



The State of Advancement

Five Key Trends in Higher Education Fundraising

2024 New Presidents Intensive
Reunion

Update Your Name

Update your name and add your institution

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' panel titled 'Participants (2)'. It lists 'Test Participant (Me)' and 'Meeting Host (Host)'. The 'Test Participant (Me)' entry has 'Mute' and 'Rename' buttons next to it. A yellow box highlights the 'Participants' icon in the bottom toolbar. A callout box points to the 'Rename' button in the participants list. Another callout box points to the 'Rename' dialog box that appears when the button is clicked. The dialog box has a title bar 'Rename', a close button 'X', and a text input field with the text 'Jane Doe - Institution'. Below the input field are 'OK' and 'Cancel' buttons.

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)

Meeting Host (Host)

Rename

Enter a new screen name:

Jane Doe - Institution

OK Cancel

Mute Me Reclaim Host

Open Participants menu

Special Guests



Sylvia Burwell

*Former President of American
University*



Courtney Sulrs

*Former Vice President of University
Advancement at American University*



Meet Your Facilitator



Maria Vance
Senior Director
Strategic Research

Before We Begin...

1. How much time are you spending on fundraising?
 - a) 0-29%
 - b) 30-49%
 - c) +50%

2. How important is fundraising to the overall success of your institution?
 - a) Not important
 - b) Somewhat important
 - c) Very important
 - d) Extremely important

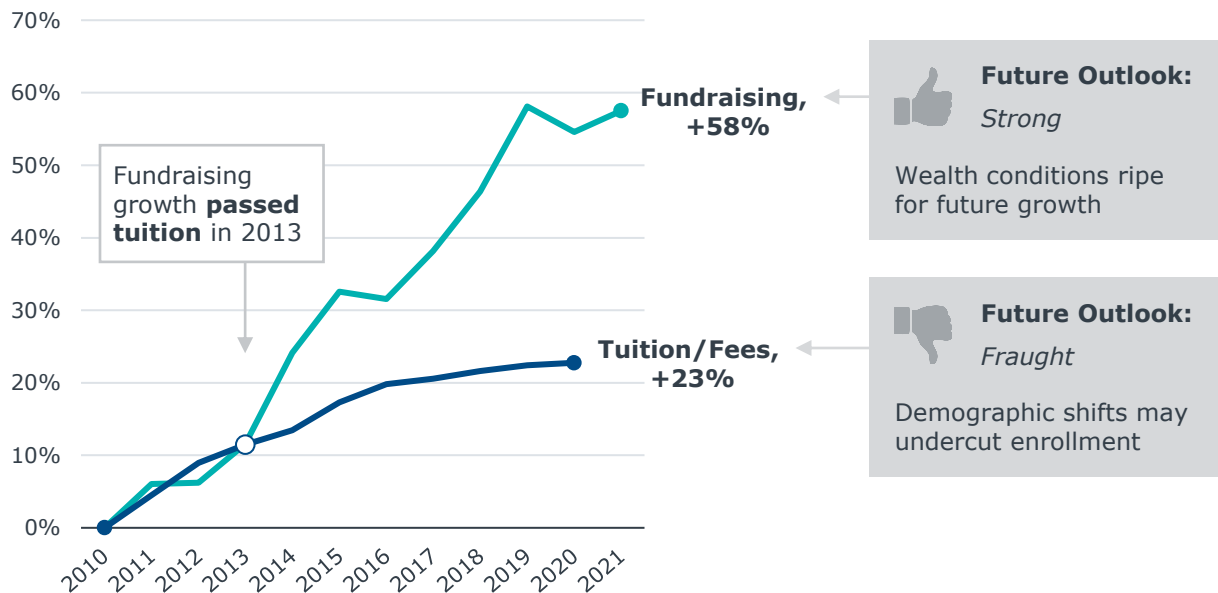
The Era of Good Feelings (About Fundraising)



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.

Five Key Advancement Trends



The Current State of Fundraising In Higher Education

1



The Rise of the
Perma-Campaign

2



Evolving Donor
Demands

3



Next-Gen
Major Gift Donors

4



The Investment-ROI
Connection

5



A Shrinking
Pipeline

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A New Wave of Campaigns



Innovations Adapt to Current Giving Patterns

New Campaign Types

● Micro-Campaigns

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

● Sprint Campaigns

A comprehensive campaign where **initiatives are tackled one after another**, rather than all at once

● “No Campaign”

Fundraising with a production goal in mind but **no special branding or announce goal**

● Big Ideas Campaign

Working on cross-campus initiatives that **create impact beyond the institution**, benefiting society at large

Campaign Success Hinges on Top Donations

76%

Of revenue comes from gifts
+\$100K for the median institution

87%

Of revenue comes from gifts
+\$50K for the median institution

Tackling a Marathon in Relay Sprints

Applying Principals of Micro-Campaigns to Comprehensive Campaigns

Campaign Sprints Tackle Key Initiatives One at a Time



How It Works at Decentralized Shops

Leadership Sets Key Institution Priority

E.g., capital project and endowed professorships



Central Staff and Relevant Unit 'Sprint'

E.g., marketing and finance partner with engineering leadership and fundraisers



Other Units Continue Routine Fundraising

E.g., athletics fundraises for small priorities

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Donor Demands In the Perma-Campaign Era



Increasing Pressure for a Steady Stream of Ideas, Connections, & Impact

Top Donor Demands



Ongoing Fresh Ideas

Multidisciplinary ideas aimed at **solving real-world problems**

Visionary initiatives that reshape schools or programs



Increased Expert Involvement

Access to experts that can **bring their own vision to life**

Regularly **include deans or faculty** in all gift meetings



Measurable Impact

Results delivered quickly & regularly

Invitations to **witness impact firsthand**

Roadblocks to Meeting Donor Demands



13

Strategic Plans Too Generic

85%

Of institutions have three of the same strategic plan priorities

Dean Turnover on the Rise

+67%

Increase in dean job postings from January 2021 to January 2024

Competing Priorities Distract Deans



On top of fundraising, deans must prioritize **student retention, balancing finances, managing crises**, and more

Unspent Funds: A Growing Trend

"After the scarcity of the pandemic, I'm seeing **more hoarding of funds than ever**. Deans now say, 'I have \$20,000, but if I save it, I'll have \$40,000 next year.' They don't realize donors want immediate impact."

- Executive Director of Development

Donor Discontent Leads to Reduced Impact and Loyalty

55%

Of HNW donors do not know if their giving has intended impact

-7.4%

Decline in donors who gave \$50k or more from FY 2022 to FY 2023

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The Millennial Wealth Boom

Younger Generations Expected to Gain in the Years Ahead

Millennials' Financial Wealth Expected To Grow Significantly



\$90 trillion

By 2044, Millennials will inherit \$90 trillion in assets to become the **richest generation in history**

Women Rising as Major Players in Ultra-High-Net-Worth Giving

- ▶ **Women**, who constitute only 11% of UHNW givers, **now represent 22% of larger donors**

Average Age of Ultra-High-Net-Worth Decreasing

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



11 years younger

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

Higher Ed Not Ready for Next Gen Donors



Millennials Demand More From Institutions

Current Donors



Meaningful Impact

Seek giving opportunities as solutions to real world problems



Millennial Major Donors

Measurable Progress

Seek quicker turnaround with measured data toward a goal



Endowments & Pledges

Attracted to the long-term impact of endowments & pledges



Current Use Gifts

Attracted to the tangible results & ability to address issues in real time



Restricted Support

Trust institutions to allocate funds where most needed



Specific Person Support

Trust only specific faculty or programs to make desired impact

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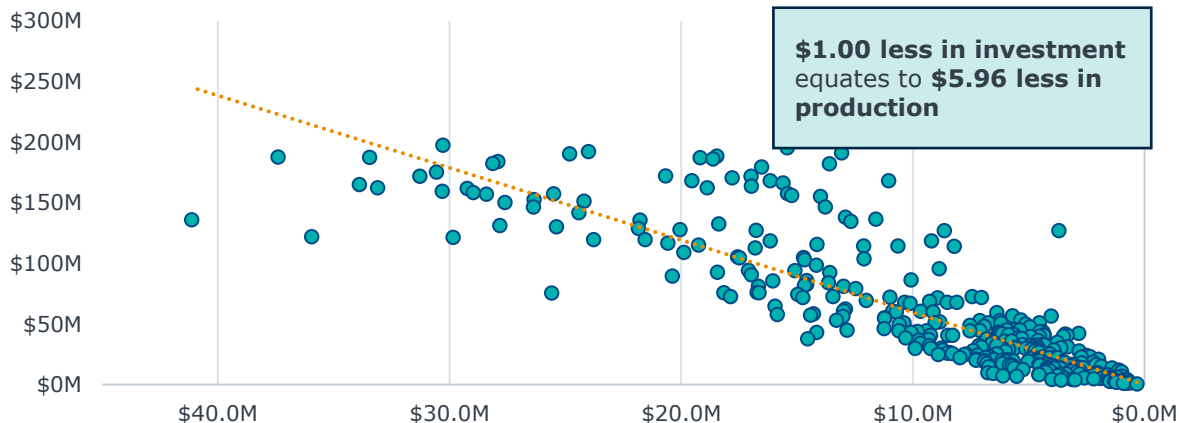
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Inputs and Outputs Closely Correlated

Each Dollar Slashed From Advancement Budget Costs Over Five Dollars

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

Advancement Investment and Performance Initiative, FY2021-FY2023



Every additional FTE adds, on average, \$909K to annual production totals

- <200 FTEs and <\$200M Production)

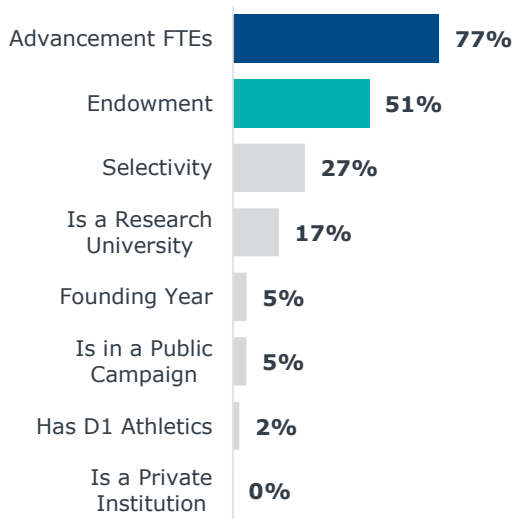
Anything is Possible With the Right Investment



Traditional Performance Predictors, Like Selectivity, Outweighed by Staffing

Investment's Impact Tops All Others

Correlation with Fundraising



Top Fundraisers Know Their Worth

Major Gift Officer Salary, 2023

+40%

Salary premium
for high
performers

\$93K

Bottom 25%
of Performers

\$131K

Top 25% of
Performers

Major Gift Officer Production, 2023

+\$3M

**Fundraising
production**
from
high performers

\$104K

Bottom 25%
of Performers

\$3.75M

Top 25% of
Performers

EAB's Advancement Benchmarking

Industry-Leading Insights into Investments Needed to Achieve Success



Evaluate Investment and Performance

- Compare advancement ROI to peer institutions
- Assess staffing levels relative to peers
- Analyze fundraising performance across various gift bands



Benchmark Fundraiser Productivity

- Measure gift officer efficiency against peers
- Optimize portfolio composition
- Evaluate gift officer compensation



Analyze Advancement Spend

- Identify areas of under- or over- spending
- Highlight opportunities for sustainable growth
- Determine where to "strategically shrink" while preserving outcomes

How will I receive the analysis?

Comprehensive Reports

Two detailed 40–70-page benchmarking reports

Board Slides

Tailored slides for leadership and board presentations

Expert Consultation

Actionable insights and guidance from EAB experts

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Pipeline Declines Threaten Future Success



Higher Ed Struggling to Sustain Donor Engagement at Entry Levels

It Takes Longer to Get a Major Gift, But We Can't Retain Donors

+9%

Increase in donors that take
+10 years from first gift to
first major gift since 1990s

-17%

Lower donor retention
rate in higher-ed
compared to nonprofits

Entry-Level Donors Pull Back Their Dollars

Percent Change in Giving from 2019 to 2023

Gift Band	\$1-\$999	\$1k-\$4.9k	\$5-\$9.9k
Percent Change in Dollars	-6.32%	-6.25%	-16.71%

1) Higher-income individuals are defined as those earning at least \$100,000

Introducing EAB Advancement Marketing Services

23

A Strategic Approach to Generating Immediate Support and Building Pipelines

STRATEGY

- Analysis of 10+ years of institutional data
- Segment alumni and friends by likelihood to give, predictive models identify top acquisition prospects
- Create annual program customized to your institutional goals

MARKETING

- Multichannel strategy to optimize investments
- Customized creative to reflect your brand, personalization to reflect donor interests
- Complete digital and print production, Giving Day support

DATA

- Benchmark performance to previous fiscal years, cohort of peer institutions
- Custom reports identify pockets of opportunity, prospects with higher propensity and capacity
- Ongoing testing to innovate practices

Measures of Success in Our Partnership

14%

Increase in donors counts in average first year of partnership

2:1–7:1

Return on Investments via sourced and influenced giving

11%

Higher than national average donor retention rates for partners

In Search of Personalization at Scale

Advancement Turns to New Technology to Scale Efforts

AI for Mass Solicitation

University of South Carolina uses **ChatGPT to generate customized messages** for high-volume annual Giving Day campaign

2K First-time donors

USC also uses ChatGPT to compose fiscal year-end appeals written in the voice of deans from 20+ departments

+2 Weeks of staff time saved

AI for Qualification

University of Delaware uses AI to deploy a **survey mimicking the MGO experience**. The survey asks prospects to score UD as a priority from 1-4

16% of high potential prospects completed the survey, **compared to the 10% when MGOs reached out**

100% of survey respondents who were contacted in follow up **accepted a visit**

AI for Frontline Fundraising

Givzey launched a **fully autonomous frontline** fundraiser that mimics the cognitive functions of a fundraiser

Goal: Autonomously manage a portfolio of donors, similar to the way a traditional fundraiser would

Process: Narrows donor pool, qualifies donors, builds relationships through personalized touch points, solicits, closes, and executes stewardship without human interaction

Meet Quinn, St. John Fisher's AI Engagement Officer



Output: Quinn sends emails and text messages



Content: thank you notes, birthday notes, cultivation content



Checks: a human reviews and approves messages

How Can EAB Assist with Fundraising?

Check all that apply:

- ☐ I would like to learn more about Advancement Benchmarking.
- ☐ I would like to learn more about Advancement Marketing Services.



Breakout Questions

1. What new/interesting approaches are you taking to fundraising at your school?
2. What has surprised or challenged you as the fundraiser in chief?

Upcoming Presidential Events

Explore Industry Trends and Research-Backed Strategies with Peers

New Presidents Intensive Reunions

- Wednesday, November 20 (1 - 3 pm ET)
- Tuesday, February 18 (1 - 3 pm ET)
- Tuesday, April 22 (1 - 3 pm ET)



*For Presidents, Provosts, CBOs,
and Chief Strategy Officers*

December 9-10 – Los Angeles, CA

January 14-15 – Chicago, IL

March 11-12 – Washington, DC



February 4-5 – Washington, DC

**PRESIDENTIAL
EXPERIENCE
LAB**  **2025**

Preregistration Now Open!

Join fellow presidents for an immersive experience drawing lessons and inspiration from out-of-sector innovators. This presidents-only event will be a deep dive into the impact of social media on Gen Z.

Past Partners Include:





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