

What Every CEO Should Know About Advancement

(Alumni Relations, Communications & Marketing, and Fund Raising)

MILLENNIUM LEADERSHIP INSTITUTE

JUNE 27, 2006

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COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

What Is Advancement?

Advancement is the set of functions at an educational institution dedicated to strengthening relationships with key constituencies, including:

- benefactors
- graduates
- opinion leaders
- decision makers
- current and prospective students
- faculty and staff

What Is Advancement?

The advancement functions include:

- Alumni Relations
- Communications & Marketing
- Fund Raising

And may also include:

- Advancement Services
- Advancement Management
- Government Affairs
- Community Relations
- Special Events

What Unifies Advancement?

All of the advancement disciplines are united by:

- the common goal of ensuring the long-term success of the institution in fulfilling its mission, and
- the common strategy of building supportive relationships among those constituents who can make significant contributions to that long-term success.

What Are the Keys to Success?

Strategic Relationship Management:

- Develop strategy based on mission
- Segment constituencies
- Conduct research
- Set goals for attitudes/behaviors
- Align resources
- Engage stakeholders
- Implement tactics
- Evaluate results

What Is the Role of the CEO?

- **Visionary:** who openly and consistently articulates a clear vision for the institution.
- **Role model:** who sets the management behaviors for the leadership team.
- **Advocate:** who champions both the institution and its advancement efforts, internally and externally.

What Is the Role of the CEO?

- **Face of the institution:** who represents the values, the promise, and the integrity of the institution for key constituencies.
- **Resource provider:** who invests the human and financial resources needed to ensure the desired results from the advancement operation.

What Are the Roles of CAOs?

- **Missionaries:** who advocate for the institutional mission and build support among key constituencies.
- **Strategic managers:** who design and leads advancement programs in support of institutional strategy.
- **Leadership team members:** who work collaboratively across the organization to achieve institutional goals.

Professional
Development
ADVOCACY

INTEGRITY

Resources

Alumni Relations

SERVICE

Recognition

ETHICS

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What Are the Roles of Alumni?

- Serve as institutional advocates.
- Provide feedback and counsel.
- Generate financial support.
- Participate in governance.
- Assist with student recruitment, both directly and indirectly.
- Serve as a resource and talent pool for faculty and staff.

What Is the Role of the Alumni Relations Office?

- Build life-long relationships with alumni in support of the institution.
- Facilitate two-way communication between the institution and alumni.
- Leverage a powerful alumni voice on behalf of the institution.
- Maintain history and traditions, and help secure a bright future for the institution.

How Can the Alumni Relations Office Help the CEO?

- Involve alumni as advocates for the CEO's vision and institutional goals.
- Advise the CEO on working with alumni during institutional changes and challenges.
- Guide the CEO in developing life-long relationships with alumni.
- Assist the CEO in creating a culture of collaboration and service.

How Can the CEO Help the Alumni Relations Office?

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

What Should the CEO Keep in Mind Re: Alumni Relations?

- Not all alumni are sports fans; not all sports fans are alumni.
- Alumni represent the institution's most enduring constituency.
- Don't ignore the general alumni base during capital campaigns.
- Alumni need to be recognized, valued, stewarded.

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Communications & Marketing

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What Do the Terms Mean?

- **Communications** – the process of exchanging information with key constituencies, internal and external.
- **Marketing** – the strategic adaptation of product, price, placement, and promotion to the marketplace.
- **Integrated Marketing** – the coordination of marketing across the institution.
- **Public Relations** – the management of relationships with key constituencies, internal and external.

What Is Branding?

- Your institutional promise (made and kept) as perceived by a target audience.
- A collective responsibility that is built daily in libraries, classrooms and laboratories.



- A strong brand is developed and reinforced through a long-term, strategic process led by the CEO.
- A strong brand benefits student recruitment, alumni relations, government relations, fund raising, and more.

What Is the Role of the C&M Office?

- Conduct strategic programs designed to engender support among key publics for the institution and its goals.
- Manage institutional reputation and responses to issues that may affect it.
- Coordinate communications and marketing efforts across the organization.
- Provide specific communications and marketing services to client offices throughout the institution.

How Can Communications & Marketing Help the CEO?

- Facilitate two-way communication with those who are key to institutional success.
- Apply knowledge of the external environment to shaping the institutional strategy.
- Frame decisions and messages from the recipients' perspective.
- Disseminate the President's vision and enlist advocates in its implementation.
- Engage the campus community in the communications and marketing effort.

How Can the CEO Help Communications & Marketing?

- 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 institutional decision-making.
- Allow the experts to help you address communications weaknesses.
- Don't shoot the messenger.

What Should the CEO Keep in Mind Re: Comm. & Marketing?

- It's more about listening and acting than talking and reacting.
- Repetition builds reputation – in word and deed.
- Greater stature means greater scrutiny.
- Good news is no news (tension makes the story).
- Quality is more important than quantity.
- Research is a smart investment.

What Should the CEO Keep in Mind in a Crisis?

- Bad things happen to good institutions; it's how you respond that matters.
- You can't "semantic your way out of a strategic fuddle."
- Tell the truth, early and often.
- Use the opportunity to demonstrate institutional values in action.

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What Are the Keys to Fund Raising Success?

- Planning.
- Research.
- Energy.
- Optimism.
- Patience.
- Stewardship.
- Coordination across the institution.
- A comprehensive approach (major gifts, annual fund, planned gifts, etc.).

What Are the Keys to Fund Raising Success?

- Asking!

How Can the Development Office Help the CEO?

- Generate private support for your vision and institutional goals.
- Advise you on addressing donor interests and concerns.
- Contribute to an atmosphere of trust and collaboration.
- Help you focus your time effectively.
- Ensure that the institution follows professional and ethical standards.
- Deliver and report results.

What Is the Role of the CEO in Fund Raising?

- Embody the essence of the institution.
- Communicate honestly and clearly about your goals for the institution.
- Exhibit enthusiasm for your vision so friends will commit “beyond reason.”
- Identify institutional priorities worthy of private support.
- Devote at least 30 percent of your time to cultivation, solicitation and stewardship.

What Is the Role of the CEO in Fund Raising?

- Make volunteers feel valued.
- Share information with the development office from relevant meetings.
- Help others within the institution understand the importance of the fund-raising effort and the value of the investment in that effort.
- Create culture of collaboration and accountability.

What Should the CEO Keep in Mind Re: Fund Raising?

- Engagement yields giving.
- Small gifts lead to large gifts.
- ROI varies widely.
- People give to winners.
- People give to people.
- You are asking on behalf of the community, not yourself.
- Be prepared to hear “no.”
- Be prepared to say “no.”

What Should the CEO Keep in Mind Re: Fund Raising?

- Campaigns stop being special when they never stop.
- Priorities are set by the institution, not the development office.
- Stewardship is everyone's business.
- What you do in fund raising will be an important part of your legacy.

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, 'INTEGRITY' on the right side, 'ETHICS' on the right side, 'INCLUSIVENESS' at the bottom right, 'RECOGNITION' on the left side, and 'SERVICE' on the left side. The main title 'Fifteen Facts About Fund Raising' is centered in a large, bold, white sans-serif font.

Fifteen Facts About Fund Raising

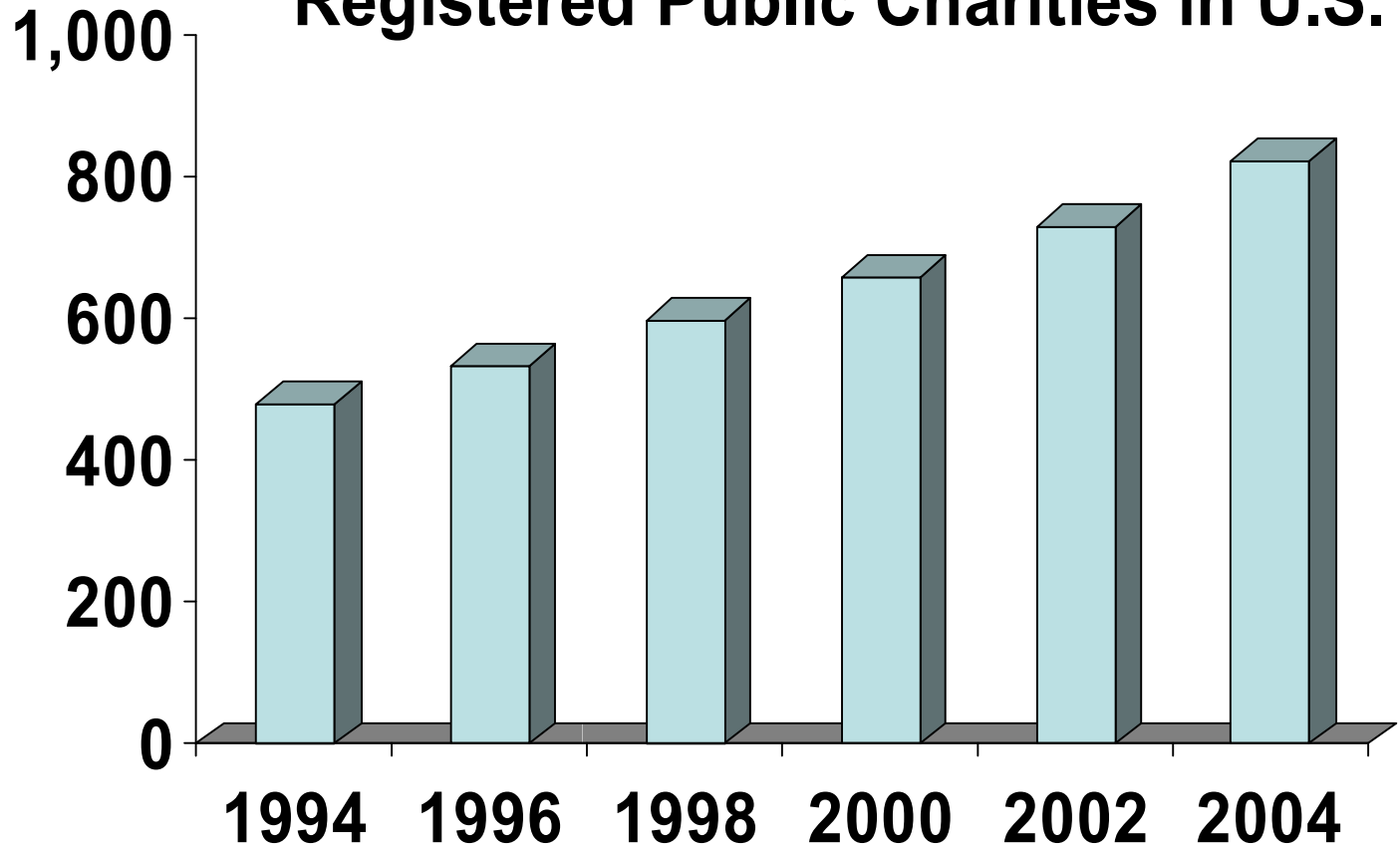
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It's A Competitive Sport

Thousands

Registered Public Charities in U.S.

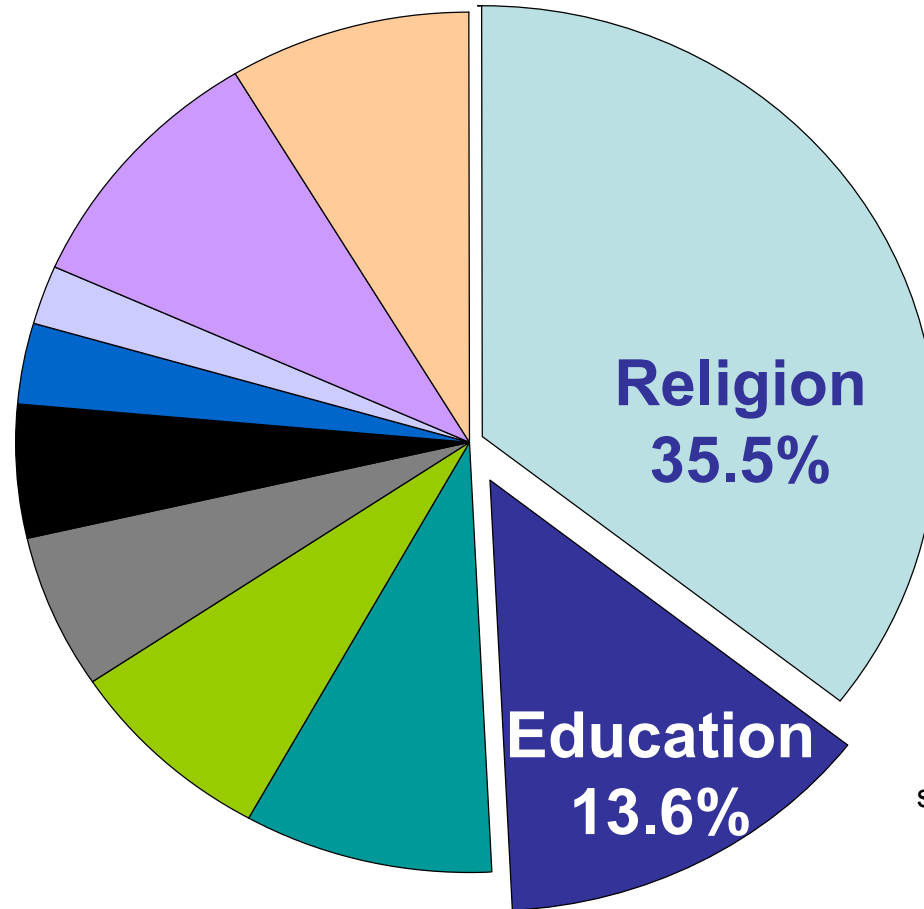


source: National Center for Charitable Statistics

#2

Education Comes In Second

Recipients of Giving, 2004



source: Giving USA,
2005, AAFRC

#3

It's Not A Zero Sum Game

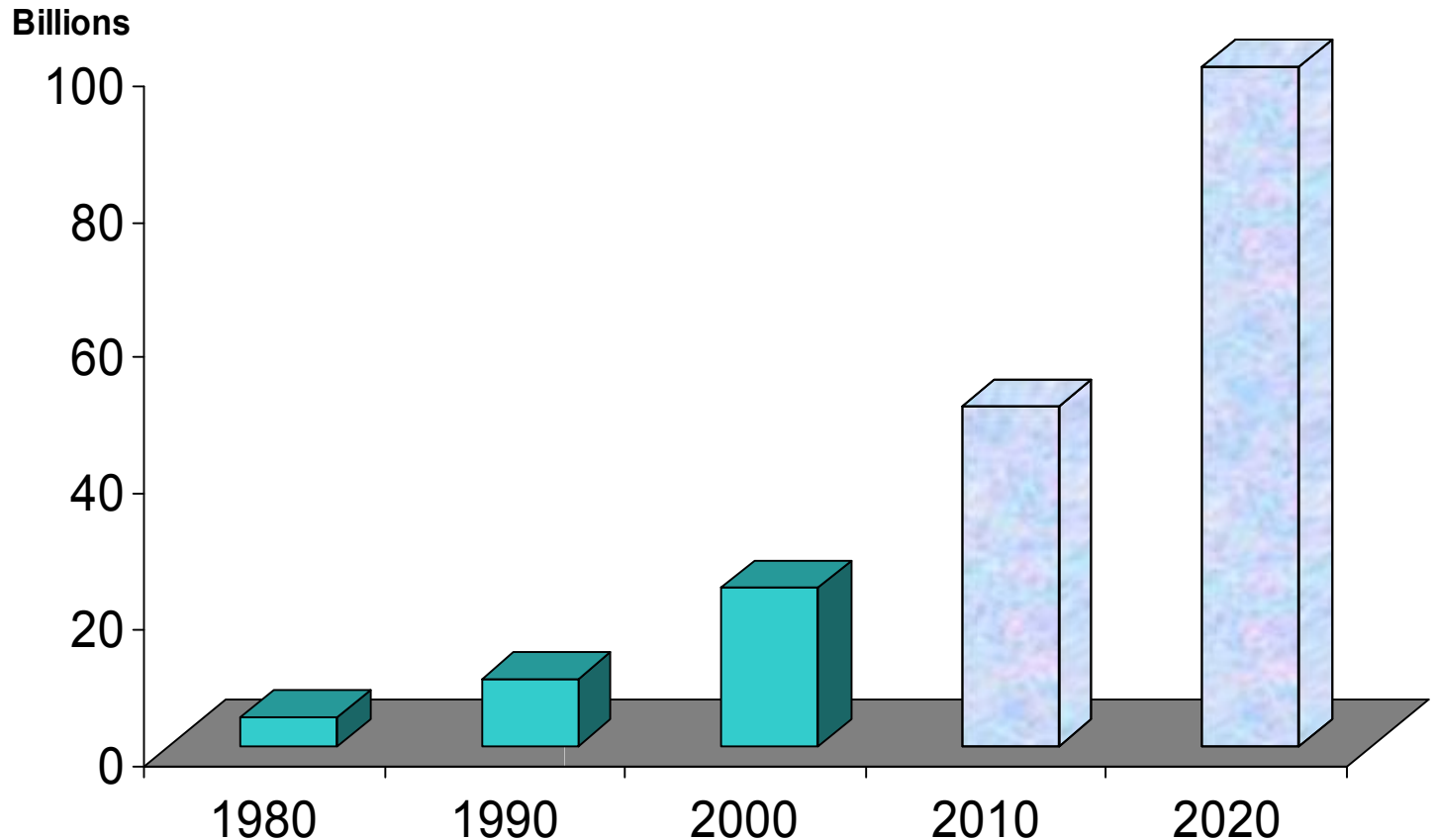
We will experience an intergenerational transfer of wealth during the first half of the century ranging from \$41 to \$136 trillion.

Havens and Schervish, 2003

#4

The Score Keeps Rising

Giving to U.S. Higher Education



#5

The Goal Posts Keep Moving

1958 – \$100 million campaign

1974 – \$500 million campaign

1987 – \$1 billion campaign

1990 – \$2 billion campaign

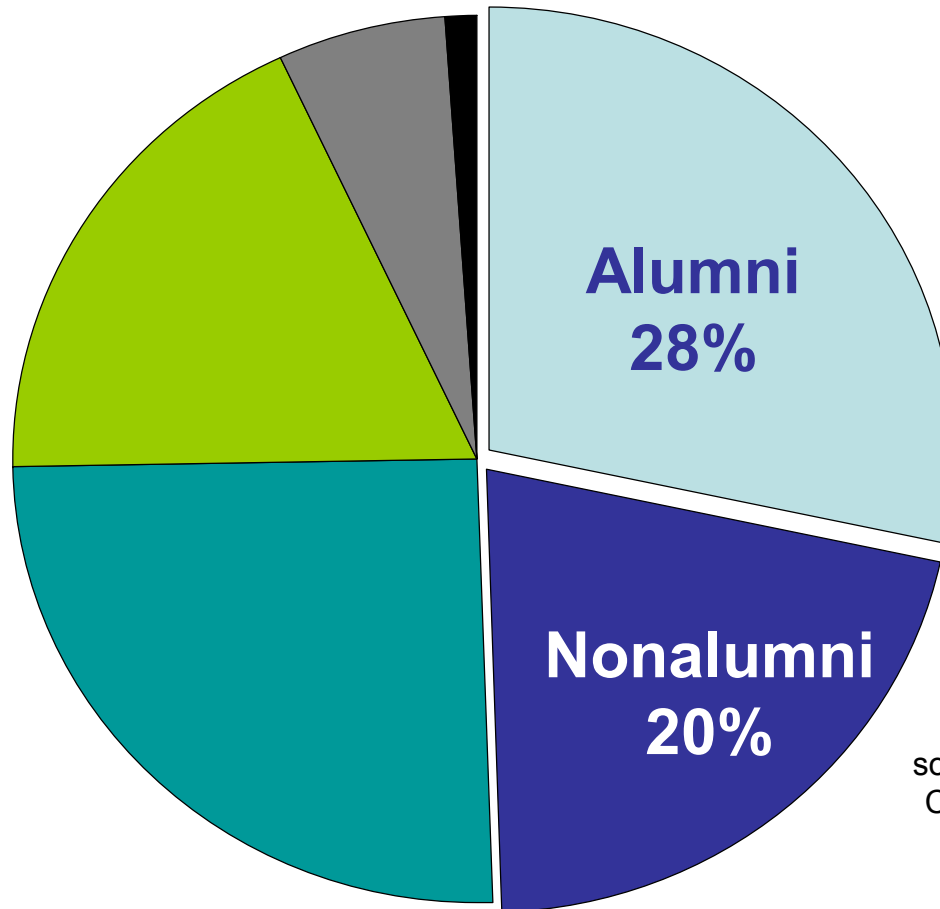
2004 – \$3 billion campaign

2006 – \$4 billion campaign

#6

Leading Scorers: Individuals

Sources of Giving to Higher Education, 2004

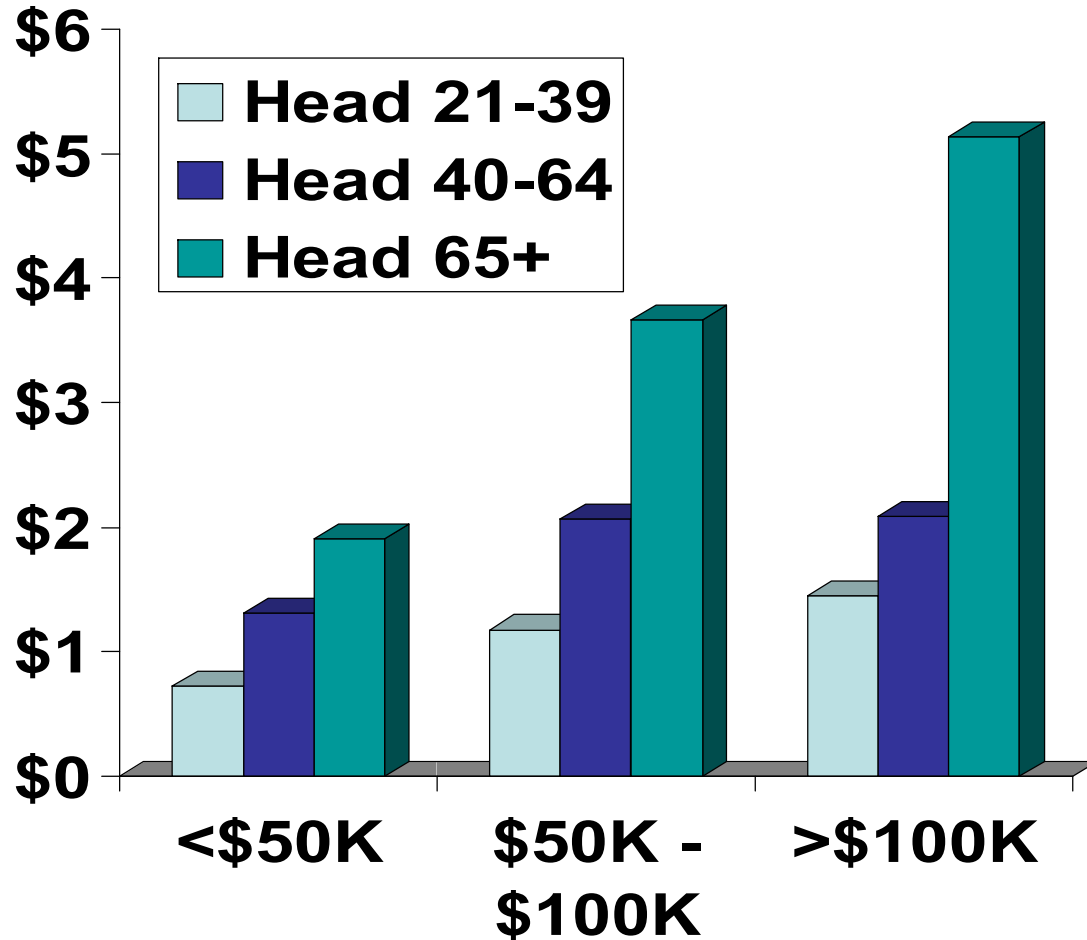


source: 2005 VSE,
Council for Aid to
Education

Leading Scorers: Older/Richer

Average Household Gifts by Income & Age

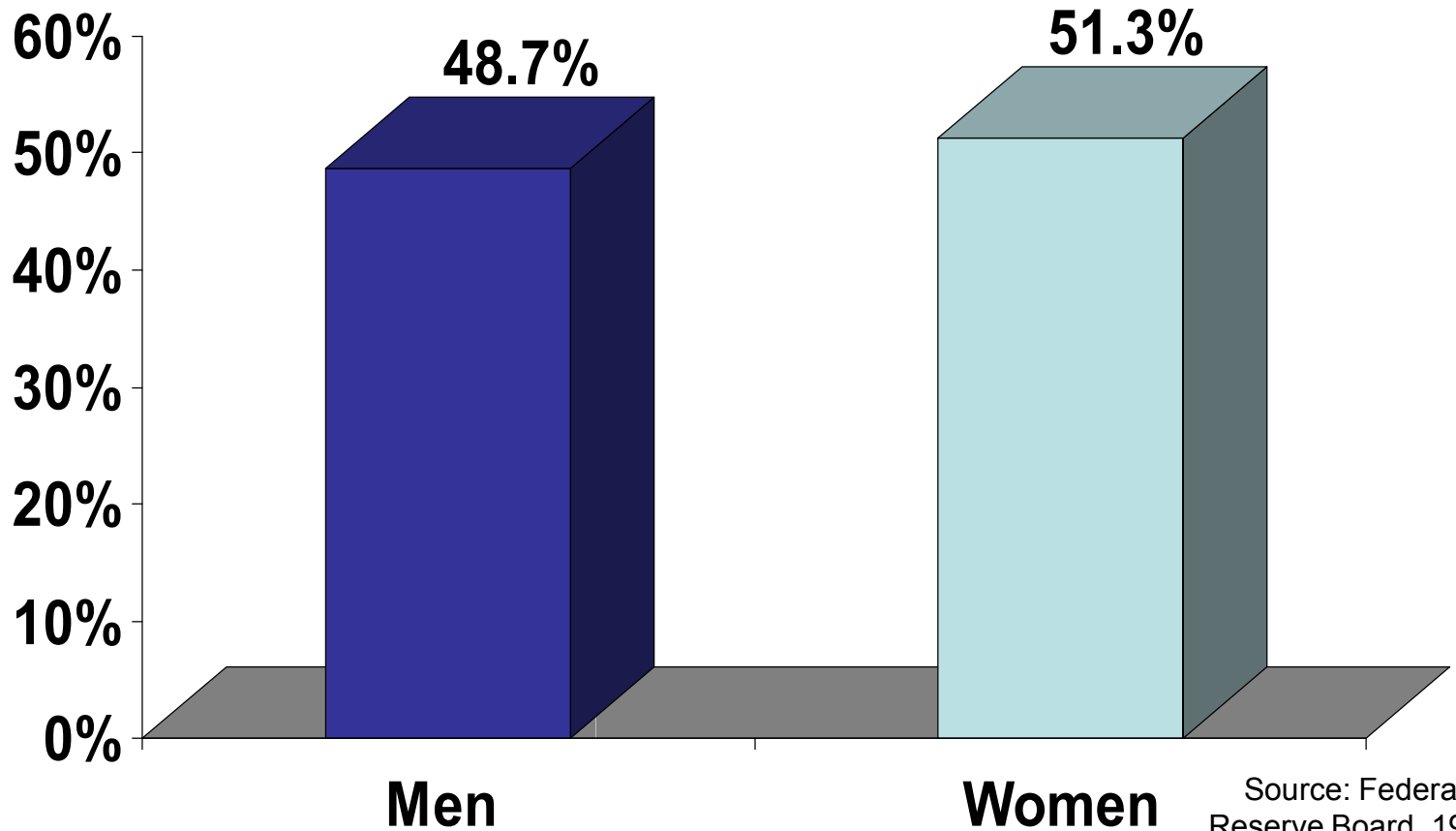
Thousands



source:
Center on
Philanthropy
Panel Study

Leading Scorers: Women

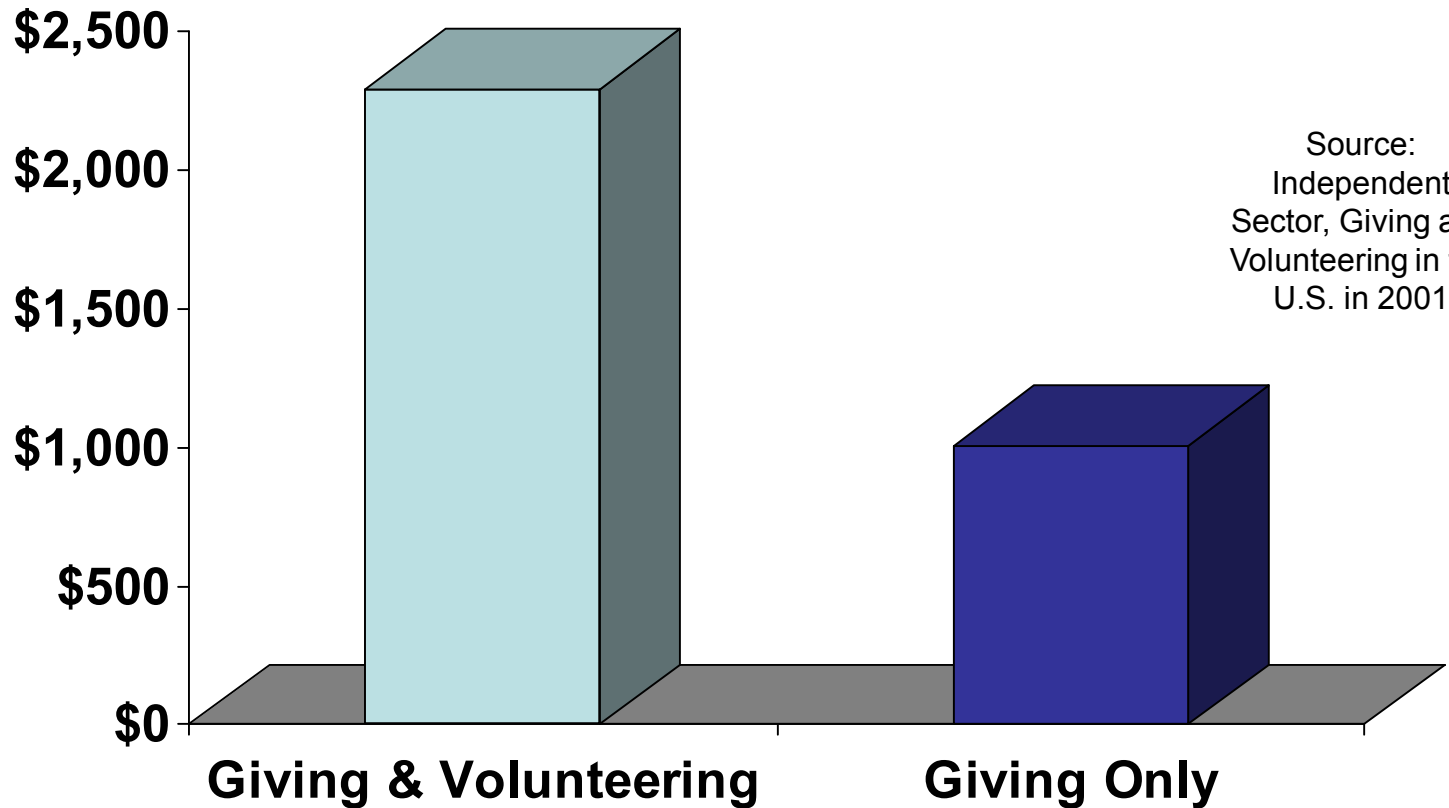
Control of Personal Wealth



Source: Federal Reserve Board, 1999

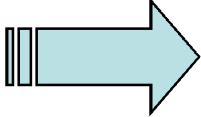
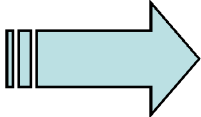
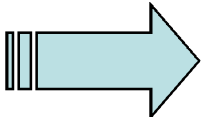
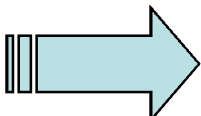
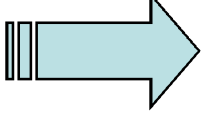
Leading Scorers: Volunteers

Average Donations Among Giving Households



#10

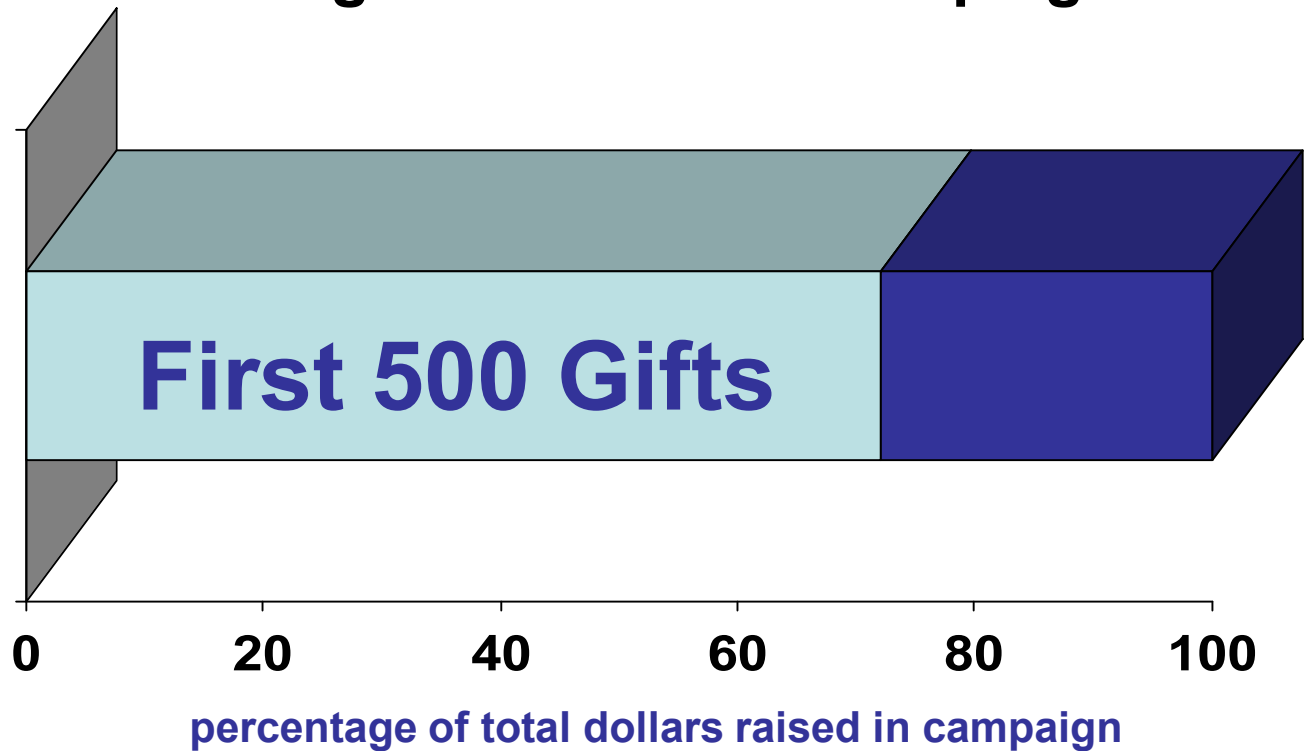
Leading Scorers: Major Donors

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

#11

Leading Scorers: Early Givers

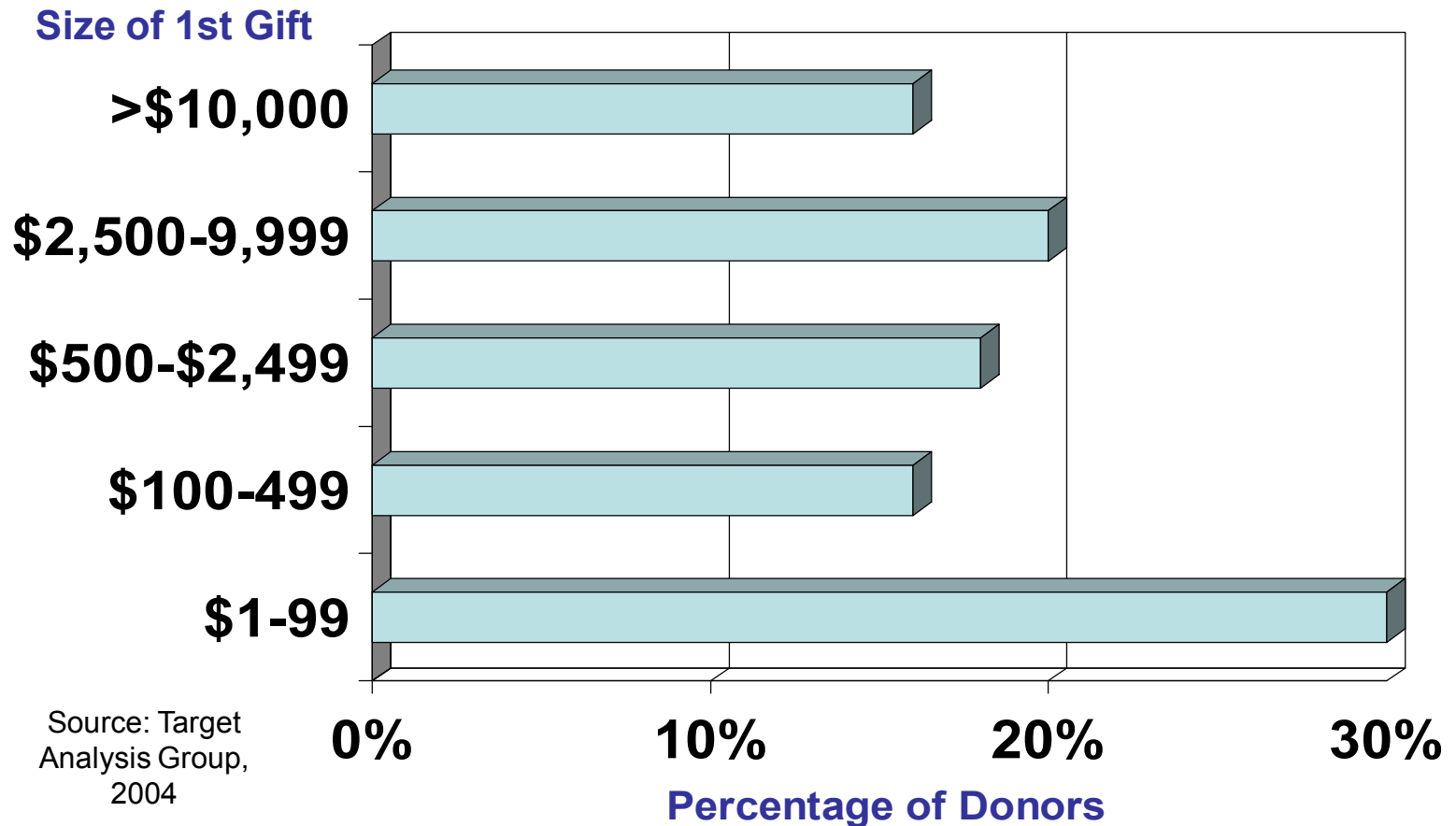
Higher Education Campaigns



#12

Minor Leagues Lead to Majors

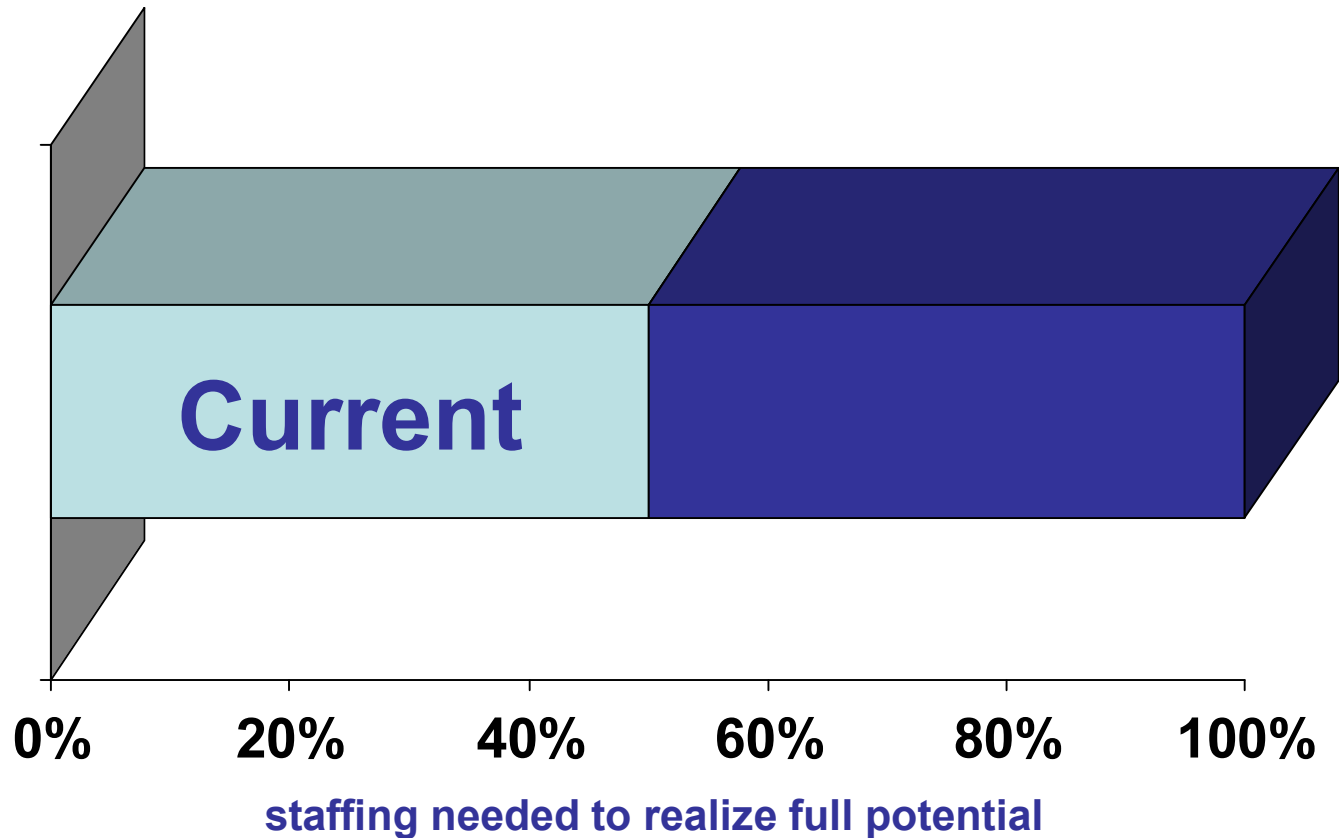
Initial Gift Among First-time \$10K Donors 92-03



#13

Most Teams Are Too Small

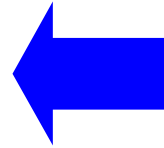
Frontline Fund-Raising Staff



#14

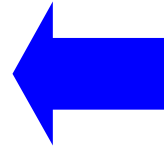
The Draft Is Worldwide

**London School of
Economics**



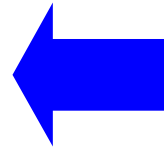
**Johns Hopkins
University**

**University of
Durham**



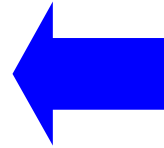
**Santa Clara
University**

**University of
Oxford**



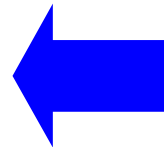
**University of
Toronto**

**Edinburgh
University**



**University of New
Hampshire**

**University of
Warwick**

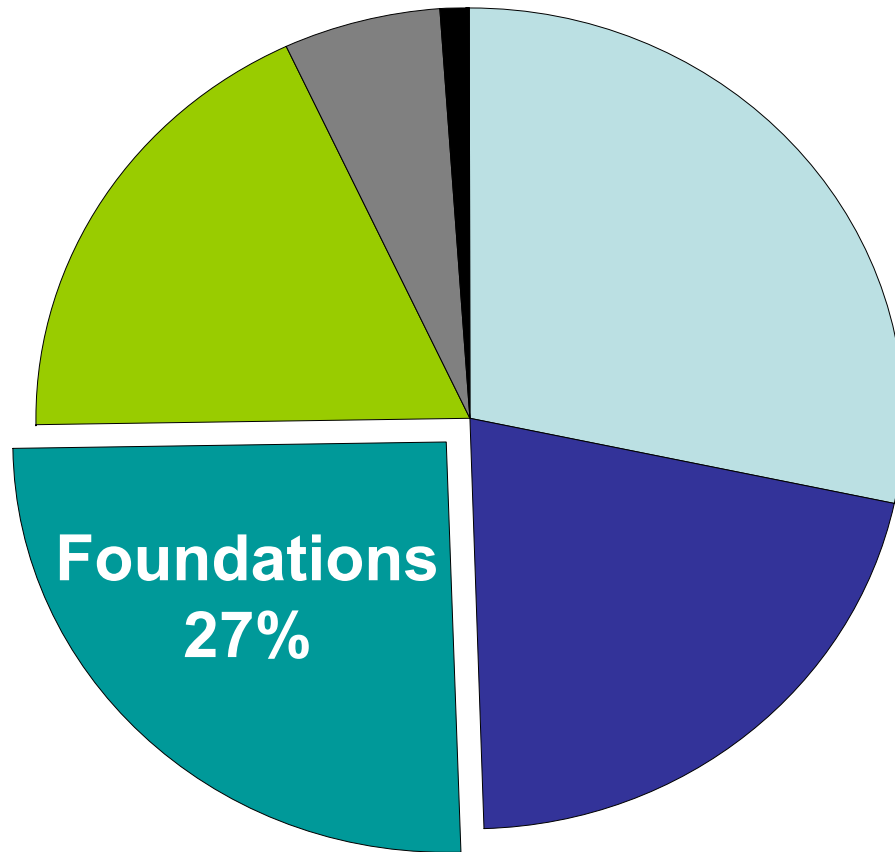


**Washington
University**

#15

Leading Scorers: Foundations

Sources of Giving to Higher Education, 2004



source: 2004 VSE,
Council for Aid to
Education

Professional
Development
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Thank you!

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