



Maximizing Fundraiser Efficiency

Innovations in Major Gift Strategy

Advancement Forum

We help schools support students from enrollment to graduation and beyond

➤ **ROOTED IN RESEARCH**

7,500+ Peer-tested best practices

500+ Enrollment innovations tested annually

➤ **ADVANTAGE OF SCALE**

1,700+ Institutions served

4 M+ Students supported by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

➤ Find and enroll your right-fit students

➤ Support and graduate more students



➤ Prepare your institution for the future



Advancement Growth Focused on Major Gifts

Institutions Staffing Up, Starting with Frontline Fundraisers

Advancement Investments Reach New Highs

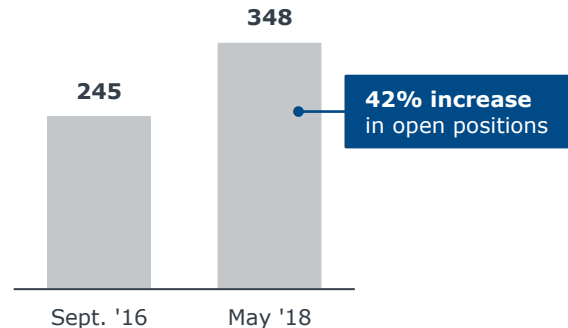
Advancement Investment and Performance Initiative, FY2016-FY2018 Average

10.0% Increase in **advancement** investment

15.9% Increase in **development** investment

Major Gifts Team Expansion Is Top Priority

Number of Job Postings for Development Officers at Colleges and Universities



“I’m hiring three or four **new major gift officers** over the next two years. It’s the top area where we’re staffing up.”

*Vice President of Advancement
Private Master’s University*

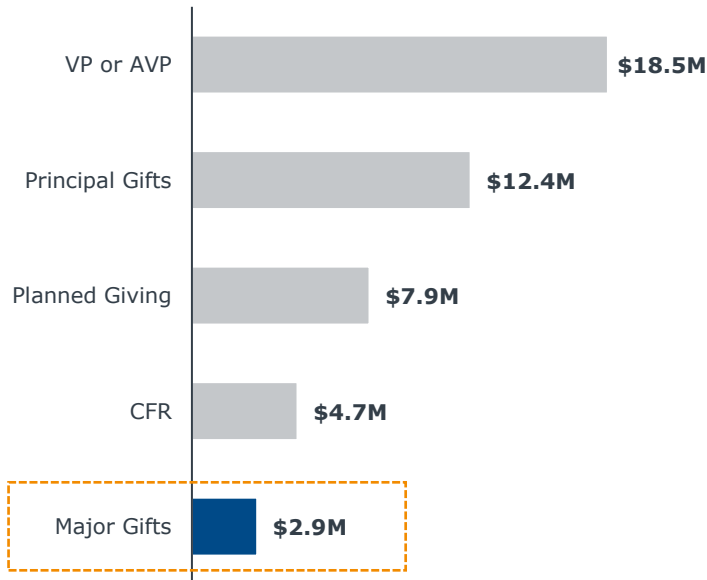


MGOs: The Lowest-ROI Frontline Investment

Top Performers Mask Inefficiencies Within Fundraiser Ranks

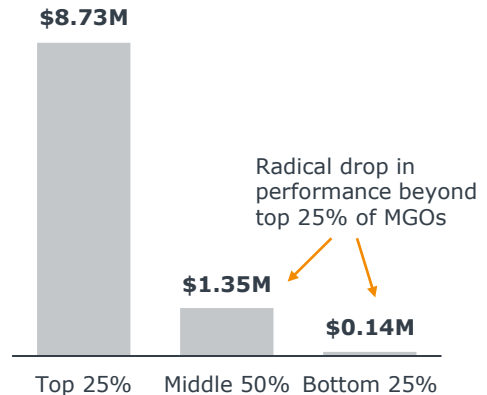
Major Gift Officers Underperform Compared to Colleagues

Average Fundraising Production by Role, FY2018¹



Top Performers Carry the Team

Average MGO Fundraising Production by Quartile, FY2018²



49%

Of major gift officers raised **less than \$500K** in 2018

1) n=1283

2) n=765



CAOs' Sights Turn Toward Efficiency

Working Smarter, Not Harder to Increase Major Gift Returns

Growing Urgency to Address Fundraiser Inefficiencies...

88% Of polled CAOs were "interested" or "very interested" in **enhancing fundraiser efficiency**

“We’re **spending more than ever on fundraisers**, but it’s not moving the needle on our goals.”

“Our **ROI should be through the roof**. What’s the point of hiring more fundraisers if they’re not going to bring in enough gifts to justify their salaries?”

...Linked to Numerous Concerns



*Why aren't our fundraisers bringing in **more major gifts**?*

- ▶ Inadequate qualification calls
- ▶ Low number of visits
- ▶ Poor prospect coverage
- ▶ Long cultivation timelines
- ▶ Asks below capacity



Identifying Barriers to Efficiency

Three Pain Points Limit Majority of Gift Officers

1

Reinventing the Wheel on Strategy

Strategy playbook rewritten for every cultivation cycle

Results

- Uninteresting cultivation steps
- Customized collateral for one-time use

2

Lack of Clear Intermediate Goals

Trial and error used to reach overall performance metrics

Results

- Winding path from qualification to gift
- Results hide inefficiencies throughout workflow

3

Non-Fundraising Activity Creep

Asks across campus reduce valuable fundraising time

Results

- Inadequate time spent on the road
- Academic leaders assign all external-facing tasks to MGOs

An Acute Need To Increase Productivity

“ I know that not every hire is going to be a superstar... The question on my mind is **how to make everyone on my team more productive**, regardless of where they rank right now.

Even **getting everyone to bring in 5-10% more gifts would have a huge impact on our bottom line** in the next few years.”

*Vice President for Development and Alumni Relations
Private Research University*

Maximizing Fundraiser Efficiency

Roadmap for Our Discussions

1

Develop Donor Strategy at Scale



- Bring new hires up to speed quickly
- Meet donor demands without excessive customization

2

Enhance Intermediate Goal Accountability



- Prepare managers for goal-setting conversations
- Leverage data analysis to identify workflow pain points

3

Realign Time Investments



- Increase ROI of unit-based fundraisers
- Reduce jack-of-all-trades expectations for MGO responsibilities

Maximizing Fundraiser Efficiency

Roadmap for Today's Discussion

1

Develop Donor Strategy at Scale



2

Enhance Intermediate Goal Accountability



3

Realign Time Investments



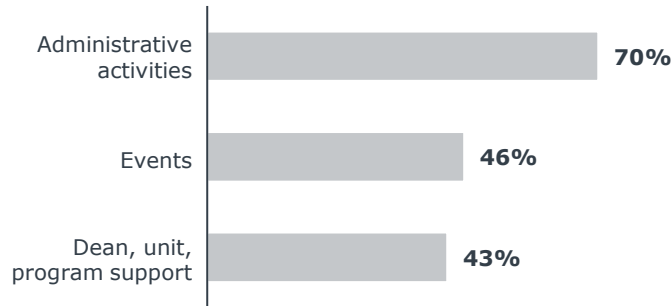
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- Reduce jack-of-all-trades expectations for MGO responsibilities

Low-ROI Tasks Distract MGOs

A Misuse of Precious Fundraising Resources

The High Cost of 'Other Duties as Assigned'

How Major Gift Officers Spend Time Outside of Frontline Fundraising



“The biggest obstacle for MGOs is getting **sidetracked by non-fundraising tasks**. It’s easy to fill days with meetings on campus that might be important but aren’t raising money for the university.”

*Alisa Robertson
Chief Advancement Officer
University of Wisconsin, Madison*

MGOs Lack Time to Maximize Dollars Raised



50%

Of gift officers can’t do enough **visits** to qualify their portfolios due to time constraints



52%

Of gift officers report **not having enough time** to do everything expected of them



55%

Of gift officers report not spending enough time on **solicitation**

Requests Coming from Every Direction

Common Distractions Drawing MGOs Away from Core Functions



Academic Leaders

“Deans treat fundraisers as **glorified party planners** or highly paid, overqualified executive assistants.”

*David Lively
Senior Associate Vice
President, Alumni Relations
and Development
Northwestern University*



University Bureaucracy

“Development officers spend too much time on **internal processes**, which keeps them at their desks.”

*Danielle Dunbar
Associate Vice President,
Development
University of Saskatchewan*



Advancement Division

“We as an industry are inundating major gift officers with all sorts of tasks that **get in the way of raising major gifts.**”

*Nick Linde
Assistance Vice President,
Central Development
University of Nebraska
Foundation*

One Step Closer to Burnout

Demands for MGO Time Increase Departure Risks



Highest Performers at Greatest Risk of Distraction

“We see that our superstars can do anything, so we add more and more things to their plates. It takes them away from their favorite parts of this job, and they raise less money.

We’re **pushing people out the door** without even realizing it.”

*Vice President for Development
and Alumni Relations
Public Master’s University*

The Not-So-Hidden Costs of Fundraiser Turnover



2.8 years

Average fundraiser **tenure**



\$647K

Drop in **proposal dollars** granted between MGO departure and new hire arrival

Realign Time Investments

Shifting Away from Low-Impact Activities



Recover Time from Dean Creep

Reduce expectations for activities outside of development purview

- Practice 9: Time Allocation Predictive Model



Eliminate Internal Friction Points

Increase fundraisers' ability to make decisions and act on strategy

- Practice 10: Responsibility Identification Matrix
- Practice 11: Automated Gift Agreement Workflow



Rescope the Major Gift Officer Role

Reconsider the activities expected of major gifts officers

- Practice 12: Portfolio Reduction
- Practice 13: Responsibility Unbundling

An Unbounded Academic Wishlist



Deans See MGOs as Utility Players—And Forget They're There to Fundraise

'A Few Simple Asks' Quickly Reduce Fundraising Capacity...



"Manage the new volunteer advisory board"



"Draft our monthly division newsletter"



"Coordinate catering for special events"



Fundraising productivity declines

...Due to Confusion Surrounding MGOs' Role



Misunderstanding of **core responsibilities**



Increased number of **externally-facing commitments**



Lack of **alternative staffing options**



Limited awareness of **ROI tradeoffs**

Modeling Out Tradeoffs for Deans

University of Miami Illustrates the Cost of Non-Fundraising Asks

Critical Details to Make the Case to Academic Leaders



Interactive Model

Spreadsheet allows deans to explore all alternatives before deciding



Extended Time Horizon

Campaign timeline shows long-term value of gift officers' time



Resource Planning Alternatives

Discussions include task allocation advice beyond hiring additional MGOs

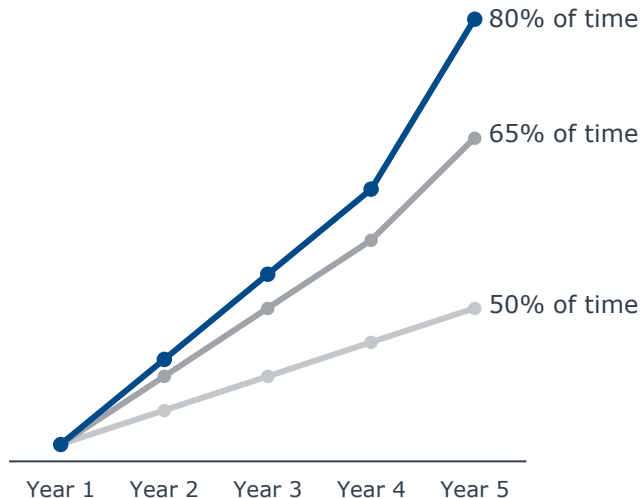


Provost Buy-In

Difficult decisions previewed during campaign discussions

Choose Your Own Fundraising Adventure

Adjustable Model Estimates Returns Based on Dedicated MGO Fundraising Time



Reclaiming Time for Major Gifts

With Deans on Board, Campaign Planning Maximizes Fundraising Potential



Sending the Message on Deans' Terms

"Our deans are scientists and researchers who **understand data and like to analyze it.**

Using data helped them visualize the changes we were talking about. It gave them confidence in an area where they sometimes feel less informed."

*Darlene Rebello-Rao
Associate Vice President,
Campaign and Strategic Initiatives
University of Miami*

Part of a Team Effort to Increase Fundraising Returns

Reallocating Responsibilities to Free MGO Time

- Advancement increases centralized support functions
- Deans grow unit-based communications and events capacity



75% Goal for **dedicated fundraising time**



+25% Estimated increase in **fundraising potential**

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Waiting for Decisions Causes Significant Delays

MGOs Lose Momentum While Stakeholders Provide Input

The Pitfalls of Inviting Everyone to the Table



Ringelmann Effect: The tendency for individualized group members to become less productive as group size increases.



Who else should give feedback before we decide on this **strategy**?



Who makes the final call on a multidisciplinary **solicitation date**?



Who is responsible for tracking edits to this **gift agreement**?

Complex Gifts Increase Stakeholder Involvement Across Campus



Major gifts officer



Dean, School of Business



Associate Vice President, Development



Director, Alumni Relations



Dean, School of Engineering



Analyst, Prospect Research



Frustration



Time from idea to decision

Giving Gift Officers the Go-Ahead to Act

North Central College Develops Bias Toward Action for Gift Officers

Gift Officers Default to Waiting for Permission



I don't want to make decisions prematurely



When I have questions, I tend to seek as much input as possible



Who needs to approve my next move?






How many people should be included on progress updates?

RACI Matrix Clarifies When to Act

<u>R</u>esponsible Completes task or makes decision	Gift officer
<u>A</u>ccountable Approves completed work product	Gift officer manager
<u>C</u>onsulted Provides input as needed, receives updates	Prospect management analyst
<u>I</u>nformed Receives updates, but is not formally consulted	Executive director, prospect management analyst

Critical Elements for Success

-  Articulate division of responsibilities
-  Clarify when to act without waiting for input
-  Reduce questions about who to inform

Saving Time by Automating Bureaucracy

Caltech Shortens Gift Agreement Process to Save MGOs Time and Trouble

Automated Process Streamlines Gift Agreement Approvals



MGO submits **intake form** describing desired gift



Pre-approved gift agreement template **automatically populated**



Agreement distributed to reviewers for **feedback**



MGO alerted when **approved agreement** is available



50% Average reduction in days from submission to approval

Taking Reminder Emails Off MGOs' To-Do Lists

Time Intensive Tasks Eliminated

- ✘ Drafting gift agreements
- ✘ Following up with reviewers individually
- ✘ Managing document version control
- ✘ Adding additional information throughout approval process

Spending MGO Mindshare on the Right Things



Caltech's Automated Process Frees Time and Attention



Allowing Staff to Focus on Complex Gift Agreements

"We are executing more gift agreements per year, and we can only attribute our success in handling the increase in volume to the workflow process.

By automating everything we can, we can spend our staff's time on the **complicated documents that merit their attention.**"

*Chris Meneses
Associate Director of
Advancement Information
California Institute of Technology*

Making It Work on Your Campus



Identify main **point of contact** to oversee process



Leverage **technology** for document management and collaboration



Create **workflow tracker** to share status updates



Plan **training sessions** to clarify steps and expectations

Realign Time Investments

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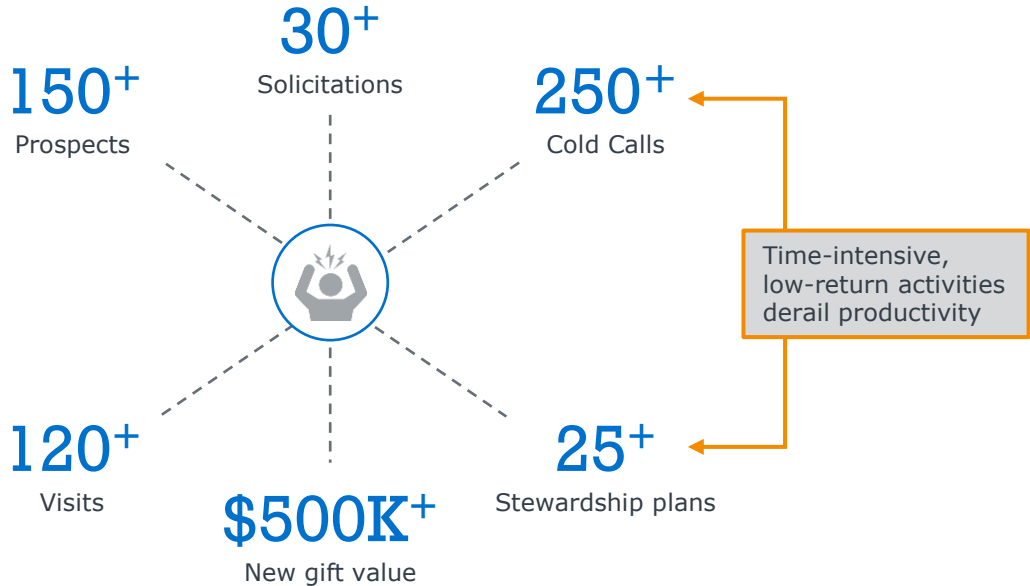
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A Generation of MGOs Stretched Thin

Lifecycle Responsibility and Oversized Portfolios Distract from Closing Gifts

Largest MGO Time Allocations Are Lowest-Value Tasks



'Project X' Sweeps the Continent

Northwestern and DePaul Set the Pace for Portfolio Reduction

Increasing Efficiency by Dramatically Shrinking Portfolios



“**Shrinking portfolios** to give all fundraisers access to the best prospects—so that they're able to concentrate on only those prospects capable of and likely to make a gift and so that their fallow prospects are available to be solicited by other successful fundraisers...

...Will **sharpen the focus on raising major gifts.**”

*David Lively
Senior Associate Vice President
and Campaign Manager
Northwestern University*

Honey, I Shrunk the Portfolio

Increasing Solicitations by Reducing Donor Coverage Expectations

Queen's University Asks MGOs to Cover Fewer Prospects...



50 Prospects in average portfolio, down from 100+

...While Aligning Metrics with Critical Outcomes



Increased Weight

- Major gift solicitations
- Number of major gifts raised
- Total dollars raised
- Assessment visits

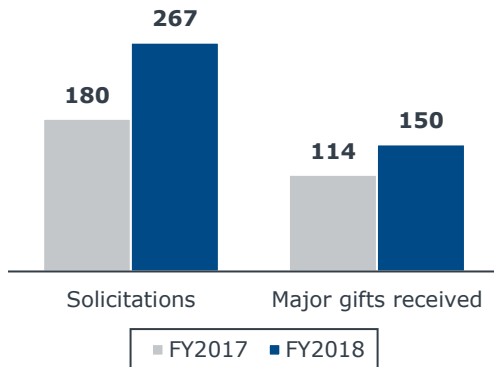


Decreased Weight

- Total visits
- Stewardship visits

Refocused MGOs Increase Major Gift Efficiency

Growth in Number of Asks and Gifts Received Since Shrinking Portfolios



-37% Decrease in average **cultivation time**

'If Not Us, Then Who?'

Tomorrow's Prospects Risk Post-Lively Neglect

“When we asked our MGOs to focus only on prospects who they expected to give major gifts in the next two years, we realized that nobody was left to manage discovery. No one owned stewardship.

Shrinking portfolios solves part of the problem, but **someone has to do the rest of the work** to manage the donor lifecycle.”

*Vice President for Advancement
Public Research University*

Unbundling the Major Gift Officer

Three Ways to Reassign Low-Return Activities



Managing Administrative Responsibilities

Development Associates

- Manage calendars for internal and external commitments
- Coordinate work with campus partners
- Gather information about assigned prospects and travel plans



Qualifying Pipeline Prospects

Prospect Research Discovery Specialists

- Cold call prospects before portfolio assignment or gift officer outreach
- Tailor content based on identified interests
- Make multiple contact attempts using a variety of communication channels



Stewarding Long-Term Relationships

Donor Experience Team

- Connect centrally-managed stewardship offerings to individual donors
- Set strategy and manage execution until cultivation restarts
- Create concierge-style experience for donors



Shifting Responsibility for Cold Calling

Gonzaga Removes Burden of High-Volume Outreach from MGOs

Adding “Inside Sales” Responsibilities to Prospect Research



Core Activity

Research and prioritize prospects for fundraisers



New Tasks Added to Role

- 1 Conduct calls to **cold prospects** or donors ready for an **upgrade**
- 2 Assess prospect’s **likelihood to give**
- 3 Tee up **follow-up call or visit** with MGO

The Right Staff for the Job



Prospect research staff have expertise that makes cold calling much more effective.

They have more **time to add personal details** to emails and calls, because they aren’t under pressure to go on 100 visits.

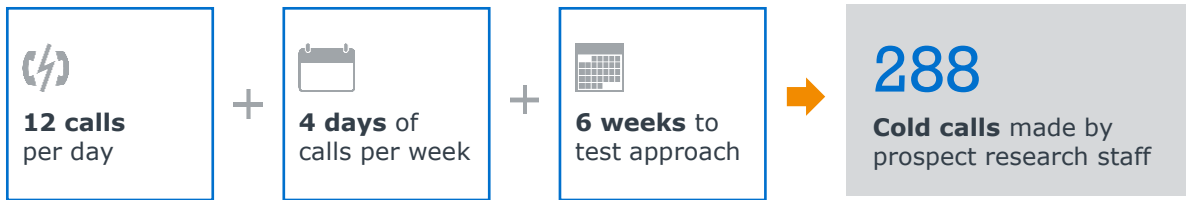
On the phone, they can identify who will give, because **they know what indicators to listen for.**”

*Stephanie Rockwell
Assistant Vice President for
Development and Operations
Gonzaga University*

Scaling Outreach in Two Hours Per Day

Prospect Research Cold Callers Allow Fundraisers to Focus on Follow-Up

New Approach Piloted During Prospect Outreach Sprint



Increasing Reach and Total Dollars Raised

50%

Response rate to cold calls during sprint

36%

Of prospects made a gift thanks to call

12%

Of prospects upgraded level of giving



Setting Strategy with Your Team

Resources to Realign Time Investments

Next Steps for Implementation

Short-Term

- ▶ Clarify when MGOs can act without waiting for team input
- ▶ Analyze data to show deans the value of fundraising time
- ▶ Identify internal processes to streamline or automate

Long-Term

- ▶ Test initiatives for prospect research to conduct cold calls
- ▶ Reduce portfolios to 50-75 prospects per gift officer

Discussion Questions

- 1 | How do our gift officers currently spend their time? How can we gain more time for fundraising?
- 2 | Do campus partners understand how distracting fundraisers will decrease our ability to raise major gifts?
- 3 | How long do gift proposal approval processes take? How can we make the process faster and easier to manage?
- 4 | Are our portfolios the right size for gift officers to reach all their assigned prospects?
- 5 | What MGO responsibilities can be reassigned to other advancement staff?



Highlights from...

New Frontiers in Pipeline Development

Maximizing Major Gifts from Overlooked Prospects

Advancement Forum

Nurturing Leads through MarCom

Specialized Messaging Will Target 10,000 Prospects in Qualification

McGill University Segments Discovery Prospects

- 1 Identify**
Maintain list of 10,000 prospects in qualification
- 2 Target**
Segment out from general communications pool
- 3 Manage**
Assess behaviors and customize communications

Segmented Emails Reach Pre-Qualification Prospects



Track Prospect Micro-Behaviors

Monitor and analyze clickthroughs, open rates, time on page, and more for prospects in qualification



Customize Scripting

Tailor mass communications to qualification prospects based on lessons learned from micro-behavior tracking

Communicating Now to Cultivate Later

“ We knew we needed to communicate differently to our high-potential prospects—the ones who fundraisers weren’t reaching. We had to make that audience feel special **so when our fundraisers do reach out, they decide to engage with us.**”

*Paul Chesser, Assistant Vice-Principal, Development
McGill University*

Warming the Unengaged

Multichannel Campaign for High-Potential Suspects at Rutgers University



Pre-Cultivation Communication

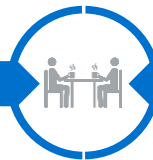
- Timeframe: October-December
- Population: 5,000 cold prospects with capacity over \$25,000
- Channel: Emails, postcards, and targeted web ads
- Content: Donor impact stories and positive news about Rutgers



Outsourced Visit Scheduling

- Timeframe: January-June
- Channel: Phone outreach by RNL callers to "warmed" prospects
- Goal: Schedule qualification visits with MGOs
- Next-Step: MGO completes qualification visit

Win Mindshare



Convert into Visits

Strategic Goals of Prospect-Warming Initiative



Increase Visits

Meet with previously unresponsive high-net-worth prospects



Boost Qualifications

Move more prospects into major-gift cultivation



Close Gifts

Bring in donations from new pipeline prospects

Tailoring Appeals to Top Prospects' Interests

Facebook Data Helps Identify Highest-Potential Solicitation Theme

MIT's Strategic Solicitation Development Process

Assess Engagement Analytics

Identify priority population to target

Analyze engagement data to find what resonates best

Craft into Campaign

Find ready-made solicitation opportunity

Send email appeal to all non-donors for selected fund

Robotics Facebook Post Overperforms



The Rise of the Digital Gift Officer

New Fundraising Role Deprioritizes Visits to Emphasize Interactions

A Massive Portfolio at Davidson College

1,000+ Assigned prospects

- 1** Suspected wealth
- 2** Upgrade velocity
- 3** Assigned but overlooked

Apply Now: Digital Engagement Officer

Direct Solicitation/Stewardship (55% of time)

Using digital strategies identify, qualify, cultivate, and steward selected alumni as donors and volunteers...

Digital Engagement Strategy (20% of time)

Develop a comprehensive digital engagement strategy for identified segments of the alumni population...

Data Analysis (10% of time)

Evaluate the reach for all digital engagement...

Special Projects (15% of time)

Responsible for making solicitation calls and texts...

A Multichannel Approach to Pipeline Development



Personalized
email outreach



Text message
campaigns



Skype video
conversations



Social media
engagement

Driving Pipeline Growth from a Desk Chair

Digital Gift Officers Bring Many Benefits, Not Least of Which Is Big Revenue

Benefits of Cornell University's Digital Gift Officer Program



Cost Savings

Lack of travel costs limit fundraising overhead



Greater Geographic Reach

Individuals in prospect-sparse regions receive cultivation



Professional Growth Opportunity

Position acts as springboard to other fundraising roles



Alignment with Prospect Preferences

Younger prospects do not always want a sit-down meeting with a fundraiser



Quick Qualification

A \$5,000 phone gift is a great indication of further philanthropic potential



Outsized Revenue Returns

\$700K

Raised on average by each digital gift officer annually

\$400K

Gift surfaced by digital gift officer



Growth in number of \$5K-\$25K gifts

“Our digital gift officers consistently bring in amounts **comparable to our traveling officers.**”

*Joe Lyons
Executive Director, Leadership Gifts,
Communications and Donor Engagement
Cornell University*

Stay Current with EAB's COVID-19 Resource Center

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Support your campus through the coronavirus crisis



Share

Most Pressing Concerns Emerging from COVID-19

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How EAB Can Support Your Efforts to Navigate the Crisis and Beyond



Strategy and Organization

- How should we deploy **federal relief** funds for optimal impact?
- How do we address immediate **cost-cutting** needs while preserving strategic options for the future?

How can we use this **crisis as a catalyst** to prompt difficult decisions or enact **bold change**?

What **enduring changes** will carry into the post-COVID-19 world, and how can we prepare?



Undergraduate Recruitment

- How can we adapt our **yield, financial aid, and net tuition revenue** models for COVID-19?
- What **virtual** methods and strategies can we use to effectively **engage prospective students** and their parents?
- How can we convey an authentic, honest, and **meaningful portrayal** of our institution in a **virtual world**?
- How do we **augment our future prospect** pool when Search names are delayed?



Student Success

- How can we address the **needs of underserved** student populations hurt most by COVID-19?
- How do we **virtually onboard** new students most effectively, so they don't reconsider their decision to attend?
- What do we do now and over the summer to **reenroll our fall class**?
- How do we use the lessons of the spring to **protect course completion** rates in the fall?



Adult Learners

- What **educational offerings** will adult learners need most **amidst economic uncertainty**?
- What strategies will allow us to **expand** our adult learning efforts **within a cost-constrained** world post-COVID-19?
- How do we improve our **flexible and online delivery capabilities** to meet students where they are?

Select EAB Resources



EAB's Coronavirus Resource Center on EAB.com



Enrollment Services, Financial Aid Optimization, and Agency Services



Navigate (Student Success Management System)



Adult Learner Recruitment Marketing



Academic Performance Solutions and Education Data Hub



YouVisit Interactive Content and Virtual Tours



Student Success Playbook



Market Responsive Program Design

Please Reach Out to Continue the Conversation...



R. Fleming Puckett
Senior Director

fpuckett@eab.com



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