



Future Presidents Intensive

President as Institutional Storyteller and Fundraiser-in-Chief

October 17, 2023

Future Presidents Intensive
Fall 2023 – Session V

Zoom Features and Settings

Update Your Name & Institution

The image shows a Zoom meeting interface. The main window displays a slide with the EAB logo and the text "EAB Virtual Meetings 2020". The bottom toolbar includes icons for Mute, Stop Video, Invite, Participants (with a '2' icon), Share, Chat, and Record. A red "Leave Meeting" button is on the right. A callout box points to the "Participants" icon with the text "Open Participants menu".

On the right, the "Participants (2)" panel is open, showing two participants: "Test Participant (Me)" and "Meeting Host (Host)". A callout box points to the "Rename" button for "Test Participant (Me)" with the text "Update your name and add your institution".

The "Rename" dialog box is open, showing the text "Enter a new screen name:" and a text input field containing "Jane Doe - Institution". The dialog has "OK" and "Cancel" buttons.

Open Participants menu

Update your name and add your institution

A Review of the Curriculum



VIRTUAL SESSIONS

September 19, 2023

1:00–3:00 pm ET

*Welcome &
Introduction*

October 3, 2023

1:00–3:00 pm ET

*President as
Advocate*

October 17, 2023

1:00–3:00 pm ET

*President as
Storyteller*

September 26, 2023

1:00–3:00 pm ET

*President as
Leader and Coach*

October 10, 2023

1:00–3:00 pm ET

*President as
Enrollment Strategist*

IN-PERSON SESSION | Day 1 & Day 2

Monday, October 23, 2023, at 12 pm ET
Tuesday, October 24, 2023, at 9 am ET

*President as
Visionary*

OPTIONAL SESSION (VIRTUAL)

Tuesday, October 31, 2023

1:00 am–3:00 pm ET

Search Firms Panel

Meet Your Presenter



Mark Shreve

Managing Director,
Advancement Marketing Services



1

President as Institutional Storyteller and Fundraiser-in-Chief

- Wearing Many Hats as President
- Understanding Your Style
- Preparing for Your Role

2

Breakout Discussions

3

Q+A: President Keith Whitfield, UNLV

4

Closing Remarks

Quick Poll

- How are you thinking about your role as Chief Storyteller and Fundraiser-in-Chief?
 - This is new terrain for me.
 - Excited to develop baseline skills and confidence in this role.
 - My experience as a leader has always been to set a vision and tell our story.
 - I am ready to make asks of alumni and donors.



Wearing “Many Hats” as President

Assess the **Culture** at
the Institution

Consider **the Diverse
Audiences** You Serve

What **Does the Job Require**
at This Institution?

Managing Relations with Diverse Audiences

- 1 How will you manage relations with **your Board and Leadership team**?
- 2 How will you motivate **Academic Leadership, Faculty, and Staff** to advance the institution?
- 3 How do you create the best (learning) experience for **Current Students** and Parents?
- 4 How will you engage **Alumni and Donors** with your strategic vision?
- 5 What role does this institution play in the **Community**?

Understanding and Developing Your Style

The President as Chief Storyteller and Fundraiser-in-Chief

1

What are your strengths?

Consider your natural strengths, skills, and experiences to be applied.

2

Where can you broaden your skill set?

Who can help you develop your skills and how quickly do you need to improve these skills?

3

How much time will you commit?

What is required for fundraising at your institution and how much time can/will you commit?



5 Considerations for the Fundraiser-in-Chief



Advancing Your Institution in a Time of Transformation



Rely on **immediate philanthropic support**



Anticipate **shifting donor interests**



Assess campaign efforts on the horizon



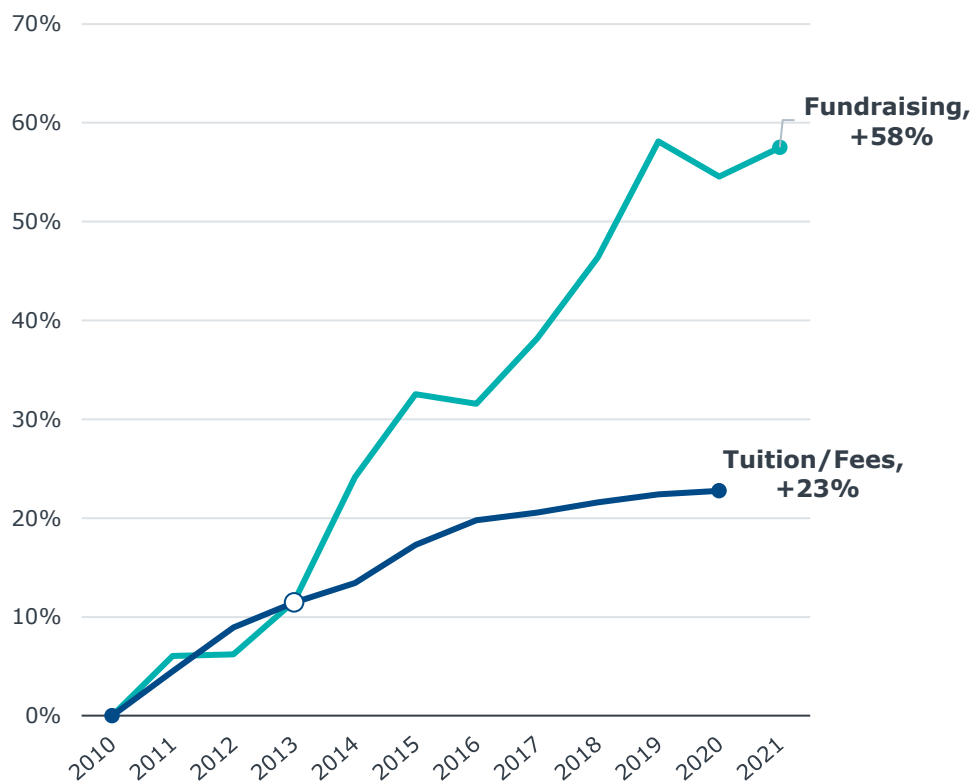
Develop unique priorities for support



Involve campus partners

Presidents Increasingly Rely on Fundraising Leaders

Advancement Growth Outpaces Stagnating Tuition¹



Advancement Takes Greater Role to Sustain Institutional Revenues

68%

of institutions in Capital Campaign as of 2020

91%

of presidents cite cultivating new donor bases as top priority

1) Cumulative Fundraising Cash-In and Tuition/Fee Revenue Change, 2010-2021, inflation-adjusted to 2020 dollars.

Source: Inside Higher Ed Survey of Presidents, 2021; "We Analyzed 200 College-President Job Ads. Nearly All of Them Wanted This Skill," *Chronicle of Higher Education*, March 1, 2020; Voluntary Support of Education Survey, 2010-2021; National Center for Education Statistics, 2010-2020; EAB Advancement Investment and Performance Initiative data set; EAB interviews and analysis.

No End in Sight to Campaign Goal Growth

Dollar Goals Double—Or More—Across the Globe

Billion Dollar Campaigns Are Only Getting Bigger and Bigger

\$1B → \$6B

University of Southern California

\$2B → \$5B

Massachusetts Institute of Technology

\$1B → \$4B

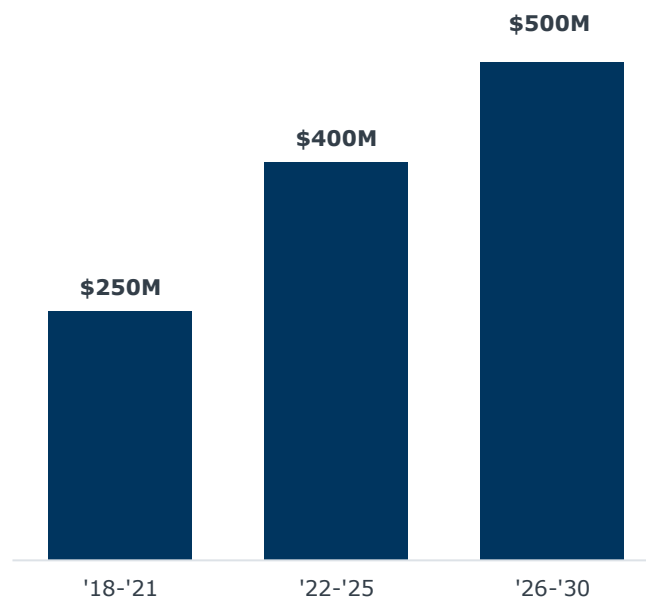
Texas A&M University

\$1.5B → \$3B

The University of British Columbia

Goals Rise Across the Board

Median Campaign Goal by Campaign End Year, 2018-2030



Longing for the Good Old Days



Campaigns of Yesterday



Alumni loyalty brought in donations from many



Fewer non-profits were competing for donor dollars



Infrequent use made campaigns stand out as distinct



Institutions had **unique strategic priorities** to support



Campaign Concerns of Today

54%

Of total funds raised was from 27 gifts (*average, 2021*)

➤ **Dependent on top gifts**

75%

Of millennials would give to charity over their alma mater

➤ **Competition for support**

68%

Of higher education institutions were in campaign in 2020

➤ **Campaign ubiquity**

85%

Of institutions have three of the same strategic plan priorities

➤ **Repetitive priorities**

Source: "[Millennial Alumni Report](#)," Achieve and *The Chronicle of Philanthropy*, 2014; EAB Advancement Investment and Performance Initiative dataset, 2016-2021; EAB interviews and analysis.

A New Wave of Campaigns

Innovations in Form, Function, and Strategy

New Campaign Types

Micro-Campaigns

A short campaign focused on one main initiative such as student scholarships or faculty

Modular Campaigns

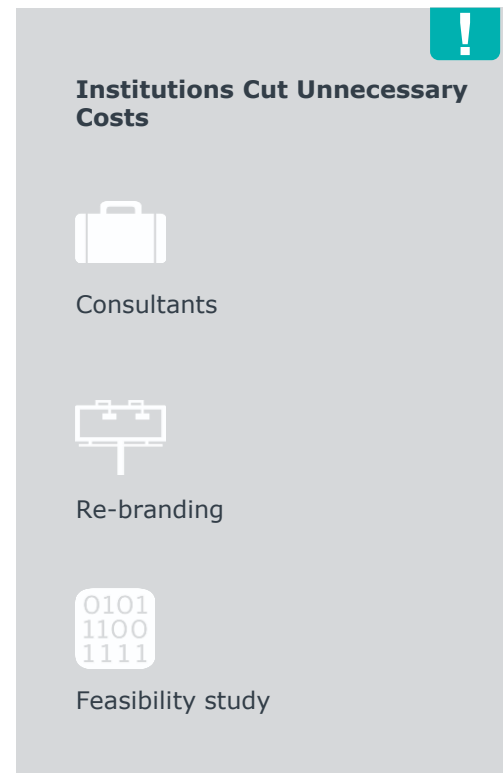
A comprehensive campaign where initiatives are focused on one-after-the other instead of all at once

No Campaigns

Fundraising with a yearly production goal in mind and no special branding for initiatives

Big Ideas Campaign

Working towards cross-campus initiatives that impact society at large instead of just the institution



Institutions Cut Unnecessary Costs

- Consultants
- Re-branding
- Feasibility study

What Only Your Institution Can Do

Donor Expectations Require Cross-Campus Partnerships

Current Challenges



Compelling Ideas

- Scarcity mindset on campus
- Lack of communication between faculty and advancement



Transformative Impact

- Few incentives to share results with Advancement
- Misunderstanding of impact donors want to see



Credible Connections

- Advancement not viewed as trustworthy partner
- Lack of faculty confidence in donor-facing skills



Integral Opportunities for Advancement - Academic Partnerships



Sourcing Big Ideas



Communicating the Impact of Big Ideas



Perfecting the Pitch



It Takes a Village

Signs of Burnout Abound Among Key Campaign Constituents



Staff

“**My staff** has been in **campaign mode for the last 13 years.** But we won’t get a break because we just got a new president.”

20%+

Vacancy rate at one in four institutions



Volunteers

“We need to build more sustainable volunteer opportunities around campaigns. **Alumni won’t sign up for a 7-year commitment.**”

11%

Decline in high income volunteers since 2017



Donors

“Our last campaign was successful because we had a full pipeline of donors, but now **those donors are tapped out.**”

#1

Reason HNW donors stopped giving was ‘too much solicitation’

Source: Jones, Jeffrey M., “[U.S. Charitable Donations Rebound; Volunteering Still Down](#),” *Gallup*, Jan. 11, 2022; Lau, Summy, “[Giving Trends of High Net Worth Donors: Infographic](#),” *Winspire*; EAB Advancement Talent Pulse Survey, 2022; EAB interviews and analysis.

Focus Shifts Towards Sustainable Giving

Institutions Finally Free to Consider New Engagement and Giving Metrics

Alumni Giving Removed From USNWR Rankings



U.S. News changes its college rankings to emphasize diversity and remove alumni giving



U.S. News changes undergraduate rankings methodology amid upheaval



'U.S. News' Changes Formula for Calculating Best Colleges

Alumni are More Likely to Engage Philanthropically if They Engage in at Least One Other Mode

19%

Percentage of total engagement made up from **philanthropy**

81%

Percentage of total engagement made up from **volunteering, experiences, or communications**



Donors Seek Transformative Impact

Affinity to Issues, Not Institutions

Donors Are Impact-Centric

62%

Want information on how the organization plans to use the gift

75%

Want information on results achieved with their gift

64%

Want stories about people who were helped

How Next Generation Donors Consider Philanthropic Investments¹

- 1 Setting Goals**
First decide philanthropic goals, then search for potential recipients
- 2 Evaluating Organizations**
Conduct research and due diligence before deciding what to support
- 3 Solving Problems**
Fund efforts that address root causes and attempt systematic solutions
- 4 Analyzing Results**
Prefer information on proven effectiveness or measureable impact

1) Survey participants were individuals aged 21 to 40 years-old who were "currently or potentially active in their families' significant philanthropic processes and/or who are wealth creators themselves and currently or potentially active in their own philanthropy."

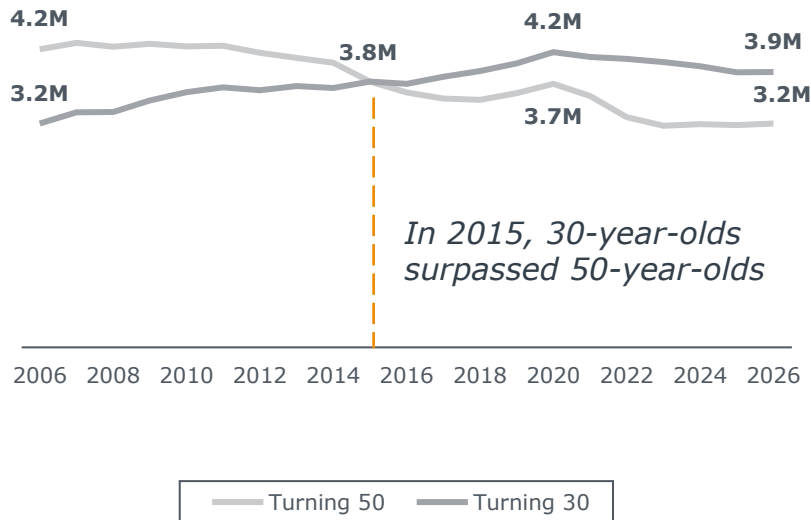
Source: Burk P, "The Burk Donor Survey: Where Philanthropy Is Headed in 2013," Cygnus Applied Research, Inc., Sept. 2013; Johnson J, "Including the Young and the Rich," *New York Times*, Apr. 18, 2014, www.nytimes.com/2014/04/20/fashion/white-househosts-next-generation-young-and-rich.html?_r=2; Johnson Center for Philanthropy, 21/64, "#NextGenDonors: Respecting Legacy, Revolutionizing Philanthropy," 2013, www.nextgendonors.org/wp-nextgendonors/wp-content/uploads/next-gen-donor-reportupdated.pdf; *Fulfilling the Donor Investor Mandate*, Philanthropy Leadership Council, The Advisory Board Company 2014, 11; Advancement Forum interviews and analysis.

At Risk of Losing a Generation of Donors?

Fundraisers Must Shift Strategy to Acquire Young Donors

Young Alumni Overtake Older Alumni

Number of People Turning 30 and 50, 2006-2026



Millennial Attitudes Toward Giving

Preference for Digital Philanthropy

70% Of Millennials say that they give online (v. 34% for mail and 15% for phone)

Attachment to Social Causes

76% Of Millennials believe they can affect change for the social issues they care most about

Desire for Control

46% Of Millennials feel like donations to their alma mater would go into a "black hole"

Our Future Base of Support

“Every nonprofit in the country—universities, whatever—will be **reliant on Millennials within five to 10 years**. They can’t be dismissed. They need to be understood.”

*Scott Mory, Vice President for University Advancement
Carnegie Mellon University*

Gen Z, Ascendant

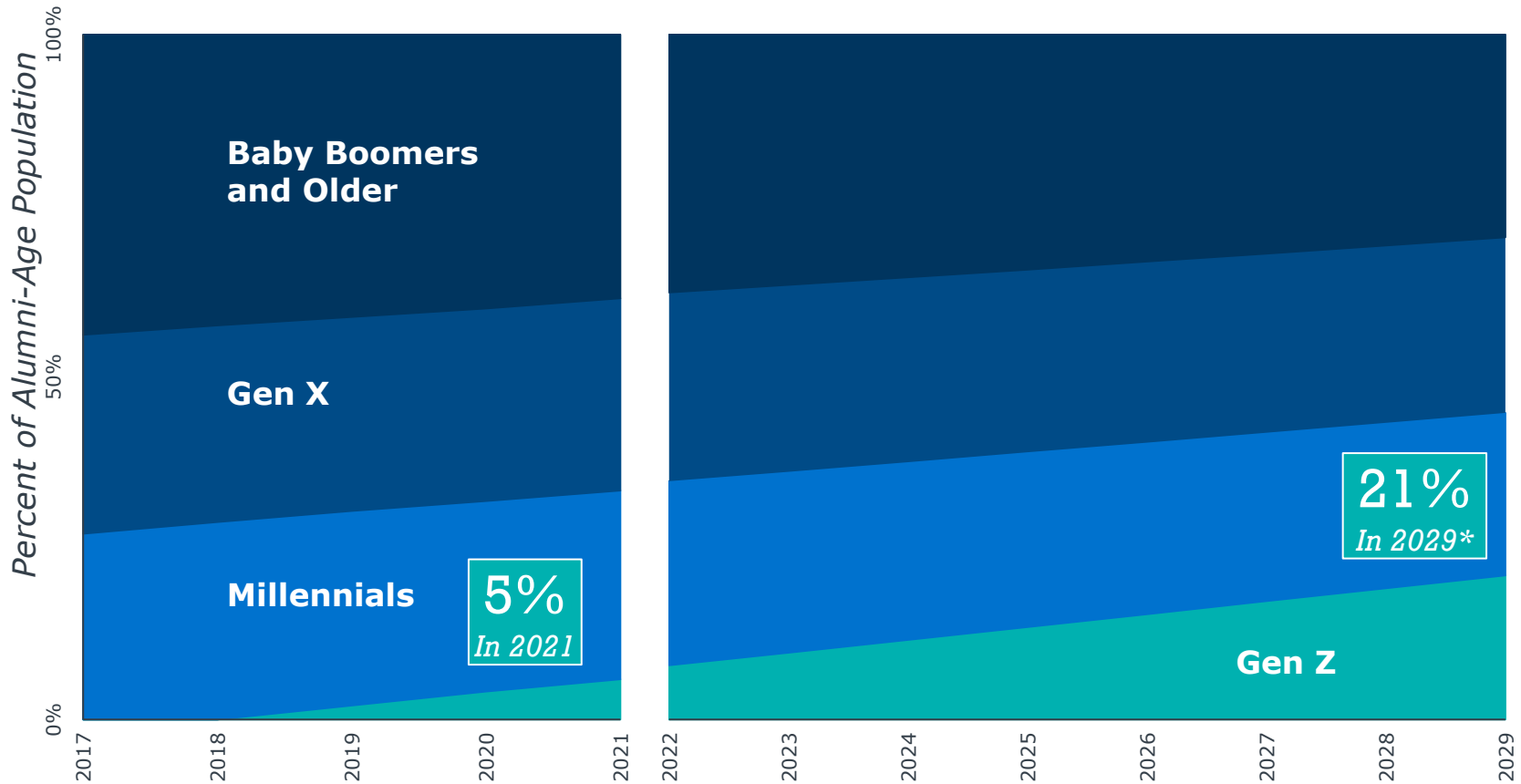


Population's Center of Gravity Shifts Younger

Real and projected composition of adults 22+, 2017-2029

Gen Z Has Just Started to Graduate...

...But Will Make Up 1 in 5 Alumni by 2029



1) * Projected

Breakout Discussion

- How have previous experiences contributed to a future role as chief storyteller and fundraiser-in-chief?
- What has been rewarding or challenging about these experiences?
- How are you prioritizing fundraising efforts at your institution? How are you prioritizing your development in this role?



President Q&A



**Keith Whitfield,
Ph.D.**

President, University of
Nevada, Las Vegas

president@unlv.edu





This Week's Journal Questions

Take a few minutes to reflect in advance of next week...

- As you reflect on the first five sessions (and particularly the contributions of our guest speakers), what excites you (and/or scares you) most about the presidential role? And how, if at all, has this changed since we began the discussion?
- Given what you know about yourself (and now the various presidential personas), describe the segment, type of institution, and/or qualities of the situation where you believe you'll be best aligned for success moving forward.

VI: President as Visionary

Monday, October 23 at 12 pm ET through Tuesday, October 24 until 1 pm ET

EAB Headquarters, Washington, DC



Dr. David Attis

EAB Strategic Research
Managing Director



Dr. Jennifer Latino

EAB Strategic Research
Managing Director



Dr. Michael Davis

Fairmont State
University
President



Dr. Richard Muma

Wichita State
University
President



Dr. Michael Shannon

University of North
Georgia
President



202-747-1000 | eab.com

