

# Fundraising for Deans: *15 Facts, 15 Strategies*

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Council for Advancement and Support of Education

Seminar for New Deans of Arts and Sciences

Council of Colleges of Arts and Sciences

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COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

# About Advancement

## *What is advancement?*

Advancement is the set of functions at an educational institution dedicated to the **management of long-term relationships** with key constituencies, including:

- Benefactors
- Alumni
- Opinion leaders
- Decision makers
- Current and prospective students
- Faculty and staff

# About Advancement

## *What is advancement?*

The advancement functions include:

- Alumni Relations
- Communications
- Marketing
- Fundraising
- Advancement Services
- Advancement Management

And may also include:

- Government Affairs
- Community Relations
- Special Events
- Enrollment Management

# About Advancement

## *Why is advancement important?*

- **Reputation:** Your college's ability to attract students, faculty and staff is dependent on its reputation
- **Relationships:** Your college's reputation is influenced by your relationships with key constituencies
- **Resources:** Your college's ability to attract resources depends on both its relationships and its reputation

# About Advancement

## *What qualities help ensure success?*

- Integrated
- Strategic
- Mission-focused
- Research-based
- Appropriately resourced

# About CASE

*CASE advances and supports educational institutions around the world by enhancing the effectiveness of the ... advancement professionals who serve them.*

- 3,330 institutions in 55 countries
- Offices in Washington, London, and Singapore
- More than 100 conferences annually, including *Development for Deans*
- Publications, research, standards, and other resources

# Deans and Advancement

As dean, you are your college's:

- Chief alumni relations officer
- Chief communications officer
- Chief marketing officer, and
- Chief fundraiser

Professional  
Development  
ADVOCACY

# 15 Facts About Fundraising: “The Playing Field”

SERVICE

Recognition

INTEGRITY

Resources

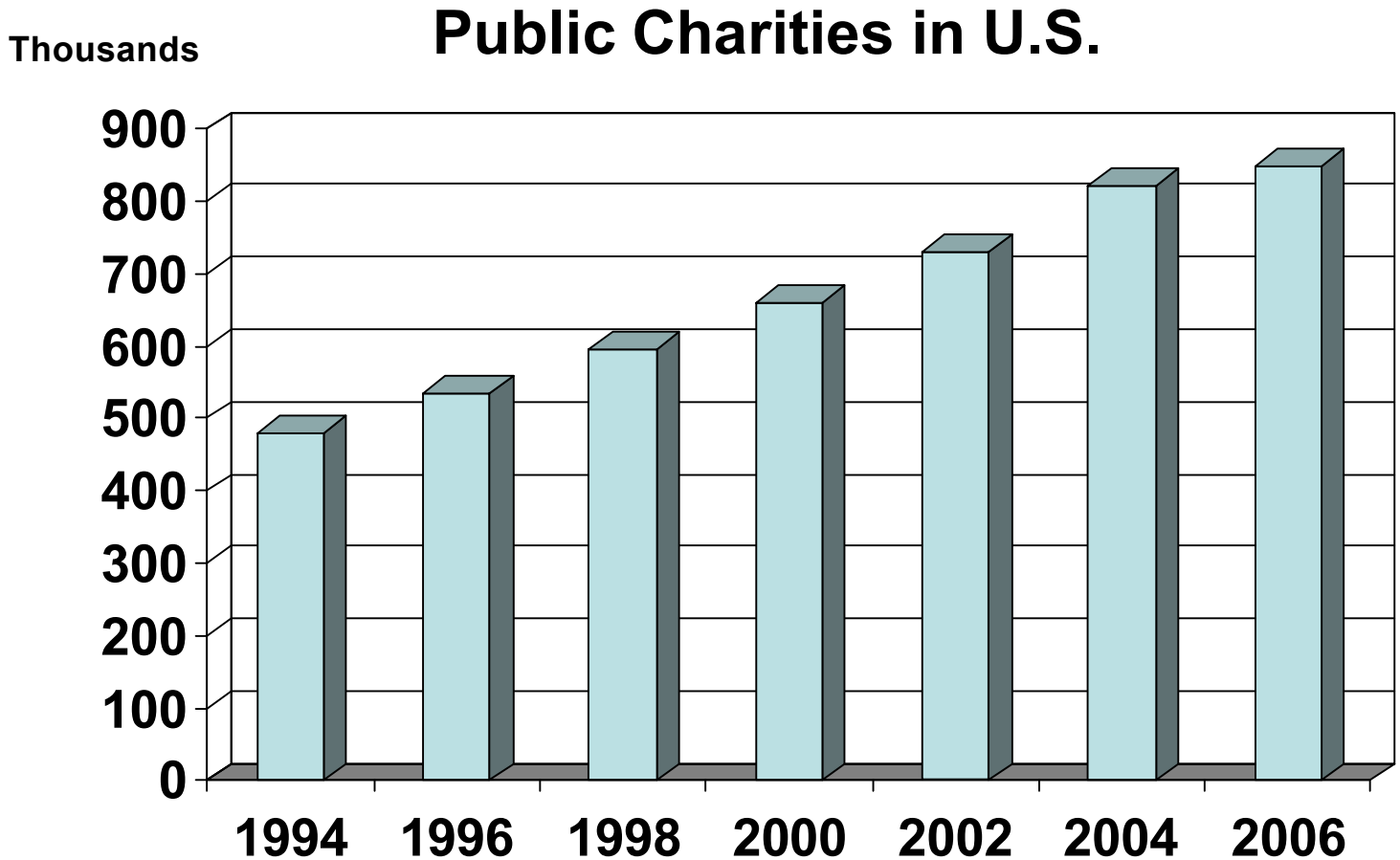
ETHICS

INCLUSIVENESS

CASE.

#1

# It's a Competitive Sport

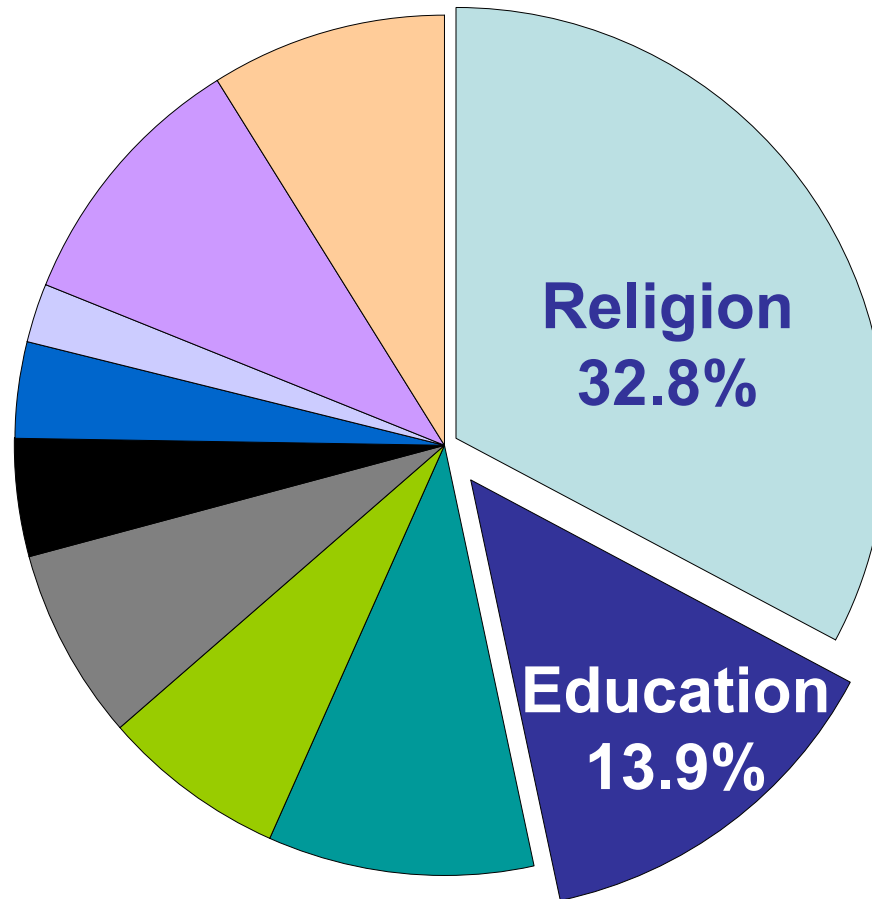


Source: National Center for Charitable Statistics, et. al.

#2

# Education Comes In Second

## Recipients of Giving, 2006



Source:  
Giving USA,  
2007, AAFRC

ADVOCACY  
Professional  
Service  
Development  
Resources  
ETHICS  
INTEGRITY  
BUSINESS  
Recognition

**#3**

## It's Not a Zero Sum Game

**We will experience an intergenerational transfer of wealth during the first half of the century ranging from \$41 to \$136 trillion.**

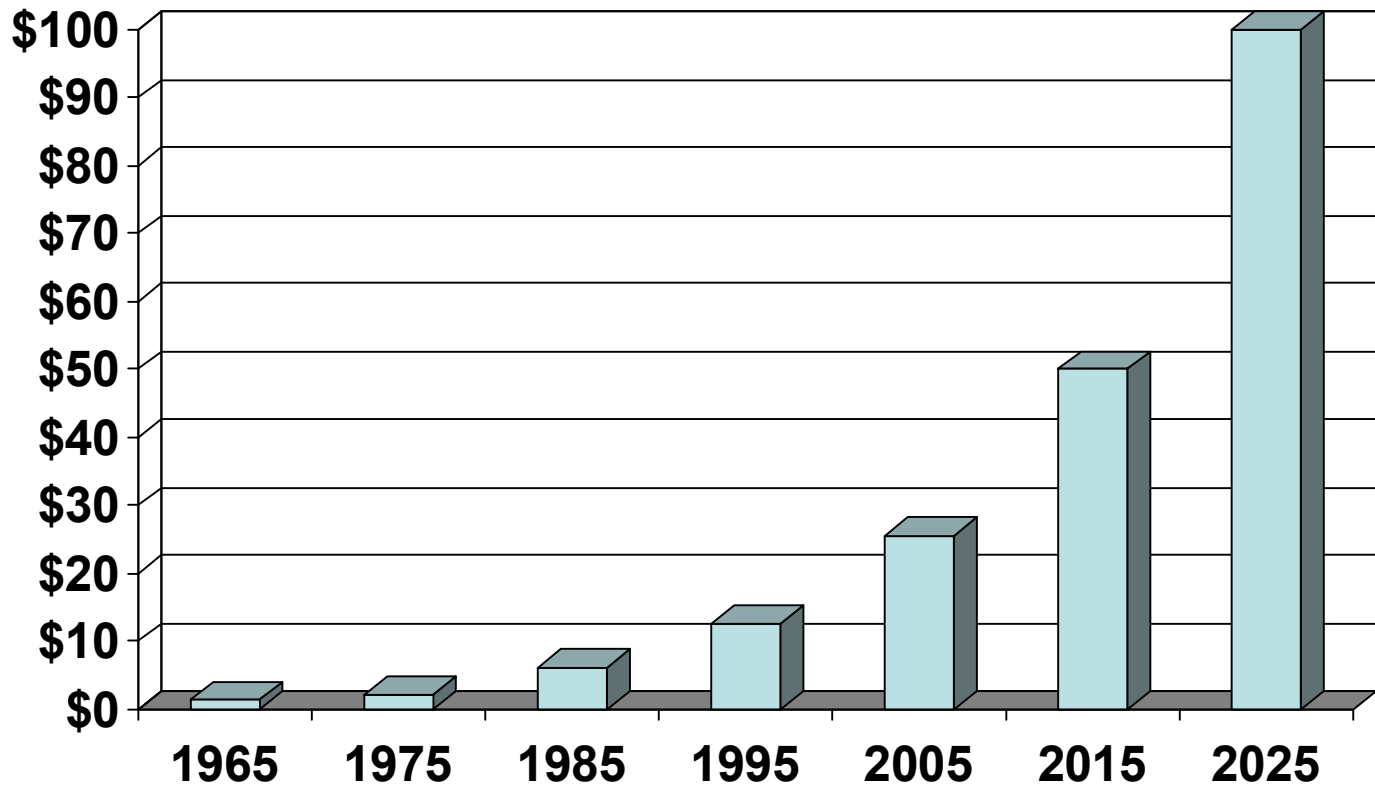
Source: Havens and Schervish, 2003

#4

# The Score Keeps Rising

## Giving to U.S. Higher Ed

Billions



# #5

## The Goal Posts Keep Moving

**1958 – \$100 million campaign**

**1974 – \$500 million campaign**

**1987 – \$1 billion campaign**

**1990 – \$2 billion campaign**

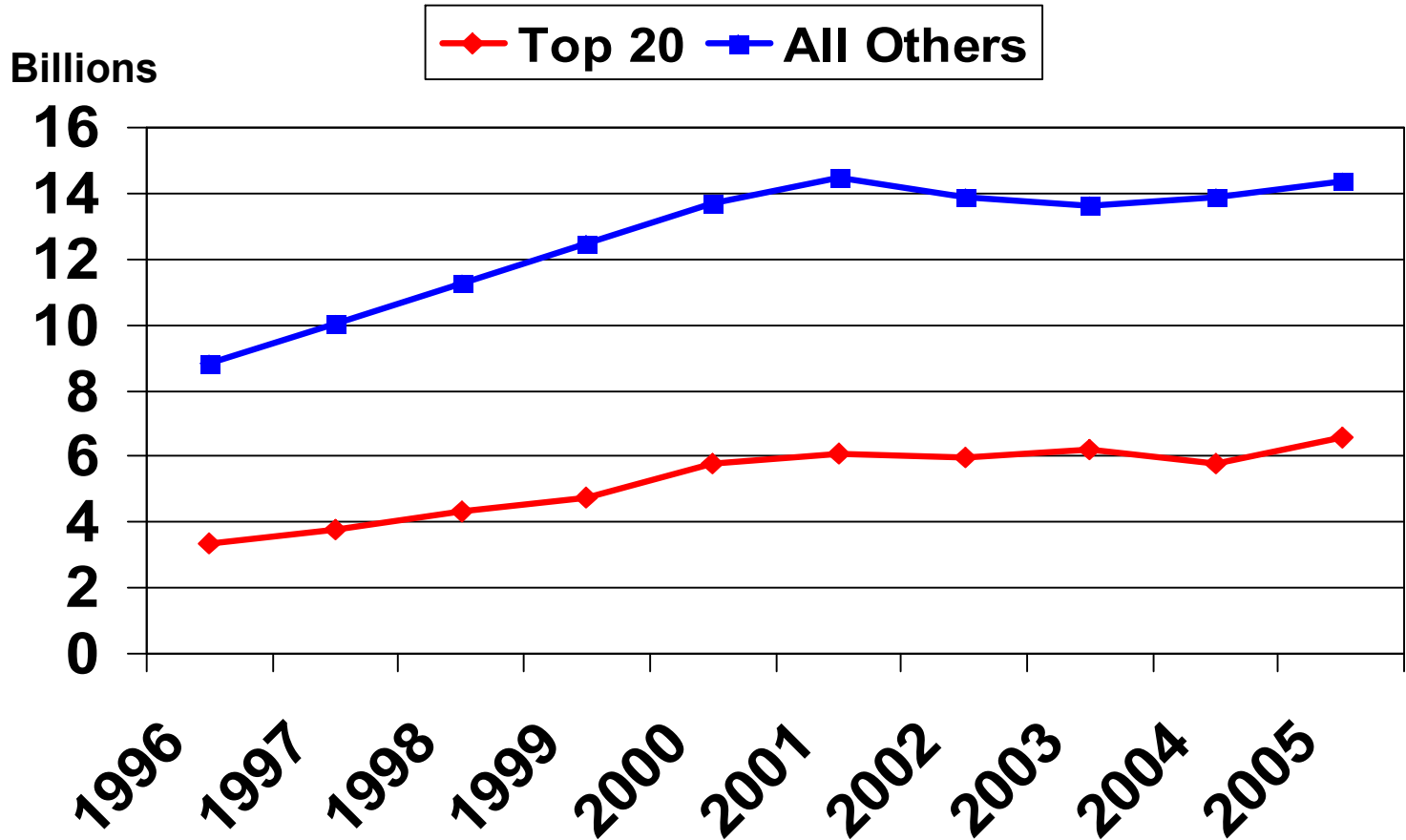
**2004 – \$3 billion campaign**

**2006 – \$4 billion campaign**

#6

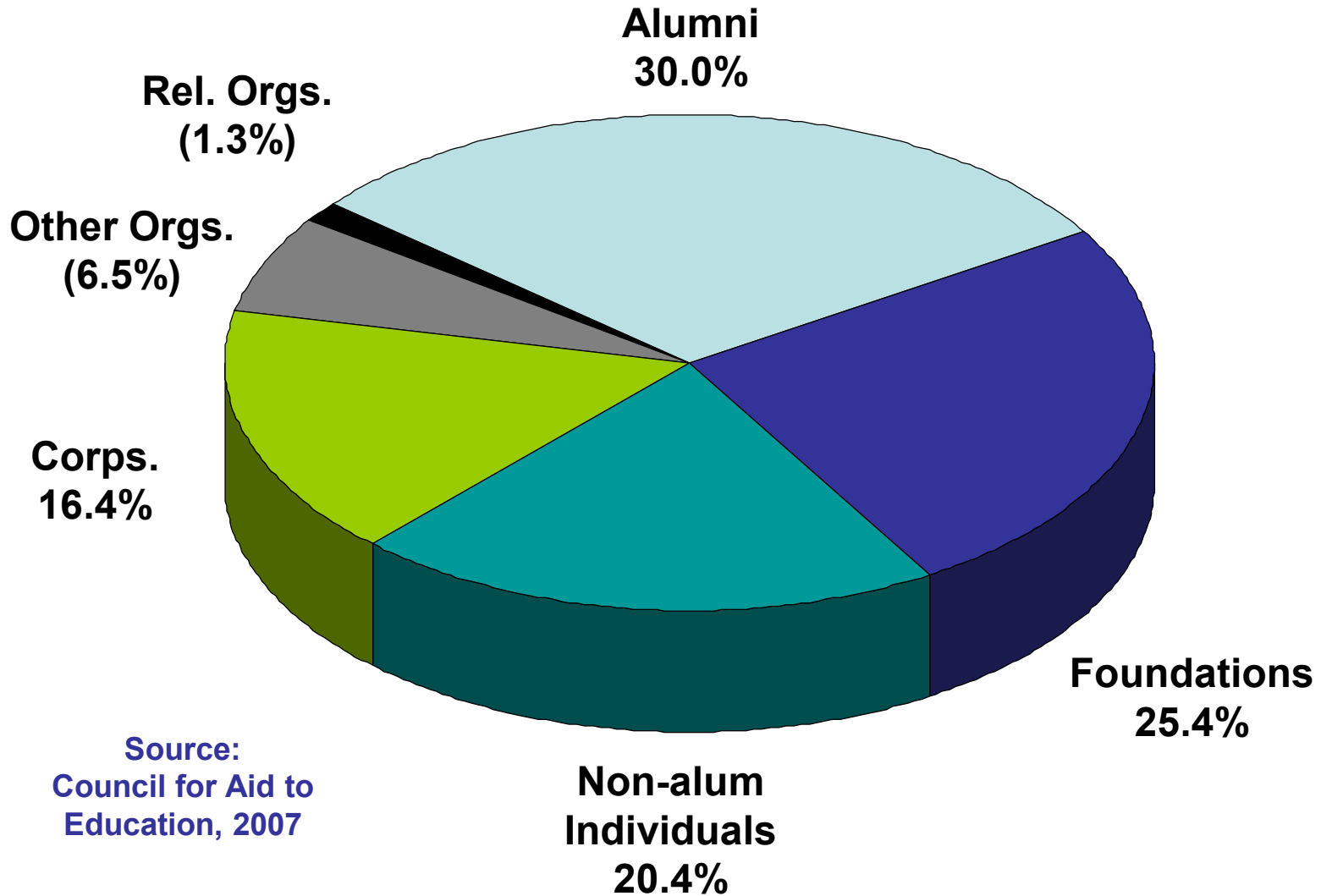
# Everyone's a Winner

## Total Funds Raised by US Higher Ed



Source: CASE analysis of Council for Aid to Education data

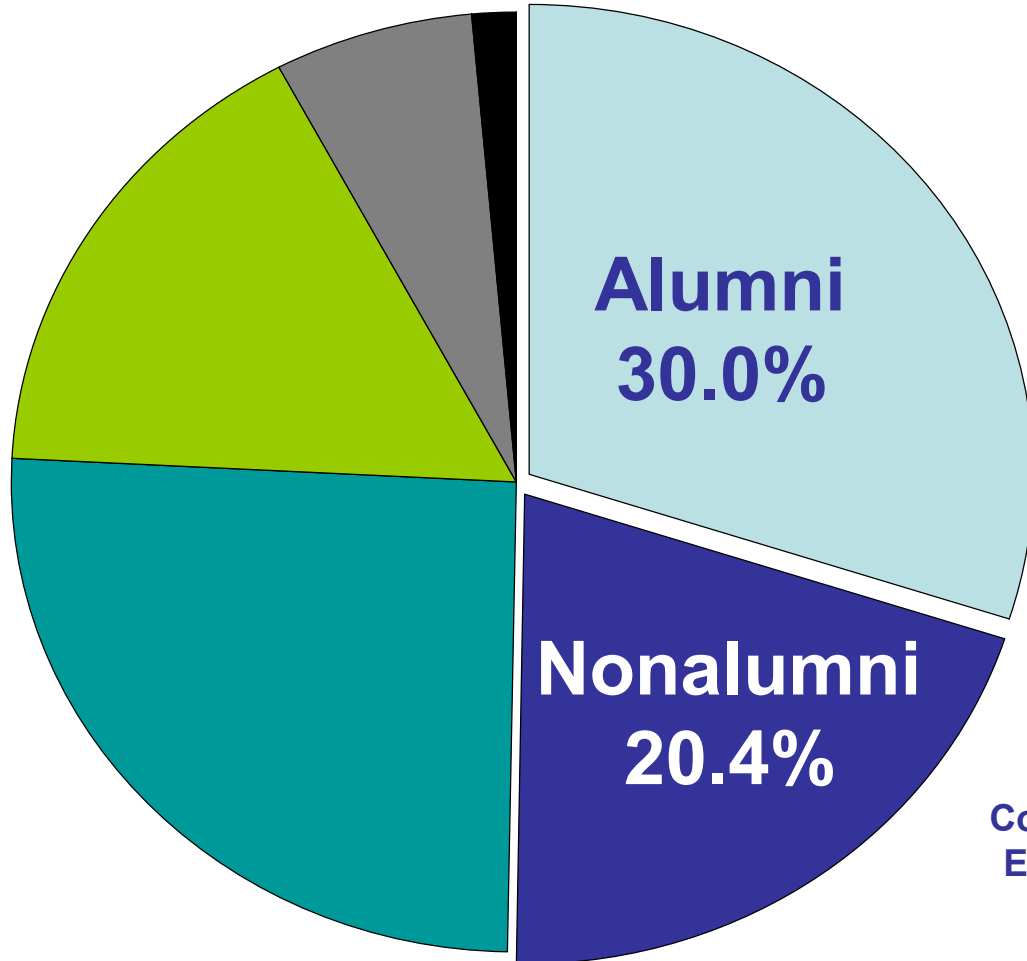
# And Everyone Scores



Source:  
Council for Aid to  
Education, 2007

# Leading Scorers: Individuals

## Sources of Giving to Higher Education, 2006

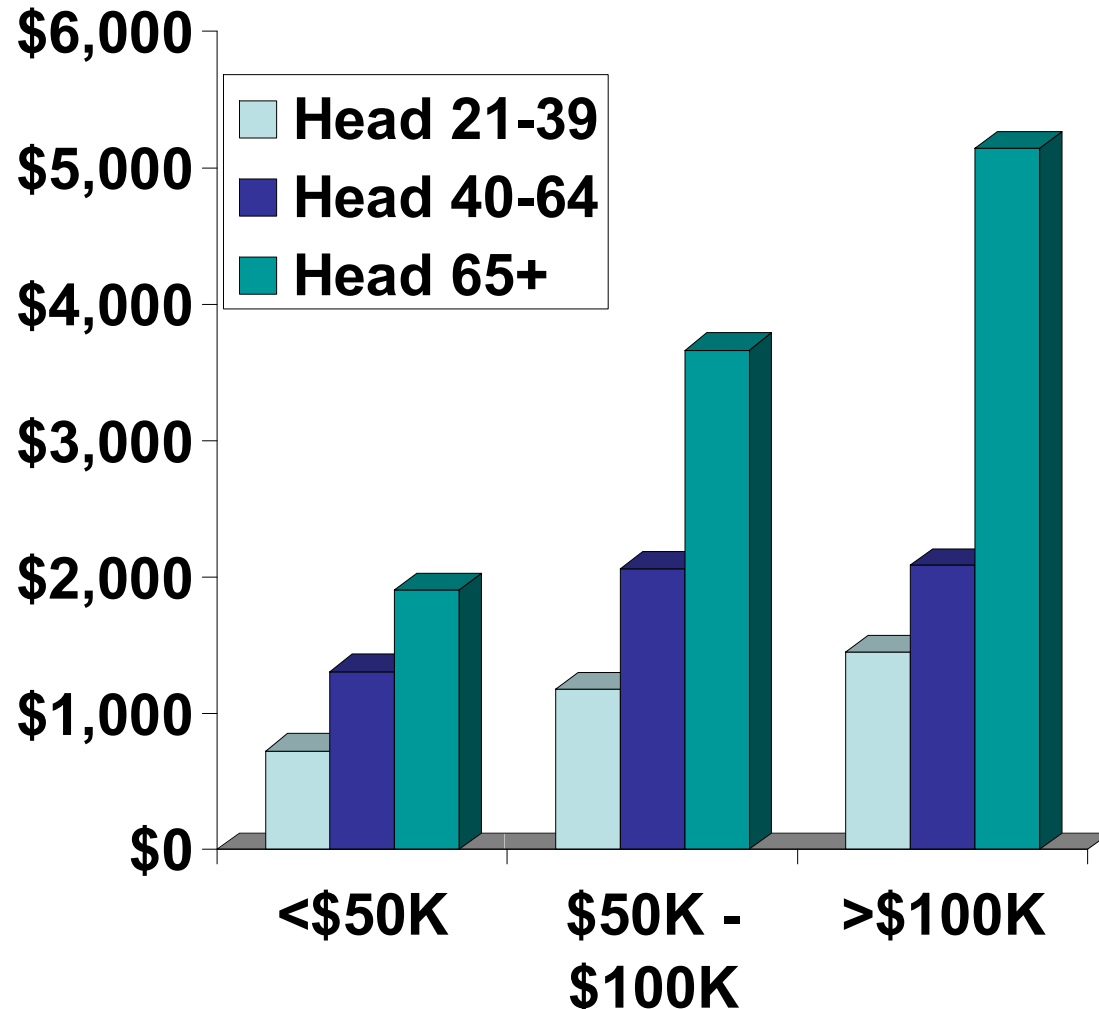


Source:  
Council for Aid to  
Education, 2007

#9

# Leading Scorers: Older/Richer

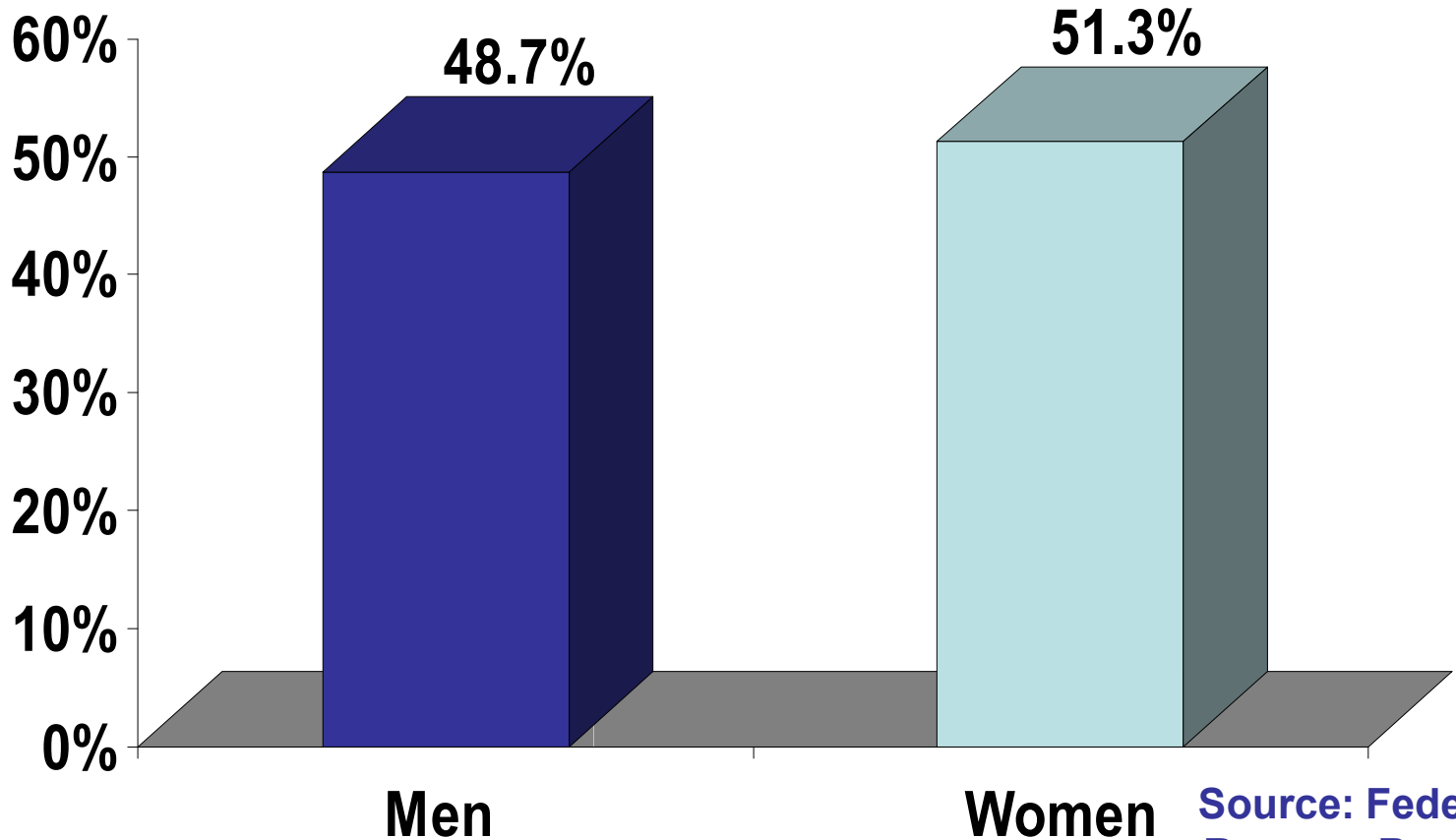
## Average Household Gifts by Income & Age



source:  
Center on  
Philanthropy  
Panel Study

# Leading Scorers: Women

## Control of Personal Wealth

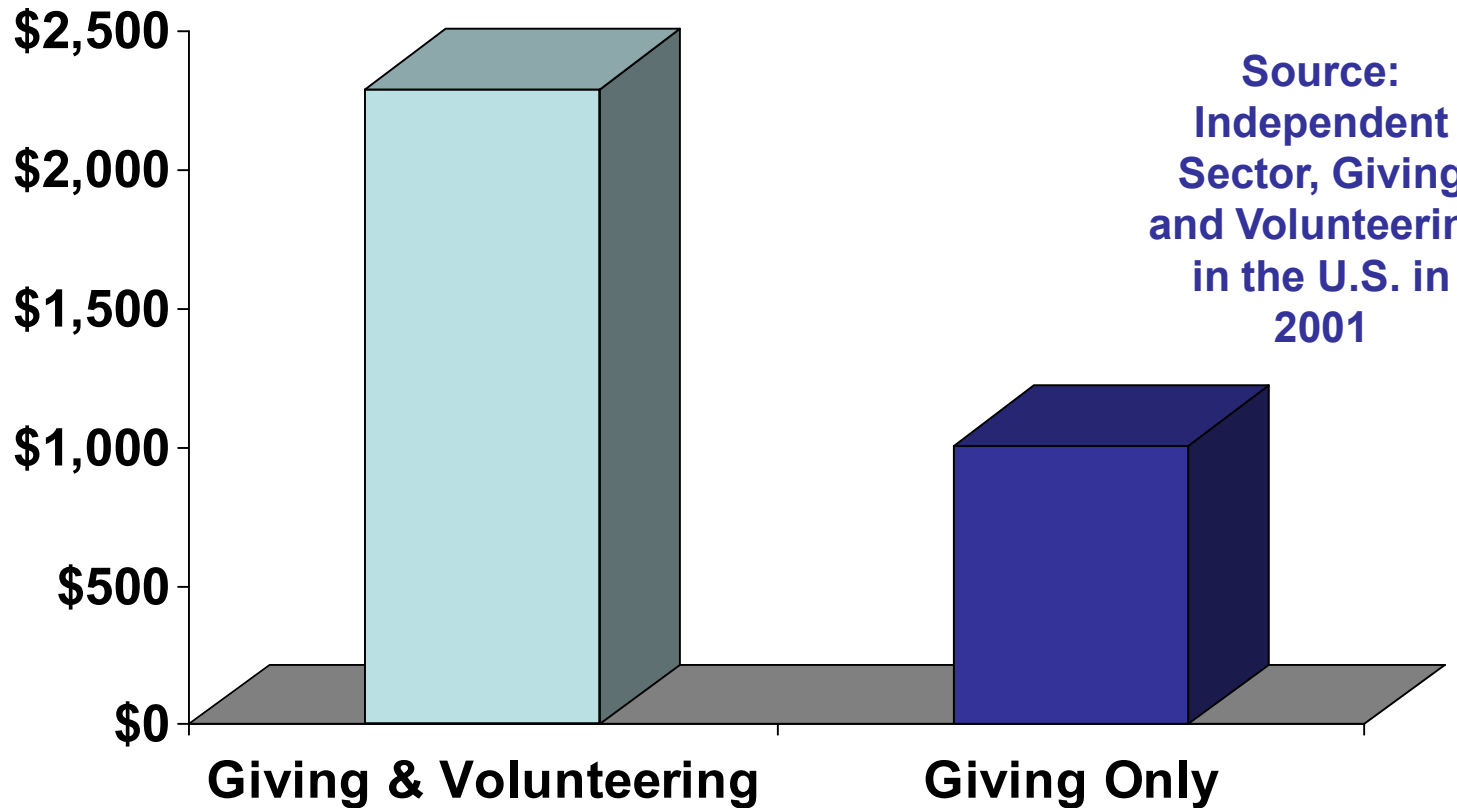


Source: Federal Reserve Board, 1999

#11

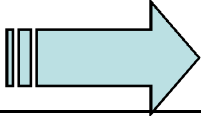
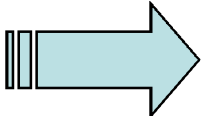

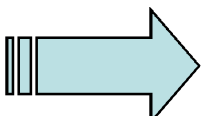

# Leading Scorers: Volunteers

## Average Donations Among Giving Households



# #12

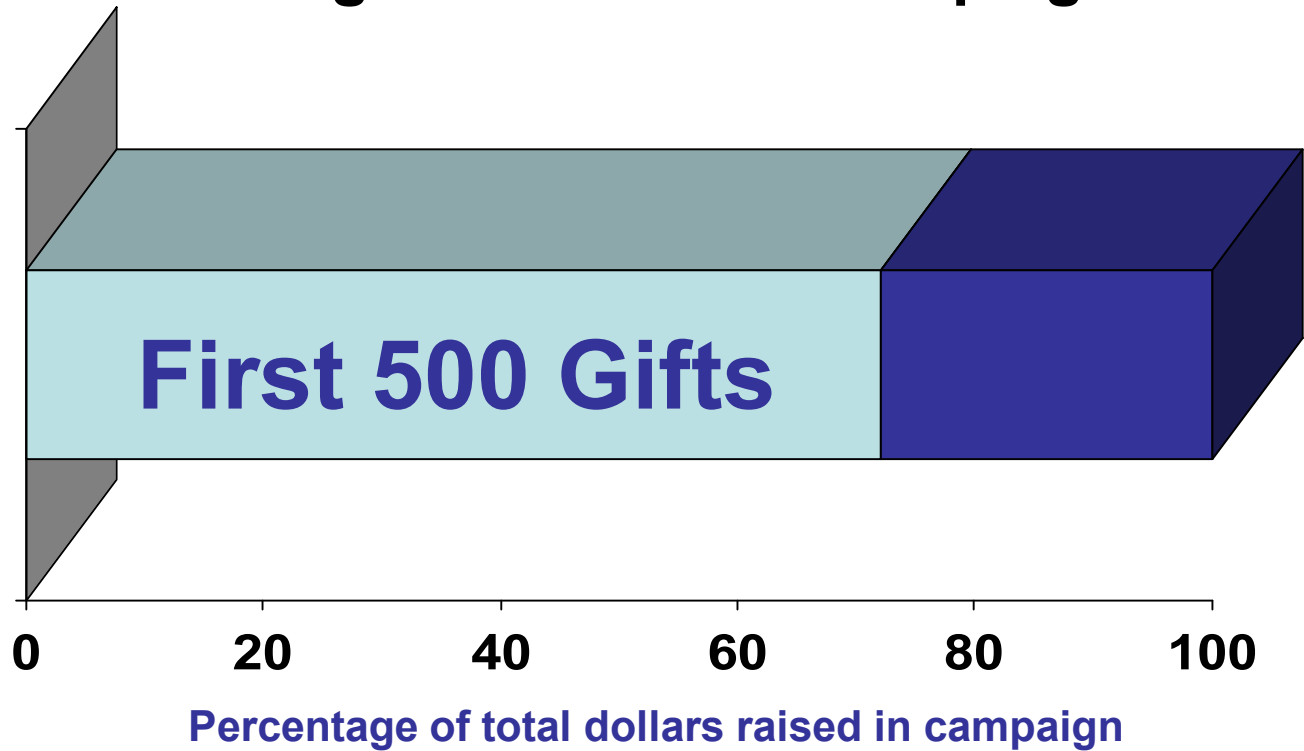
## Leading Scorers: Major Donors

	<b>% of Alumni of Record</b>	<b>% of Lifetime Donations</b>
<b>School A</b>	<b>0.4%</b>	 <b>77%</b>
<b>School B</b>	<b>1.0%</b>	 <b>83%</b>
<b>School C</b>	<b>0.9%</b>	 <b>81%</b>
<b>School D</b>	<b>1.0%</b>	 <b>68%</b>
<b>School E</b>	Source: Peter B. Wylie, 2005 <b>0.7%</b>	 <b>60%</b>

# #13

## Leading Scorers: Early Givers

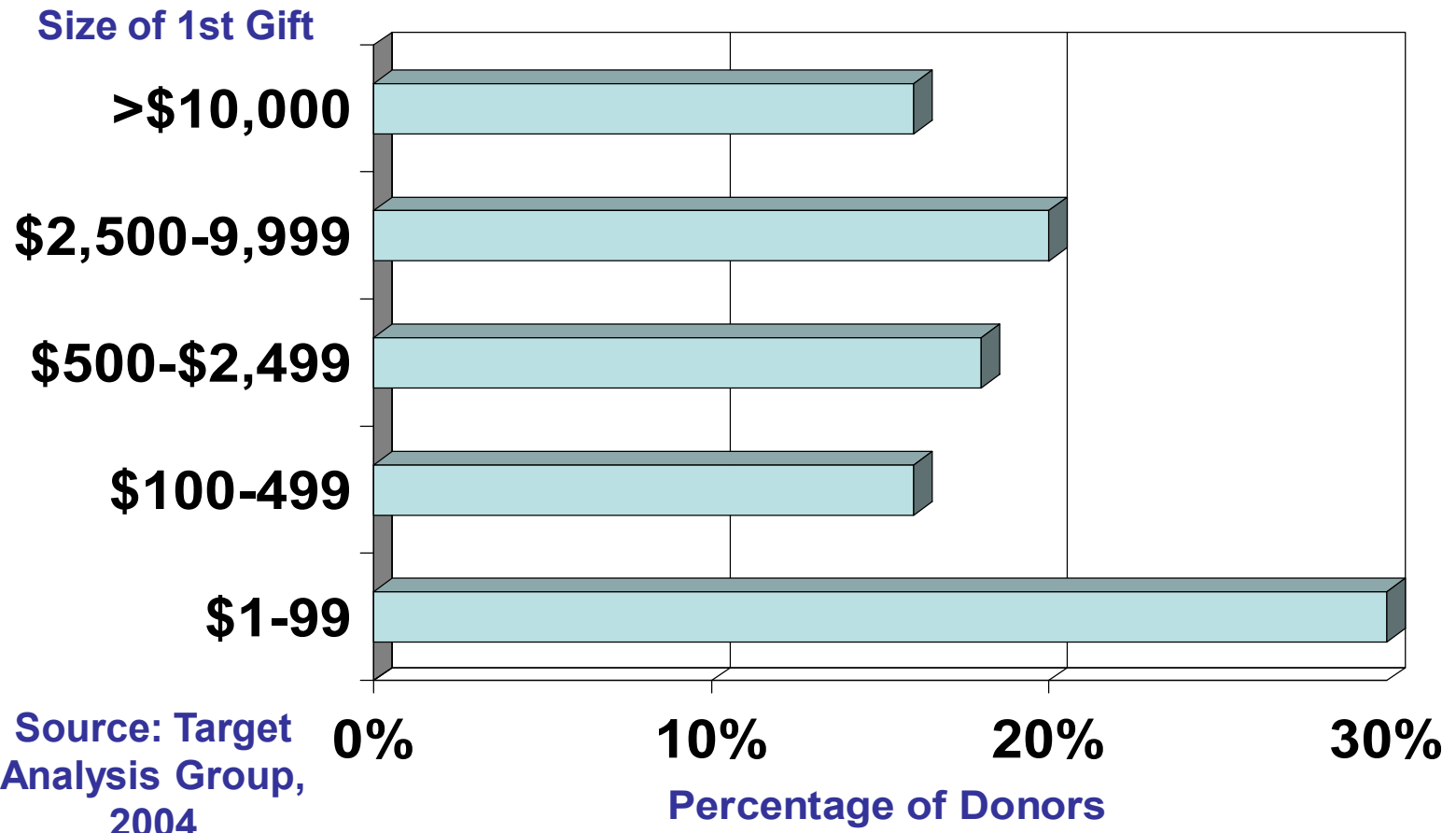
### Higher Education Campaigns



# #14

## Minor Leagues Lead to Majors

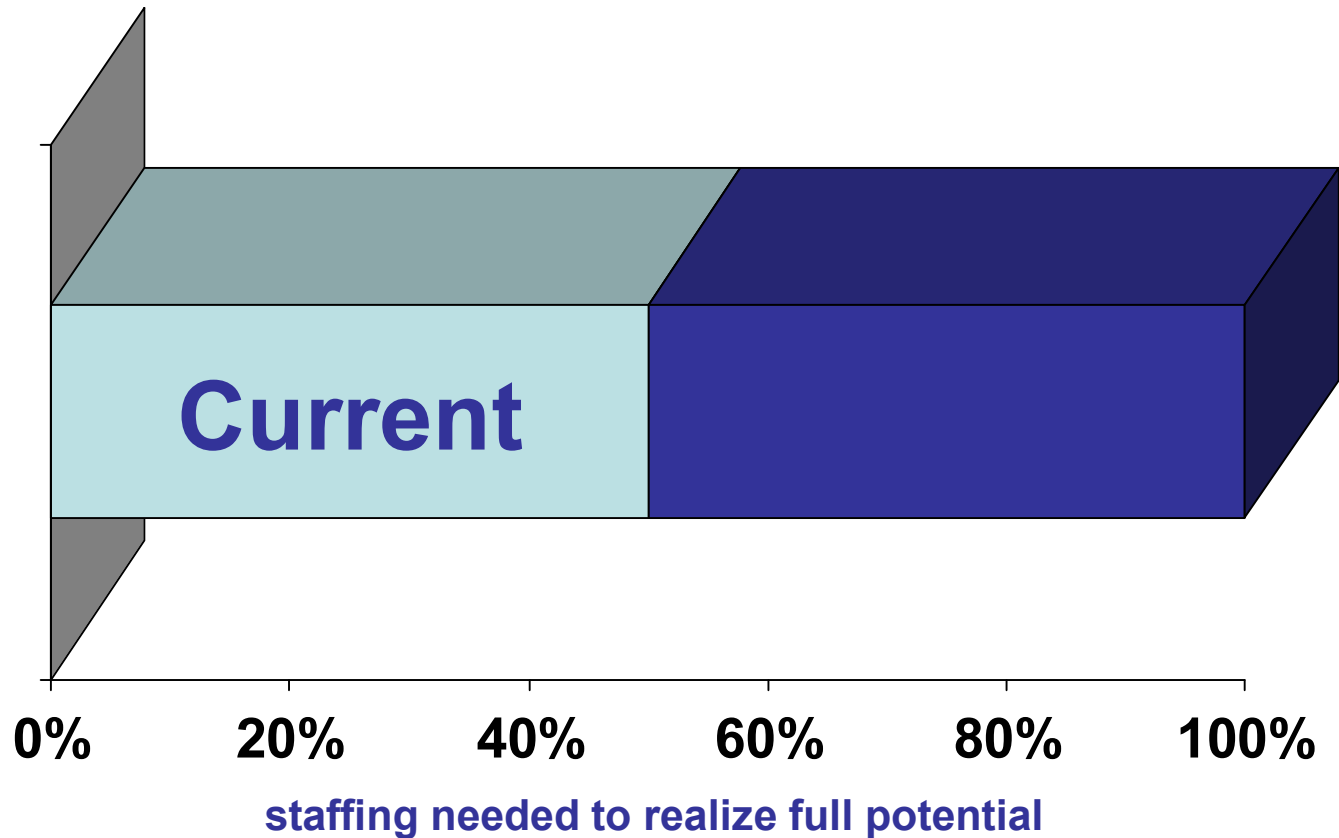
### Initial Gift Among First-time \$10K Donors 92-03



# #15

## Most Teams Are Too Small

### Frontline Fund-Raising Staff



A world map is visible in the background, rendered in a dark blue color. Overlaid on the map are several terms in a lighter blue, serif font: 'Professional Development' at the top, 'ADVOCACY' below it, 'SERVICE' on the left side, 'Recognition' at the bottom left, 'INTEGRITY' on the right side, 'ETHICS' on the far right, and 'INCLUSIVENESS' at the bottom right. The main title is centered in a large, bold, white sans-serif font.

# 15 Strategies for Success: The Dean and Fundraising

CASE.

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

# #1

## Create a Compelling Vision

- Where is our field going?
- What are our strengths?
- Where are our greatest opportunities?
- What do we need to reach our goals?
- What do we do well?
- What do we not do well?

**Source: Edward J. Kvet, Loyola University New Orleans, and  
Douglas G. Stewart, Stanford University**

# #2

## Make the Case

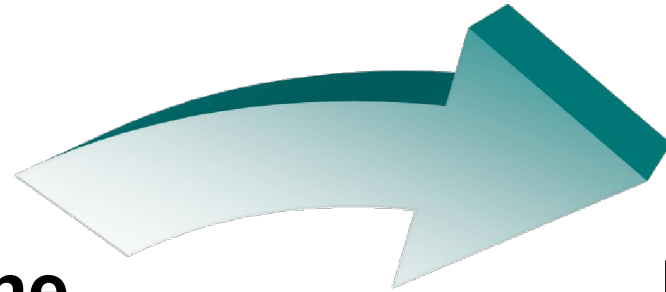
- How will the world be better?
- How will the school be better?
- How do we want to frame the case?
- What makes sense to potential givers?
- Who is the audience?
- What do they care about?

**Source: Edward J. Kvet, Loyola University New Orleans, and  
Douglas G. Stewart, Stanford University**

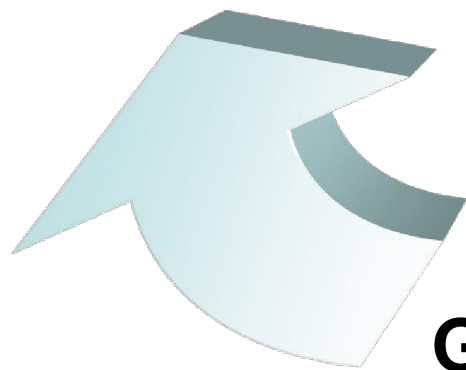
# #3

## Understand the Cycle

**Creating the  
Joyful Giver**



**Making the  
Artful Ask**



**Invoking the  
Grateful Recipient**



Source: Don Gray, University of Wisconsin Foundation

# #4a

## Learn the Lingo

### Annual Gifts

- Frequently given
- Discretionary income
- Unrestricted fund
- Mailings, events, phone
- 2-5% of income
- 90% gifts, 10% dollars
- 1<sup>st</sup> step to major gift
- Very, very important

### Major Gifts

- Infrequently given
- From assets: stop/think
- Relationship required
- Targeted/restricted
- 10% gifts, 90% dollars
- Repeated over time
- Critical to success

**Source: Don Gray, University of Wisconsin Foundation**

# #4b

## Learn the Lingo

### Ultimate Gifts

- Once-in-a-lifetime gift
- Combination of giving methods
- Many people involved
- Total commitment to institution's mission
- Long, emotional relationship
- Several previous major gifts
- Often involves naming opportunity
- 1,000-2,000 x annual gift
- 10-20% net income-producing assets

**Source: Don Gray, University of Wisconsin Foundation**

# #5

## Value the Dean/CDO Team

- Help the CDO understand all aspects of your college (students, faculty, staff, programs)
- Include the CDO in key administrative meetings
- Provide permanent office or “hotel” space
- Make the CDO feel welcome; allow for unscheduled visits
- Understand the CDO’s unique pressures and perspectives

**Source: Edward J. Kvet, Loyola University New Orleans,  
and Douglas G. Stewart, Stanford University**

# #6a

## Embrace Fundraising

### ***Responsibilities of the CDO:***

- Secure resources to support strategic priorities
- Match sources of philanthropic support with college priorities
- Undertake feasibility studies of philanthropic potential
- Engage prospective donors in life of the college
- Provide appropriate stewardship for donors at all levels
- Use the dean's time effectively
- Ensure that the institution follows professional and ethical standards

# #6b

## Embrace Fundraising

### *Responsibilities of the Dean:*

- Embody the essence of the college
- Communicate honestly and clearly about your goals for the college
- Exhibit enthusiasm for your vision so donors will commit “beyond reason”
- Identify institutional priorities worthy of support
- Set aside time for personal interactions with donors and prospects
- Make volunteers feel valued
- Help others within the college understand fundraising and the value of the investment

# #7a

## Embrace Alumni Relations

### ***Responsibilities of the ARO:***

- Build life-long relationships
- Facilitate two-way communication
- Leverage a powerful alumni voice
- Involve alumni as advocates for the dean's vision and institutional goals
- Guide the dean in developing life-long relationships with alumni
- Assist the dean in creating a culture of collaboration and service
- Maintain history and traditions

# #7b

## Embrace Alumni Relations

### *Responsibilities of the Dean*

- Foster long-term relationships with alumni
- Acknowledge alumni contributions of all types
- Seek alumni counsel
- Engage alumni in meeting strategic goals
- Involve alumni in decision-making
- Champion the institution's traditions, history
- Ensure a positive student experience
- Create a collaborative, service climate
- Invest for the long haul

# #8a

## Embrace Communications

### ***Responsibilities of C&MO:***

- Conduct strategic programs designed to engender support among key publics for the college and its goals
- Manage institutional reputation and response to issues that may affect it
- Facilitate two-way communication with those who are key to college's success
- Frame strategy, decisions, and messages based on knowledge of external environment
- Disseminate the dean's vision and enlist advocates in implementation
- Engage the college as a whole in the communications and marketing effort

# #8b

## Embrace Communications

### *Responsibilities of the Dean:*

- Serve as chief spokesperson and communications role model
- Embrace your role as a public figure
- Remember that you are never off the record
- Include communications professionals in college decision making
- Ask the experts to help you address communications weaknesses
- Don't shoot the messenger

# #9

## Stay on Message

*“... research tells us that four conditions are necessary for communication effectiveness:*

- 1. Get their attention.*
- 2. Keep messages simple.*
- 3. Make sure to seek feedback.*
- 4. Repeat, repeat, repeat.”*

**Source: Larry Lauer, *Competing for Students, Money and Reputation*, CASE Books**

# #10

## Engage Volunteers

- General-purpose advisory board
  - Advocate for college
  - Serve as ambassadors
  - Open doors
- Corporate advisory board
  - Serve as sounding board
  - Provide expert counsel
  - Make connections
- Fundraising/campaign committee
  - Help set goals and priorities
  - Identify, screen, engage prospects
  - Participate in calls and stewardship

**Source: Douglas G. Stewart, Stanford University**

# #11

## Make the Time

Spend enough time to:

- Stay in regular communication with donors and prospects
- Communicate your vision to key constituencies
- Establish clearly defined goals
- Make asks and raise money

By:

- Scheduling breakfast, lunch and dinner meetings with donors and prospects
- Coordinating travel activities
- Teaming up with development staff
- Concluding the day with cultivation or thank you

**Source: Edward J. Kvet, Loyola University New Orleans**

# #12

## Follow Ethical Standards

- CASE Statement of Ethics
- CASE Principles of Practice and Management Checklists for
  - Fundraising
  - Alumni Relations
  - Communications and Marketing
- CASE Donor Bill of Rights
- CASE Position on Fundraising Commissions

# #13

## Ask!

- Rehearse
- Let the donor set the tone
- State what you want
- Be simple and direct
- Listen and stay on your toes
- Keep conversation focused
- Seek resolution
- Clarify what happens next
- Say “thank you”

**Source: Penelope C. Hunt, University of Illinois Foundation**

# #14

## Be a Good Steward

- Gift acknowledgement
- Gift reports
- Recognition
  - Societies
  - Public acknowledgement
  - Special events
- Ongoing communication
- Regular opportunities for involvement

ADVOCACY  
SERVICE  
Professional Development  
Resources  
ETHICS  
INTEGRITY  
INCISIVENESS  
Recognition

**#15**

# Lead by Example

**“As I give, I get.”**

Mary McLeod Bethune, educator

Professional  
Development  
ADVOCACY

INTEGRITY

Resources

**Thank you!**

presentation available at

[www.case.org](http://www.case.org)

About CASE/President's Page

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COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION