



EAB

An Advancement Playbook for Today

Trends, Ideas, and Strategies for New Higher-Ed. Fundraisers

Advancement Forum

Update Your Name

The screenshot displays a Zoom meeting window. The main content area shows a presentation slide with the EAB logo and the text "EAB Virtual Meetings 2020". On the right side, there is a "Participants (2)" panel. In this panel, the "Test Participant (Me)" entry has "Mute" and "Rename" buttons. The "Rename" button is highlighted with a yellow box. An orange line points from this button to a "Rename" dialog box that is open. The dialog box contains the text "Enter a new screen name:" followed by a text input field containing "Jane Doe - Institution". Below the input field are "OK" and "Cancel" buttons. Another orange line points from the "Participants" panel title to a yellow box at the bottom of the screen containing the text "Open Participants menu". The bottom toolbar of the Zoom window includes icons for Mute, Stop Video, Invite, Participants (with a '2' icon), Share, Chat, Record, and a "Leave Meeting" button.

Zoom Meeting ID: 841-573-482

You are viewing Meeting Host's screen

View Options

Speaker View

EAB

EAB Virtual Meetings
2020

Meeting Host

Test Participant

Participants (2)

Test Participant (Me)

Mute Rename

Meeting Host (Host)

Rename

Enter a new screen name:

Jane Doe - Institution

OK Cancel

Mute Me Reclaim Host

Open Participants menu



Education's Trusted Partner to Help Schools and Students Thrive



Your Imperatives Determine Ours

INSTITUTIONAL STRATEGY

Prepare Your Institution for the Future

Executive guidance rooted in research to support your strategic priorities

MARKETING AND ENROLLMENT

Achieve Your Enrollment and Growth Goals

Tailored partnerships powered by a recruitment ecosystem with unrivaled reach to enroll your future classes

STUDENT SUCCESS

Build a Student-Centric Campus

Technology trusted by 850 schools to retain, graduate, and empower more students

DIVERSITY, EQUITY, AND INCLUSION

Advance DEI on Campus and in Your Community

Technology, research, and bold initiatives to strengthen your DEI strategy and eliminate equity gaps

DATA AND ANALYTICS

Embrace Digital Transformation

Data and analytics solutions built for higher education to guide decisions and accelerate innovation

We partner with **2,500+** institutions to
accelerate progress and enable lasting change.

95%+ of our partners return to us year after year
because of results we achieve, together.



Today's Fundraising Talent Market

Recent Growth of “Career Changers”



5

Transferable Skills Candidates (TSC) Provide a Great Opportunity

Many Americans Decide It's Time for a Career Change

53%

Of employees who quit their job in 2021 changed their occupation or field of work

Advancement Must Consider Transferable Skills Candidates

- ✓ Has relevant skills and abilities to be a successful fundraiser
- ✓ Has behavioral characteristics to be a successful fundraiser
- ✗ Lacks direct fundraising experience

Bloomberg

People Keep Quitting Their Jobs Even as Recession Fears Mount

Forbes

The Great Resignation Becomes the Great Reshuffle

Sources: Meister, Jeanne, "[The Great Resignation Becomes the Great Reshuffle](#)," *Forbes*, April 19, 2022; Wells, Charlie and Claire Ballentine, "[People Keep Quitting Their Jobs Even as Recession Fears Mount](#)," *Bloomberg*, June 6, 2022; Fox, Michelle, "[Half of Americans Who Quit Their Jobs Last Year Made a Career Change](#)," *CNBC*, March 9, 2022; EAB interviews and analysis.



MGO Skills ‘Pick List’ and Prioritization Tool

A List of Skills Necessary for All MGOs

- | | |
|--|---|
| <input type="checkbox"/> Writing proposals | <input type="checkbox"/> Self-management and self-direction |
| <input type="checkbox"/> Time management | <input type="checkbox"/> Understanding complex issues and big problems |
| <input type="checkbox"/> Mission-driven | <input type="checkbox"/> Managing multiple personalities and priorities |
| <input type="checkbox"/> Pace of the visit | <input type="checkbox"/> Cultivation strategy formation |
| <input type="checkbox"/> Making the ask | <input type="checkbox"/> Cultivation strategy execution |
| <input type="checkbox"/> Negotiation | <input type="checkbox"/> Discovery calls and cold-calling |
| <input type="checkbox"/> Storytelling | <input type="checkbox"/> Aligning donors’ passions with institutional priorities |
| <input type="checkbox"/> Active listening , empathy | <input type="checkbox"/> Qualitative data collection, analysis, and synthesis |
| <input type="checkbox"/> Closing a deal | <input type="checkbox"/> Quantitative data collection, analysis, and synthesis |
| <input type="checkbox"/> Case development | <input type="checkbox"/> Writing for nonprofits, business, and sales |
| <input type="checkbox"/> Personal finance acumen | <input type="checkbox"/> Creative thinking about proposals |



Which 10 skills from this list would you consider most crucial for MGO success?

What skills would you add to this list?

Putting It All Together

7

Inside the Mind of a CURIOUS CHAMELEON

Finding the Elusive High Performing **Major Gift Officer** in Today's Competitive Job Market

The thirst to learn more about people, places, and things

INTELLECTUAL AND SOCIAL CURIOSITY

- Accesses a deep and wide repository of knowledge to inform donor discussions
- Identifies the link between seemingly disparate ideas
- Probes prospects by asking thoughtful, insight-generating questions about their goals and interests

BEHAVIORAL AND LINGUISTIC FLEXIBILITY

The skill to change speaking style and behavior depending on the audience

- Changes tone, inflection, and vocabulary based on the background and experiences of a prospect
- Reads nonverbal cues, including body language, and adapts approach accordingly
- Utilizes prior experience working with diverse audiences in order to take calculated risks

INTELLECTUAL AND SOCIAL CURIOSITY BEHAVIORAL AND LINGUISTIC FLEXIBILITY INFORMATION DISTILLATION STRATEGIC SOLICITATION

78%

HIGHER ODDS of exceeding fundraising goals than their peers¹

The confidence and skill to artfully ask prospective donors to make a financial contribution

STRATEGIC SOLICITATION

- Exhibits transparency with prospects about the purpose of cultivation visits
- Believes that the fastest way to qualify a prospect is to solicit him or her for a gift
- Doesn't take solicitation rejection personally

INFORMATION DISTILLATION

The ability to recognize, curate, and communicate relevant information

- Possesses a fluency with data and analytics to enhance prospect prioritization
- Quickly zeroes in on relevant details related to donor motivations and interests
- Explains complicated issues in a comprehensible fashion

How to Hire CURIOUS CHAMELEONS

1. Expand the recruitment pipeline to include nontraditional candidates from fields like sales, marketing, and finance
2. Implement a multimodal interview process, including exercises like prospect profile reviews, writing activities, and donor role plays
3. Deploy online assessment tools to determine alignment between your ideal MGO profile and the profiles of job candidates

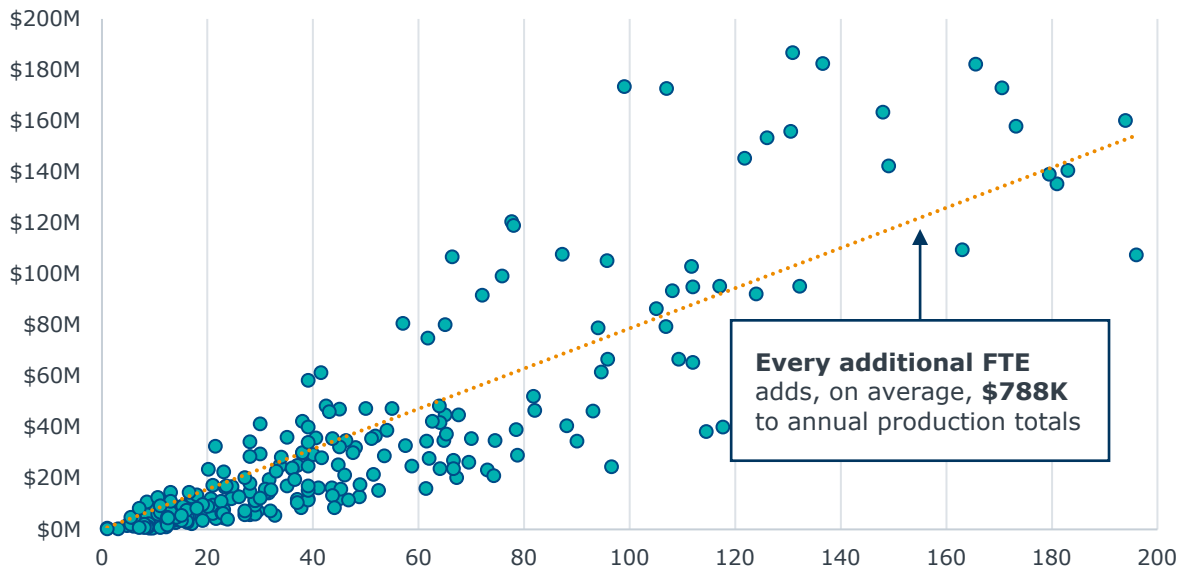
¹ Based on data collected from 1,217 major gift officers at 89 higher education institutions across North America and the United Kingdom.

The 3 Key P's: 'People Predict Production'

Advancement Staffing Drives Fundraising Outcomes

Advancement FTEs v. Fundraising Production (<200 FTEs, <\$200M Production)

Advancement Investment and Performance Initiative, FY2016-FY2020



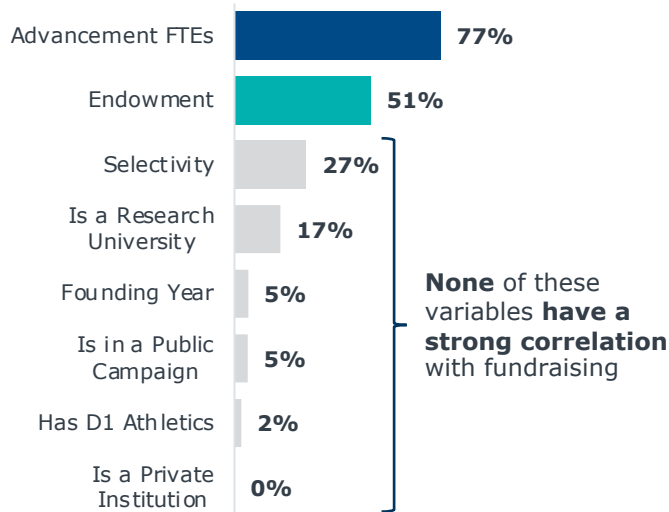
Anything's Possible With the Right Investment



Traditional Performance Predictors, Like Selectivity, Outweighed by Staffing

Investment's Impact Tops All Others

Correlation with Fundraising



“

“Our board is waking up to the idea that we might be able to build a strong fundraising operation here. We don’t look like the schools that report the biggest totals, but every MGO we’ve added has increased our outcomes substantially. It seems **everything we thought held us back didn’t. It was just a resource question.**”

*Vice President of Advancement
Private Master’s University*

”

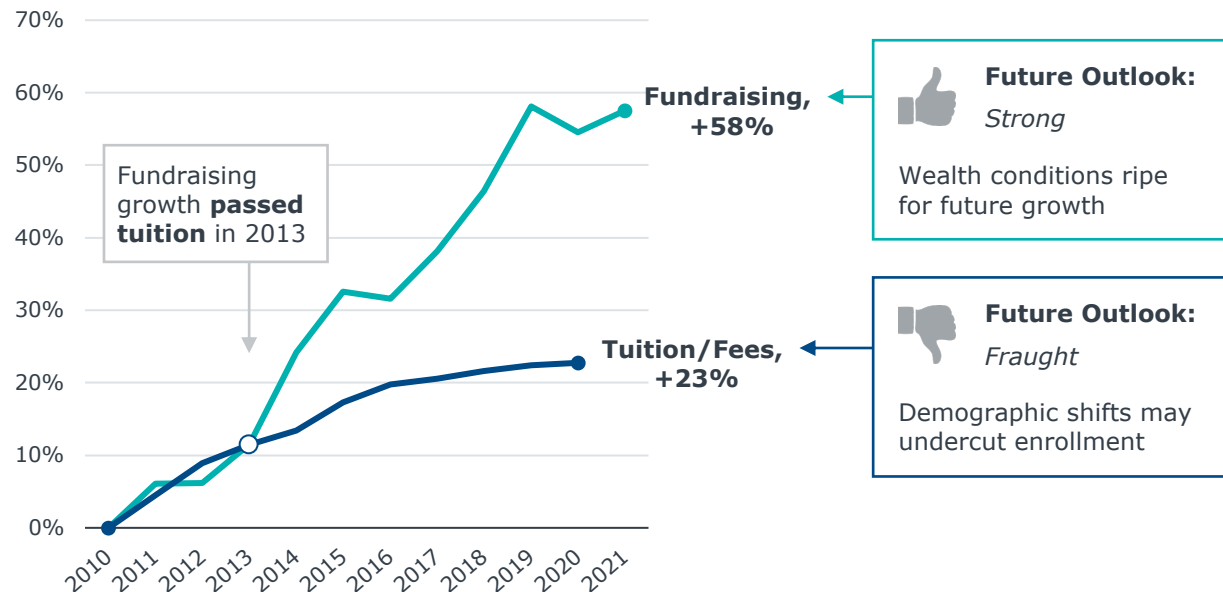
The Era of Good Feelings (About Fundraisers)



With Higher Ed. Revenues Faltering, Advancement Emerges as a Bright Spot

Advancement Growth Outpaces Stagnating Tuition

Cumulative Fundraising Cash-In and Tuition/Fee Revenue Change, 2010-2021¹



1) Inflation-adjusted to 2020 dollars.

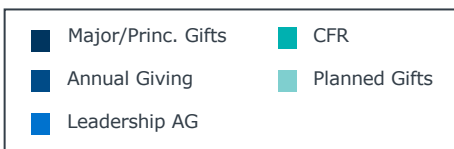
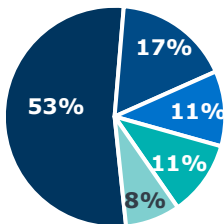
Fundraising Isn't a Lone Wolf Job Anymore



Flooding the Front Lines Alone Won't Lift Long-Term Production, ROI

Leadership Prioritizes MGOs...

Average Percent of Development FTEs



”

Success Rests on More Than Just the Front Lines

“We have a lot of data about the value add of fundraisers, but **fundraisers aren't productive if they don't have the right resources and strategic support.**”

You leave a lot of money on the table if you don't invest in data integrity and have the resources to get to the depths of your constituent base, prioritize prospects and optimize fundraisers' portfolios.”

*Elizabeth Crabtree
Vice President,
Administration and Operations
Brandeis University*

Support and Collaboration Are Critical

12

Development Support Functions Increase ROI

**Adding One FTE Correlates
With Additional Revenue**

+\$1.3M

Development Support

+\$859K

Advancement Services

**As Shops Grow, Support for Fundraisers
Must Scale Up for Efficiency**

Small Shop (1:4)



1 Support



4 Fundraisers

Large Shop (1:3)



1 Support



3 Fundraisers



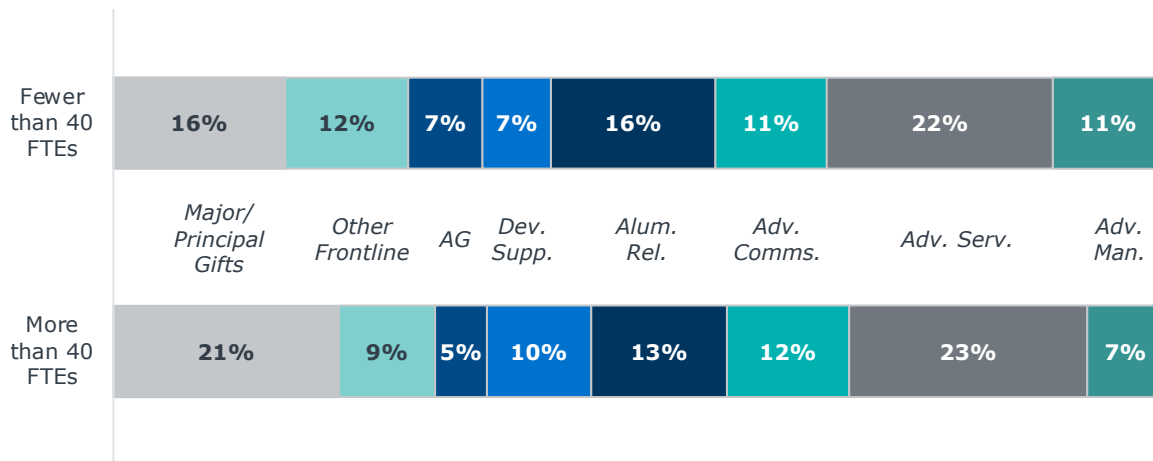
In Search of the 'Goldilocks' Org



Optimal Staffing Distribution Changes as Divisions Grow Larger

Percentage of Advancement FTEs Assigned to Each Function

Average for Institutions Below Median Staffing and Above Median Staffing





Setting Our Sights on Tomorrow's Prospects

The Millennial Wealth Boom

15

Younger Generations Expected to Gain in the Years Ahead

Millennials' Financial Wealth Expected To Grow Significantly



\$20 trillion

By 2030 millennials will hold about **five times** as much wealth as they did in 2018 (\$4T)¹

Breaking Down the \$20T

- ▶ \$15 trillion expected from organic growth and market impact
- ▶ \$5 trillion expected from the transfer of financial assets

Average Age of Ultra-High-Net-Worth Getting Younger

58 The average of investors worth \$25M+ in **2014**



11 years younger

47 The average of investors worth \$25M+ in **2019**

Source: Steverman, Ben, "[Here Comes the New Generation of Very Rich Americans](#)," *Insurance Journal*, January 23, 2019; Zulz, Emily, "[Millennials Now Make Up Nearly Half of the Super-Wealthy: Spectrum](#)," *Think Advisor*, March 19, 2019; Janowski, Davis, "[Fight Charts That Explain Millennials and the Future of Wealth Management](#)," *Wealth Management.com*, June 22, 2018; EAB interviews and analysis.

¹) Excludes real estate

Gaps in the Pipeline Playbook

Status-Quo Strategy Leads to Missed Connections, Atrophied Relationships



Low-Value Programming

Engagement activities hold little appeal for busy mid-career alumni



Uncompelling Appeals

Transactional asks feel one-size-fits-all in an era of personalization



Impersonal Relationships

Alumni incur little social cost for ignoring institution-centric outreach



Overlooked Supporters

Even when donors "raise their hand," staff fail to spot potential

Setting Our Sights on Tomorrow's Prospects

Advancement Must Adopt Future Pipeline Strategy for Scale and Sustainability

Moving from General Pipeline Development to a Targeted Strategy

Moving From One-Size-Fits-All...

- One-size-fits-all appeals
- Mass engagement programming



Teacher



Social worker



Child of wealth



Yale law student



Journalist



Startup founder

...To Active Pipeline Engagement

- Bespoke engagement
- Targeted appeals
- Proactive management
- Attentive monitoring

Who Are Our Future Major Gift Donors?



Corporate
Climber

**Rising Through the
Company Ranks**



Anticipated
Inheritor

**Expecting to Receive
Family Wealth**



Emerging
Entrepreneur

**Working to Build Their
Dream Company**

The Corporate Climber

Seeking a Stable Path on the Road to the C-Suite

Risk Averse

Prefers a more predictable path to wealth



Achievement-Focused

Motivated by the next promotion or pay raise

Networker

Masterfully navigates a complex bureaucracy

Future Value Forecast

\$320K

Average salary of a 4th year Big Law employee

\$368K

Average Goldman Sachs employee salary



**Harvard
Business
Review**

"Top managers of Fortune 100 companies are fundamentally different: **they're younger, more of them are female**, and fewer of them were educated at elite institutions **[and] they're making it to the top faster...**"

The Anticipated Inheritor

Steeped in Tradition, but Charting Their Own Course

Mission-Driven

Dedicates mindshare to passion projects over salary



Fluent in Philanthropy

Understands wealth-culture and giving

Hard to Impress

Parents' experiences elevated their expectations for cultivation

Future Value Forecast

\$68 trillion

Amount millennials will inherit by 2030 in total assets (includes real estate etc.)

\$1.06M

The average amount millennials estimate they will inherit

**The
New York
Times**

**"Among Young Inheritors,
an Urge to Redistribute"**

"Resource Generation, a group that allows young inheritors [18-35] to talk openly... We definitely have a portion of the community who are ***giving away all inherited wealth.***"

The Emerging Entrepreneur

Working 24/7 in Pursuit of the Breakthrough Moment

Innovative

Challenges the status-quo to provide new solutions and improvements



Time-Pressed

Prioritizes the needs and success of their business above all else

Discerning

Used to asking tough questions, brings a critical eye to philanthropy

Future Value Forecast

68%

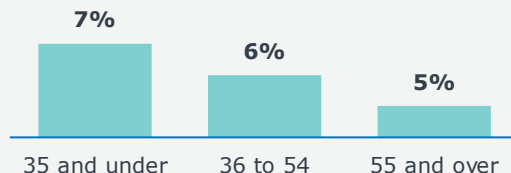
Of company CEOs on Forbes's next billion-dollar startups list are **under the age of 40**

450K

Number of **chief executives** ages 25-44 (2019)

Entrepreneurs Expect to Donate

Percent of Investments Earmarked for Philanthropy by Age Group¹



Source: "[Household Data Annual Averages](#)," Department of Labor Statistics, *Solo Entrepreneur Institute*, 2020; [2017 BNP Paribas Global Entrepreneur Report](#), BNP Paribas Wealth Management, 2016; "[Next Billion Dollar Start Ups](#)" *Forbes*, 2020; EAB interviews and analysis.

1) Based on the question "Should the situation arise where you were able to sell all your business holdings, how would you invest the money within the first two years?"

Quick Discussion Questions



Which persona(s) are you most familiar with?
Are there any you would **add to our list**?

The Mystery of the Missing Major and Principal Gifts

Of the institutions with more than 2,000
six-figure-plus prospects,

1 in 3

Bring in **fewer than 35** six-figure-plus
gifts annually

And **1 in 2** bring in
fewer than 60 annually

Net Worth Is One Thing, Intention Another



Wealth Is Necessary—But Not Sufficient—for Major Gift Success

**Your next
major donor
must have...**



Financial Capacity

The prospect must have the financial capability to make a gift.

Net Worth Is One Thing, Intention Another



Wealth Is Necessary—But Not Sufficient—for Major Gift Success

**Your next
major donor
must have...**



Financial Capacity

The prospect must have the financial capability to make a gift.

Philanthropic Inclination

The prospect must have interest in using their financial resources to make a gift.

Institutional Affinity

The prospect must have a connection with, or interest in, giving to your institution.

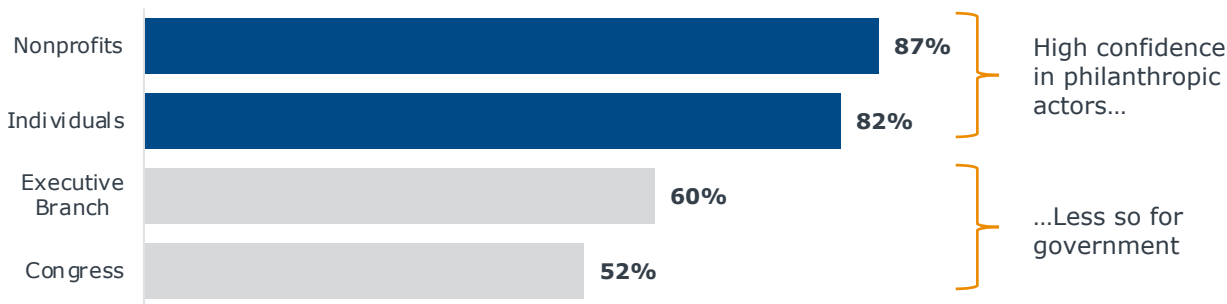


The Rising Philanthropic Tide

Affluent Individuals Build an Ever-Stronger Culture of Giving

Whom Do Affluent Individuals Believe Can Solve Global Problems?

Bank of America Study of Affluent Household Giving, 2021



Putting Their Money Where Their Hearts Are

90%

Of HNW households
made charitable
donations in 2020

\$43K

Average giving from
HNW households
in 2020

+48%

Growth in average
HNW household giving,
2017-2020

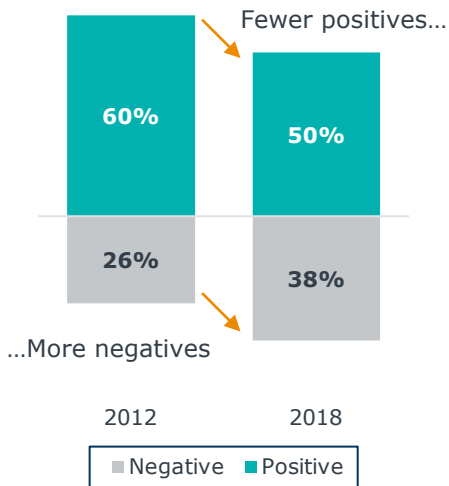
Higher Ed Cynicism Undermines Giving



Lack of Institutional Affinity Counteracts Elevated Prospect Capacity

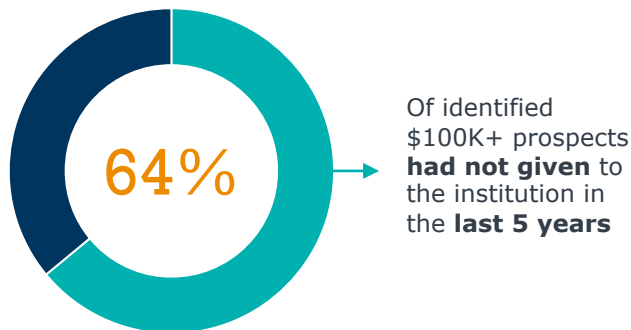
Attitudes Toward Higher Ed Getting Worse

Pew Research Center, 2019



Advancement May Be Feeling the Discontent

EAB Advancement Investment and Performance Initiative, 2020





Reimagining Fundraising Strategy for a New Era

Perennial Challenges We Can Now Address

It Is Time to Reexamine Key Steps in Major Gift Prospect Development

Engagement

Major gift prospects don't respond to engagement content

Qualification

Cultivation



60%

Of alumni had never been to an alumni event

80%

Of alumni didn't feel very connected to their alma mater

Bland Content to Blame



Homecoming



Happy Hours

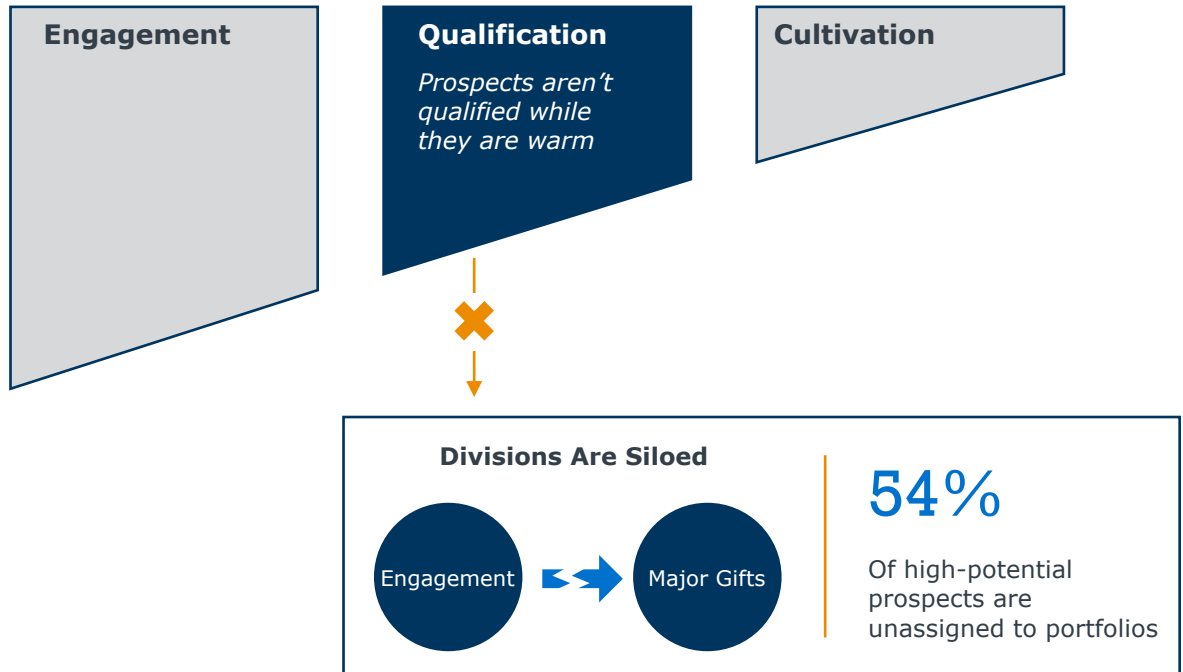


Reunions

Perennial Challenges We Can Now Address



It Is Time to Reexamine Key Steps in Major Gift Prospect Development



Source: "Managing Officer Activity: An Executive Discipline for Driving Gift Officer Productivity," Reeher, 2013; EAB interviews and analysis.

Perennial Challenges We Can Now Address



It Is Time to Reexamine Key Steps in Major Gift Prospect Development





Increasing Purposeful Touchpoints

The Never-Ending Story?



Gift Officers Take Years to Solicit, Creating Off-Ramps for Prospects

Gift Officers Slow to Ask...

5 Years on average from first visit to proposal

...Which Leads CAOs to Focus on Efficiency

88% Of polled CAOs chose “fundraiser efficiency” as a top priority in 2019

More Time in Cultivation Means More Barriers to Solicitation



Turnover

Major gift officer attrition means prospects lose their main point of contact

- <2 years is the average gift officer tenure



Competition

Donors find other avenues and organizations to make an impact quickly

- 1.6M USA 501(c)(3)s
- 166K charities in the UK



Scandals and Skepticism

Institutional news and public opinion change quickly

- 50% of Americans don't believe higher education has a positive effect

Sources: Kim Parker, [“The Growing Partisan Divide in Views of Higher Education.”](#) Pew Research Center, 2019; Mike Nagel, “Taking on the Gift Officer Retention Problem in Higher Ed,” *Evertrue*, February 26, 2020; “How Many Charities Are There?,” *How Charities Work*; “The Charitable Sector,” *Independent sector*; “Journey to Major Gift,” *Blackbaud*, March 2020; Goldie Blumenstyk, [“Building a Better Major-Gifts Officer,”](#) *The Chronicle of Higher Education*, 2020; EAB interviews and analysis.

An Opportunity to Address Perennial Challenges



Pandemic Opens Up New Possibility for Efficiency Breakthroughs

Why Does Cultivation Move So Slowly?



High-Value Touches in Short Supply

Ratio of “coffee and update” to value-first visits too high



Time Constraints Limit Move Volume

In-person-or-nothing approach puts ceiling on visit counts



Non-Fundraising Activity Creep

50%+ of fundraiser time spent off the front lines



No Cost to ‘Park in Cultivation’

Few incentives to build strategy for every assigned prospect

An Opportunity to Address Perennial Challenges



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Key Strategies

Build Virtual Communities of Philanthropic VIPs

Craft virtual events that bring donors, institutional leadership together on a topic of interest

Increase Expectations for Prospect Touchpoints

Shift DO expectations toward more touchpoints in lighter-lift formats

Meet Your Industry's Movers and Shakers



Olive University¹ Scales High-Value Networking Salons

Get the Right People in the Room...



10-12 Prospects

- Drawn from a single industry or set of industries
- “People to know”



Academic Leader

- Dean, chair, or faculty member
- Expertise in high-interest topic



Major Gift Officer

- Relationship manager for invited prospects

...And Add Compelling Discussion Agendas

- ▶ Inside look at bio-engineering program
- ▶ Real-world research in economics
- ▶ Expert take on current political events



“I don’t think we can blanket say ‘people are tired of Zoom.’ People are not tired of small engaging group discussions. It’s our role to curate that.”

*AVP Strategic Initiatives
Olive University¹*

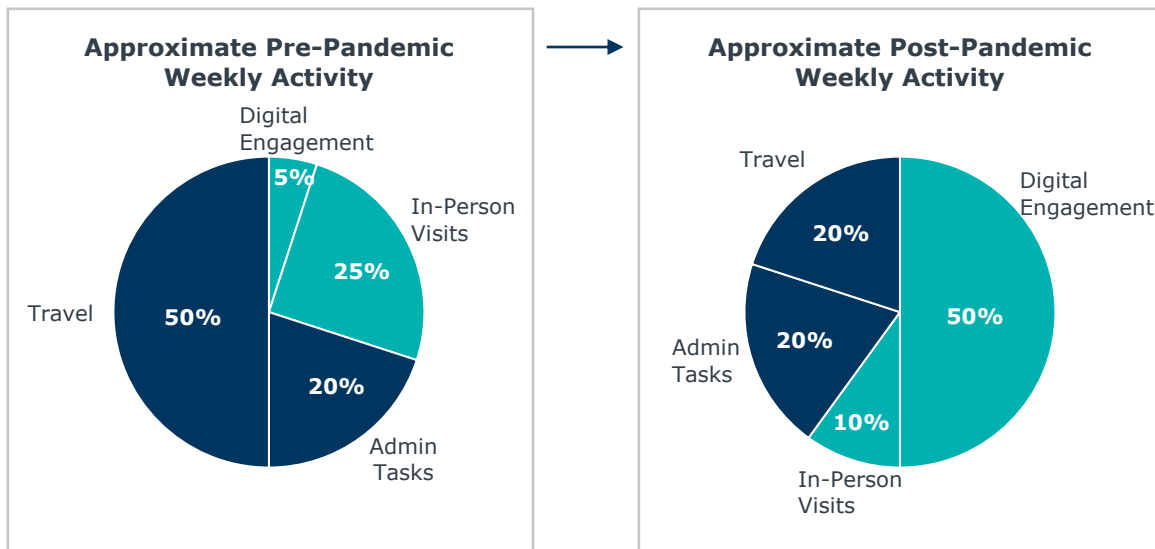
1) Pseudonym

Reclaiming Our Lost Hours



Hybrid Model Gives MGOs Time To Increase Donor Contacts

COVID Changed How MGOs Use Their Time



30% Of time spent on cultivating prospects

60% Of time spent on cultivating prospects

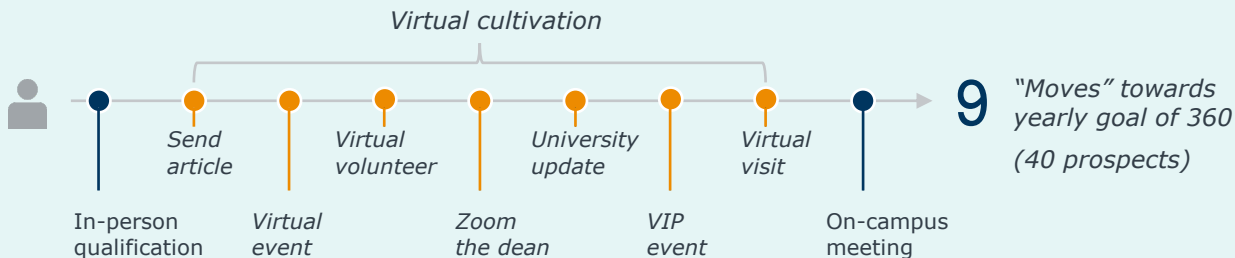
Recalibrating Metrics for Hybrid Cultivation

Topper University¹ Measures Micro-Cultivation and Moves Management

Pre-COVID Cultivation



Micro-Stages and Move Metrics at Topper University¹

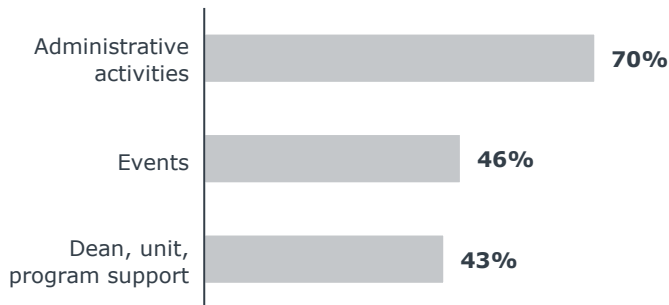


Low-ROI Tasks Distract MGOs

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**

Source: Chelsey Megli et al, “[Optimizing Fundraiser Performance](#),” Bentz Whaley Flessner, 2014; “[Advancement Leaders Speak 2017: Major and Planned Giving Productivity Issues Reported by Today’s Gift Officers](#),” Ruffalo Noel Levitz, 2017; EAB interviews and analysis.

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

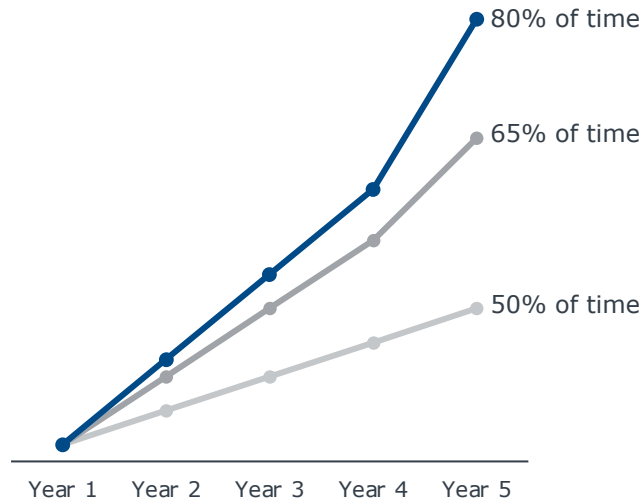


Provost Buy-In

Difficult decisions previewed during campaign discussions

Choose Your Own Fundraising Adventure

Adjustable Model Estimates Returns Based on Dedicated MGO Fundraising Time



Quick Discussion Questions



How are you as fundraisers maximizing academic partners' time and reach with **virtual meetings**?
How do you ensure you are able to maximize **your own time** spent fundraising?



Decreasing Time In Cultivation





Key Questions and Action Steps

Next Steps for Implementation

Short-Term

-  Decide on a strategy for increasing prospect face time with leaders
-  Re-evaluate current prospect touchpoint expectations

Long-Term

-  Incentivize updated prospect touchpoint expectations with metrics
-  Assess how to use metrics to guide gift officer work along the way

Discussion Questions for Advancement Leaders

- 1** How is cultivation progress measured right now? What new metrics might be needed to address hybrid-era touchpoint expectations?
- 2** What types of networking opportunities are available to our major gift prospects? How can we step into the “convener” role?
- 3** How are donors getting face time with campus leaders? How many donors get this chance?



Shifting to Donor-Driven Qualification

The Pipeline Paradox

Engagement's Record Year Didn't Translate to New Pipeline Prospects

Alumni Engaged in Record Numbers During the Pandemic...



University of Wisconsin's "UW Now Livestream" about the labor shortage had **1,400** attendees



Elon's presidential interviews with industry experts had **500** attendees monthly



Stonehill College's virtual campaign launch tradeshow had **830** attendees

...Yet We Failed to Move Attendees into the Gift Pipeline

Qualifications Down For Majority

FY21 v. FY20 change in the number of qualifications

↓ **61%** Saw flat or declining qualifications

↓ **32%** Dropped by 10%+

A Disconnect Within Advancement

45

By the Time We Act, Engagement's Warmth¹ Has Gone Cold

A Breakdown That Costs Us New Major Gift Donors



Why Act Fast? The Importance of Prospect Warmth In Sales

8.8x

Higher close rate for warm sales leads compared to cold sales leads

5x

Higher conversion rate when salesperson cuts inquiry response time in half

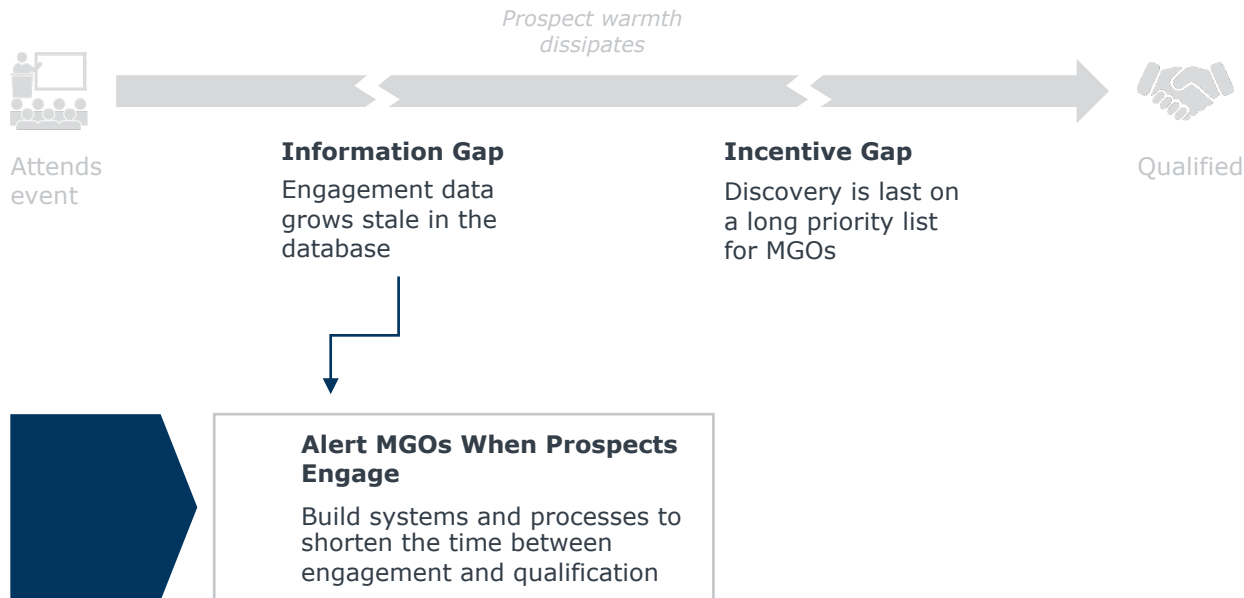


1) A "warm" lead is a prospect that recently engaged in an active manner with the institution such as attending an event.

A Disconnect Within Advancement

By the Time We Act, Engagement's Warmth Has Gone Cold

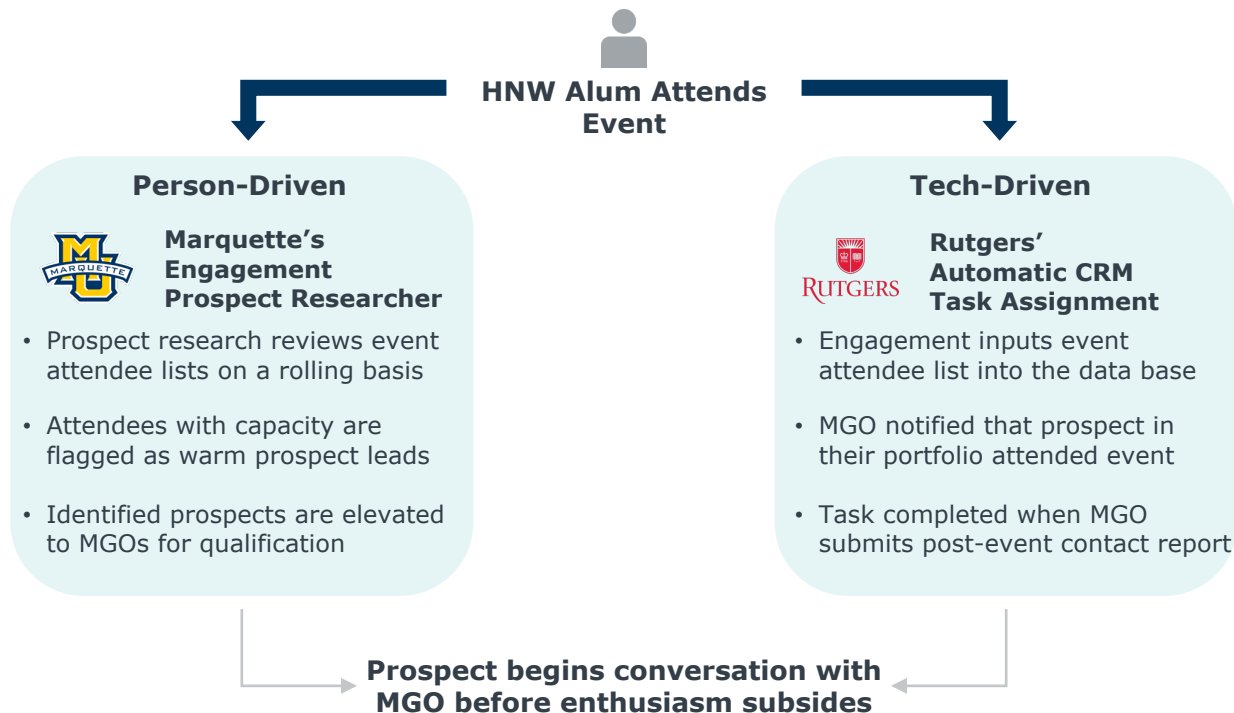
A Breakdown That Costs Us New Major Gift Donors



Prompting DOs To Take Action

47

Two Institutions Alert Gift Officers as Soon as Prospects Engage



Events/Fundraiser Handoff Process Builder

Building a Major Gift Pipeline From Engagement Events

Identifying New Major Gift Prospects with Affinity



Rethinking Who 'Owns' the Relationship

Miami University Hands Donors Off to Stewardship Team After Pledge



Donors Express Enthusiasm for New System

90% Of donors felt well informed on the impact of their gift

71% Of prior-year donors gave again in FY2020

Quick Discussion Questions



What can you do to increase the **number of interactions** with qualified prospects throughout the year?

When high-net-worth prospects do engage, how – and how quickly – do you **follow up with them?**


Increasing New Donor Qualifications




Key Questions and Action Steps


Next Steps for Implementation


Short-Term

 Assign a staff member to screen event attendance lists for prospects

 Decide on a strategy for incentivizing qualification of prospects

Long-Term

 Implement a system for automatically elevating engaged prospects to MGOs

 Systematize qualification across the advancement team

Discussion Questions for Advancement Leaders

- 1 Who is the best person in your shop to screen event lists for prospects? Can this be automated?
- 2 How are MGOs incentivized to qualify new prospects? How can you ensure a handoff from engagement to major giving?
- 3 What existing university technology can be used to automate steps in the qualification process?



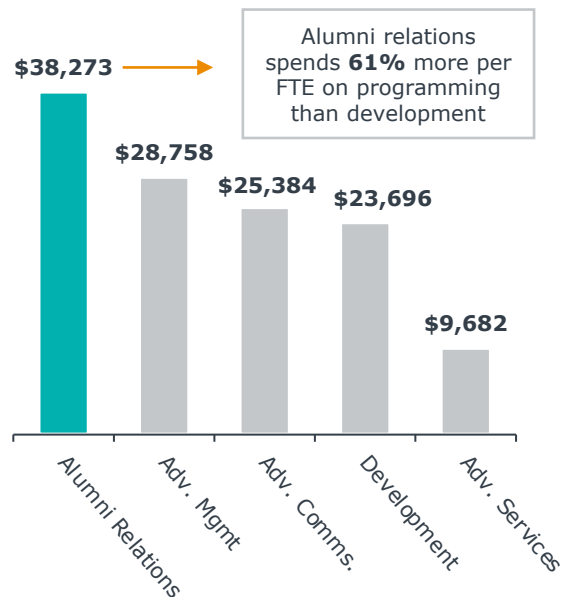
Prioritizing Lead- Generation Events

A Huge Investment in Programming...

...But With Questionable Returns

Placing Our Bets on Programming, Not People

Median Operating Expenditures per FTE,
2016-2020



“

A More Strategic Path Forward

“We’ve had a nearly two-year break in our regular events schedule. That’s not necessarily a bad thing. We’ve always had a lot of traditional events on the calendar that didn’t bring high ROI. We’re hoping for a clean break from those moving forward. **There are going to be a lot of things we don’t want to start doing again because of their low ROI.**”

Josh Friedman,
Senior VP, Development and
Alumni Relations
University of Miami

”

Alumni Relations' Low-ROI Problem



Too Often, Engagement Strategy Misaligned with Development Needs

Why Do Events Fail to Warm Major Gift Prospects?



Programming Isn't Designed to Appeal to Major Gift Prospects

- Generic events like happy hours and reunions don't attract HNW alumni
- "Success" is measured in number of event attendees



One-Off Events Lack a Path to Deeper Prospect Affinity

- Priority is planning the next event, not further prospect engagement
- Individual attendee engagement patterns are not tracked

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Create and Execute Prospect Journeys Within Engagement

Build deeper connections with rated prospects by engaging them with multi-phase content

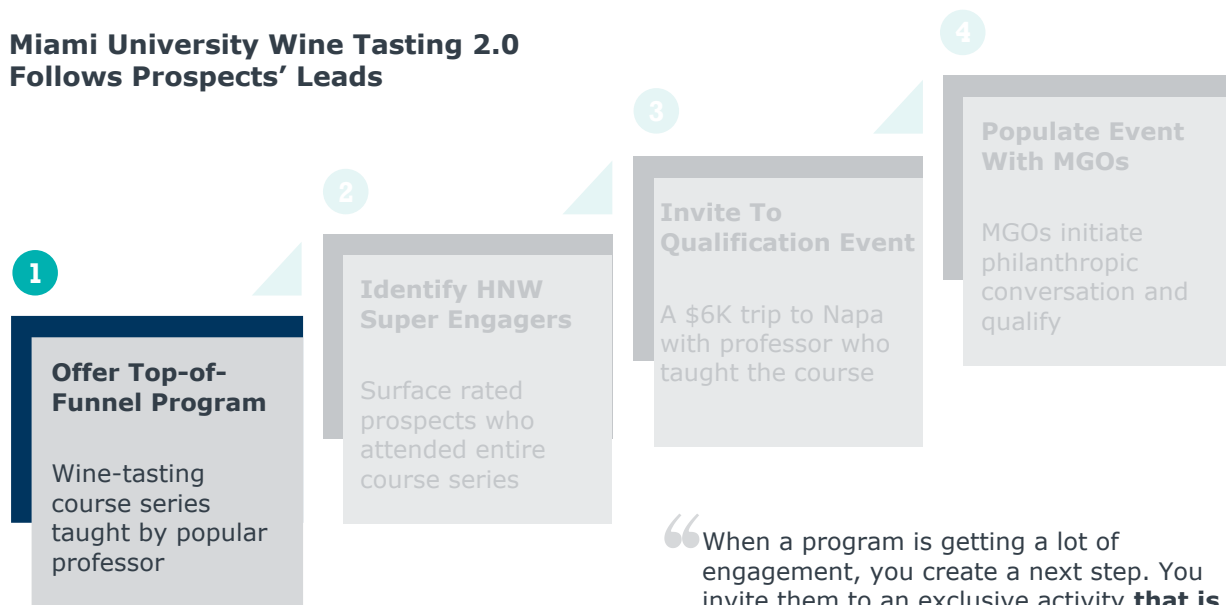


Creating a Journey from Engagement to Portfolio



Multi-Phased Content Deepens Prospects Affinity

Miami University Wine Tasting 2.0 Follows Prospects' Leads



“When a program is getting a lot of engagement, you create a next step. You invite them to an exclusive activity **that is likely to result in deeper engagement by high-net-worth prospects.**”

*Brad Bundy
Senior AVP, Advancement
Miami University*

Creating a Journey from Engagement to a Portfolio

57

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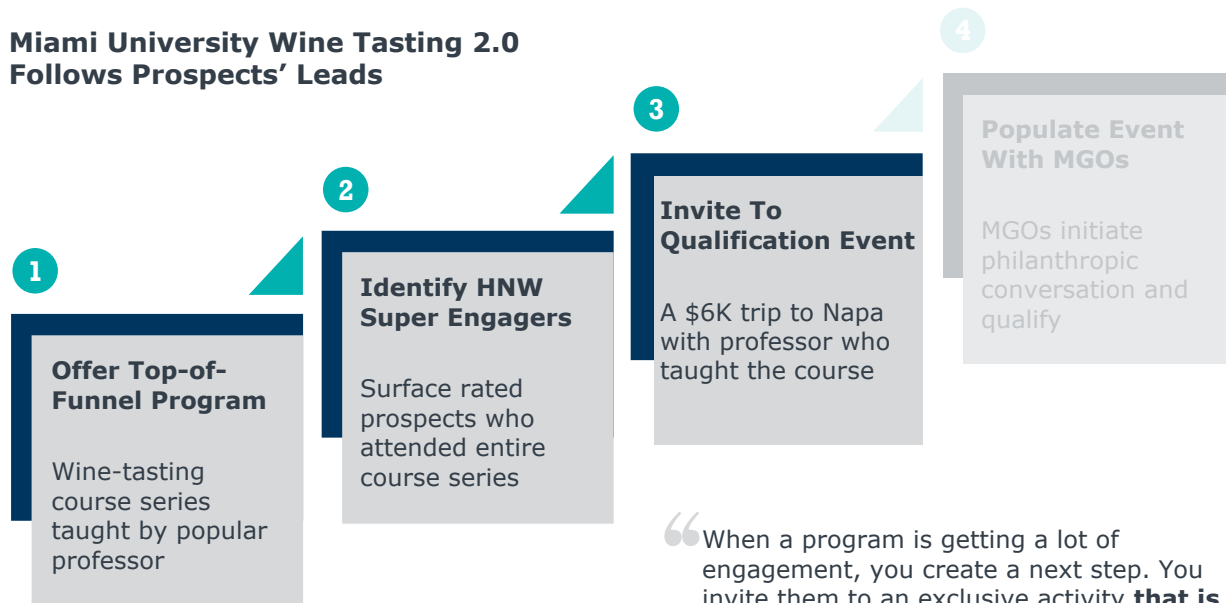
*Brad Bundy
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58

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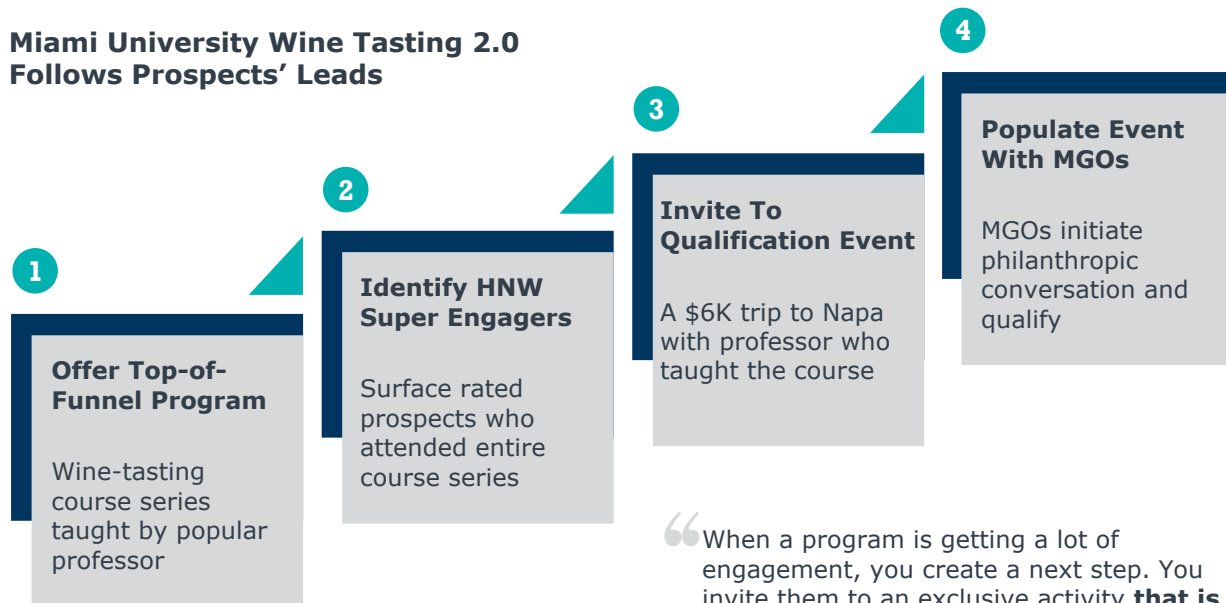
*Brad Bundy
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59

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*Brad Bundy
Senior AVP, Advancement
Miami University*

Quick Discussion Questions



How do your **engagement and development teams** collaborate?

What **new programs** might better engage high-net-worth prospects?



Understanding Today's Donors

The Donor Investor

A New Outlook with High Expectations for the Organizations They Support

Donors' Decision-Making Grows Increasingly Strategic



Strategic Philanthropy: Shaking Up the Nonprofit Sector



Why Seasoned Philanthropists Give More Strategically



Treat Donors Like Investors, a Top Philanthropist Urges

The Donor-Investor Seeks...



Transformative Impact

"How will this change the world?"



Compelling Ideas

"What's unique about this approach?"



Credible Connections

"Do I trust the leaders of this organization to execute?"

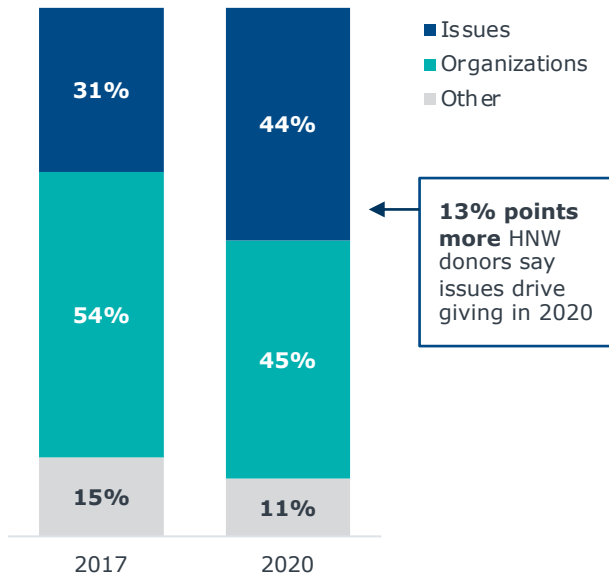
A Search for Impact All Across the Pyramid

63

Donors Both Big and Small Exhibit Donor-Investor Tendencies

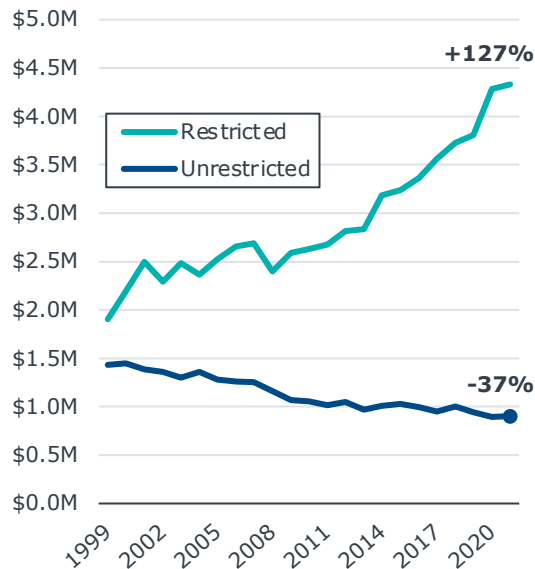
What Drives HNW Donors' Giving?

Bank of America Study of Affluent Household Giving, 2021



Donor Investors in the Annual Fund

Median Unrestricted v. Restricted Current Operations Giving (in 2021 Dollars)

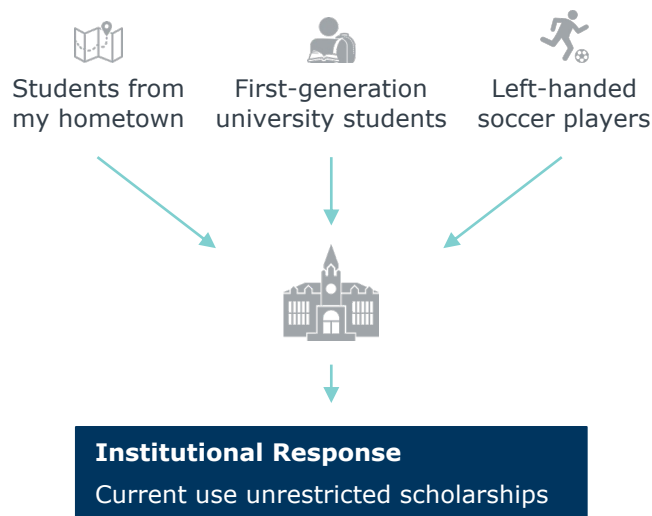


Source: Bank of America and Indiana University Lilly Family School of Philanthropy, "2021 Bank of America Study of Philanthropy: Charitable Giving by Affluent Households"; Voluntary Support of Education Survey, 1999-2020; EAB interviews and analysis.

Struggling to Find a Perfect-Fit Gift Destination

Prospects Don't See Their Passions in the Priorities We Pitch

Philanthropic Interests Increasingly Diverse



MGOs Struggle to Connect the Dots

“We set our fundraising priorities to please everyone, which led to broad buckets that aren’t interesting to donors.”

Gift officers are having a hard time convincing our donors that **a broad giving destination will have the impact they are looking for.**”

*Associate Vice President
for Development
Public Research University*

A Field Guide to Donor Interests

65

University of Denver Helps MGOs Connect Passion to Priority

PILLARS	MATRIX	HIGH NEED	MERIT	DONOR PREFERENCES (FIRST-GEN/WOMEN/RACE)	LOCAL	NON-LOCAL	GLOBAL	PUBLIC GOOD	GRADUATE	SPECIALIZED INTEREST	SCHOLAR ATHLETES	AREA OF HIGHEST NEED ("TRUST DU")
Access and Opportunity	DENVER PROMISE											
	FIRST-GENERATION (1STGENU, ELI)											
	VIP											
	PATHWAYS											
	CWC WOMEN'S LEADERSHIP SCHOLARS											
Passion and Impact	STEM											
	GLOBAL SCHOLARS											
	ATHLETICS											
	IMPACTDU											
Academic Distinction	PUBLIC GOOD SCHOLARS											
	DU SCHOLARSHIP FUND											
	RESEARCH; FELLOWSHIPS; ASSISTANTSHIPS; SCHOLARSHIPS											
	CHANCELLOR'S LEADERSHIP AWARD											

Impact is Necessary, But Not Sufficient



Donors Increasingly Feel Lost in the Crowd

“

We're finding it's no longer enough for younger donors to be one of five hundred people to give to a crowdfunding project. The impact's there, but it's lacking a sense of ownership. **Donors want to feel like what they gave to wouldn't have been possible were it not for their gift, that they and they alone were responsible.** They want to say, "My gift bought such-and-such," rather than, "gifts like mine" did that.

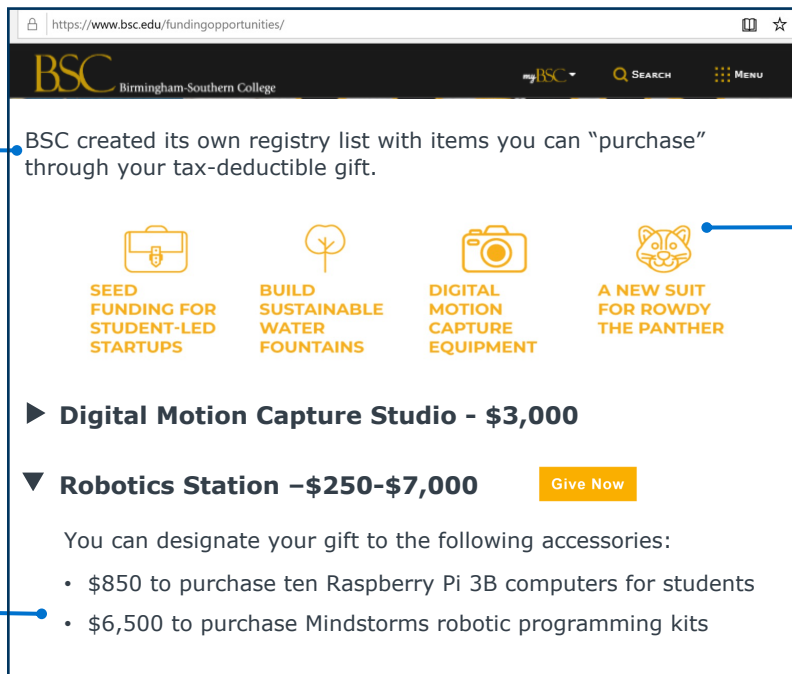
Vice President of Advancement
Large Research University

”

A Shopping List for Philanthropy

Fundraising Gift Registry Gives Donors 1-to-1 Ownership of Impact

Birmingham-Southern Donors Choose Specific Needs to Personally Fund







https://www.bsc.edu/fundingopportunities/

BSC Birmingham-Southern College

myBSC SEARCH MENU

BSC created its own registry list with items you can “purchase” through your tax-deductible gift.

- 
SEED FUNDING FOR STUDENT-LED STARTUPS
- 
BUILD SUSTAINABLE WATER FOUNTAINS
- 
DIGITAL MOTION CAPTURE EQUIPMENT
- 
A NEW SUIT FOR ROWDY THE PANTHER

► **Digital Motion Capture Studio - \$3,000**

▼ **Robotics Station –\$250-\$7,000** [Give Now](#)

You can designate your gift to the following accessories:

- \$850 to purchase ten Raspberry Pi 3B computers for students
- \$6,500 to purchase Mindstorms robotic programming kits

Frame giving as a personal consumer action

High-interest priorities spotlighted

Full price of funding is advertised to individual donors

An Ask That's Easy to Say 'Yes' To

Gift Registry Strategy Inspires Mid-Level Rising Star Donors



A Success for Pipeline and Budget Relieving Dollars

305

Donors supporting
registry gifts

\$123K

Total funds raised
from gift registry

“

“We know that we have to build a major gift pipeline, and that starts by figuring out how to compete in this Amazon world we live in. **Young alumni, specifically those on our young alumni council, are on fire about giving when they know where their money is going,** and we can steward them for specific outcomes. This type of giving opportunity has really energized them.”

Virginia Gilbert Loftin, Vice President for Advancement & Communications
Birmingham-Southern College

”

Breaking Free from 'Boring'



'Big Ideas' Fundraising Turns Donors' Sights to the Frontiers of the Possible

The "Big Ideas" Fundraising Initiative

- *Advancement sources transformative, eight-plus-figure proposals from the academy and engages academic partners in fundraising for them*

- 1** Ask faculty for mega-gift level **funding proposals**
- 2** **Rank, select** the most impactful submissions
- 3** Set those priorities as **campaign pillars**
- 4** Engage academic partners in **cultivation**

What Constitutes a "Big Idea"?

- ✓ Aligned with the strategic plan
- ✓ Tied to preeminence in select disciplines
- ✓ Transforms campus, community, world
- ✓ Requires philanthropy to achieve excellence
- ✓ Elicits cross-campus collaboration
- ✓ Increases national acclaim

Extraordinary Resources, Extraordinary Impact

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Where Academic Partners are Most Important

Focus on Top of the Giving Pyramid

Principal Gift

/ˈprɪnsəpəl ɡɪft/

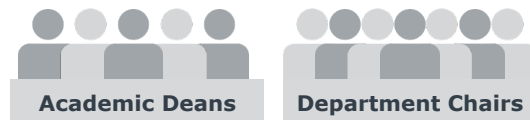
noun

1. Giving starting at \$250,000, \$1 million, \$5 million, or even \$10 million.
2. No clear rule—if your organization considers \$1,000 to be a major gift, your organization may define principal gifts starting at the \$100,000 level

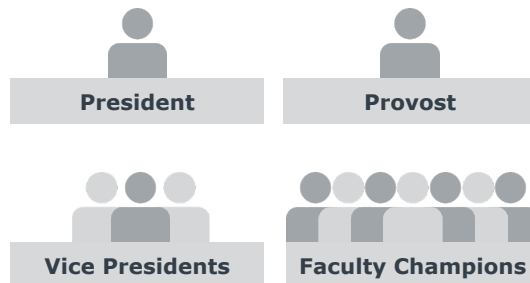
"An organization whose major giving level starts at \$100,000 may consider \$5 million to be a principal gift."

Critical Partners With Advancement

Our Focus for Today



Other Relevant Partners



Sharing Details to Show Donors

Conversations Enable Advancement to Prepare Proposals

Key Questions Construct Project Narrative

1 Who are you?

2 What do you do?

3 What are your passions?

4 How does it impact the campus, region, or world?

5 Why does it matter in this time and place?

Getting to know who you are and what drives you

Providing information for advancement to create a compelling case for donors

Being Mindful of Your Time



Lasts 30-45 minutes



Occurs in your office or lab



Conducted by a gift officer or communications staff



Increasing Engaged HNW Prospects





Key Questions and Action Steps

Next Steps for Implementation

Short-Term

-  Assess the philanthropic ROI of current engagement events
-  Consider how engagement events could better appeal to HNW alumni

Long-Term

-  Establish standardized ROI expectations for engagement events
-  Add exclusive qualification events that follow top-of-funnel content

Discussion Questions for Advancement Leaders

- 1** What is the philanthropic ROI for engagement events? Do any stand out as high or low?
- 2** Do current alumni engagement offerings appeal to HNW alumni? What niche offerings might attract HNW alumni?
- 3** What VIP engagement opportunities are available to prospects? Could they be repurposed for qualification?

Discussion Questions



- **“Big Ideas” Fundraising:** How are you working to build relationships with athletics, student-affairs, and academic colleagues to begin sourcing future giving opportunities?
- **Long-term Relationships:** In terms of pipeline development, how can you maintain the interest of “donor investors” at all levels into 2023 and encourage more repeat gifts?
- **Difficult Conversations:** As a new higher-ed. fundraiser, how are you responding to challenging personalities, cynicism, or controversial ideas that you may be hearing from prospects or donors?

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A Quick Ask



We value your feedback.

Please take a few minutes to **complete the short survey** that pops up at the close of this webinar.

Thank you!



EAB

An Advancement Playbook for Today

Trends, Ideas, and Strategies for New Higher-Ed. Fundraisers

Advancement Forum