



# The Time-Pressed Constituent

Part I of Preparing for Advancement's Digital Future

Advancement Forum



# The Future Is Here, and It's Terrifying

Digital Dependence Grows, Sparking Deep Concerns Among Constituents

*The Atlantic*

## Americans Are More Afraid of Robots Than Death

*Chapman University's Survey of American Fears, 2015*

- #1: Corruption
- #2: Cyber-terrorism**
- #3: Corporations Tracking Data**
- #4: Terrorist Attack
- #5: Government Tracking Data**
- #6: Bio-warfare
- #7: Identity Theft**
- #8: Economic Collapse
- #9: Running out of Money
- #10: Credit Card Fraud**
- ...
- #38: Robots**
- ...
- #43: Dying

“

### A Perfect Recipe for Trepidation

“People tend to express the **highest level of fear for things they're dependent on but that they don't have any control over**, and that's almost a perfect definition of technology. You can no longer make it in society without using technology you don't understand to buy things at a store, to talk to other people, to conduct business.”

*Dr. Christopher Bader  
Professor of Sociology  
Chapman University*

”

Sources: Cari Romm, [“Americans Are More Afraid of Robots Than Death,”](#) *The Atlantic*, October 16, 2015. ; Sheri Ledbetter, [“America's Top Fears 2015,”](#) Chapman University, October 13, 2015.; Advancement Forum interviews and analysis.

# Today's Wired World

## A Life Without Technology Increasingly Unthinkable

### The Majority Is Now Connected

*Technology Usage Rates in Canada and the U.S., 2016-2018*

**63%** Of Canadians use **Amazon** frequently

**77%** Of Americans own a **smartphone**

**85%** Of Americans check **email** at least once a day

**9.9** Connected **devices** in the average Canadian home

### Across a Lifetime, People Will Spend More Time on Social Media...



5 years, 4 months

### ...Than Eating and Drinking...



3 years, 5 months

### ...Grooming...



1 year, 10 months

### ...Or Socializing



1 year, 3 months

Source: "[Retailers Used Most Frequently for Online Shopping Canada 2018](#)," Statista, March 2018.; "[Mobile Fact Sheet](#)," Pew Research Center, February 5, 2018.; "[The Inbox Report 2017: consumer Perceptions of Email](#)," Fluent, 2017.; Emily Jackson, "[Just can't get enough: Half of Canadian TV Subscribers use streaming services like Netflix too, survey says](#)," *Financial Post*, June 2, 2016.; "[How Much Time Do We Spend on Social Media](#)," *Mediakix*, December 15, 2016.;

# Changing Who We Are

## Technology Rewires Us to Think Differently



### Innovation Transforms Customers...

“ Successful innovators don’t just ask customers and clients to do something different; they **ask them to become someone different.**”

### ...But Not Always in the Way We Intend



#### Smartphone Clocks



#### The Telegraph

Schools Are Removing Analogue Clocks from Exam Halls as Teenagers **'Cannot Tell the Time'**



#### GPS Navigation



#### The Washington Post

My Daughter **Can't Read a Map.** And Your Kid Probably Can't Either



#### Texting and Autocorrect



#### CISION PR Newswire

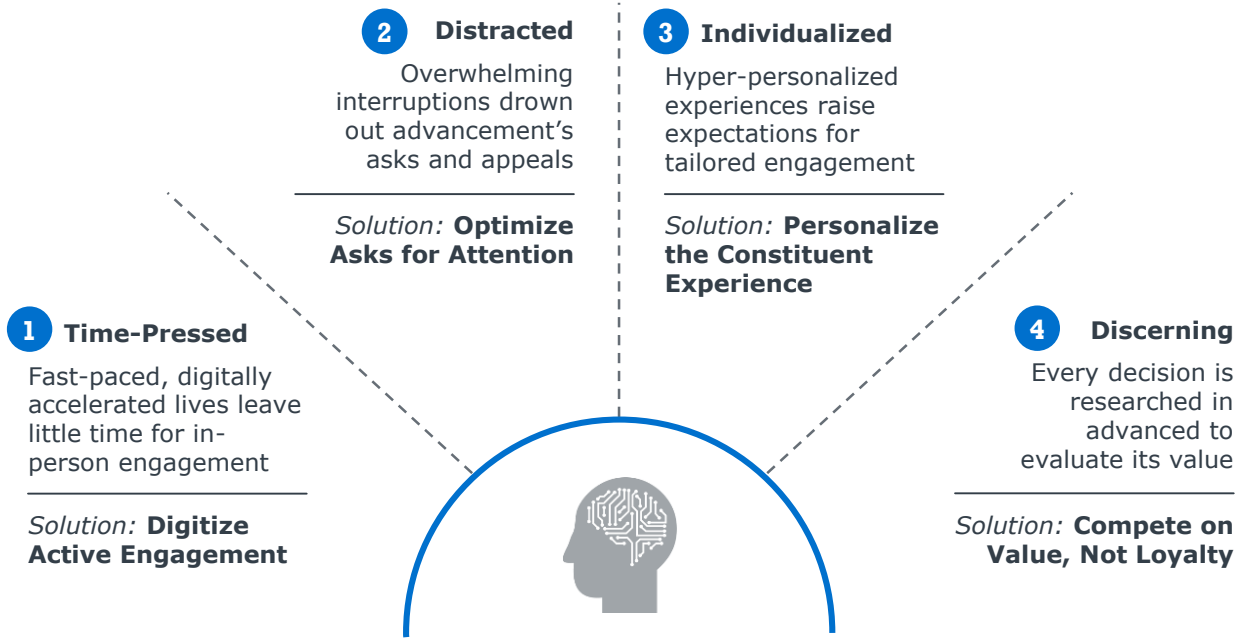
Smartphones Will **Read and Write Better** Than 32 Million American Adults in Next Decade

Source: Michael Schrage, "Who Do You Want Your Customers to Become?," *Harvard Business Review Press*, July 7, 2017.; Camilla Turner, "[Schools are removing analogue clocks from exam halls as teenagers 'cannot tell the time.'](#)" *The Telegraph*, April 24, 2018.; Sherri Kuhn, "My daughter can't read a map. And your kid probably can't either," *The Washington Post*, July 20, 2015.; "[Smartphones Will Read and Write Better Than 32 Million American Adults in Next Decade.](#)" *Cision PR Newswire*, March 9, 2017.; Advancement Forum interviews and analysis.

# Preparing for Advancement's Digital Future

## Lessons from the Leading Edge of Marketing and Engagement

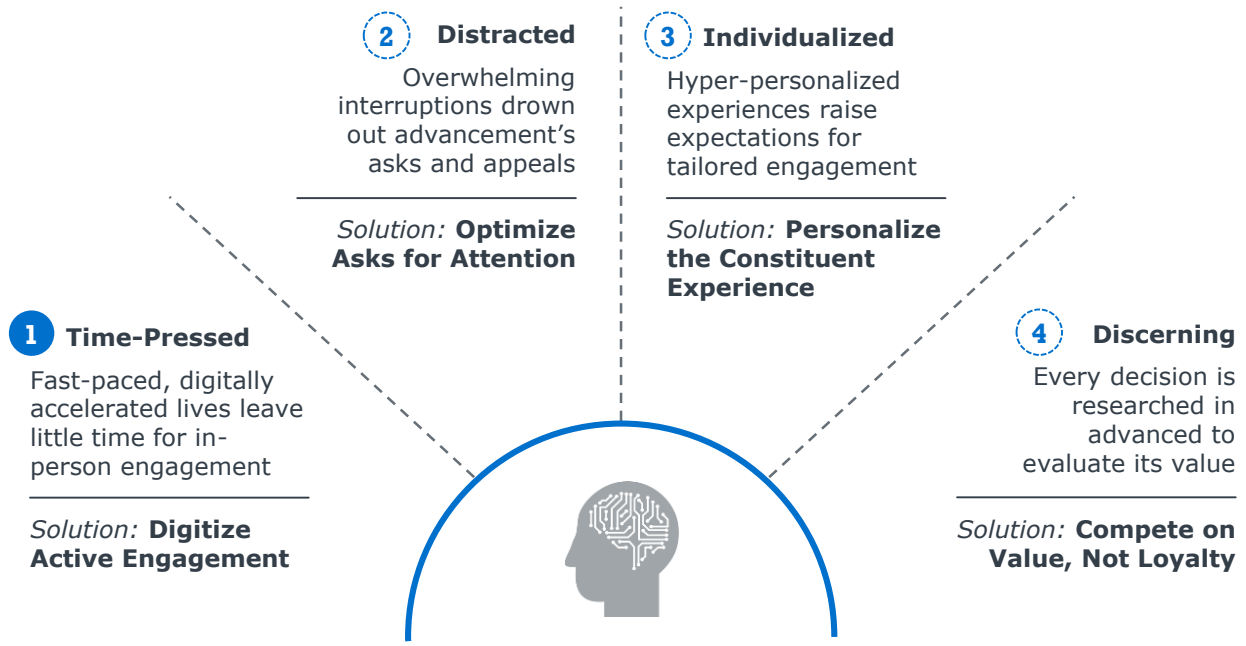
### Today's Constituents Are...



# Preparing for Advancement's Digital Future

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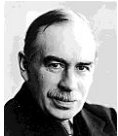
### Today's Constituents Are...



# Crunched for Time

## Alumni Have Fewer Leisure Hours, Feel Disproportionately Time-Pressed

### "What Will We Do With Prosperity?"



#### Expectation: Abundant Leisure

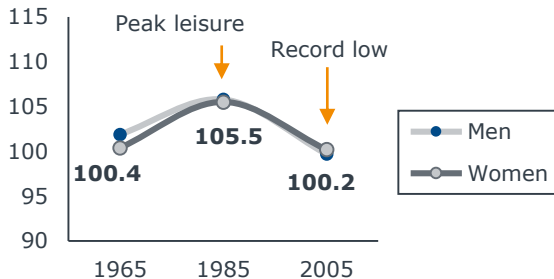
“ We shall do more things for ourselves than is usual, only too glad to have small duties and tasks and routines... **Three-hour shifts or a fifteen-hour week** may put off the problem.”

*John Maynard Keynes*

*"Economic Possibilities for Our Grandchildren," 1930*

### Reality: Less Time Than Ever

*Weekly Leisure Hours for College-Educated Adults*



### Even During Our Leisure Hours, We Feel Busier—But Why?



#### Fear of Missing Out

With so much to do, never enough time



#### Work-Life Fluidity

Work constantly intrudes on free time



#### Urge to Count Time

Scarcity of time puts price on free moments



#### High-Velocity Lives

Tech tools makes daily life more hectic

Source: John Maynard Keynes, *Essays in Persuasion* (New York: W.W.Norton & Co., 1963); Derek Thompson, "The Myth That Americans Are Busier Than Ever," *The Atlantic*, May 21, 2014, <https://www.theatlantic.com/business/archive/2014/05/the-myth-that-americans-are-busier-than-ever/371350/>; Advancement Forum interviews and analysis.

# Where Is Everyone?

## Events Across Sectors See Decline in Attendance as Competition Grows

### Demand for Events Dries Up...



*"Olympics 2016: Why All the Empty Seats?"*



*"Moviegoing Slumps to 25 Year Low"*

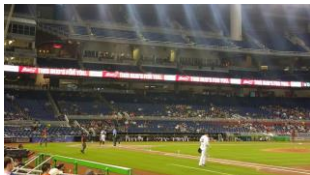


*"A New Survey Finds a Drop in Arts Attendance"*



**Empty Seats Galore**  
@EmptySeatsPics

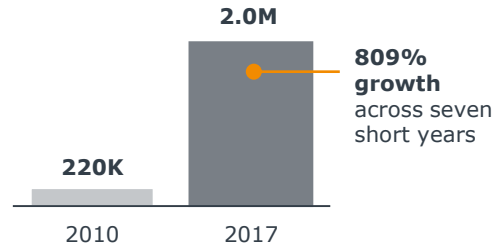
**Tweets:** 59.3K  
**Followers:** 42.6K



*"Announced Wednesday [June 27] crowd of 6,382 at Marlins Park."*<sup>1</sup>

### ...Yet Supply Grows Unabated

*Events Hosted Through Eventbrite, 2010-2017*



### The Beginning of an Arms Race?

**80%** Of organizations **intend to increase events** next year

**88%** Of event organizers struggle with **greater competition**

Source: CNN, Bloomberg, and the New York Times; "Empty Seats Galore," Twitter; "Eventbrite's Extension Developer Partner Program," Eventbrite US Blog, May 16, 2018, <https://www.eventbrite.com//partner-program>; "The Pulse Report: 2018 Event Industry Trends," Eventbrite US Blog, 2018.; Advancement Forum interviews and analysis.

1) Marlins Park has capacity for 36,742 fans.





# The Paradox of Event Attendance

## Constituents' Reported Desires Don't Match Attendance Patterns

### Constituents Say They Want Events...

**70%** Of alumni say it's **important to attend** non-sports events

### ...But Then Forget to Attend Them

**60%** Of alumni **have never been** to an alumni event



### Do As I Say, Not As I Do

"These data consistently show that alumni want their institution to conduct more events, and that they think more alumni should attend those events...Yet efforts to increase event attendance consistently meet with disappointing results. Apparently **the "should" applies to other alumni, not necessarily to me.**"

*Alumni Attitude Study  
"Solving the 'Paradox of  
Event Attendance'"*

## A Problem We Don't Want to Acknowledge: Overreliance on Events for Engagement

“Declining event attendance is something that everyone is aware of but is reticent to talk about. That’s because attendance serves as a proxy for engagement at a lot of schools. **To say you have fewer event attendees is to say you have fewer engaged alumni.** This isn’t necessarily true, but it looks that way.”

*Dr. Jay Le Roux Dillon  
Director of Alumni Engagement  
University of San Francisco*

# Engagement's Missing Middle

## Little Programming for Time-Pressed Constituents



### In-Person Events



High time cost



High engagement

*Constituents would come,  
but they **don't have time***

### Caught in the Middle



**No medium-  
commitment  
programming**



### Digital Engagement



Low time cost

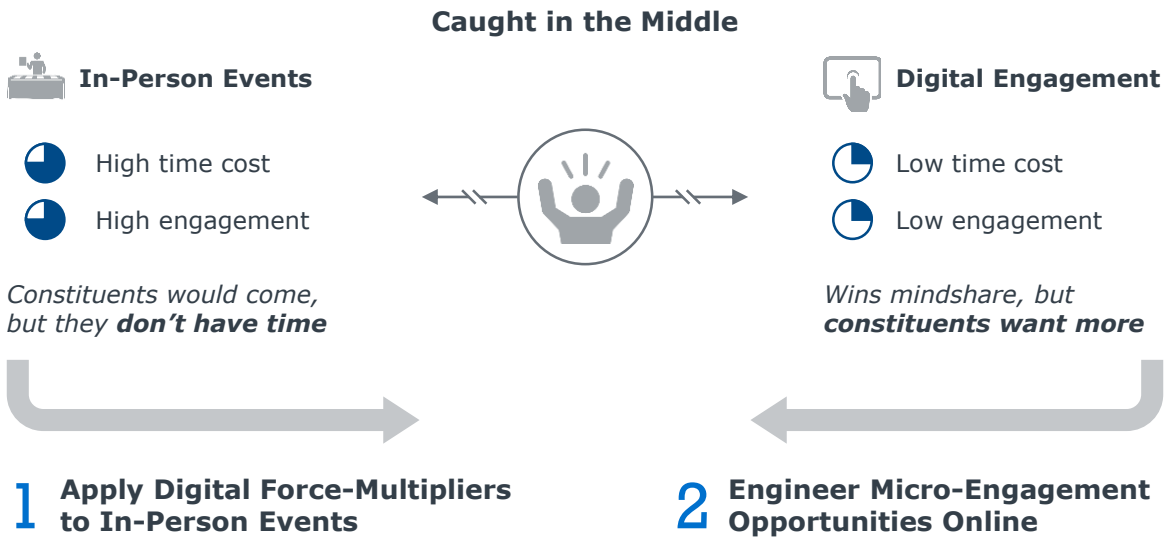


Low engagement

*Wins mindshare, but  
**constituents want more***

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### 1 Apply Digital Force-Multipliers to In-Person Events

### Caught in the Middle



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# Expanding Events' Reach Online

Cornell's Livestreams Satisfies Desire for Participation Without Attendance

## A Range of In-Person Events, Brought Live to Your Laptop



Justice Debra A. James lecture



"Return to the Classroom" Series



Entrepreneurship program update



Panel on campus climate & diversity

**30**

Livestreamed events every year



### Sidebar Encourages Digital Interactions

- Social media stream
- Moderated discussion
- Ask a question
- Interactive polling

**7,950**

Livestreamed event attendees in 2017

# The Next-Frontier: Digital-Only Events

## Cornell Pioneers Events Without In-Person Attendees

### Untethering the Event Model

“What if we relied less on events? What if we **crafted our own standalone virtual experiences online**—ones that we design and develop with a particular audience in mind?”

*Andrew Gossen  
Executive Director, Digital,  
Alumni Affairs and  
Development  
Cornell University*

### Pilot: Presidential Interview Exclusively for Mid-Level Donors

*A Digital Sit-Down with President Pollack*

- 1 Invite Priority Prospects**  
\$5K+ donors receive link to register
- 2 Solicit Questions in Advance**  
Donors ask about university's direction, president's vision
- 3 Film Interview with President**  
Staff use studio space, livestream discussion without in-person audience
- 4 Archive Online**  
On-demand access enables content to be repurposed

## Lighter Lift, but Equivalent Levels of Engagement and Attention

“We track digital engagement as a metric for alumni engagement. Things like Facebook engagement are more passive. Watching a livestream, though—we see that level of engagement basically the **same as attending an in-person event.**”

*Ashley Budd  
Director of Digital Marketing  
Cornell University*



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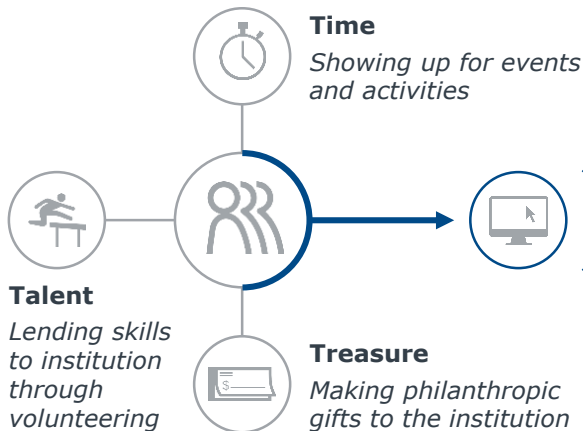


## 2 Engineer Micro-Engagement Opportunities Online

# Time, Talent, Treasure—and Digital?

Fourth Advancement Priority Arises in Response to Worldwide Digital Shift

## Evolving How We Define “Engagement”



### Digital Micro-Engagement

Responding to calls to action online



“I’ve come to realize there’s a fourth category, the communications and digital engagement category. If they’re in a positive, **two-way, active dialogue** with you, it’s deepening their engagement.”

Jason Coolman  
Associate Vice-President,  
Development & Alumni Relations  
University of Waterloo

# A Million Flavors of Micro-Engagements

Quick, Digital Opportunities Offer a Next-Step to Tuned-In Constituents

## Active Engagement from the Comfort of Your Couch



### "Day After Graduation" Podcast

**Longwood University** interviews young alumni for 30-minute podcast about their post-grad experiences



### Digital Memory Timeline

The **University of Miami** asked alumni to contribute memories to a virtual university timeline



### Crowdsourced Reunion Playlist

**Northeastern University** creates a collaborative Spotify playlist for alumni to add their favorite songs to

## Micro-Engagement Opportunities: 6 Key Elements



1. **Well-defined** ask
2. Average time commitment of **30 minutes** or less
3. **Active engagement**, rather than passive consumption of content
4. **Shareable** end product
5. Marketed and completed primarily on **digital channels**
6. **Low cost**, broad reach

# Kind Words Through Digital Channels

Western University Alumni Connect with Students in Under Two Minutes

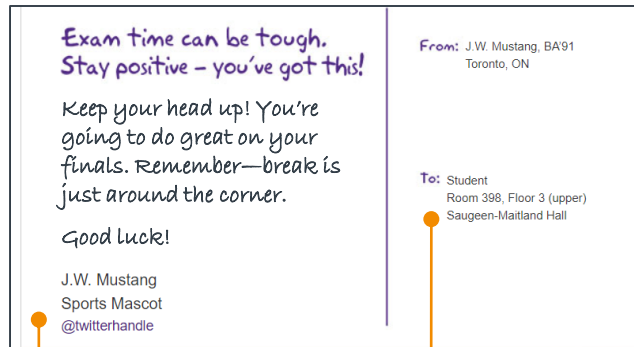


## Digital Platform Collects Alumni Submissions

"A Few Kind Words Can Go a Long Way!"

- Mobile-friendly form
- 190-character limit
- Asks for Twitter handle, old dorm room number

## Message Printed on Postcard for Old Room's Current Occupant



Students can thank alumni on social media

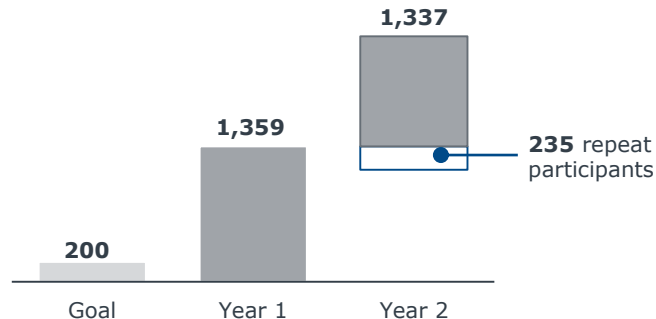
Sent to current resident of old room

# An Outpouring of Kindness—and Engagement

Western's Campaign Exceeds Participation Goal Seven Times Over

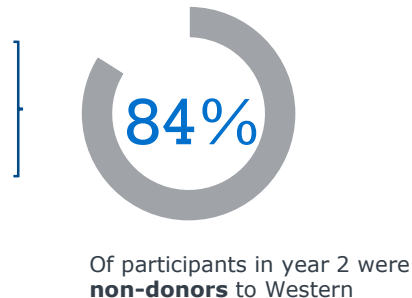
## Campaign Reach Far Exceeds Modest Aims

*Kind Mail Alumni Participants*



## Making In-Roads Beyond the Usual Suspects

*Donor Status of Year 2 Participants*



## A Quick and Easy Ask

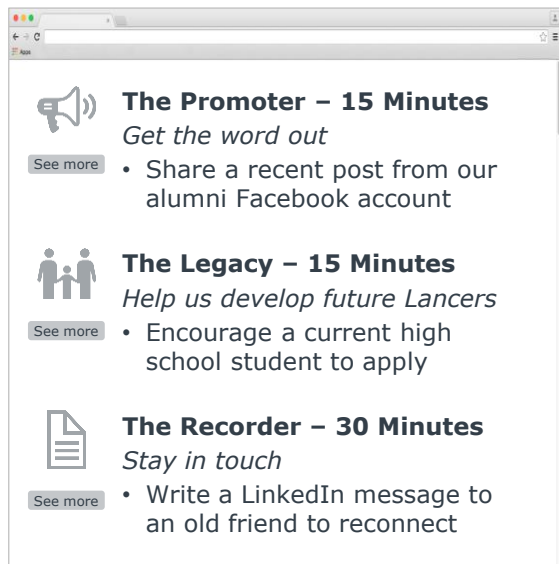
“I know that not everyone can come to an event or volunteer, but with this, **alumni can participate from anywhere in the world**. It takes little effort and two minutes of their time.”


*Meghan Cocurullo, Digital Engagement  
Western University*

# Deepening Alumni's Time Commitment


## Longwood's 'One Hour a Month' Program Encourages Multiple Engagements

### A Plug-and-Play Menu of Options




 **The Promoter – 15 Minutes**  
*Get the word out*  
[See more](#)

- Share a recent post from our alumni Facebook account

 **The Legacy – 15 Minutes**  
*Help us develop future Lancers*  
[See more](#)

- Encourage a current high school student to apply

 **The Recorder – 30 Minutes**  
*Stay in touch*  
[See more](#)

- Write a LinkedIn message to an old friend to reconnect

### Stackable Engagement Bundles

Lots of ways to get to **60 minutes**:



**OR** .....



**ETC.** .....

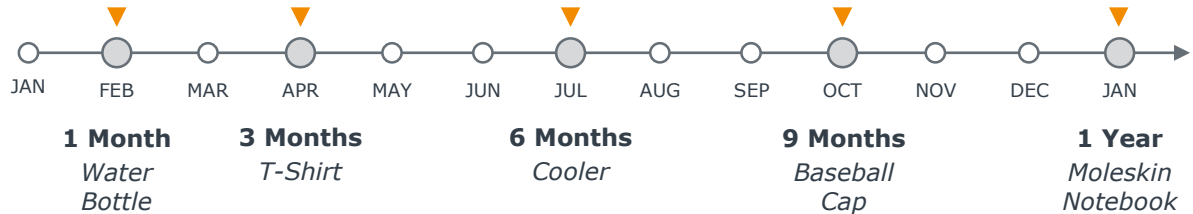
**43,396** Possible combinations of micro-engagements

# Retaining Micro-Engagers Across the Year

Short-Burst Incentives Move Alumni from One-Off to Ongoing Participation

## Longwood University's Consecutive Micro-Engagement Rewards

*Quarterly Incentives for Sustained Participation*



### "Upgrading" One-Off Engagers

**407**

Alumni participate **every year**

**96**

Alumni participate **each month**

**21**

Participating alumni are at **9 months or 1 year**



# Digitizing Active Engagement

## Meeting the Expectations of the Time-Pressed Constituent

### 1 Apply Digital Force-Multipliers to In-Person Events

#### Short Term

- ▶ Audit equipment and software availability; identify needed investments
- ▶ Select in-person programs that would command attention from online audience
- ▶ Create multichannel marketing plans to raise awareness and increase viewership

#### Long Term

- ▶ Develop new events exclusively for livestreaming
- ▶ Build livestream-viewing into cultivation plans and prospect scoring models

### 2 Engineer Micro-Engagement Opportunities Online

#### Short Term

- ▶ Develop a list of asks that constituents can complete online
- ▶ Reach out to selected groups to invite participation
- ▶ Collaborate with IT to build any needed technological infrastructure

#### Long Term

- ▶ Use incentives to reward continuous participation
- ▶ Ladder up digital micro-engagers to more time-intensive programming





# Engaging Your Team in Strategy Formation

## A Conversation Guide for Advancement Leaders

### Discussion Questions

### Notes and Ideas

<b>1</b>   What short-time-commitment activities could we use to increase alumni engagement?	
<b>2</b>   What types of events would be good candidates for livestreaming?	
<b>3</b>   What steps will our institution have to take before we can livestream in-person events to digital audience?	
<b>4</b>   How and to whom will we market micro-engagement opportunities?	
<b>5</b>   How can digital micro-engagements be used to complement our other alumni engagement activities?	



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