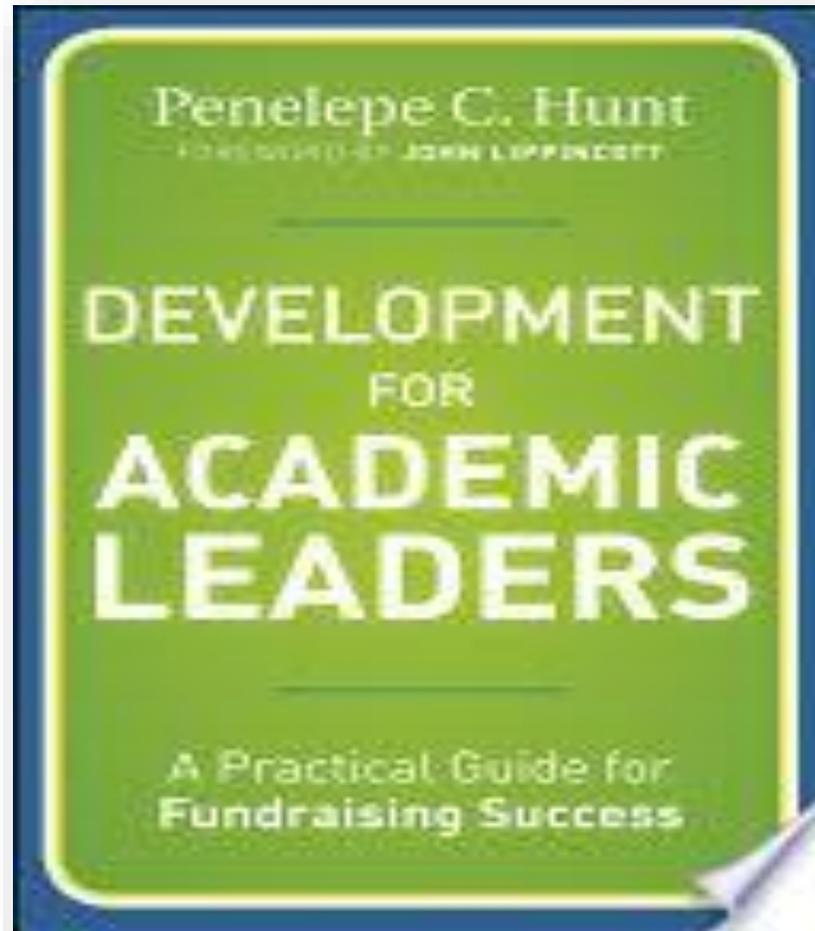




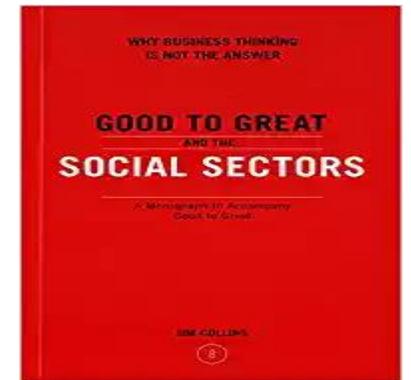
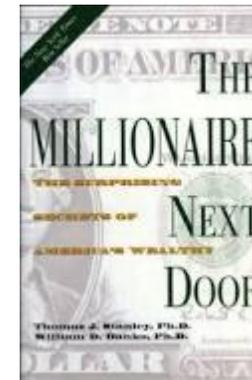
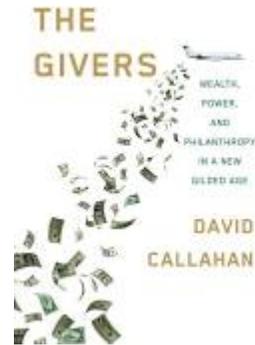
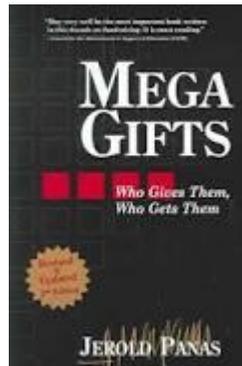
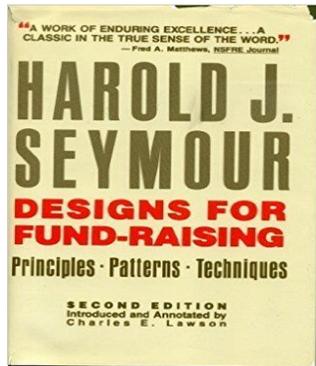
Fundraising and Friend-raising for Senior Leaders

February, 21, 2018





COUNCIL FOR ADVANCEMENT
AND SUPPORT OF EDUCATION*





IMPRESSIONS OF A FUNDRAISER



What our friends think we do



What our bosses think we do



What our families think we do



What our parents think we do



What our donors think we do



What we actually do



National Landscape



Giving USA 2017



Giving USA™
Shared intelligence.
For the greater good.

Highlights

An overview of giving in 2016*

Total 2016 contributions: **\$390.05 billion**

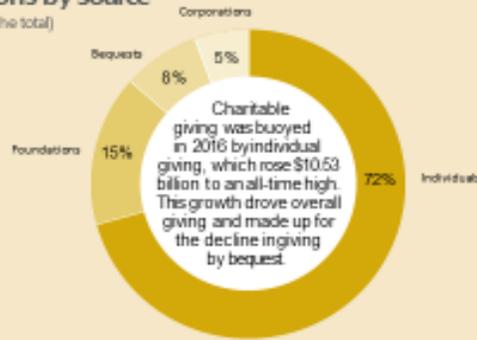
+2.7%

Total estimated U.S. charitable giving

Increased by 2.7 percent, to \$390.05 billion, in 2016

Contributions by source

(by percentage of the total)



+3.9%

Giving by Individuals
is estimated to have increased by 3.9 percent.

+3.5%

Giving by Foundations
is estimated to have increased by 3.5 percent.

-9.0%

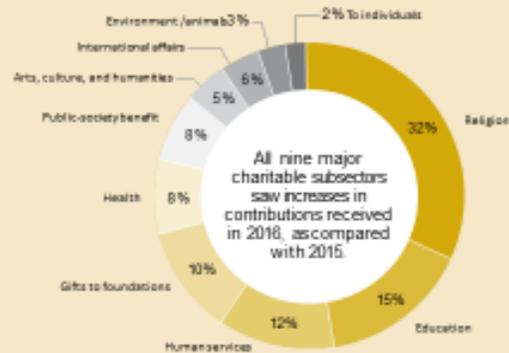
Giving by Bequest
is estimated to have declined by 9.0 percent.

+3.5%

Giving by Corporations
is estimated to have increased by 3.5 percent.

Contributions by recipient category

(by percentage of the total)



* All figures on this page are in current dollars.

Researched and written by

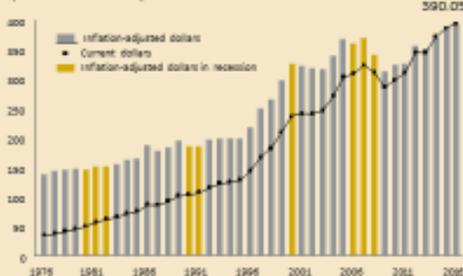




An overview of giving in 2016



Total giving: 1976–2016 (in billions of dollars)



- Total giving rose 2.7 percent in current dollars in 2016, or 1.4 percent adjusted for inflation.
- Between 2006 and 2016, total giving increased by \$55.56 billion in current dollars, or \$37.56 billion in inflation-adjusted dollars.
- Total estimated giving reached its highest level ever in 2015 and 2016 (in current and inflation-adjusted dollars).

Refer to page 40 in the annual report for a complete review of 2016 total giving trends.

Total giving as a percentage of GDP: 1976–2016 (in inflation-adjusted dollars, 2016 = \$100)



- Gross Domestic Product (GDP) reflects the economic health of a nation.
- GDP increased in inflation-adjusted dollars by 1.7 percent between 2015 and 2016. This rate of change is compared with inflation-adjusted growth in total giving of 1.4 percent. Total giving as a percentage of GDP was 2.1 percent in 2016.

Refer to page 48 in the annual report for a complete review of 2016 total giving as a percentage of GDP trends.

2016 giving trends

- In 2016, three of the four sources of charitable giving increased, with the exception of giving by bequest. All nine major charitable subsectors realized growth in giving, which has happened only six times in the last 40 years.
- Key economic indicators were mixed in 2016—while the S&P 500 ended the year at a high compared to 2015, other factors grew at a slower rate than previous years.

Refer to the Numbers section and chapters in the annual report for a complete review of how changes in the economic environment reflected different aspects of giving in 2016.

Key factors related to the rise in giving by individuals in 2016*

- In 2016, per capita giving by U.S. adults reached \$1,155, and average U.S. household giving reached \$1,240.
- For the year 2016, it is estimated that giving by non-itemizing individuals grew 3.4 percent and giving by itemizing individuals grew 4.0 percent.

Refer to page 41 in the annual report for an overview of 2016 individual giving trends, as well as the chapter on giving by individuals.

Key factors related to the increase in giving by corporations in 2016*

- Corporate pre-tax profits rose 2.7 percent, and GDP increased 2.0 percent in 2016. Both of these factors influenced the 2.5 percent rise in corporate giving in 2016.
- Corporate giving as a percentage of corporate pre-tax profits was at 0.6 percent in 2016.

Refer to page 44 in the annual report for an overview of 2016 corporate giving trends, as well as the chapter on giving by corporations.

Key facts about giving to particular recipient types in 2016*

- Giving to education and public-society benefit increased for the seventh consecutive year, and giving to international affairs rose for the sixth consecutive year.
- Giving to environment/animals saw the largest increase, at 7.2 percent. This subsector has posted strong two-year growth rates.
- For the years 2012–2016, arts, culture, and humanities was the second-fastest growing subsector out of nine in terms of contributors received. Giving to international affairs was the fastest, and also had the highest two-year growth rate in 2014–2016.
- Giving to foundations and health realized stronger growth in 2016 as compared to previous years, growing 3.1 percent and 5.7 percent, respectively.

Refer to pages 52–60 in the annual report for overviews of 2016 giving by recipient type, as well as the chapters on giving to specific recipient types.

* In current dollars. Researched and written by





Universities That Raised the Most in 2017

Showing 1 to 20 of 20 entries

Source: Council for Aid to Education

Rank	Institution	Total raised
1	Harvard University	\$1.28 billion
2	Stanford University	\$1.13 billion
3	Cornell University	\$743.50 million
4	Massachusetts Institute of Technology	\$672.94 million
5	University of Southern California	\$668.33 million
6	Johns Hopkins University	\$636.91 million
7	University of Pennsylvania	\$626.49 million
8	Columbia University	\$603.08 million
9	Yale University	\$595.89 million
10	Duke University	\$581.05 million
11	New York University	\$567.12 million
12	University of Washington	\$553.89 million
13	University of California-Los Angeles	\$550.93 million
14	University of Chicago	\$483.47 million
15	University of Michigan	\$456.13 million
16	University of Notre Dame	\$451.43 million
17	University of California-San Francisco	\$422.17 million
18	University of California-Berkeley	\$404.59 million
19	Ohio State University	\$401.85 million
20	Indiana University	\$398.26 million



Top 20 Colleges by Alumni Participation in Giving, 2017

Source: Council for Aid to Education

Rank	Institution	Share of alumni who give
1	College of Idaho	62.2%
2	Wellesley College	49.0%
3	Williams College	46.2%
4	Amherst College	45.6%
5	College of the Holy Cross	44.1%
6	Princeton University	43.7%
7	Bowdoin College	42.4%
8	Davidson College	42.3%
9	Carleton College	42.1%
10	Colby College	41.9%
11	Hamilton College	40.9%
12	Dartmouth College	39.8%
13	Augustana College	39.8%
14	Bates College	39.8%
15	Colgate University	39.3%
16	Randolph-Macon College	37.5%
17	Centre College	37.4%
18	Haverford College	35.7%
19	Swarthmore College	35.5%
20	University of Notre Dame	35.3%



Forbes – Top Charitable Donations of 2016

1. Phil and Penny Knight - \$500M to the University of Oregon – his alma mater – to establish a new center for scientific research.
2. Nicolas Berggruen - \$500M to his own public policy think-tank, the Berggruen Institute.
3. Phil and Penny Knight - \$400 million pledge to Stanford University to establish the Knight-Hennessy Scholars Program.
4. Howard and Lottie Marcus - \$400 million gift in the form of a bequest to American Associates, Ben-Gurion University of the Negev for endowment and water research. The donation was the largest ever to an Israeli university.
5. Michael Bloomberg - \$360 million to handful of organizations, including Campaign for Tobacco-Free Kids, CDC Foundation, International Union Against Tuberculosis and Lung Disease, The Johns Hopkins Bloomberg School of Public Health, World Health Organization, and Vital Strategies, for global anti-tobacco efforts.



6. Michael Bloomberg - \$300 million to The Johns Hopkins University, Bloomberg School of Public Health, to establish the Bloomberg American Health Initiative.
7. Steven and Alexandra Cohen - \$275 million to start the Cohen Veterans Network to provide mental-health services to former service members and their families.
8. Sean Parker - \$250 million gift to establish the Parker Institute for Cancer Immunotherapy.
9. Larry Ellison - \$200 million to the University of Southern California, to establish the Lawrence J. Ellison Institute for Transformative Medicine.
10. Charlie Munger - \$200 million to the University of California at Santa Barbara, for new student housing.



10 Reasons Why People Give (and 5 Reasons They Don't)

Want to increase giving? Research on generosity and behavioral economics can provide insights on how donors think. By Sandra Gurvis

1. Giving is like eating chocolate cake

Generosity lights up the same part of your brain that responds to food and sex: Neuroscientists at the National Institutes of Health demonstrated this in a study using functional magnetic resonance imaging (fMRI).

Generosity has been found to reduce stress, increase longevity, and produce happiness hormones like dopamine.

Gift size is irrelevant, researchers at the University of British Columbia and the Harvard Business School found.

2. It's an innate trait

Michael Price, associate professor of economics at Georgia State University, and John List, principal investigator at the Science of Philanthropy Initiative at the University of Chicago, are studying generosity among young children.

"We found that moral reference points—moral costs—are important in determining our willingness to share with others," Price explains. "The basic intuition is that we have a desire to avoid acts that are deemed selfish." Such feelings "influence patterns of sharing by children, suggesting that [acts of charity] may be an innate trait."

3. It reinforces our self-perception—and makes us feel like big shots

Giving not only makes us feel good; it also makes us look good—and we're all concerned with what people think about us. Giving back can make you seem more responsible. That explains why recognition efforts—whether it's a thank you note, a plaque, or a donor list—are so effective. It shows people that you've contributed to a project.

Reminding donors of previous gifts can also increase giving, according to "Identity in Charitable Giving," a research paper by Judd B. Kessler and Katherine L. Milkman of The Wharton School of the University of Pennsylvania. This effect is larger among individuals who historically have been regular donors, Kessler and Milkman write, noting that consistent behavior solidifies our identity.



4. Givers are repaying a gift

If someone gives you a gift, you feel compelled to give one as well.

5. Peer pressure!

It's hard to say no when someone applies pressure. A 2009 research paper by Jonathan Meer of Stanford University and Harvey S. Rosen of Princeton University found that "individuals behave differently when their behavior is more observable." Approaching someone in person can increase social pressure, which increases participation.

People also take cues from others, waiting to see how other people act before taking the plunge themselves. That's why "the first couple of dollars are the hardest to get," says Jeff Hill, director of advancement for the Morehead Planetarium and Science Center at the University of North Carolina at Chapel Hill. Once you reach the 50 percent mark, people see the campaign as potentially successful and become more comfortable about opening their wallet.

6. They connect with a personal story

From a fundraising standpoint, individual stories inspire donors more effectively than broader stories.

7. Religious beliefs

Households belonging to a church, mosque, synagogue, or other house of worship contribute twice as much as those with no religious affiliation, according to *The Non-Profit Sector: A Research Handbook*.



8. Upbringing and ethnicity

Parents who give are powerful role models for their children. In a study by the Women's Philanthropy Institute at the Lilly Family School of Philanthropy, children whose parents talk to them about giving were 20 percent more likely to contribute to charity than those whose parents did not discuss it. This was true regardless of the child's sex, family income, age, or race.

9. They can afford to give

This isn't exactly shocking, but wealthy households receiving an inheritance were, according to the handbook, more likely to donate twice as much money than those that did not. This is because 1) they had greater income to begin with, and 2) the higher the income, the greater the inheritance. Those who earned their wealth, however, were six times more likely to donate than their trust fund counterparts.

10. Because men and women really are from different planets

Women are not only more likely to give than men; they also give higher amounts. In research conducted by the Women's Philanthropy Institute, single female-headed households were more inclined to give to charity than single male-headed households in every income category. Additionally:

"Women tend to be more empathetic and altruistic," Osili says, while men may frame the donation in terms of self-interest, maintaining the status quo, or seeing program/project as a solid investment. In a study published in the journal *Current Biology*, men donated "four times more money to an attractive female fundraiser in response to the contribution of another male." Researchers say this "competitive helping" might be a leftover of a once-beneficial evolutionary trait.



5 Reasons Alumni Resist Giving

1. Lack of trust. Trust in an institution affects not only the likelihood that alumni will give but also the gift amount, according to a study by Noah Drezner and Maria Anderson-Long at Columbia University's Teachers College. Trust trumped income, race, gender, education level, and even donors' opinions about the worthiness to a cause.
2. Revolving development door. This is particularly a problem at smaller colleges, says Jeff Hill, director of advancement for the Morehead Planetarium and Science Center at the University of North Carolina at Chapel Hill, since development staff often have limited career paths. The result? They frequently leave for bigger institutions that offer greater chances for personal advancement. "When they go, so may the relationships with donors and future donors," he says.
3. Misfired marketing. A Donor Loyalty Study from nonprofit software company Abila found that nearly 75 percent of respondents were turned off by poor, vague, dull content. This includes generically worded newsletters, as well as wince-inducing misspelled names and age-inappropriate material, such as soliciting millennials—who aren't yet in their prime earning years—for a large cash gift. Respondents also preferred shorter methods of communication, whether it's a YouTube video or a Facebook post.
4. The requests only ask for cash. Although most institutions ask all alumni to give, they may only request money. This can be a fatal mistake, especially for recent grads who may lack the funds and be mired in student debt. Approximately 60 percent of Gen Xers/millennials felt that student debt hampered their ability and willingness to give, according to a paper published by American Student Assistance.
5. Bad timing. Too often, development officers—especially those who are new to the field—hesitate when it comes to the big ask. "They are afraid they will mess it up, even after many lunches and meetings," Hill says.



Role of Academic Leaders

Prospect Management

Your Time

Cycle of Giving

Types of Giving

Campaign

Volunteers



Role of Academic Leaders





Your Role

You articulate your program vision

You define financial priorities

You serve as the ultimate authority figure

You set example for faculty and staff

You run your program



Development / Advancement

Centralized / Decentralized / Blend

Your Advancement Team

Central Resources



What Your Development Staff Should Expect from You

You should let your development team do their work

You should clearly communicate your unit's priorities

You should keep them in the loop of significant developments

You should be available and reliable

You should not shoot the messenger



Your Time

Priority

Percent of time

Your assistant

Donors are busy too



Your Development Staff

Metrics

Retention

Compensation



Fundraising Dashboard as of 2/7/2018

[Help](#)

Unit: University Overall

Excludes Leadership Annual Giving statuses in Asks & Prospects tables

FY2018 Activity

\$ 374.06M

FY Actual To-Date

\$ 335.26M
FY Target To-Date**\$ 386.91M**
Prev FY Actual To-Date**\$ 550M**
FY Goal[View Month Totals](#)

FY2018 Cumulative Totals by Month

FY2018 Receipts

\$ 278.87M

FY Actual To-Date

\$ 275.59M
FY Target To-Date**\$ 277.06M**
Prev FY Actual To-Date**\$ 430M**
FY Goal[View Month Totals](#)

Cumulative Monthly Target | FY18 | FY17 | FY18

Color Key (% of target/total achieved)

Green: >= 100%

Yellow: 95 - 99.9%

Red: < 95%

FY2018 Gift Pipeline: [View All Asks](#) [All ask levels](#)

1,670Planned (**145 Overdue** for \$ 48.66M)**3**
Prior FYs
\$ 8.26M**7**
Q1
\$ 8.62M**52**
Q2
\$ 17.18M**421**
Q3
\$ 219.74M**544**
Q4
\$ 160.52M**464**
Next FY
\$ 161.96M**179**
Future FYs
\$ 63.37M**593**

Response Pending (Expected Response Date)

3
Prior FYs
\$ 8.09M**10**
Q1
\$ 8.63M**54**
Q2
\$ 7.22M**238**
Q3
\$ 64.32M**234**
Q4
\$ 60.85M**51**
Next FY
\$ 17.69M**3**
Future FYs
\$ 8.80M**1,088**

Completed

779
Accepted
\$ 183.20M**225**
Q1
\$ 93.41M**437**
Q2
\$ 68.52M**67**
Q3
\$ 21.27M**-**
Q4**Not Linked
to Revenue**
\$ 27.62M**309**
Rejected**117**
Q1**143**
Q2**47**
Q3**04**
Q4

FY2018 Fundraiser Metrics: [View By Fundraiser](#)

	% Achieved	Actual	Target To-Date	FY Goal
Dollars		\$ 186,028,385	*	*
Commitments		489	590	970
w/ Planned Gifts		88		
Solicitations		1,098	924	1,520
Qualifications		622	701	1,153
Meetings		8,727	*	*
Stewardship		804	583	958

Bar length is the % of FY Goal achieved.
 Bar color refers to % of Target To-Date Achieved (vertical black line) (color key above).
 A black bar means that the metric is complete - or does not have a goal.

FY2018 Prospects: University

5,029 Qual. Pool	5,220 Assigned Prospects					
	vs. 2,511 Not Seen in FY (48.1%)					
682 Discovery List	1,263 No Active Plan	784 Plan Strategy	301 Outfitation	955 Ready to Solicit	1,212 Negotiation	43 Stewardship Other
Portfolio Management (View All)						
238 3 Months	191 2 Months	153 1 Month	116 Dismiss			
Time Since Qualification Without Solicitation						
361 < 6 Months	351 6-11 Months	301 12-17 Months	625 18+ Months			



What You Should Expect From Your Staff

Identify opportunities

Deploy You Wisely

Work independently

Tell you the truth



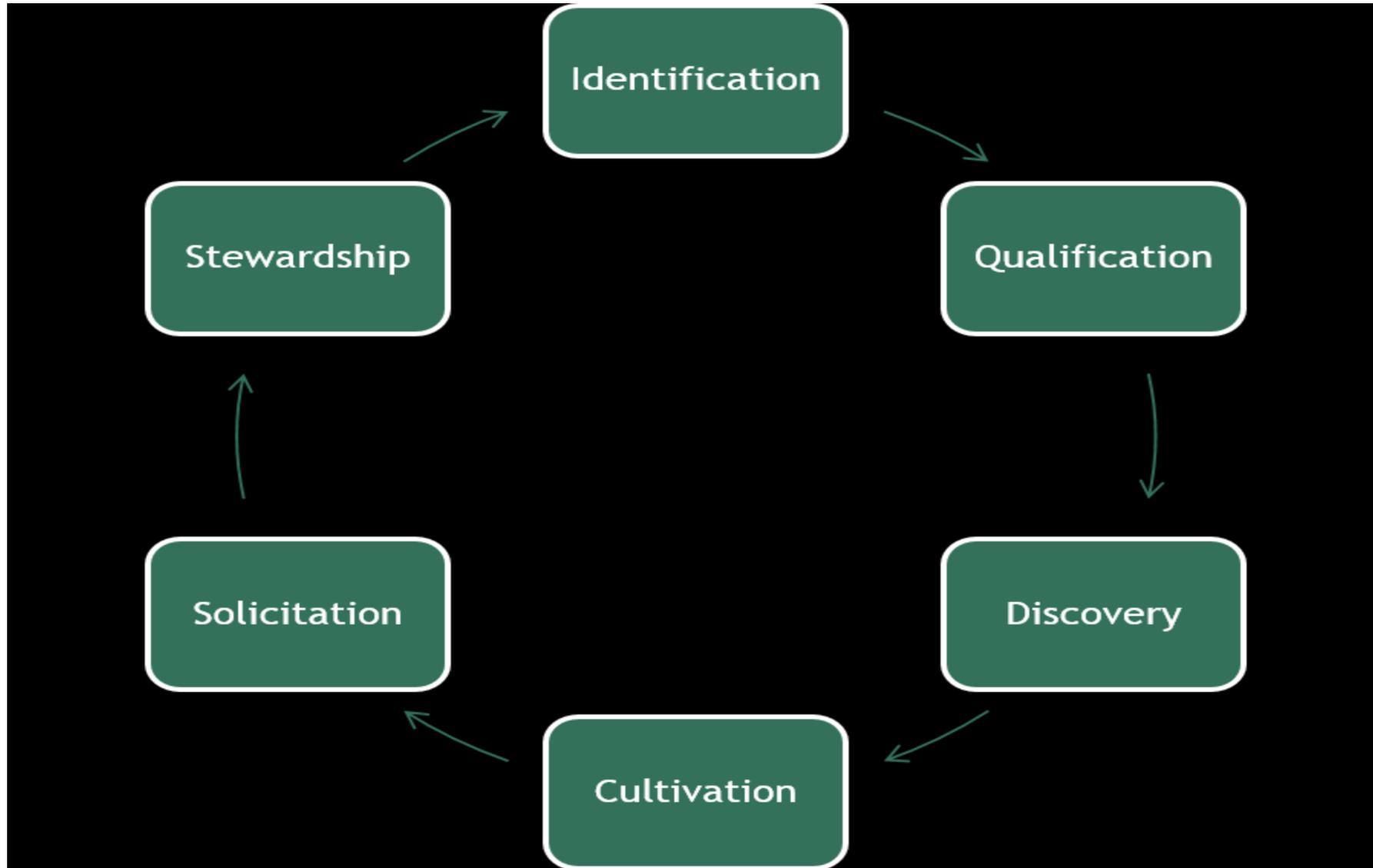
Prospect and Portfolio Management



Roles

Rules

Challenges













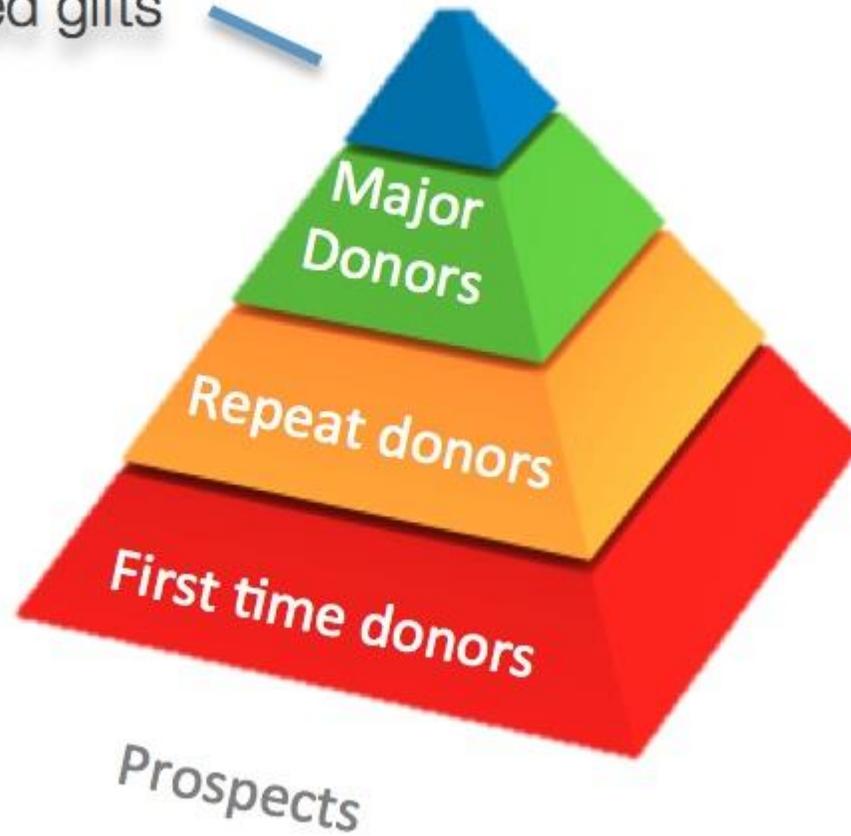


Donor Bill of Rights: Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

- 1.To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- 2.To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- 3.To have access to the organization's most recent financial statements.
- 4.To be assured their gifts will be used for the purposes for which they were given.
- 5.To receive appropriate acknowledgment and recognition.
- 6.To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.
- 7.To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
- 8.To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- 9.To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
- 10.To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.



Principal gifts and
planned gifts







APPENDIX B: \$3+ BILLION CAMPAIGNS IN HIGHER EDUCATION

*Source: Council for Advancement and Support of Education,
"CASE File: Largest Campaigns in the United States," as of 09/30/2016.*

PUBLIC —COMPLETED

City University of New York
The Ohio State University
State University of New York
University of California, Berkeley
University of California, Los Angeles
University of Michigan
University of Texas at Austin
University of Virginia

PUBLIC —INPROGRESS

Texas A&M University
University of Wisconsin-Madison

PRIVATE —COMPLETED

Columbia University
Cornell University
Harvard University
Johns Hopkins University
New York University
Stanford University
University of Pennsylvania
University of Southern California
Yale University

PRIVATE —INPROGRESS

Brown University
Duke University
Massachusetts Institute of Technology
Northwestern University
University of Chicago



Volunteers



RESEARCH INSIGHTS - 2014 survey explored the current volunteering activity of Fidelity Charitable® donors across charitable sectors.

Key findings

- *Most (79%) Fidelity Charitable® donors volunteered in the last 12 months. Among those volunteers, more than two-thirds (67%) committed 50 or more hours to volunteering, with nearly half (49%) volunteering for three or more organizations.*
- 84% of volunteers expect to maintain or increase volunteering commitments in coming years.
- 87% of volunteers say there is an overlap between their volunteer and financial support.
- Half (50%) of volunteers say they give more financial support because they volunteer. • Age and life stage influence the amount of time donors give to causes. While younger donors are more likely to volunteer, they spend fewer hours overall; donors near retirement age volunteer more hours for more organizations.



Thoughts?