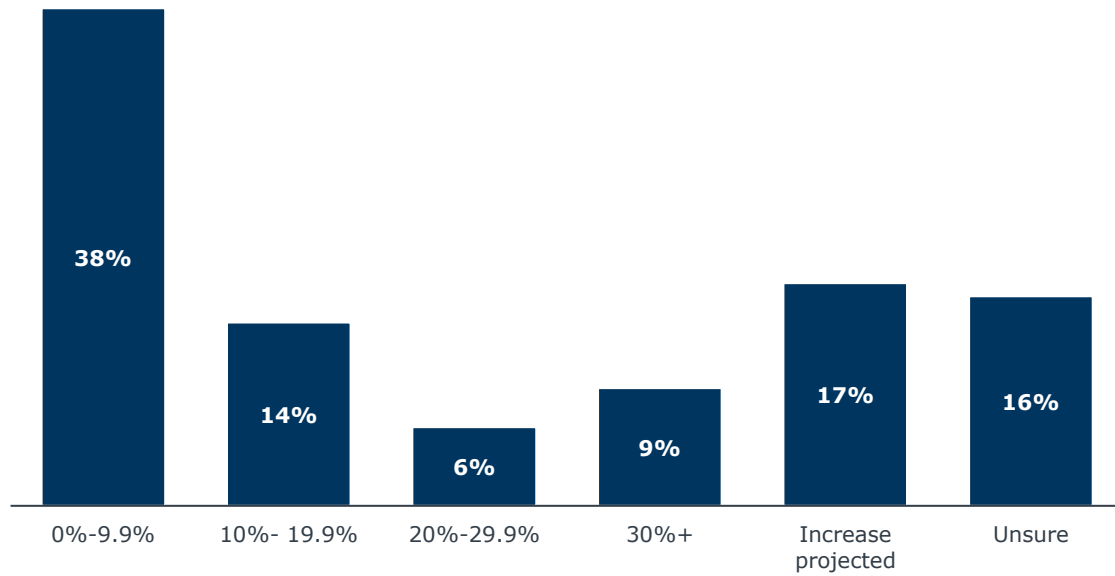
**FY 2021**



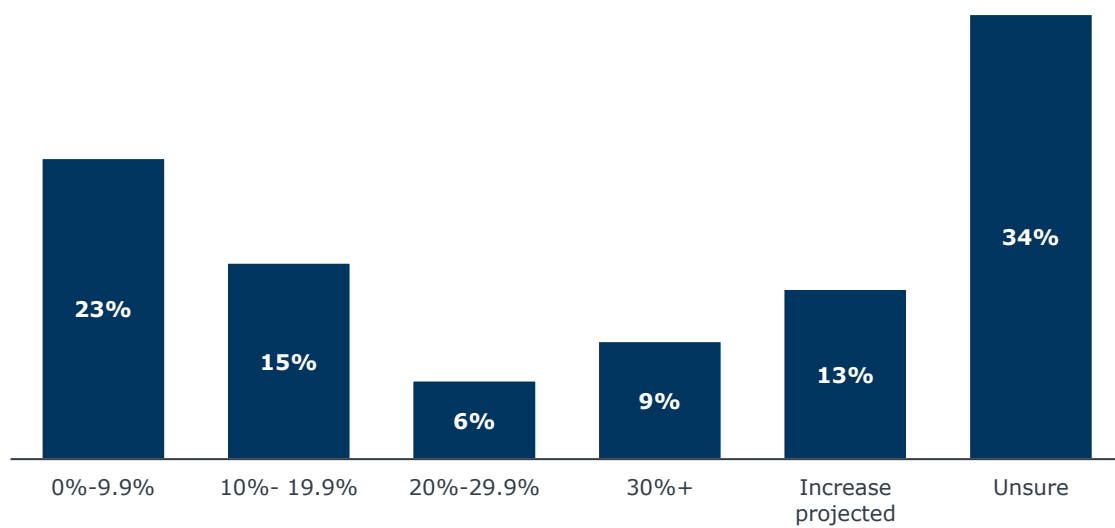
**8. How much of a decline are you projecting in revenue from corporate and foundation gifts?**

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	38%	14%	6%	9%	17%	16%	109
FY 2021	23%	15%	6%	9%	13%	34%	109

**FY 2020**



**FY 2021**

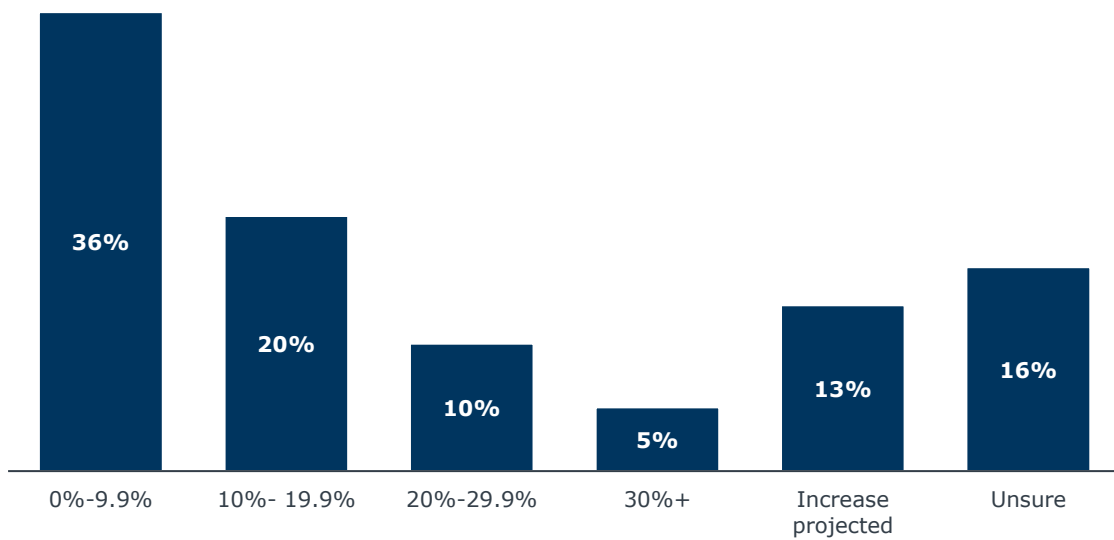


# Decline in Value of New Commitments

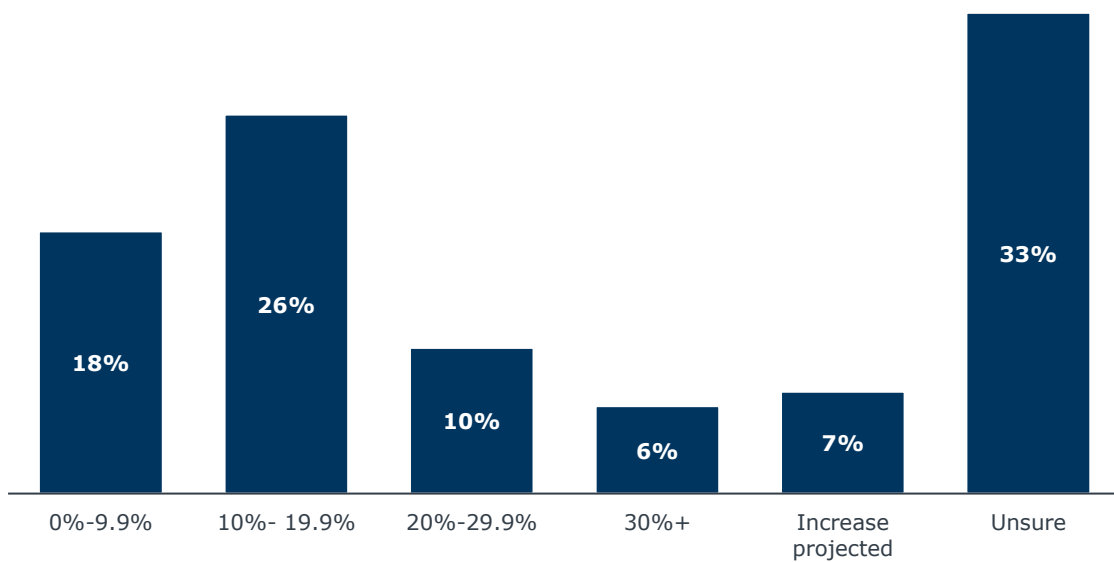
## 9. Gifts less than \$100K

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	36%	20%	10%	5%	13%	16%	109
FY 2021	18%	26%	10%	6%	7%	33%	109

**FY 2020**



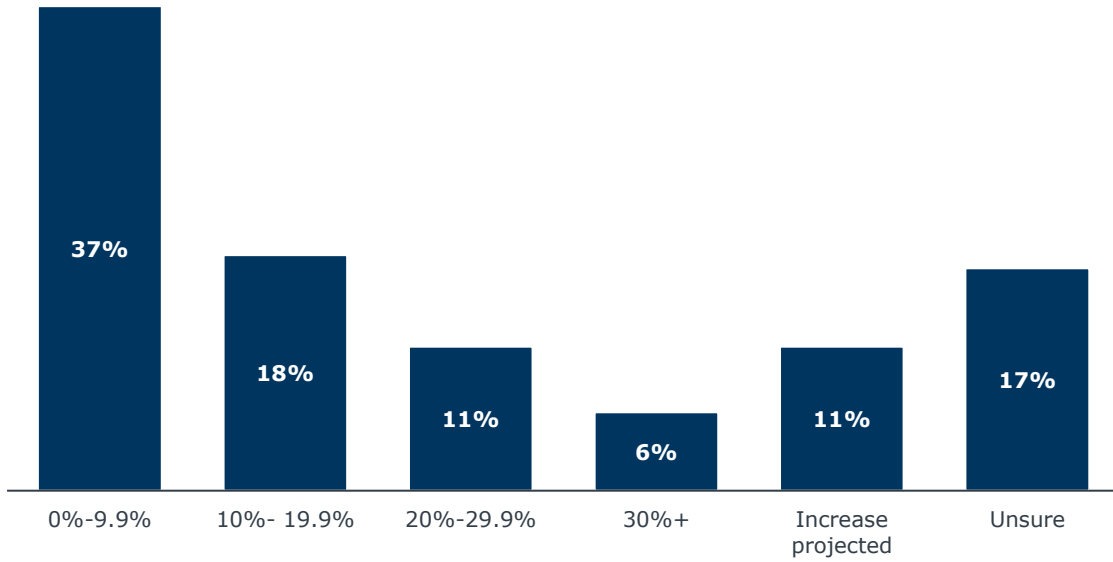
**FY 2021**



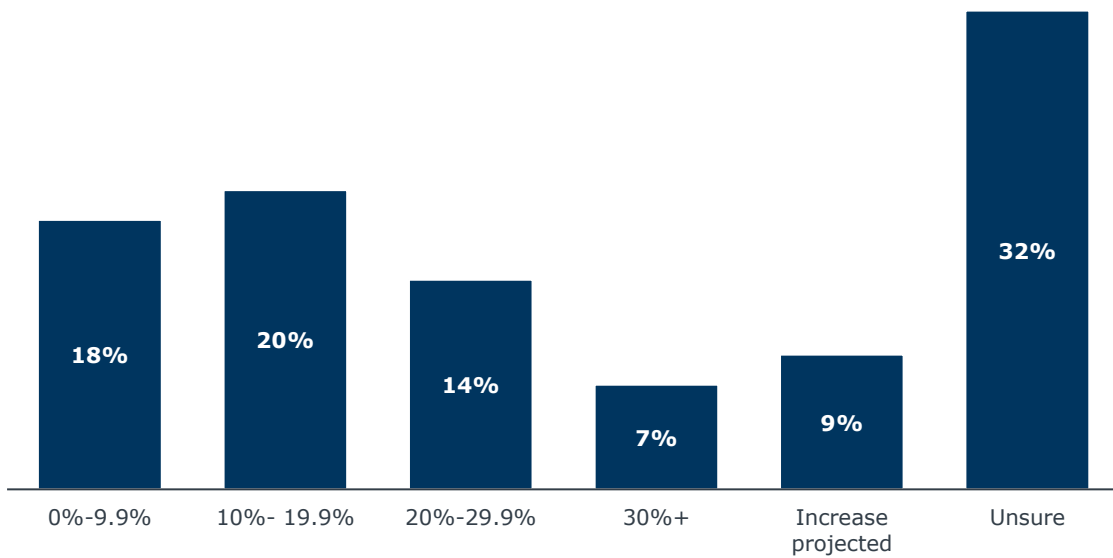
### 10. Gifts between \$100K and \$999K

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	37%	18%	11%	6%	11%	17%	109
FY 2021	18%	20%	14%	7%	9%	32%	109

**FY 2020**



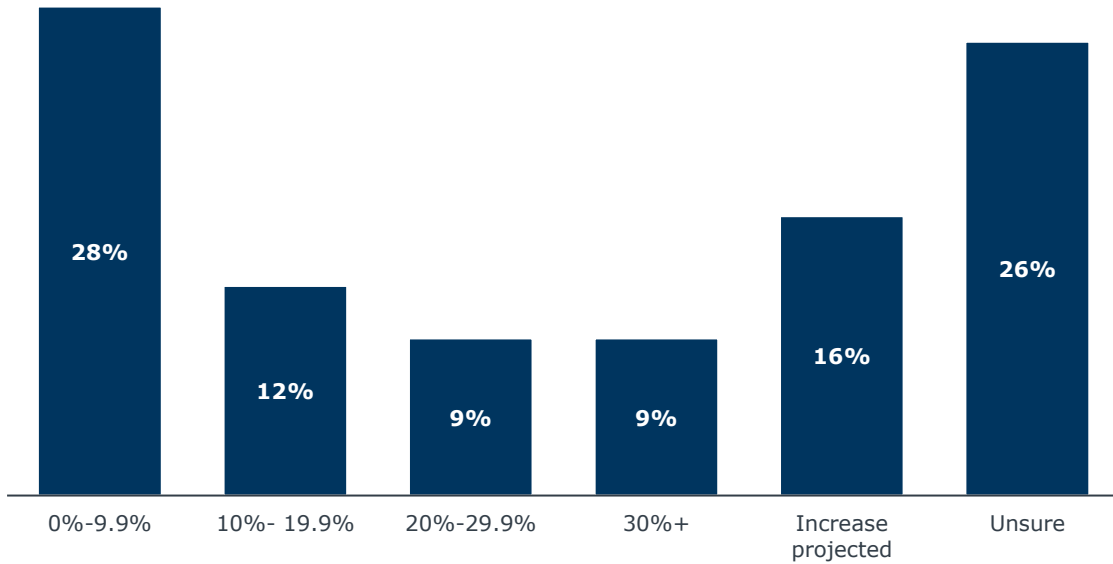
**FY 2021**



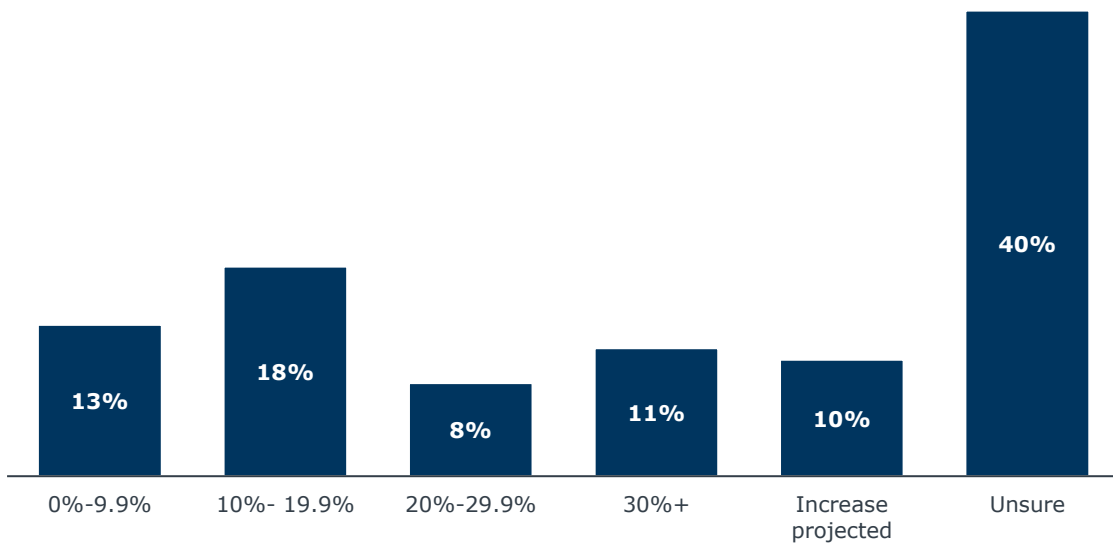
### 11. Gifts between \$1M and \$4.9M

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	28%	12%	9%	9%	16%	26%	109
FY 2021	13%	18%	8%	11%	10%	40%	109

FY 2020



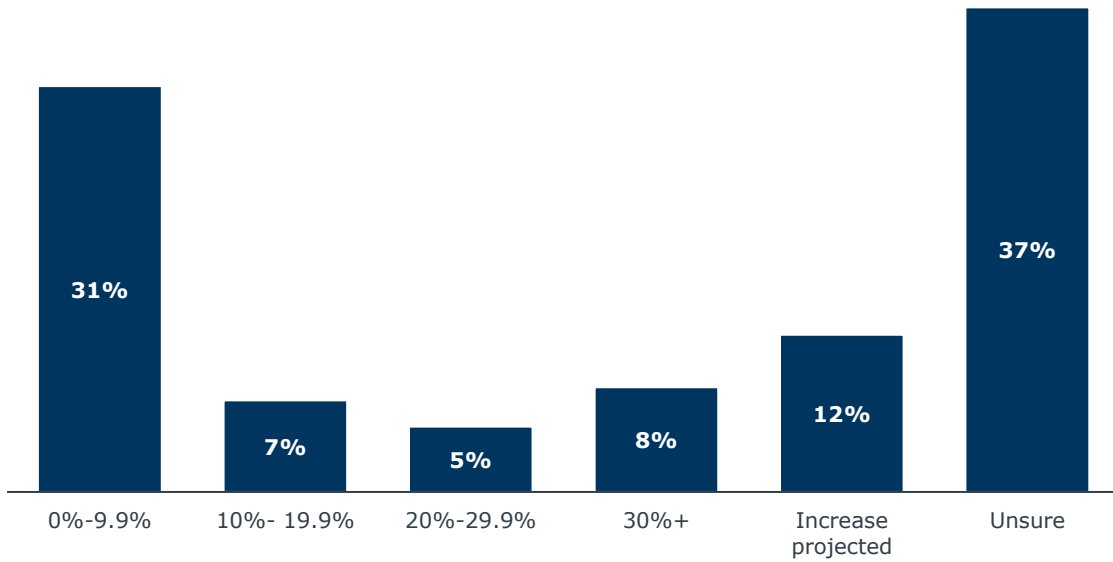
FY 2021



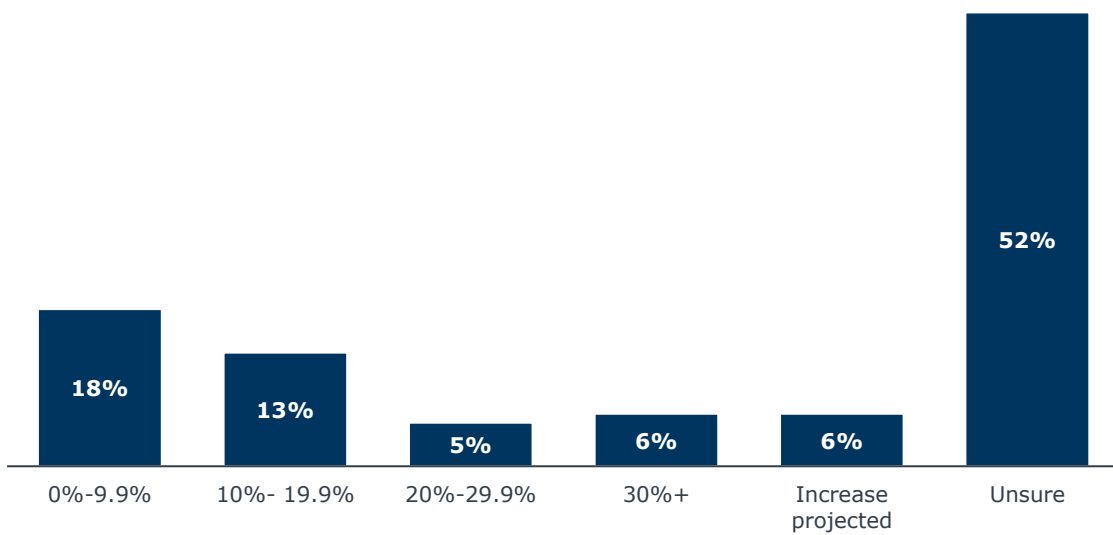
## 12. Gifts greater than \$5M

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	31%	7%	5%	8%	12%	37%	109
FY 2021	18%	13%	5%	6%	6%	52%	109

**FY 2020**



**FY 2021**

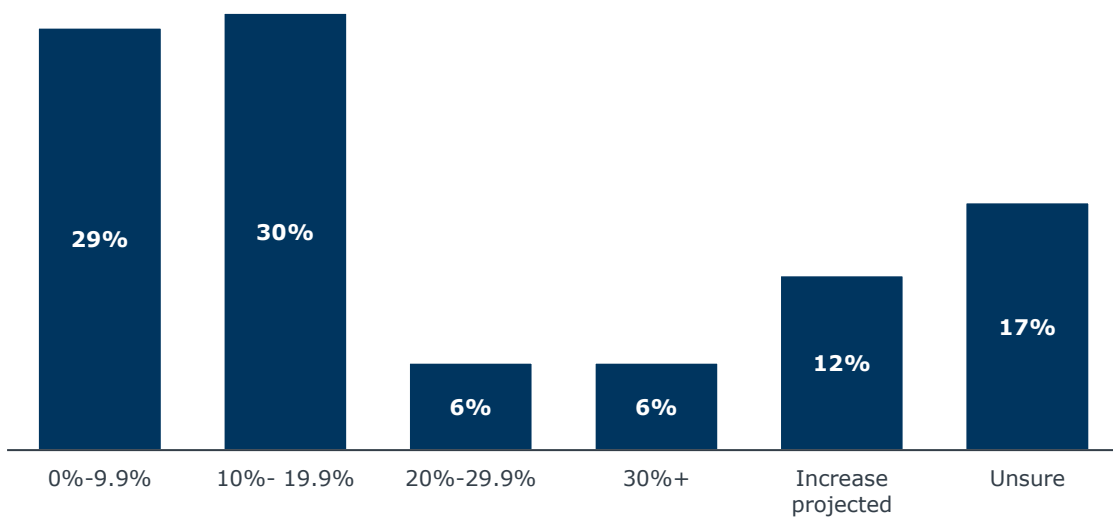


# Decline in Number of New Gifts and Pledges

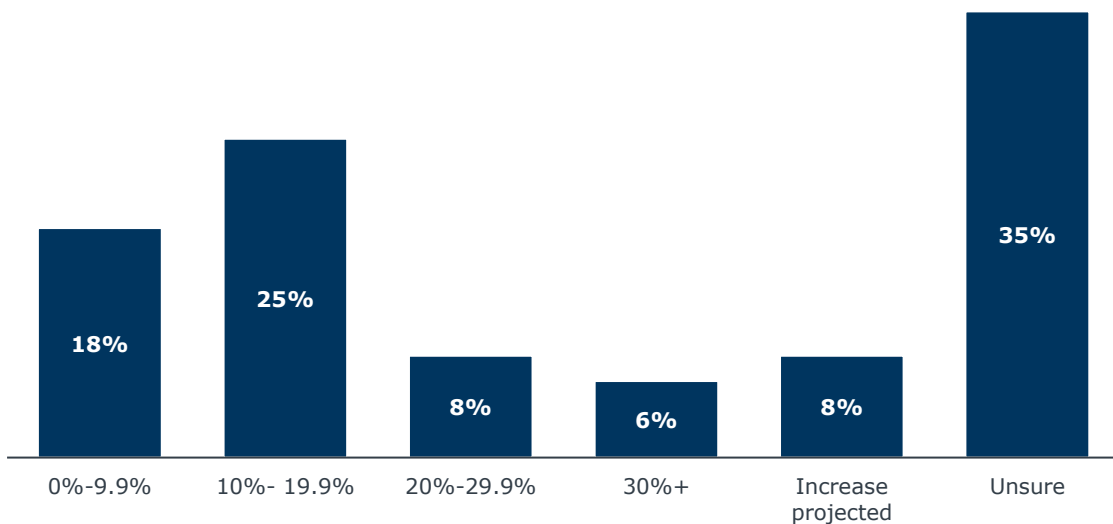
## 13. Gifts less than \$100K

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	29%	30%	6%	6%	12%	17%	108
FY 2021	18%	25%	8%	6%	8%	35%	108

**FY 2020**



**FY 2021**

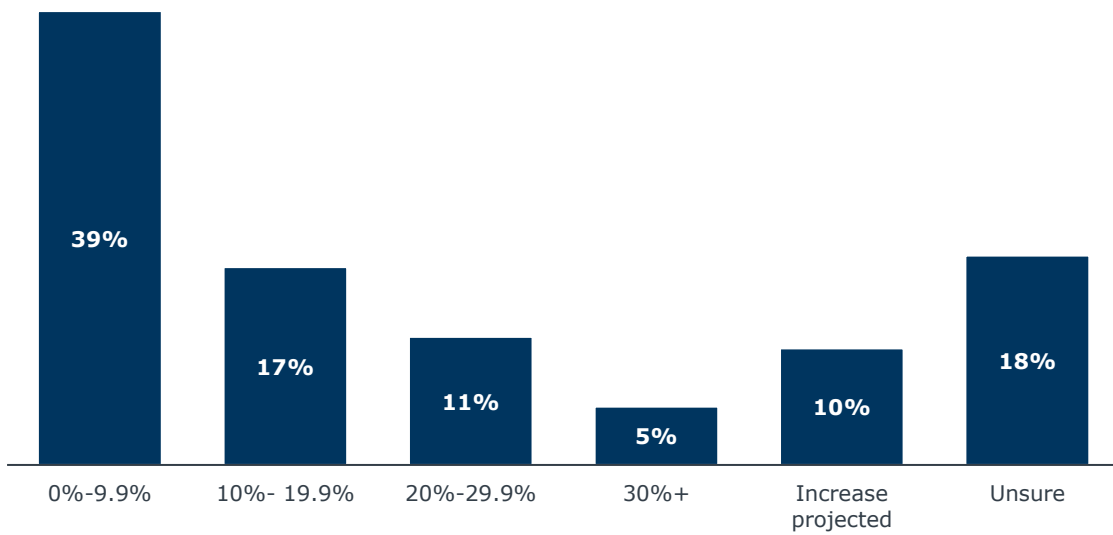




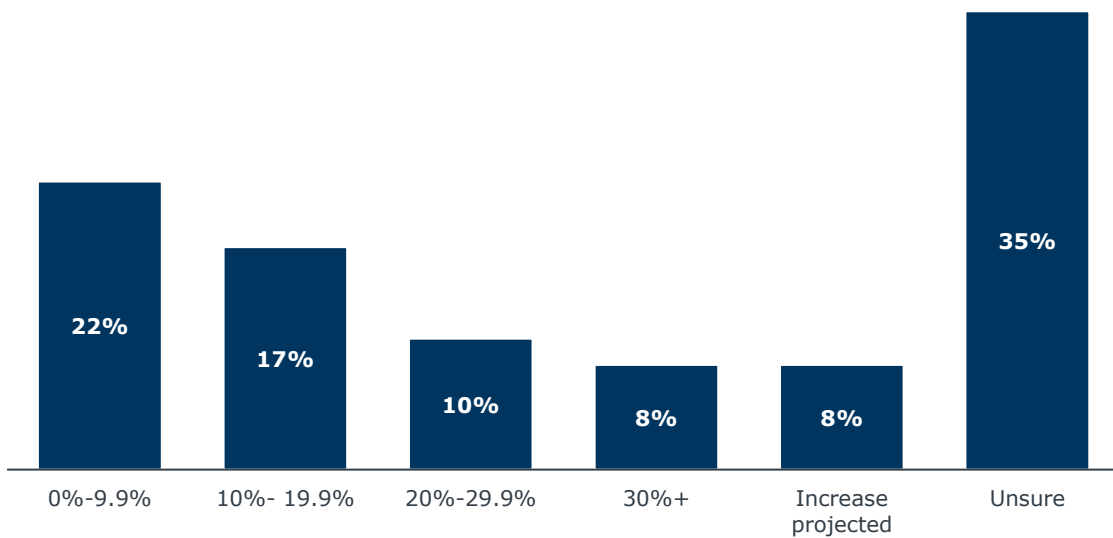
#### 14. Gifts between \$100K and \$999K

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	39%	17%	11%	5%	10%	18%	108
FY 2021	22%	17%	10%	8%	8%	35%	108

**FY 2020**



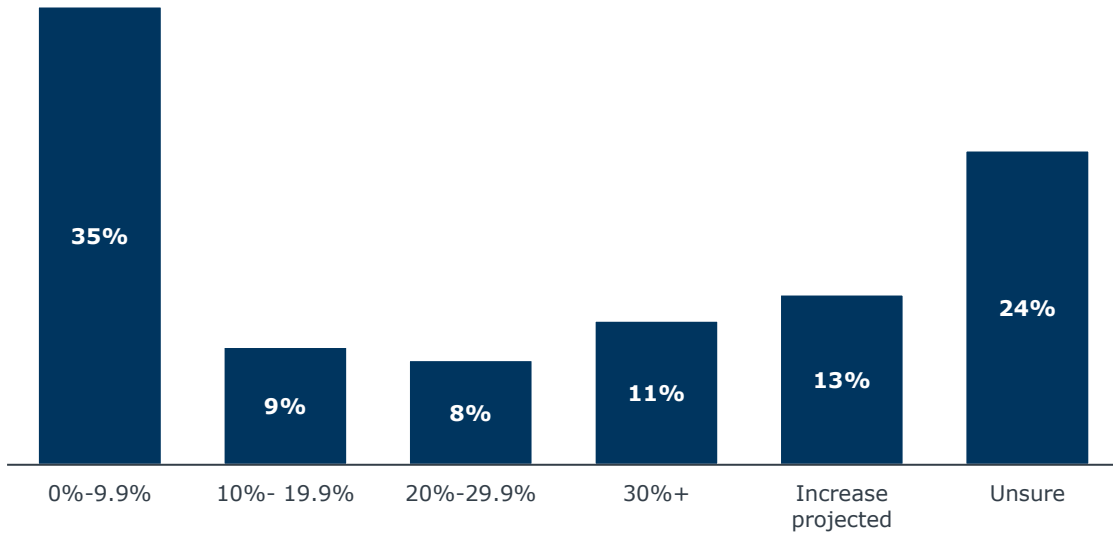
**FY 2021**



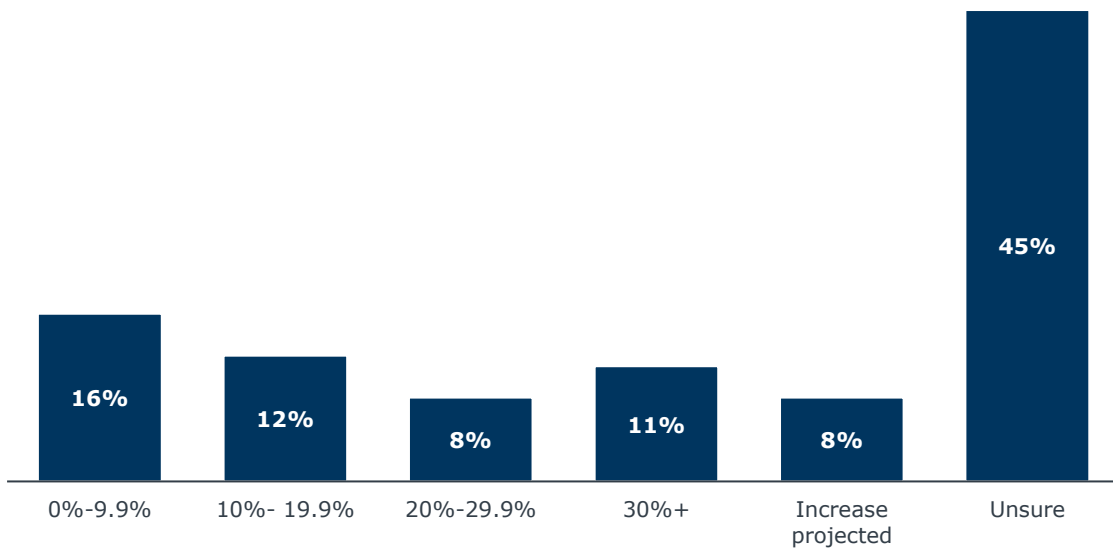
### 15. Gifts between \$1M and \$4.9M

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	35%	9%	8%	11%	13%	24%	108
FY 2021	16%	12%	8%	11%	8%	45%	108

**FY 2020**



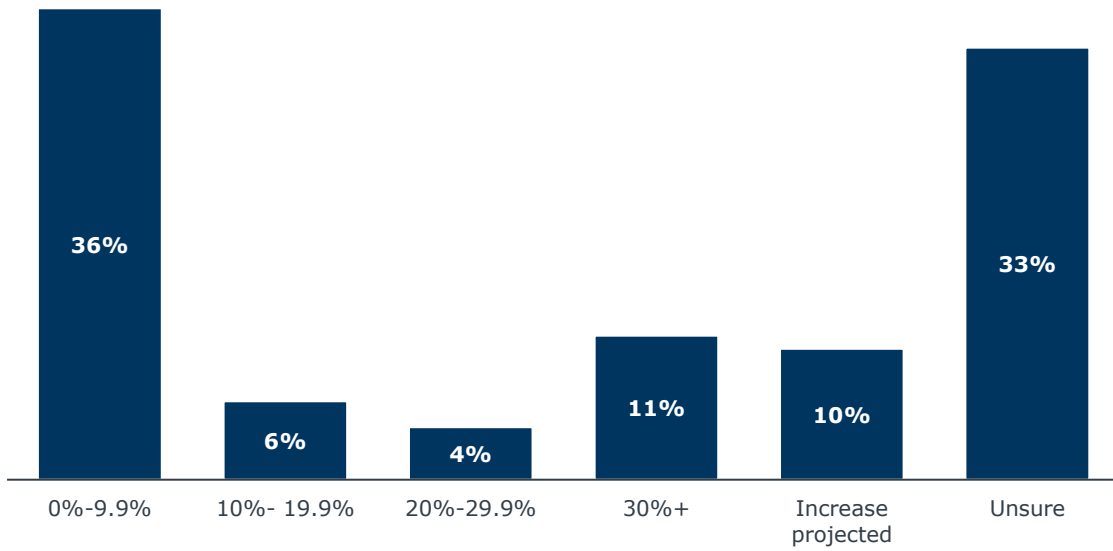
**FY 2021**



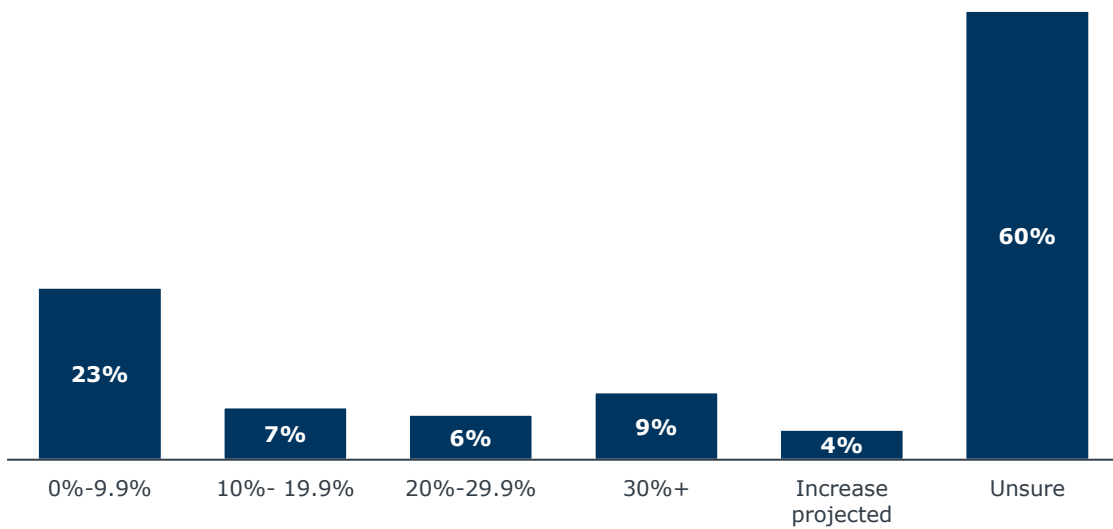
### 16. Gifts greater than \$5M

	0%-9.9%	10%-19.9%	20%-29.9%	30%+	Increase projected	Unsure	Responses
FY 2020	36%	6%	4%	11%	10%	33%	108
FY 2021	23%	7%	6%	9%	4%	60%	108

**FY 2020**



**FY 2021**

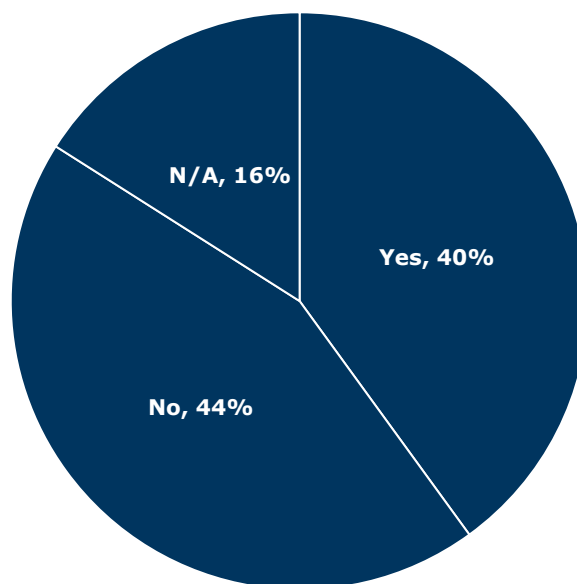


# Updating Leadership on Revised Projections

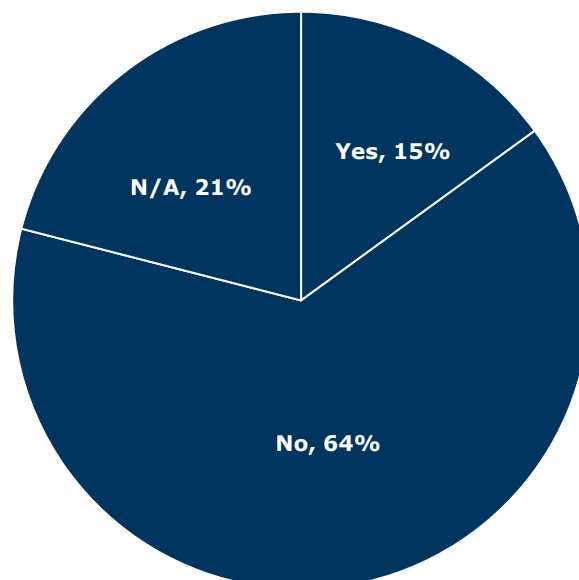
## 17. Have you shared these revised projections with your board?

	Yes	No	N/A	Responses
FY 2020 revised projections	40%	44%	16%	108
FY 2021 revised projections	15%	64%	21%	108

**FY 2020 revised projections**



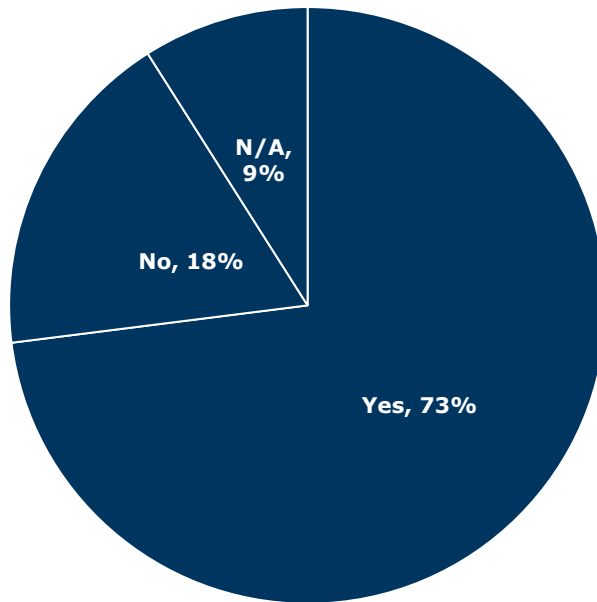
**FY 2021 revised projections**



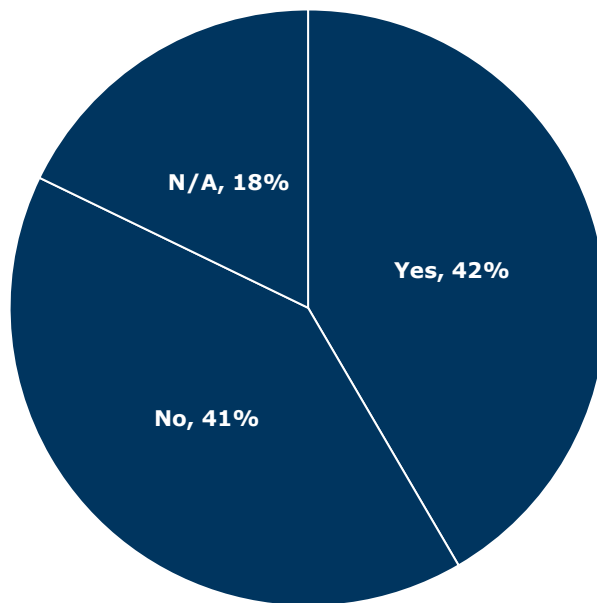
**18. Have you shared these revised projections with your president?**

	Yes	No	N/A	Responses
FY 2020 revised projections	73%	18%	9%	108
FY 2021 revised projections	42%	41%	18%	108

**FY 2020 revised projections**



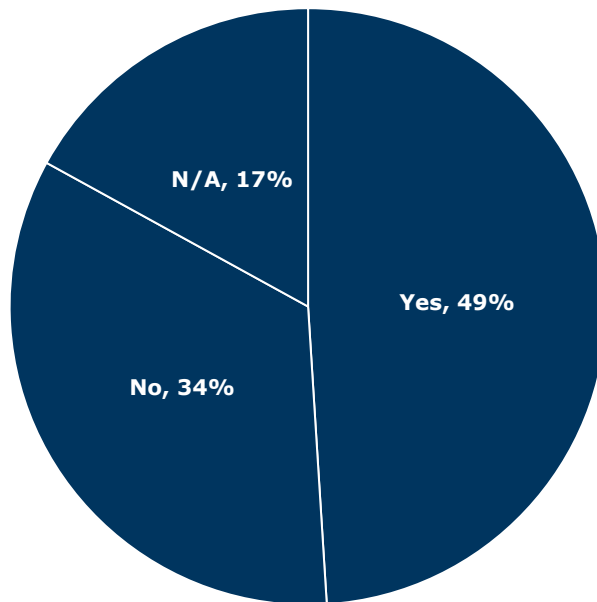
**FY 2021 revised projections**



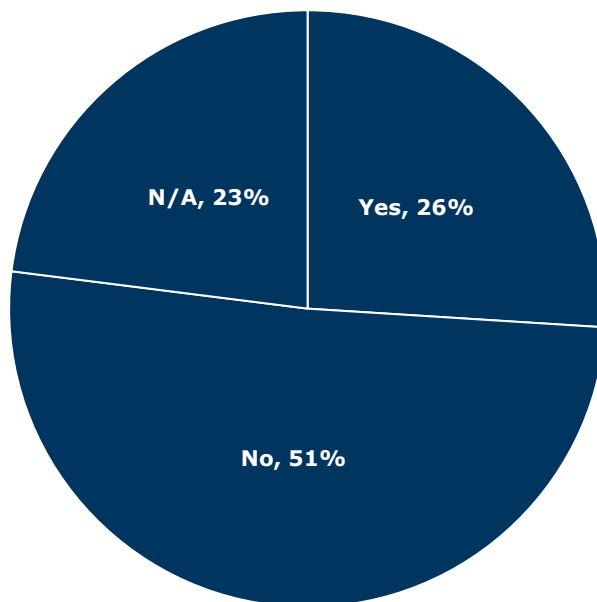
**19. Have you shared these revised projections with your executive cabinet?**

	Yes	No	N/A	Responses
FY 2020 revised projections	49%	34%	17%	108
FY 2021 revised projections	26%	51%	23%	108

**FY 2020 revised projections**



**FY 2021 revised projections**

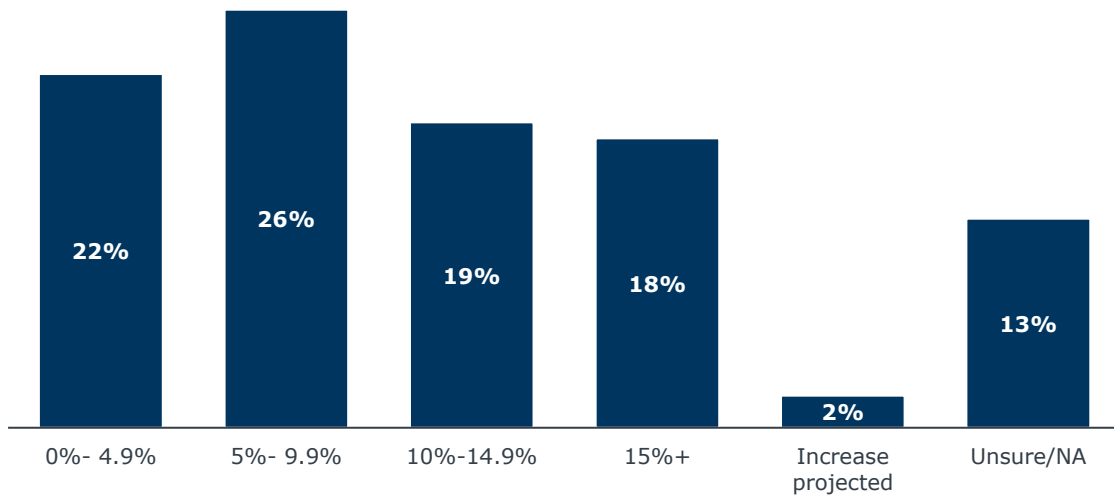


# Changes in Operating Expenditures and FTEs

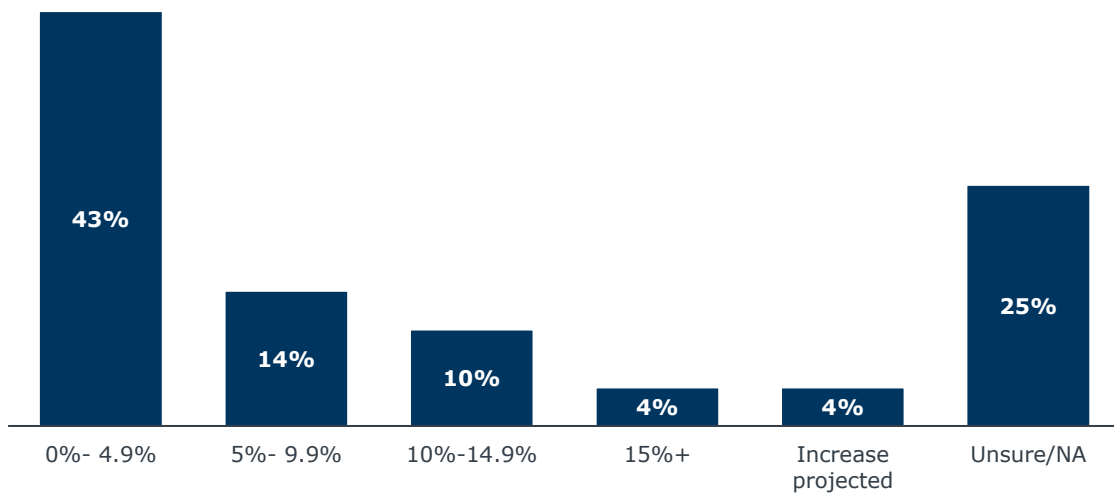
## 20. How much are you expecting to reduce operating expenditures and FTE counts across advancement?

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure/NA	Responses
Total Operating Expenditures	22%	26%	19%	18%	2%	13%	103
Total FTE Counts	43%	14%	10%	4%	4%	25%	103

**Total Operating Expenditures**



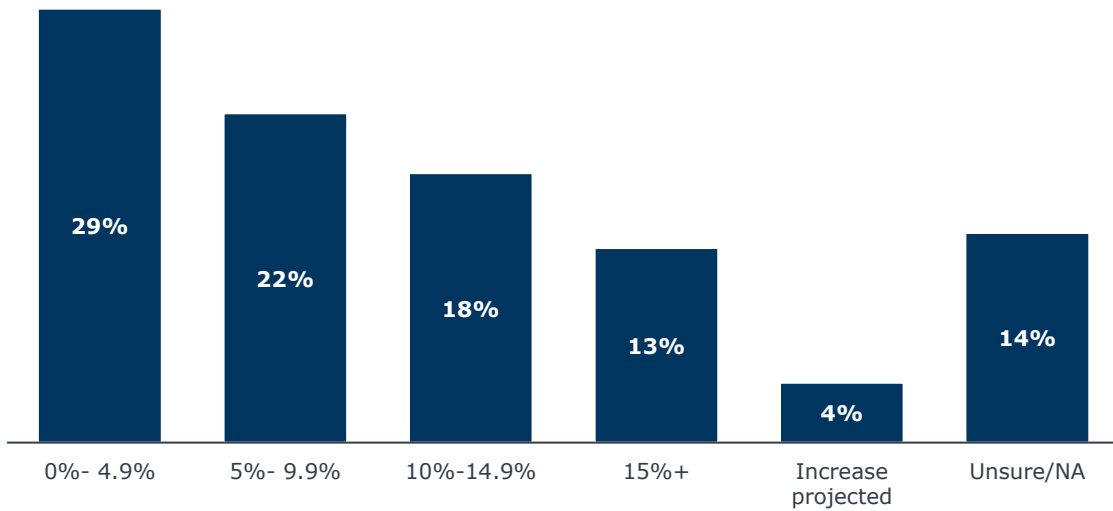
**Total FTE Counts**



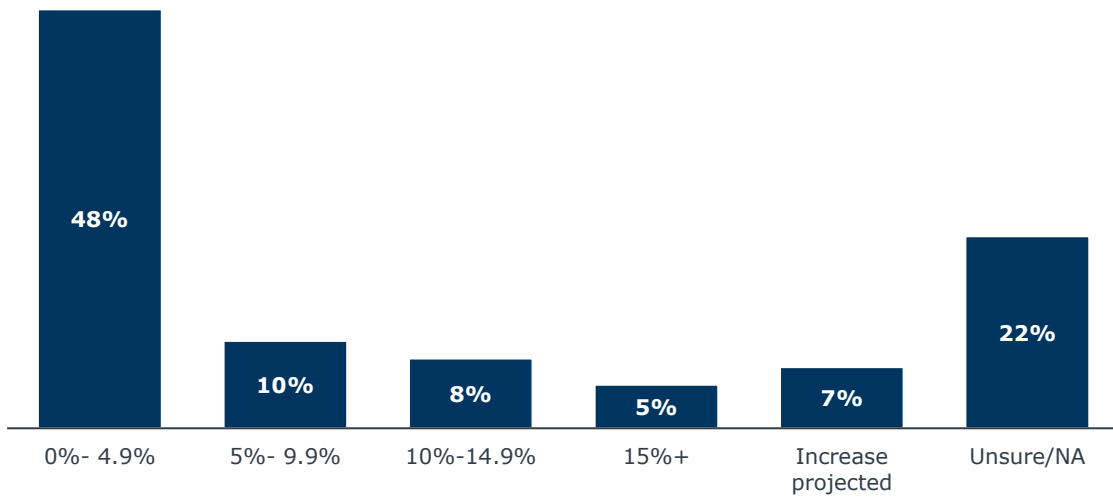
**21. How much are you expecting to reduce operating expenditures and FTE counts in development?**

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure	Responses
Operating Expenditures	29%	22%	18%	13%	4%	14%	103
FTE Counts	48%	10%	8%	5%	7%	22%	103

**Operating Expenditures**



**FTE Counts**

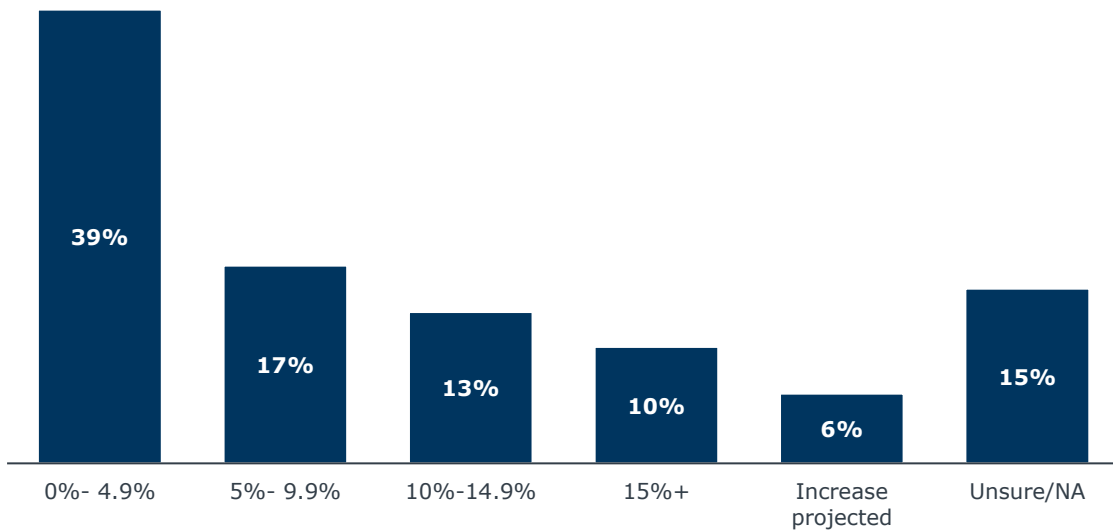




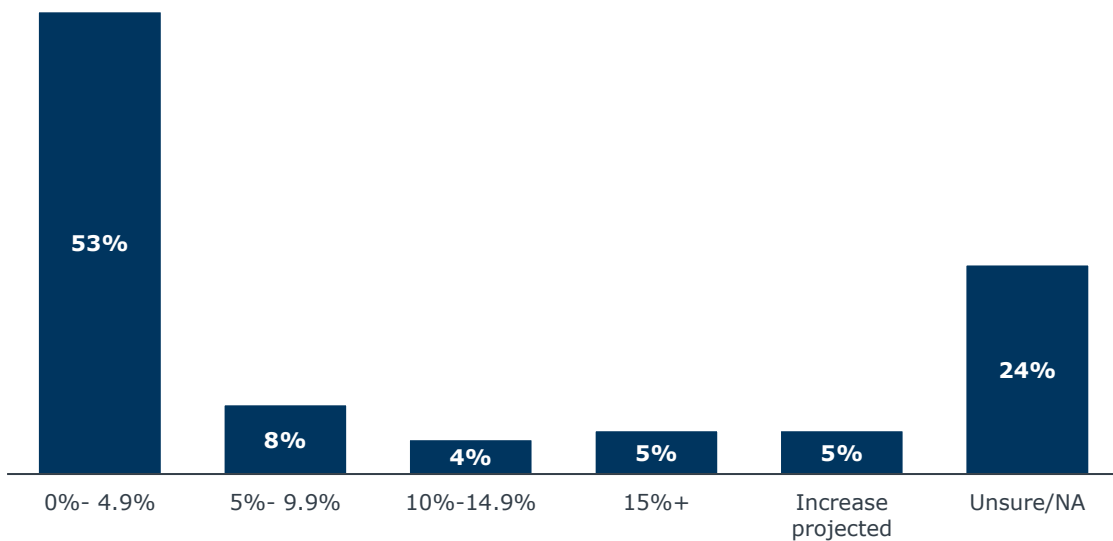
**22. How much are you expecting to reduce operating expenditures and FTE counts in annual giving?**

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure/NA	Responses
Operating Expenditures	39%	17%	13%	10%	6%	15%	103
FTE Counts	53%	8%	4%	5%	5%	24%	103

**Operating Expenditures**



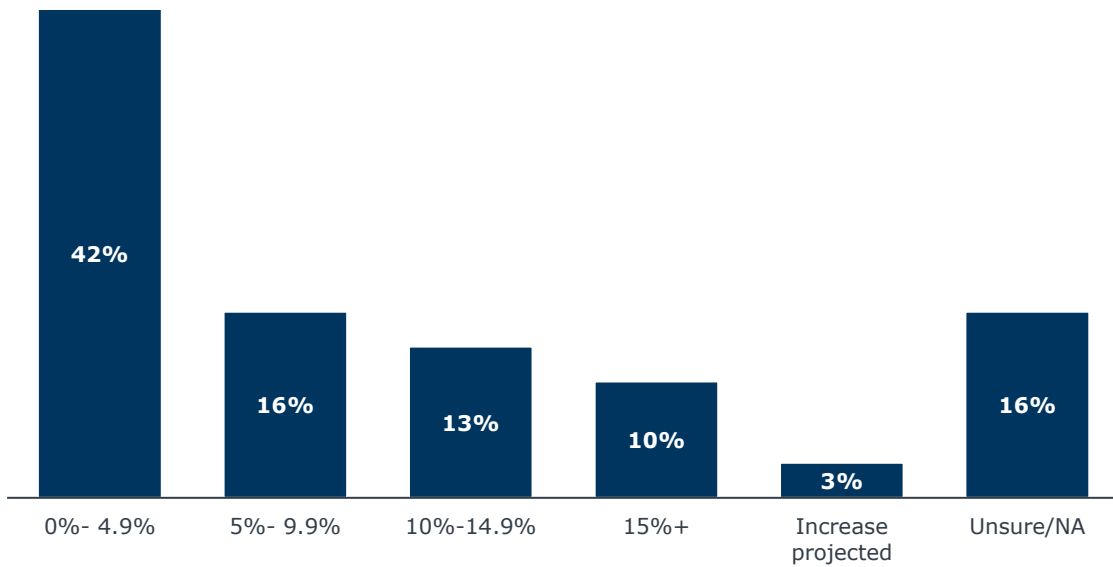
**FTE Counts**



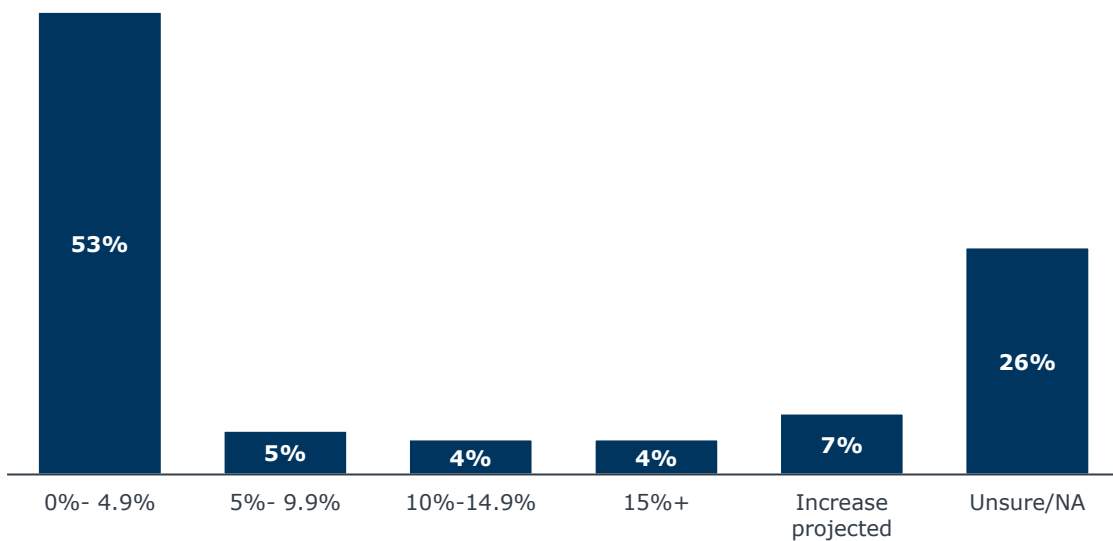
**23. How much are you expecting to reduce operating expenditures and FTE counts in major and principal gifts?**

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure/NA	Responses
Operating Expenditures	42%	16%	13%	10%	3%	16%	103
FTE Counts	53%	5%	4%	4%	7%	26%	103

**Operating Expenditures**



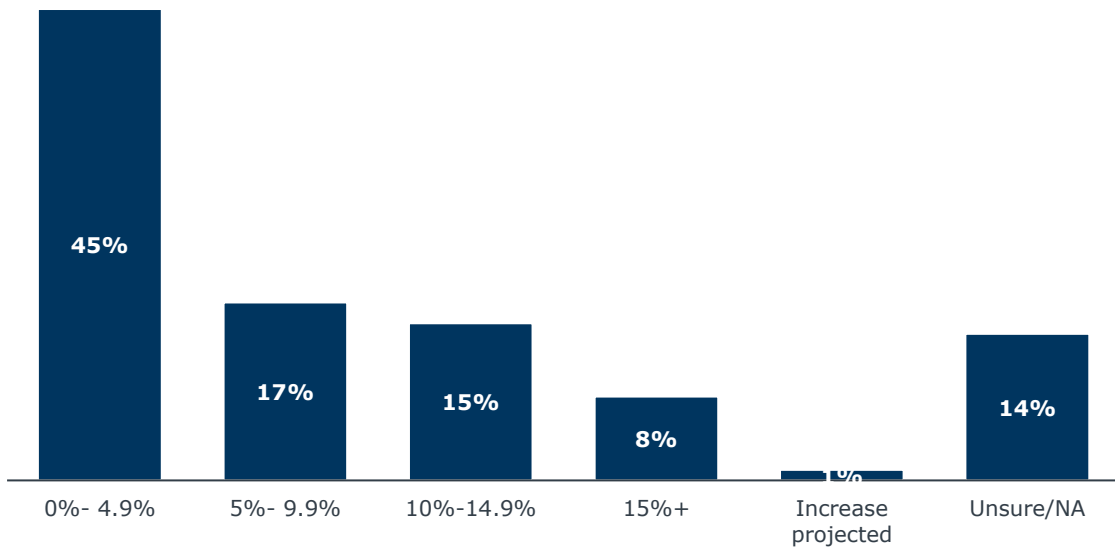
**FTE Counts**



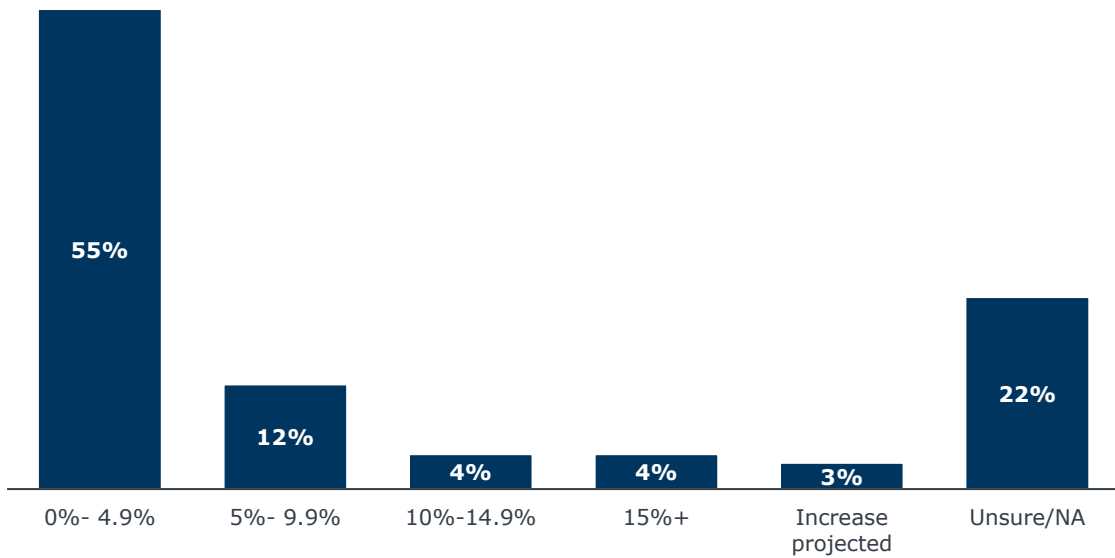
**24. How much are you expecting to reduce operating expenditures and FTE counts in development support?**

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure/NA	Responses
Operating Expenditures	45%	17%	15%	8%	1%	14%	103
FTE Counts	55%	12%	4%	4%	3%	22%	103

**Operating Expenditures**



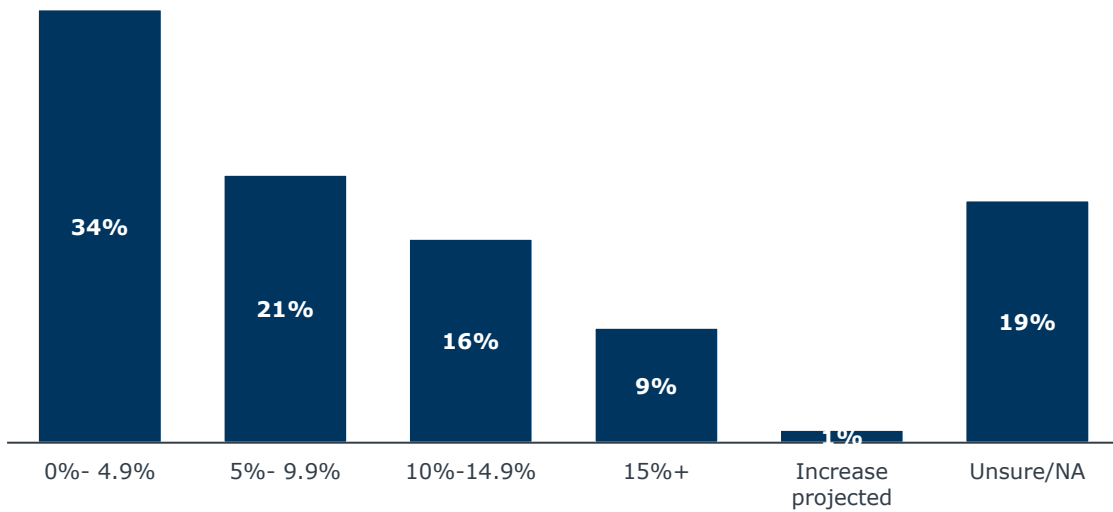
**FTE Counts**



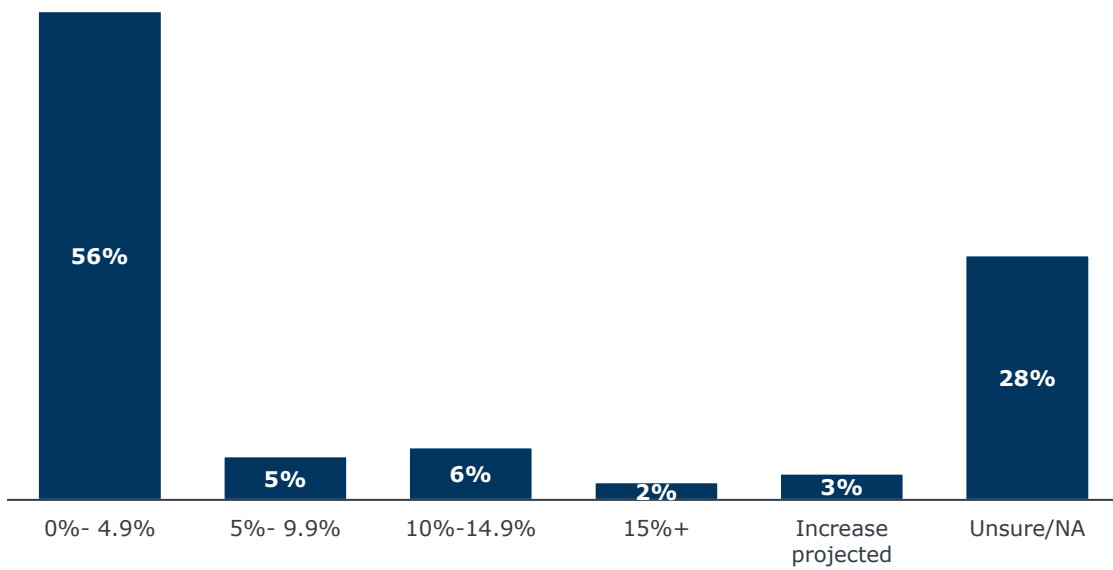
**25. How much are you expecting to reduce operating expenditures and FTE counts in alumni relations?**

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure/NA	Responses
Operating Expenditures	34%	21%	16%	9%	1%	19%	103
FTE Counts	56%	5%	6%	2%	3%	28%	103

**Operating Expenditures**



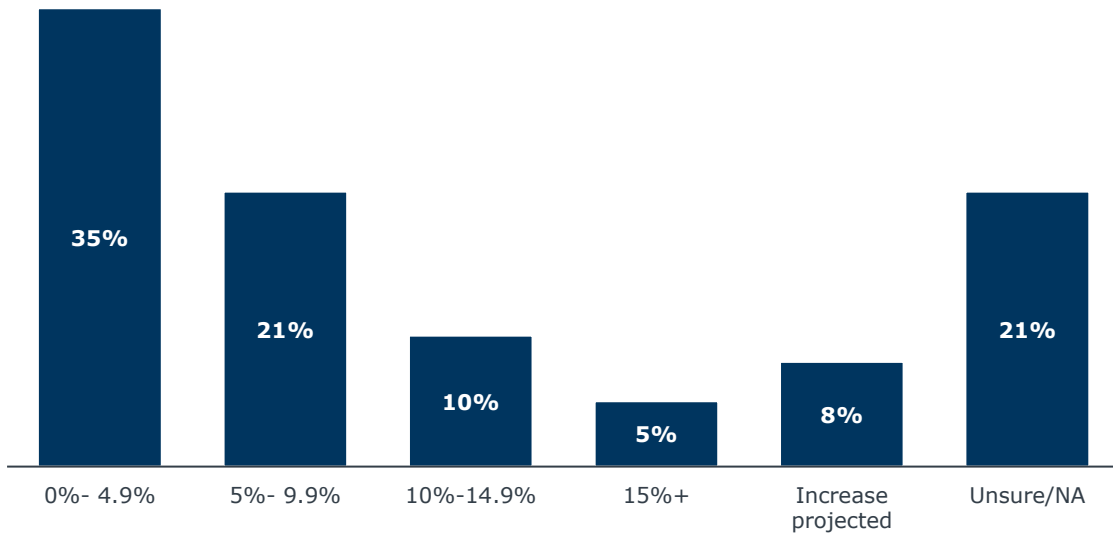
**FTE Counts**



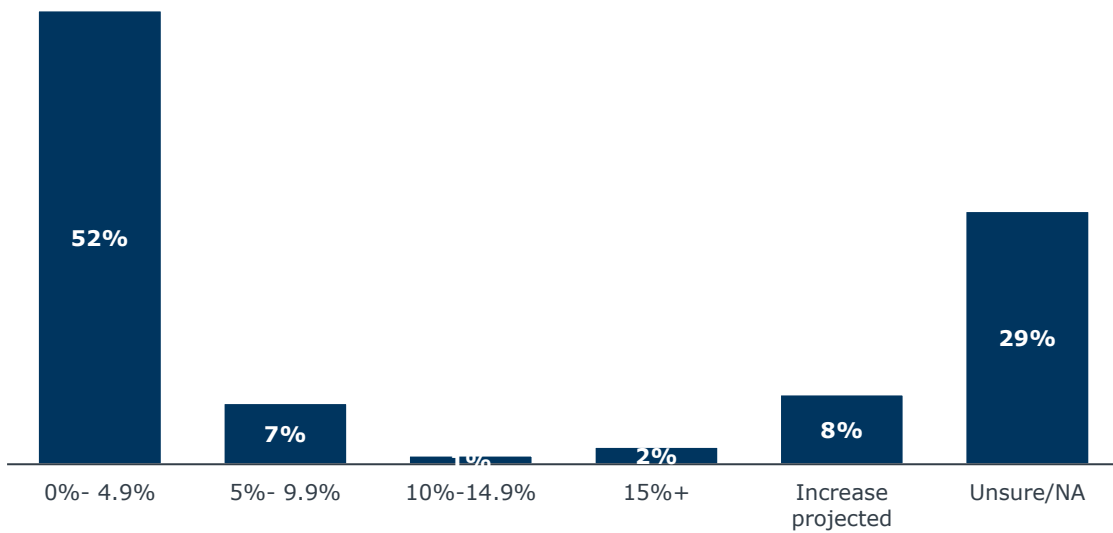
**26. How much are you expecting to reduce operating expenditures and FTE counts in advancement communications?**

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure/NA	Responses
Operating Expenditures	35%	21%	10%	5%	8%	21%	103
FTE Counts	52%	7%	1%	2%	8%	29%	103

**Operating Expenditures**



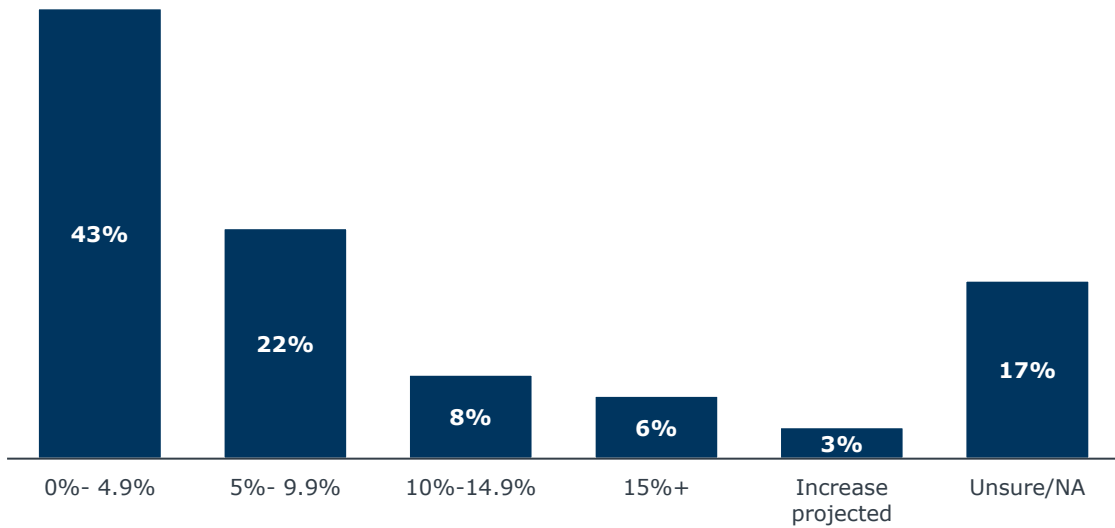
**FTE Counts**



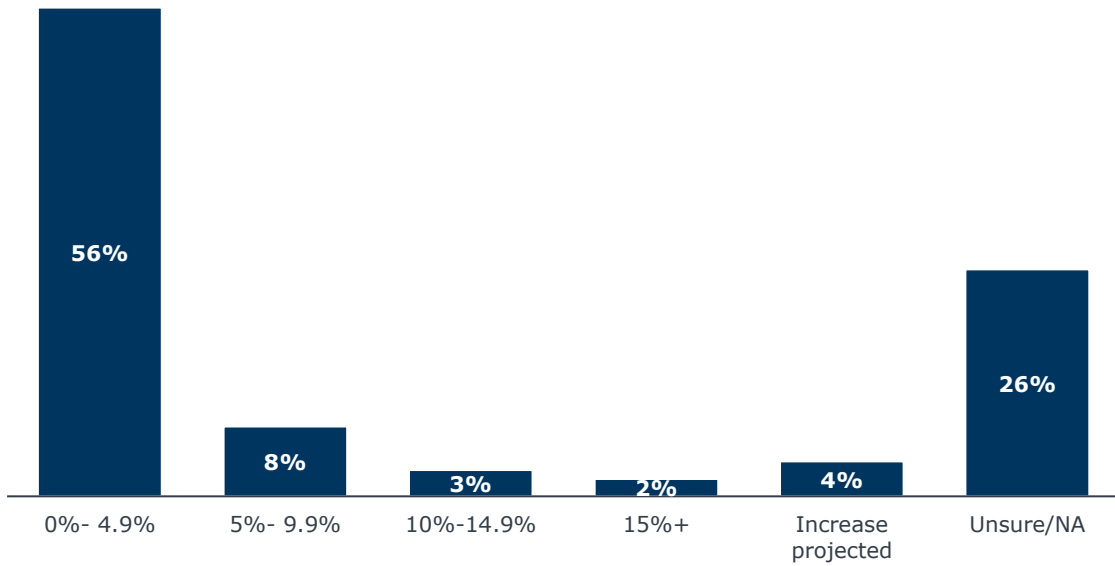
**27. How much are you expecting to reduce operating expenditures and FTE counts in advancement services?**

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure/NA	Responses
Operating Expenditures	43%	22%	8%	6%	3%	17%	103
FTE Counts	56%	8%	3%	2%	4%	26%	103

**Operating Expenditures**



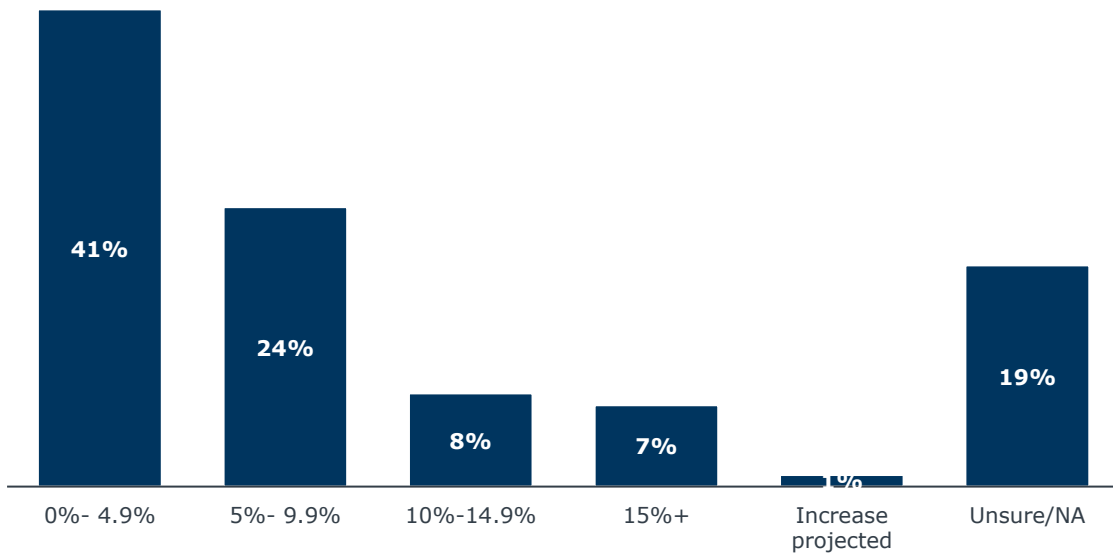
**FTE Counts**



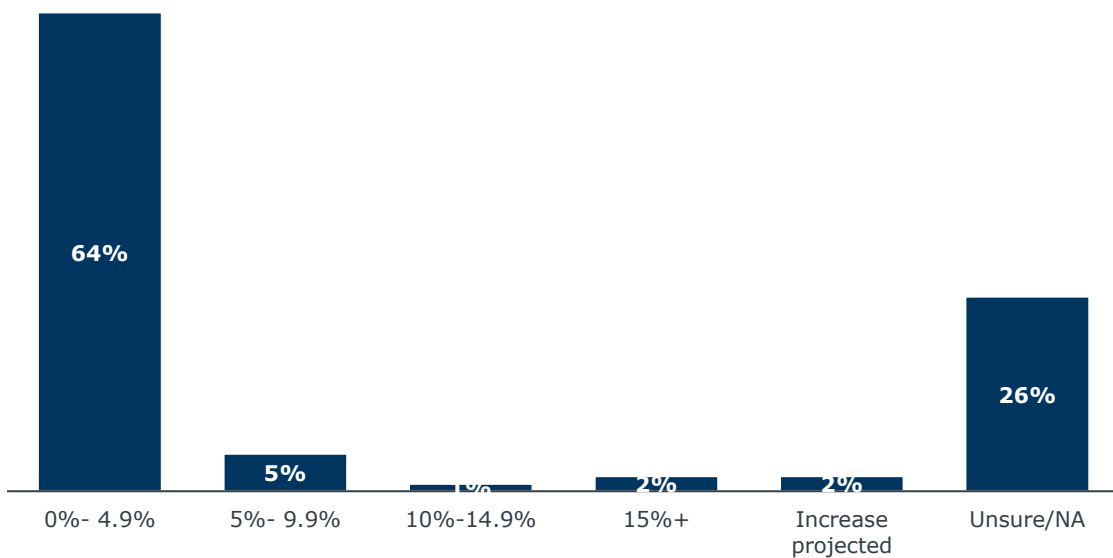
**28. How much are you expecting to reduce operating expenditures and FTE counts in advancement management?**

	0%-4.9%	5%-9.9%	10%-14.9%	15%+	Increase projected	Unsure/NA	Responses
Operating Expenditures	41%	24%	8%	7%	1%	19%	103
FTE Counts	64%	5%	1%	2%	2%	26%	103

**Operating Expenditures**



**FTE Counts**

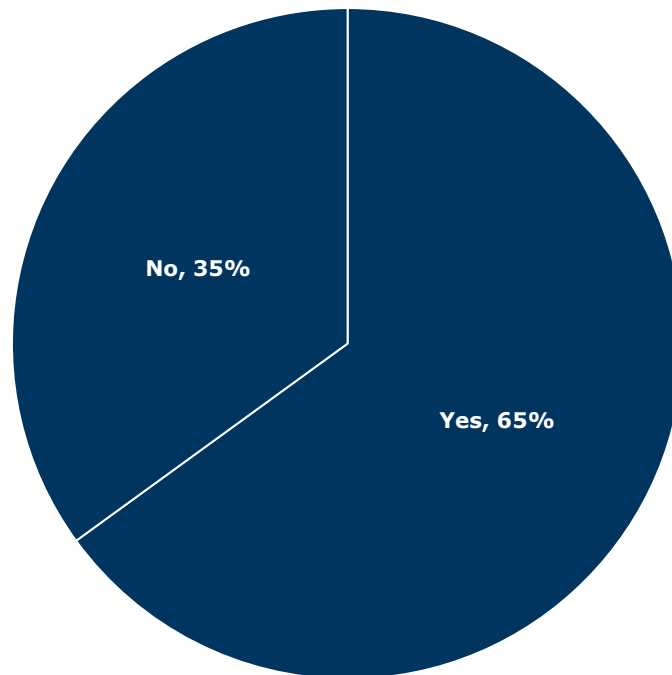


# Campaigns

---

## 29. Are you currently in a comprehensive campaign?

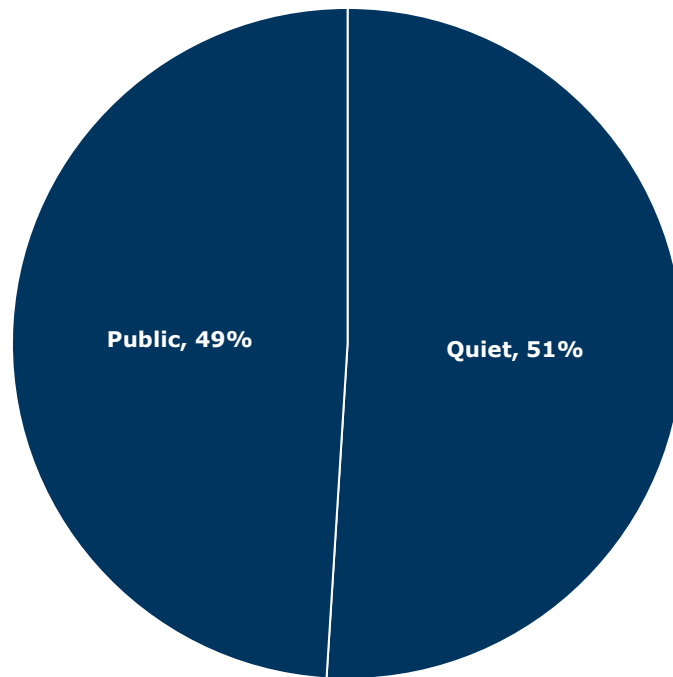
Value	Percent	Count
Yes	65%	66
No	35%	36
	Totals	102





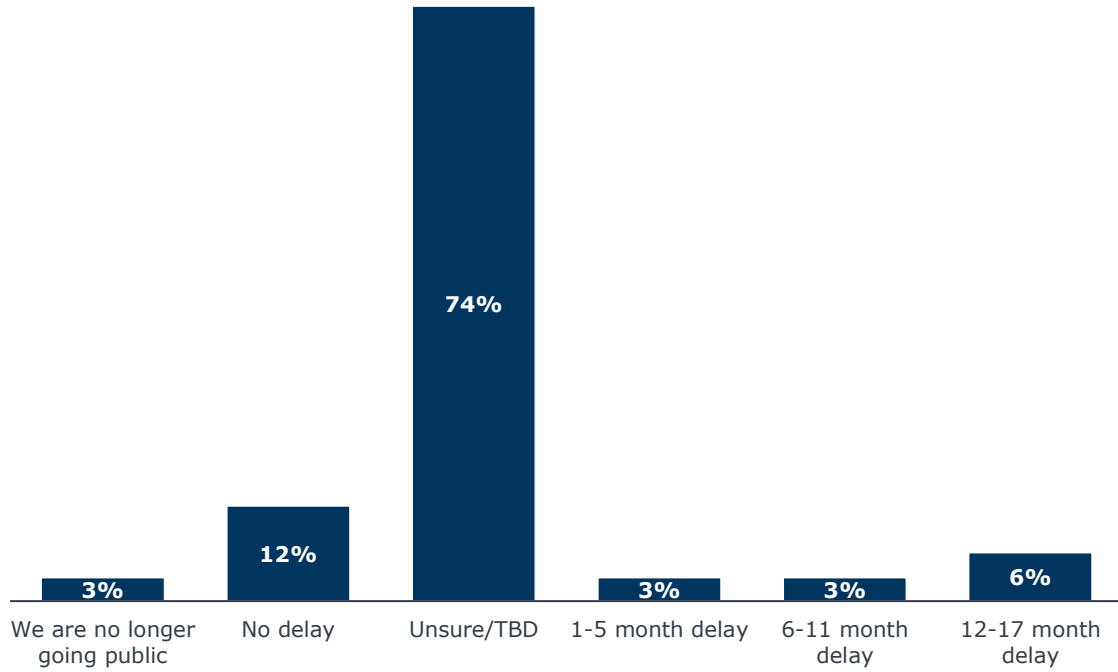
### 30. What stage of the campaign are you in?

Value	Percent	Count
Quiet	51%	34
Public	49%	32
	Totals	66



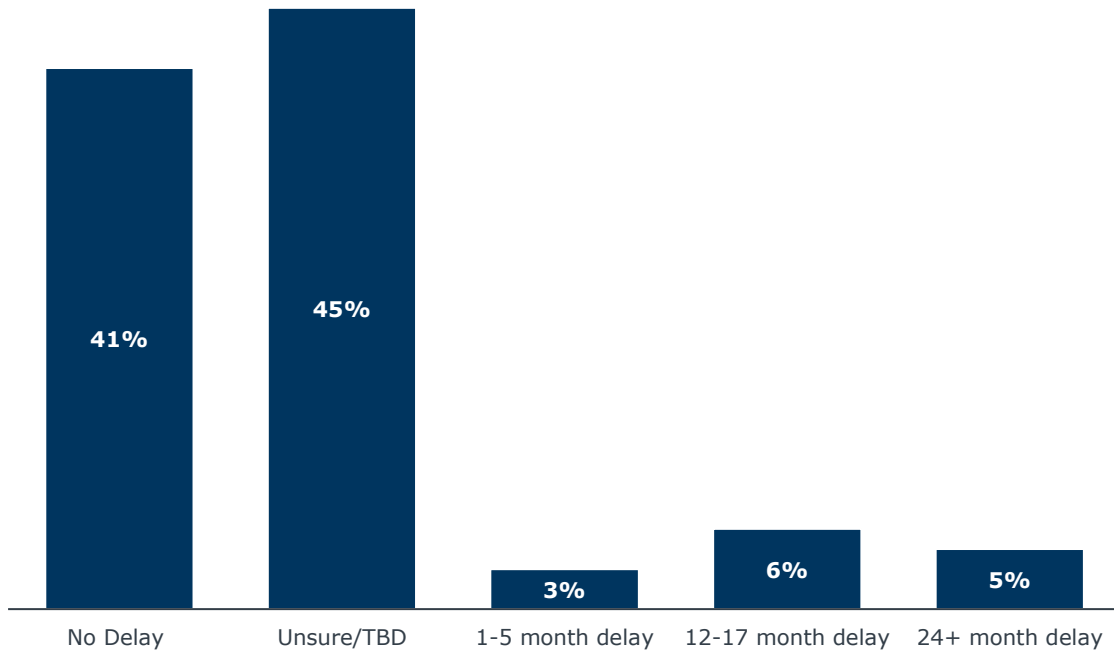
### 31. Have you delayed going public with your campaign?

This graph was created by analyzing the answers to two questions; when were you originally planning on going public? and when are you now planning on going public?



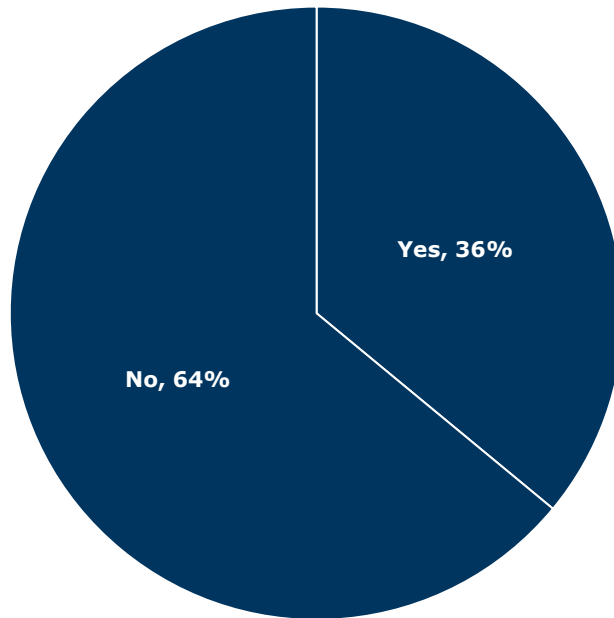
### 32. Are you planning to delay the close of your campaign?

This graph was created by analyzing the responses to two questions; when were you originally planning on closing your campaign? and when are you now planning on closing your campaign?

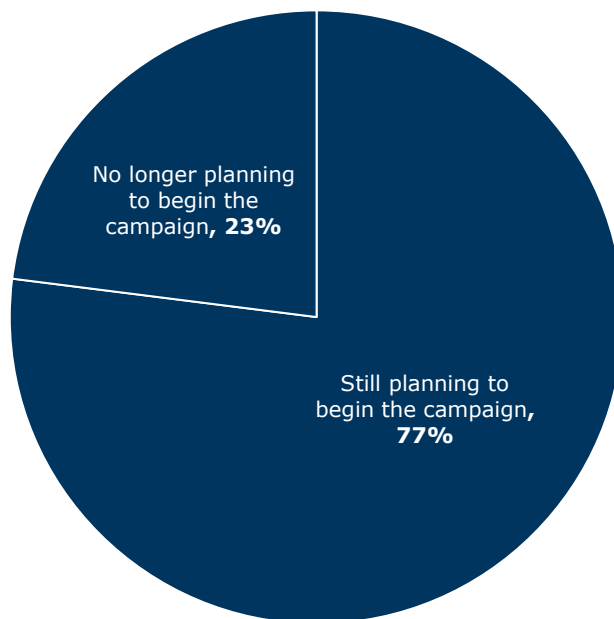


### 33. Were you planning on beginning a campaign in the next fiscal year?

Value	Percent	Count
Yes	36%	13
No	64%	23
	Totals	36



Of the 36% planning to begin a campaign in the next FY, 77% are still planning to begin the campaign and 23% are not.



# Strategies to Mitigate Fundraising Declines

## What strategies are you adopting to mitigate fundraising declines?

Increased personal and broad communication/engagement with volunteers, donors, and alumni.
Increased personal outreach with major and principal gift prospects and donors. Sharpening cultivation and solicitation strategies to best align case for support with donor passions.
Increasing focus on annual giving participation.
Increase focus on private foundation support.
Raising funds for emergency student funds, food pantry, etc.
Immediate shift in MGO's being focused on engagement, stewardship and cultivation when & where appropriate MGO's engaging with donors on solicitations based on past discussions. Increasing cash gifts to support immediate and essential needs.
Increasing planned giving training anticipating an increase in estate giving interest. Anticipating fewer \$5M gifts for first time in 5 years and preparing staff to ramp up \$1M - \$4.99M gifts (training, resources, funding priorities)
Incorporated fundraiser empathetic/listening calls with donors to provide our team with the opportunity to be pastoral, while giving them a road map to develop or alter cultivation plans.
We believe six-figure and low-seven prospects that been approached about gifts during the leadership phase of the campaign (particularly in planned giving) will still be responsive.
Focus on emergency student grants and unrestricted gifts. Reviewing staffing and budget reductions
Heavy focus on LYBUNTS, continue building our donor retention program which honors consistent giving every year.
President's Office actively reaching out to trustees; major gifts shifting to phone/email/correspondence and some virtual visits with donors/prospects; working on crafting relevant/timely messages to donor base with marketing and President's Office; additional outreach to foundations and other funders.
Creating a "cause" mentality around institution response to COVID-19. Raising funds for financial aid assistance for students and families impacted by COVID-19 is a noble and sellable cause. There is a compelling case for support behind the notion that your gift may be the difference between a student being able to complete their degree.
Delaying hires, salary freezes, less investment in campaign consultant
Pivoted our fundraiser engagement metrics to emphasize substantive Zoom, Skype, telephone and e-mail contacts. Have reinforced our matching gift programs for student aid and economic development activities. Increased investment in foundation relations. Enhanced flexibility around pledge structures and timetables.
We proceeded with our giving day - amidst some push back, and it was a great success. We are also making special one-time "relief asks" of some of our family foundation supporters and will be doing a FYE campaign around support specifically for students.
Making a determined effort to continue to engage with all campaign prospects and has adjusted our metrics to encourage outreach. We have committed to reaching our highest prospects before the end of the fiscal year. We are holding townhalls with our engaged prospects to keep them informed on the status of the university. In addition, we have adjusted and increased our communications and virtual engagement opportunities with our entire constituency to ensure that we remains top of mind
Thinking of ways to keep staff up to date on skills when professional development budgets and travel is going to be cut during and post-COVID
Launching a 10 month (till Dec 31, 2020) mini campaign to address the "new" needs created by pandemic. Additional financial aid is at top of list.
Preparing to reduce travel in the future post-COVID world
Regular outreach to all constituencies virtual events and solicitations Adopting new engagement alumni strategies

Significant engagement only strategies with "soft ask" campaigns, focusing on student needs and amazing student outcomes during this time. Virtual alumni gathering events with key speakers or the President. Developing criteria for virtual visits for gift officers that continues to move relationships forward, keeps them focused, keeps donor/prospect engaged in the mission, and strategizing right time for asks, realizing timing is going to be extended these days.

Move from driving front line staff from face to face to measuring "substantial contact" in all forms. Focus on quality and timely interactions and contact report discipline over travel-first mentality. Also, emphasizing development communications, consistent messaging and attitude of gratefulness in external communication channels.

Shifting focus of solicitations to student needs and strategies to digital and away from phone  
Focusing on closing major gifts that have been in the pipeline since first half of FY '20

Maintain focus on mission -- COVID-19 has enhanced our need for research, student and faculty support. We are aggressively fundraising for all three. One area that could be negatively affected would be facility fundraising projects.

Focusing on cultivation and stewardship calls to enhance relationships and formulating strategies for gift solicitations when the healthcare and financial situations improve.

We are in a very aggressive re-positioning of our case for support and work with our President and leadership. While I have projected declines, we are working very aggressively on big appeals and proposals based on our new reality. My projections are conservative, but our actual work is quite bullish.

Reaching out to all top donors at this time Encouraging key volunteers to take time to learn our CASE, the true needs, scholarships Preparing a budget to keep the Advancement team whole and when we see the either side , that we are ready to get into a campaign Aligning with I University administration to let them know that keeping our team in place is essential, even during a tough economy time

Increased communication, message adjustment, increased effort to engage peer to peer involvement, looking at solid virtual alternatives, attempting to do more not retreat.

Shifting "annual fund" solicitations to "student relief" solicitations in this time of COVID-19 crisis; taking a long-term approach with donors - in an effort to build relationships for future; more emphasis on planned giving with donors that these strategies make sense.

Digital engagement, virtual donor visits, reduction in travel, focus on dollars not participation, fine tune our strategies to focus on gift officer efficiency, focus on emergency funding needs for students such as financial aid

Taking a hard look at the entire organization - analyzing how we were operating BEFORE the pandemic, NOW, and AFTER we can return to campus. It is important for us to adapt our strategies throughout our organization so that it aligns with societal expectations. We cannot return to how we were doing business BEFORE if we want to be relevant AFTER.

Phone/Zoom conversations with majors' donors, Trustees, Alumni Boards and Class Delegates. Continued mail and electronic updates to all constituents informing them of the needs of our students.

We are pivoting to an aggressive Expendable Sprint Initiative designed to raise as much cash for scholarship support for the remainder of this calendar year.

Much greater emphasis on student emergency assistance and needs based scholarships. Lots more phone calls and hand-written notes to donors.

The prospect management team started offering "Remote Fundraising Prospect Lists" which are currently replacing trip lists. These are prospect list are individually curated for DOs while we are under the "safer at home order". These list highlight prospects: in regions where travel has not been routine planning giving prospect, donors who recently gave through our Giving Day donors with recent gifts consistent donors Additionally, we are creating a unified strategy for DAFs.

Digital gift officers Aggressive phone outreach by all gift officers' Aggressive outreach to our "suspect" pool Increased emphasis on marketing and communications based on data, AI, etc.

Identified vulnerable pledges comparing donor behavior from the Great Recession and implementing intentional communication strategies to ensure those donors remain engaged and understand the impact of their philanthropy.

Direct conversations with prospects and donors to understand the impacts on them currently and then working with them to reassure long-term commitment to the institution.