The President as Fundraiser-in-Chief

EAB New Presidents Intensive

June 24, 2025

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**?

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?
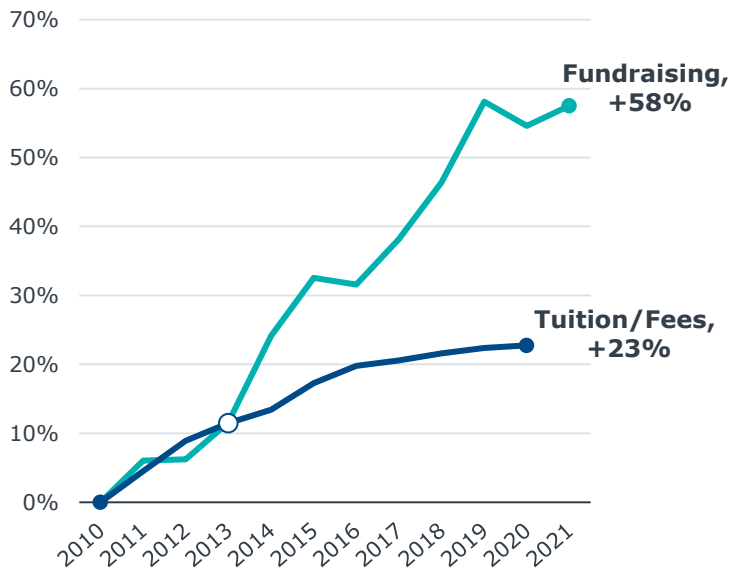
3

How much time will you commit?

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

Advancement Growth Outpaces Stagnating Tuition[1]

Fundraising, +58%

Tuition/Fees, +23%

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

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

Dollar Goals Double—Or More—Across the Globe

Billion Dollar Campaigns Are Only Getting Bigger and Bigger

$1B → $6B
University of Southern California
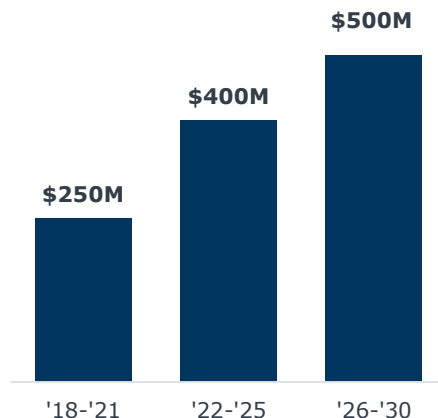
$2B → $5B
Massachusetts Institute of Technology

$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

	$500M
$400M	
$250M	

'18-'21   '22-'25   '26-'30

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."

Volunteers

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

Donors

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

20%+

Vacancy rate at one in four institutions

11%

Decline in high income volunteers since 2017

#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.

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**

Fewer People Means Fewer Alumni

Demographic Cliff Compounds Already Shrinking Donor Pool

Total Donors at Median Institution, FY20-23

Chart data:
- 2020: 18,697
- 2021: 18,161 (-2.9%)
- 2022: 16,516 (-9.1%)
- 2023: 15,005 (-9.2%)

Legend: Year-Over-Year Change ▬ AIPI Median
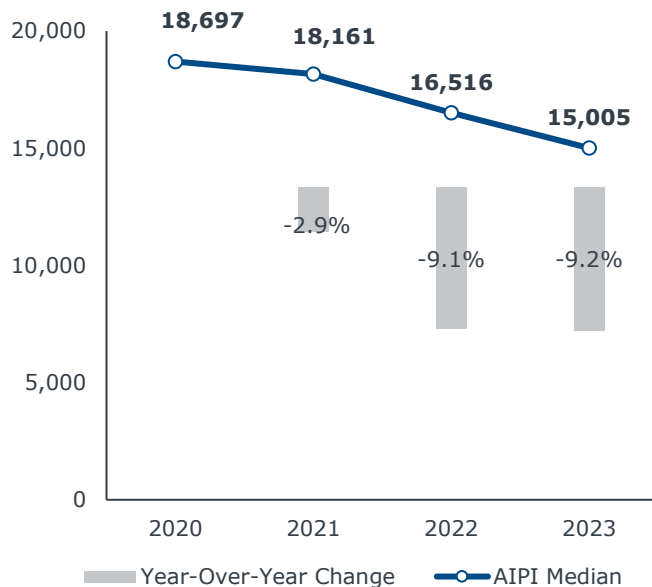
> ❝ "We have seen declining donor counts every year for at least half of a decade. At the same time, we have less students graduating each year than we did 10 years ago. **It's more important than ever before to build strong, deep relationships with the folks who are willing to engage**."
>
> *Vice President of University Advancement*
> *Public Research University* ❞

A New Wave of Demographics, Affiliation, and Identity

Future Philanthropists are More Likely to be....

Women

$30T

$30 trillion in U.S. wealth is expected to be transferred to younger women by 2030

People of Color

14%

People of Color make up one in six millionaires in the US, a number that is set to grow with population changes

Non-Alumni

+8%

Growth in non-alumni giving to higher education between 2021 and 2022

Anonymous

+9%

Grants from Donor Advised Funds (DAFs) increased to $52.2B in 2023

Source: Bowley, Taylor, "The Rising Wealth of Women," *Bank of America,* March 2024; Haynes, Emily, "Diverse Donors to Watch: Blacks, Hispanics, and Other Often-Overlooked Supporters," *Chronicle of Philanthropy,* February 9, 2021;"The 2023 DAF Report," *National Philanthropic Trust,* 2023; Voluntary Support of Education, 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 Investments[1]

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."
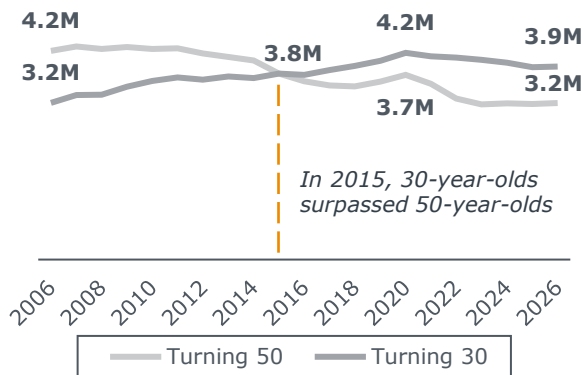
Source: Burk P, "The Burk Donor Survey: Where Philanthropy Is Headed in 2013," Cygnus Applied Research, Inc., Sept. 2013; Johnson J, "Including the Young and the Rich," *New York Times*, Apr. 18, 2014, www.nytimes.com/2014/04/20/fashion/white-househosts-next-generation-young-and-rich.html?_r=2; Johnson 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.

Fundraisers Must Shift Strategy to Acquire Young Donors

Young Alumni Overtake Older Alumni

Number of People Turning 30 and 50, 2006-2026

4.2M 3.8M 4.2M 3.9M
3.2M 3.7M 3.2M

In 2015, 30-year-olds surpassed 50-year-olds

2006 2008 2010 2012 2014 2016 2018 2020 2022 2024 2026

Turning 50   Turning 30

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

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

▶ Today's UHNW[1] mega-donors are mainly **men over 70 with more liquid wealth** than the broader UHNW population

▶ **Women**, 11% of the UHNW population, **now represent 22% of larger givers**

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**

1) Ultra-High-Net-Worth

Source: Ben Steverman, "Here Comes the New Generation of Very Rich Americans," *Insurance Journal,* Jan. 23, 2019; The Wealth Report, 18th Edition. Knight Frank, 2024; Ultra High Net Worth Philanthropy 2024, Altrata, Mar. 13, 2024;EAB interviews and analysis.

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

Left chart — *Percent of Alumni-Age Population* (100%, 50%, 0%), years 2017–2021:
- Baby Boomers and Older
- Gen X
- Millennials
- **5%** *In 2021*

Right chart — years 2022–2029:
- Baby Boomers and Older
- Gen X
- **21%** *In 2029**
- Gen Z

1) * Projected

Source: EAB analysis of the 2017-2021 American Communities Survey.
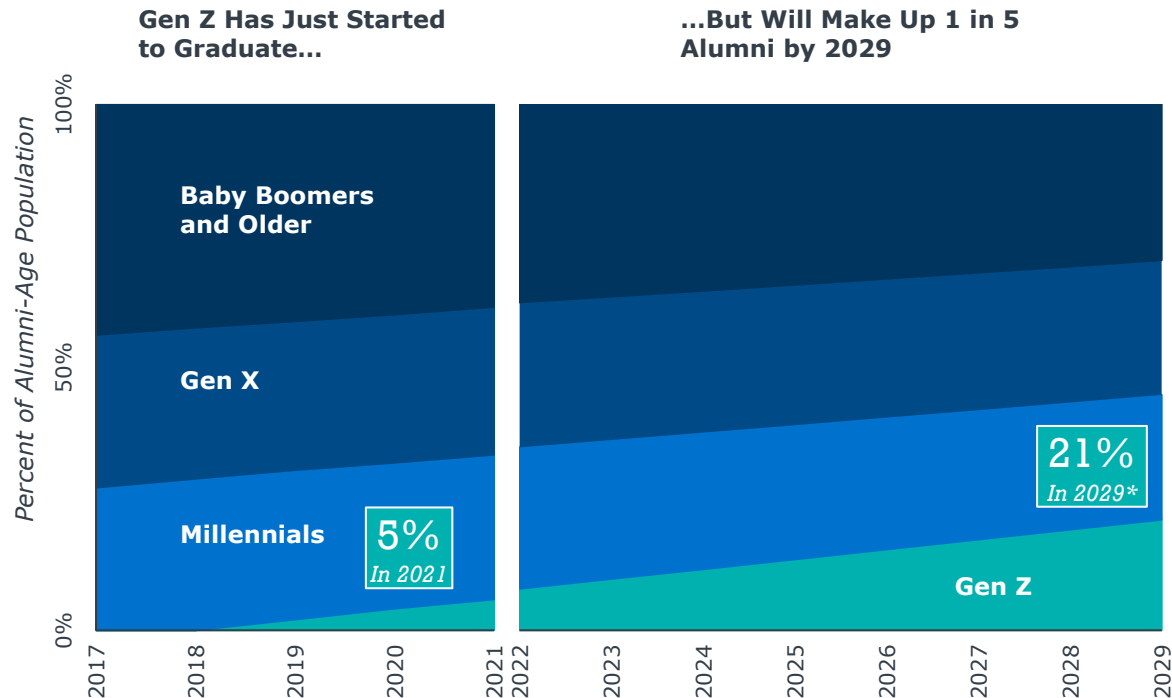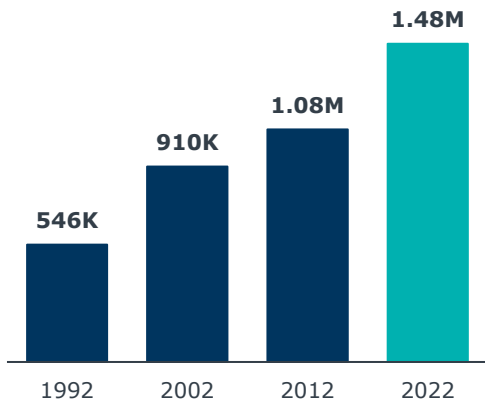
Losing Our Strong Foothold

Increased Competition and Fewer Gifts to Education

More Options Than Ever Before
Number of Public Charities, 1992-2022

- 1992: 546K
- 2002: 910K
- 2012: 1.08M
- 2022: 1.48M

Education Drops Below Human Services
Percent of Total Giving by Cause, 2022

Cause	Percent
Religion	27%
Human Services	14%
Education	13%
Foundations	11%
Health	10%
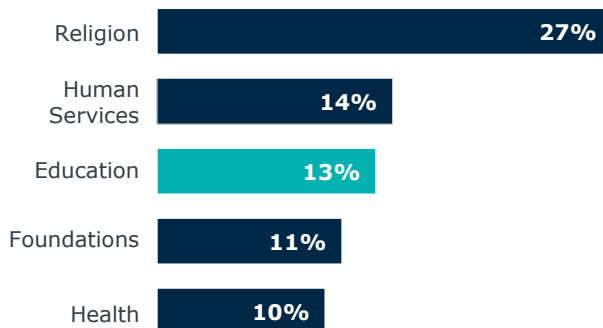
> We've had multiple high-profile donors share that they don't trust our institution with their resources. They think they can do better than we can. Constituents just don't trust us anymore like they used to."

VP Advancement,
Private Research University

Source: "Tax-Exempt Organizations and Nonexempt Charitable Trusts," *Internal Revenue Service,* 2022; "The Annual Report on Philanthropy for the Year 2022," *Giving USA,* 2023; EAB interviews and analysis; Davidson College.

Advancement Equipped to Help Institutions Differentiate Themselves

Institution	Location	Industry	Differentiator
George Mason University	DC Metro Area	Technology	**Cybersecurity**
Occidental College	LA Metro Area	Entertainment	**Music and Media**
Colorado State University	Fort Collins, CO	Sustainability	**Climate Research**

Advancement's Ability to Jumpstart Differentiation

1. Use local connections to align university initiatives with **regional economic strengths**

2. **Activate alumni** to support and promote unique university programs and research

3. Collaborate with industry leaders to **influence the university's strategic direction**

Significant Donations Help Move the Needle on Key Priorities

Mindfulness in Public Health

Center will focus on nutrition and the environment with the goal of empowering people to live with purpose, equanimity, and joy

▶ *$35M from anonymous donor*

IOWA

Bolstering Wellness Services

Center to be renamed the Scanlan Center for School Mental Health in recognition of the donation

▶ *$15M from the Scanlon Family Foundation*

FURMAN UNIVERSITY

Integrated Approach to Mental Health

Gift to fund an expansion of mental and emotional wellness programming on campus

▶ *$10M from Congressman David Trone*

Researching Mental Health Stigma

New research institute, designed to be the leading national center for addressing the stigma surrounding mental health

▶ *$3M from the Jim Isray family*

Source: Indiana University, "Irsays to donate $3 million to create IU research institute on mental health, stigma";" University of Iowa, "Scanlan Family Foundation gives $15 million to name school mental health center"; Greenville News, "Donation powers an 'integrative approach' to mental health at Furman University"; Philanthropy News Digest, "Harvard receives anonymous $25 million gift for mindfulness center";" EAB interviews and analysis.

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

Constant Campaigns Increase Demand for Dean Support

> "Even if schools are not publicly in a campaign, they are effectively in the silent phase. **I haven't heard any colleague mention taking a break between campaigns anymore**. If they are, they're doing a micro-campaign. Which is still a campaign."

VP of Development

Characteristics of Perma-Campaigns

No Breaks
All-hands-on-deck, all the time

Wavering Timelines
Campaign timelines extend beyond initial plans

Rising Campaign Goals
Dollar goals grow higher due to increased board expectations

Generic Initiatives
Catch-all buckets increase usability of dollars on campus

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

Top Donor Demands

Ongoing Fresh Ideas	**Increased Expert Involvement**	**Measurable Impact**
Multidisciplinary ideas aimed at **solving real-world problems**	**Visionary initiatives** that reshape schools or programs	**Results delivered** quickly & regularly
Access to deans and faculty that can **bring their own vision to life**	Regularly **include deans or faculty** in all gift meetings	Invitations to **witness impact firsthand**

Serving Advancement Leaders for Immediate and Sustained Growth

Advancement Advisory Services

Engage with best practice research and advisory services to benchmark performance, retain top talent, and engage alumni

Advancement Marketing Services

Collaborate with comprehensive fundraising partner, deploy multi-channel alumni experience, increase donor participation and giving, and identify prospects for growth

STRATEGY ———————— ANALYTICS/ BENCHMARKING ———————— DONOR EXPERIENCE

AIPI: A Best-in-Class ROI Index

Industry-Leading Insights into Investments Needed to Achieve Success

Institutional ROI

▶ Overall investment in advancement and the outcomes it yields

Key Data

- FTEs by division and by role
- Personnel and operating expenditures
- ROI and fundraising productivity

▶ Comprehensive investment data from all participating member institutions allows for **"apples-to-apples" comparisons**

Individual KPIs

▶ Performance against goal by frontline fundraisers across the institution

Key Data

- Visits, proposals, and gifts
- Portfolio composition and churn
- Tenure and fundraiser compensation

▶ Granular activity data allows advancement leaders to **pinpoint cultivation bottlenecks**