

Optimizing Revenue in Higher Education: Taking Your Strategic Planning Process to the Next Level

20
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Institute for Chief Academic Officers with Chief Advancement
and Chief Communication and Marketing Officers
November 4–7, 2023 » Tampa Marriott Water Street Hotel



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The Council of
Independent Colleges

Presenters

Greta Daniels, Senior Vice President, Fundraising Management, *RNL*

Rebecca Kocher, Vice President for Advancement and Alumni Engagement, *Wittenberg University (OH)*

Bob Stewart, Vice President for Graduate and Online Solutions, *RNL*

Chair

Brian Flahaven, Vice President, Strategic Partnerships, *Council for Advancement and Support of Education (CASE)*

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The Council of
Independent Colleges

RNL: Trusted non-profit and higher education partner



50
years



3,000+
organizations



1 billion
conversations, donations, &
applications annually



\$2B
cash raised from
10M+ donors



66,000
enrollments
per year



Billions
in major and planned
gifts identified

Optimizing Revenue



Challenges in Today's Environment



Opportunity to Rethink our Model

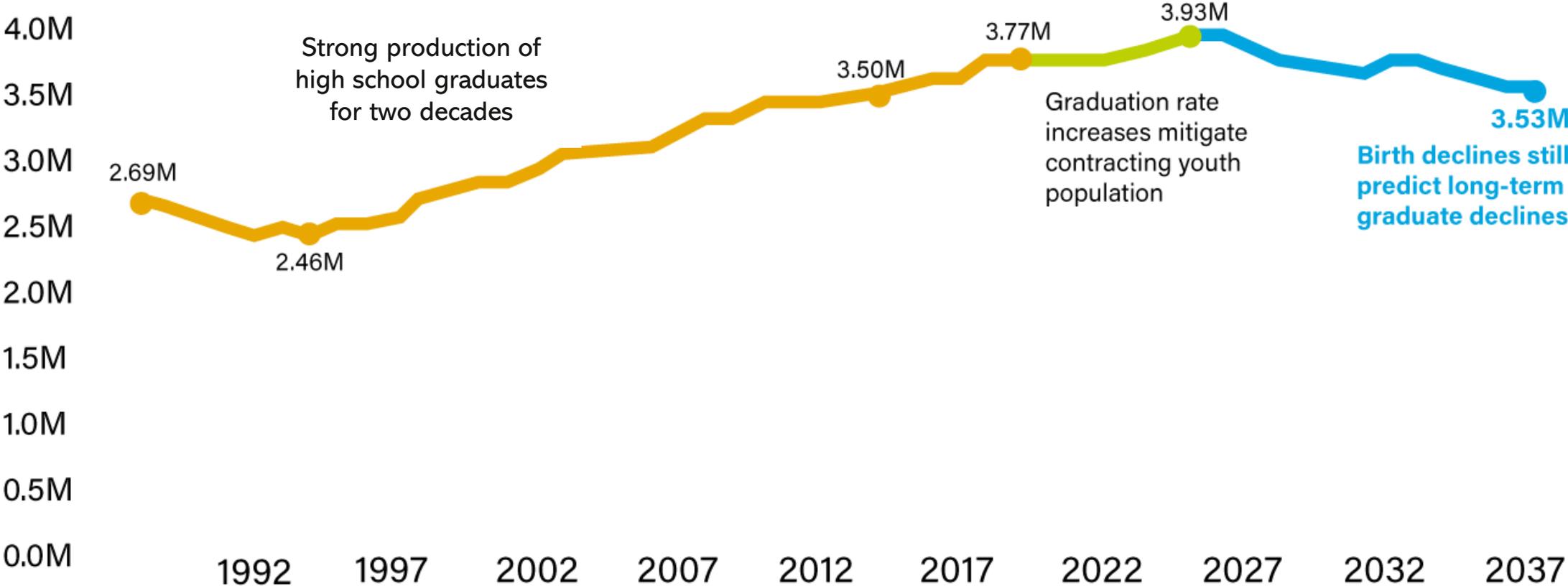


Path to Greater Financial Sustainability



Challenges in Today's Environment

Slowing Growth in Number of U.S. High School Graduates, then Decline (U.S. Total High School Graduates)



■ Class of 1988 to 2019 (reported)
 ■ Class of 2020 to 2025 (projected: increase)
 ■ Class of 2026 to 2037 (projected: decrease)


 Source: Western Interstate Commission for Higher Education, *Knocking at the College Door*, 10th edition, 2020. See Technical Appendix for detailed sources of data through the Class of 2019: WICHE projections, Class of 2020 through 2037.

Current Business Model Breaking Down

Tuition and academic fees historically covered less than half (often approx. 1/3) of total “cost” of university operations.

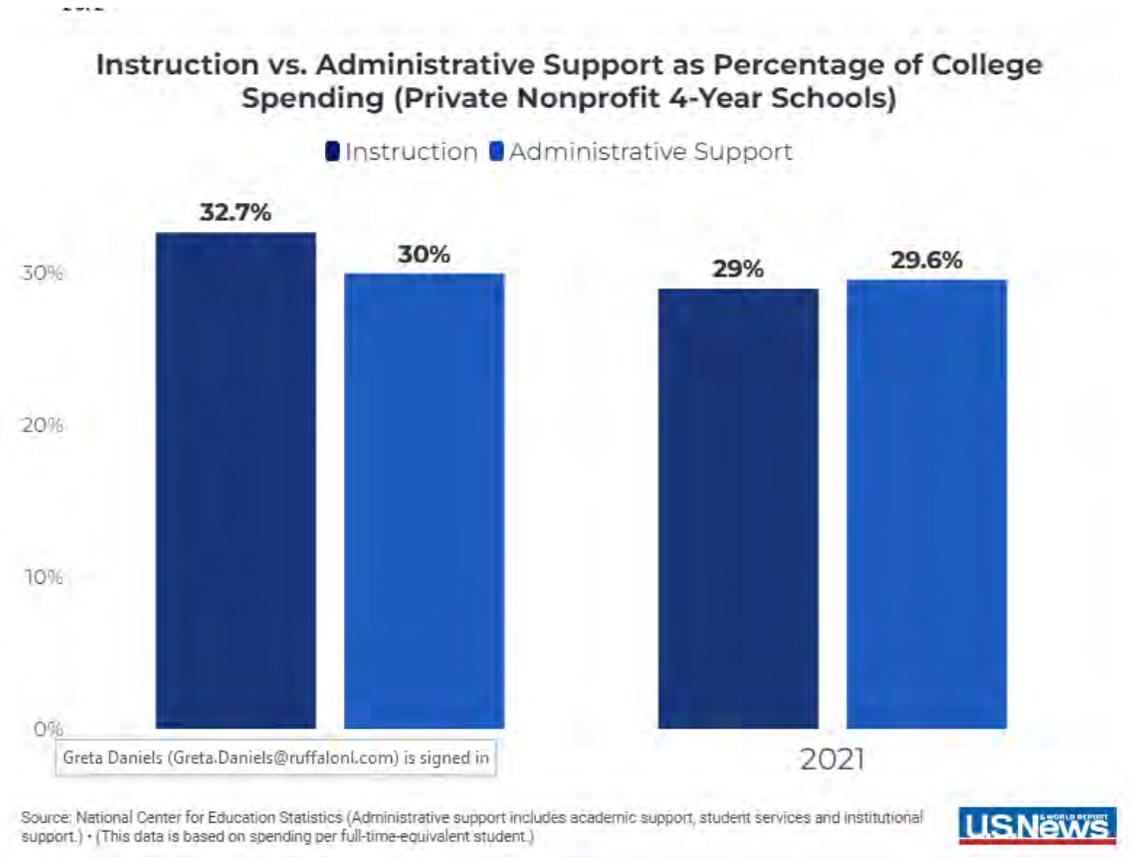
- Other 2/3 made up by gifts, grants, other contracted revenue, endowment income, and government appropriations.

Since 1980, those non-tuition based sources of revenue have gradually decreased, putting pressure on tuition to make up the gap.

But when only the wealthiest students/families are actually paying list price, the gap isn't actually closing.

Rising Costs of Operations

Growing Need for Broader Student Support



- Mental health
- Athletics and intramural sports
- Academic support
- Workforce preparedness
- DEI Initiatives

Student Expectations have shifted. And are impacting our delivery costs.

Past student expectations



“Me” centric view of the world

Rise in consumer mentalities

Need for speed

Meaningful connections

Value Proposition is In Question

College Wage Premium

The income/earnings differential between college graduates and those without college degrees.

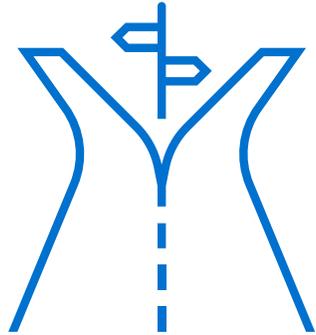
- Today, college degree holders earn, on average, 65% more than those without college degrees

College Wealth Premium

Lifetime net wealth differential between college graduates and those without college degrees.

- Degree holders born before 1980, on average, accumulated 2-3X wealth as peers without degrees
- Degree holders born in the 1980s and later have very small advantage over peers without degrees and that advantage is predicted to remain small throughout their lifetime.

The Double Whammy of Student Debt



Prospective debt load is driving many students/families to delay or avoid college entirely



Recent graduates may not be able (or willing) to give to their alma maters while paying off loans

Without the gown, we have no town



EDUCATION

Rural Residents Search for Solutions after Devastating College Closures

Small-town colleges in West Virginia, Iowa, and Maine shutter, the communities they leave behind struggle to reorient.

Quantifying the Impact of College Closures

by NSC Blog | May 22, 2023 | Research Reports, Research Services |

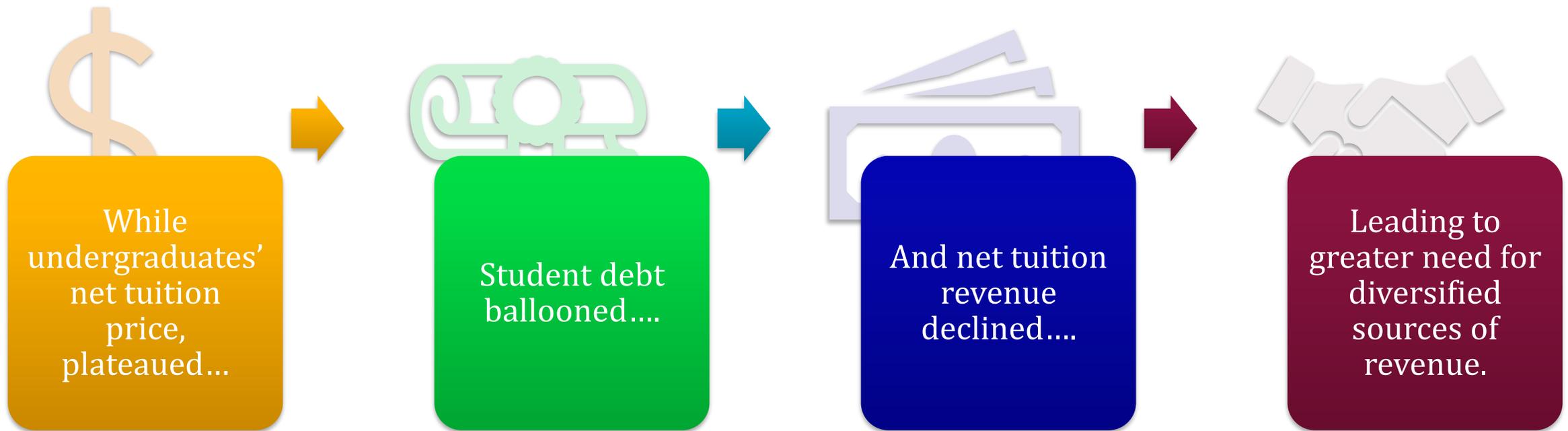
2nd Report, "A Dream Derailed," Finds the Odds of Earning a Credential Cut in Half When Experiencing a Closure

Home // Radio // On Point

What a decline in rural colleges means for rural communities

47:15

3 Ways Campus Closures Impact College Towns





Opportunity to
Rethink the
Funding Model

64% \$319.04 billion

Giving by Individuals

↓ declined by 6.4% over 2021

21% \$105.21 billion

Giving by Foundations

↑ increased 2.5% over 2021

9% \$45.60 billion

Giving by Bequest

↑ increased 2.3% over 2021

6% \$21.08 billion

Giving by Corporations

↑ increased 3.4% over 2021



*All figures on this infographic are reported in current dollars unless otherwise noted. Inflation was especially high in 2022, at 8.0%, and results may differ when adjusted for inflation. Learn more in the chapters.

Is Giving Really Down?

Candid.

Philanthropy News Digest

[Home](#) > [Philanthropy news](#) > [Damar Hamlin GoFundMe page raises more than \\$9 million](#)

Damar Hamlin GoFundMe page raises more than \$9 million

February 12, 2023

One month after Damar Hamlin almost died of a cardiac arrest during a football game against the [Cincinnati Bengals](#), the 24-year-old [Buffalo Bills](#) defensive back's [fundraising page](#) has received more than \$9 million in contributions, the [Rochester Democrat and Chronicle](#) reports.

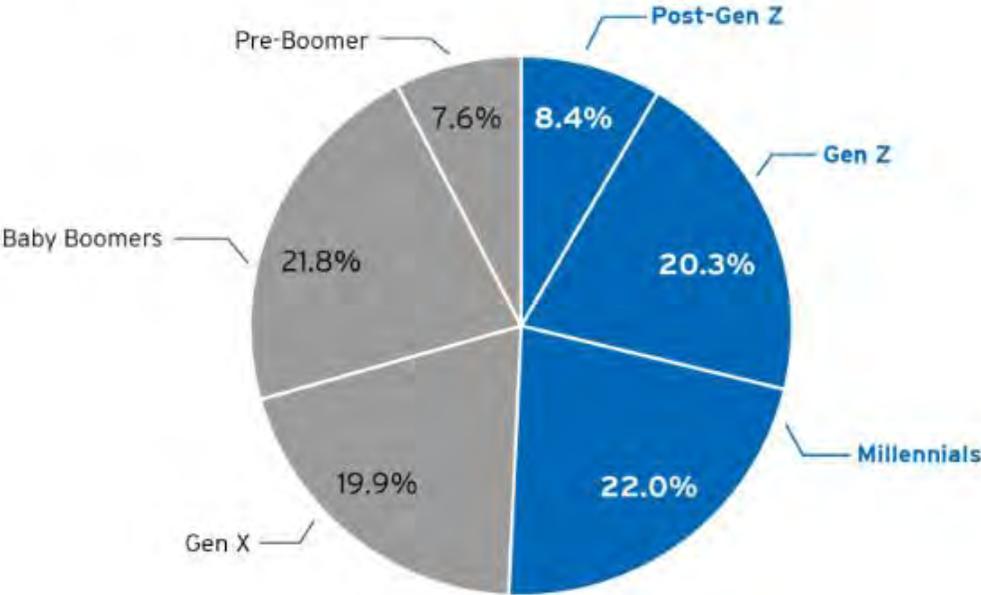
Hamlin created the [GoFundMe](#) page in 2020 to benefit a community toy drive at Kelly and Nina's Daycare Center —operated by Hamlin's mother, Nina—in McKees Rocks, Pennsylvania, near Pittsburgh. Hamlin, who attended the [University of Pittsburgh](#), began the fundraising effort through his Chasing M's Foundation with an initial goal of raising \$2,500. To date, more than 247,000 donations have been made to the fund.



Generational Breakdown of Population

FIGURE 2

Share of US population by generation



Numbers pertain to July 1, 2019
Note: Birth years are as follows: Post Gen Z (2013+), Gen Z (1997-2012), Millennials (1981-1996), Gen X (1965-1980), Boomers (1946-1964), Pre-Boomer (1945 and earlier).

Source: William H. Frey analysis of Census Bureau population estimates released June 25, 2020.

B Metropolitan Policy Program
at BROOKINGS



Does your donor pool reflect the current U.S. population?

Population breakdown vs. donor profile

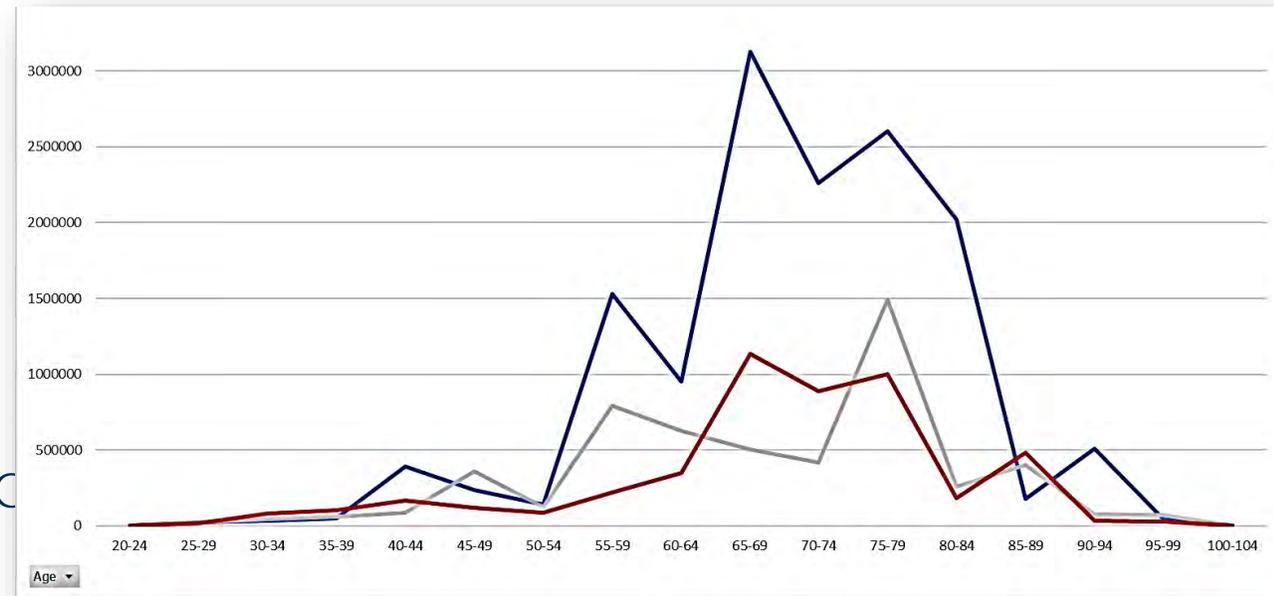


Understand what the data tells us about:

- Who to ask for what
- Where to concentrate our efforts
- Tips for putting the info into action

Successful fundraising is an ART and a SCIENCE!

- Adjusting our thinking, planning and success metrics
- Educating others
- Moving beyond the little bucket



Promoting Noncash gifts



Asking for noncash gifts

- Asking everyone to consider annual, major & planned gifts
- Being intentional and prepared (practice makes perfect)
- Market and make it easy for your donors

Where do you start?

- Are your stock transfer instructions readily available and easily found or accessed online?
- Is the internal procedure for accepting and recognizing noncash gifts seamless and donor-centered?
- Can you convey the donor-centered benefits of noncash gifts in your donor conversations?





Young alumni and “the why”

Meet people where they are at...

HAVING LIGHT

MAKE A POSITIVE DIFFERENCE IN THE LIVES OF STUDENTS LIKE BRAEDEN.

Dear (Salutation),

Thank you for making your first gift to Wittenberg last year. Donors like you are the reason I can attend this amazing institution. I couldn't be more grateful.

After navigating some deep, personal challenges, I needed a university to help put together the missing pieces in my life that I had lost along the way. I heard great things about Wittenberg, and I believed this would be the place where I could become the best version of myself.

The scholarships I received to attend Wittenberg made me feel like I was being given another chance after being at an all-time low. You can help provide future students the opportunity to thrive at Wittenberg with your gift of (Ask), (Ask) or even (Ask) today.

The possibilities at Wittenberg seem endless. I feel like myself again, I am enjoying my hobbies with much more passion. Most importantly, I have found enjoyment in learning again, and overcome my doubts that I could ever be a successful student. Wittenberg has continued to give me the courage and support I need on my journey. I am smiling a lot more often these days.

I appreciate all of those who saw value in me when I questioned it in myself. Thank you for considering how you can help Tigers like me.

With gratitude,
Braeden Casey
 Braeden Casey



THE CAMPAIGN FOR WITTENBERG UNIVERSITY

NOW IS OUR MOMENT.



GIVE TODAY

THE WITTENBERG FUND
 Wittenberg University
 Post Office Box 725
 Springfield, Ohio 45505-0725
 937.327.4008
 wittfund@wittenberg.edu

THE CAMPAIGN FOR WITTENBERG UNIVERSITY

NOW IS OUR MOMENT.

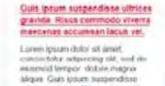


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THE CAMPAIGN FOR WITTENBERG UNIVERSITY

NOW IS OUR MOMENT.



GIVE NOW

THE WITTENBERG FUND
 Wittenberg University
 Post Office Box 725
 Springfield, Ohio 45505-0725
 937.327.4008
 wittfund@wittenberg.edu

THE CAMPAIGN FOR WITTENBERG UNIVERSITY

NOW IS OUR MOMENT.



wittenberg UNIVERSITY

GIVING REPORT FOR: Ezra Keller



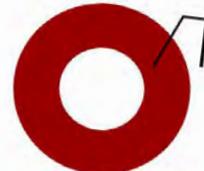
GIVING HISTORY (as of March 11, 2020)

FIRST GIFT: March 1845—The Wittenberg Fund
 MOST RECENT GIFT: March 2020—The Wittenberg Fund

FY 2020: \$175	FY 2017: \$1,845
FY 2019: \$175	FY 2016: \$1,000
FY 2018: \$1,845	FY 2015: \$1,000

NUMBER OF CONSECUTIVE YEARS GIVING: 175
 TOTAL YEARS GIVEN: 175
 PLANNED GIVING: None on file with Wittenberg
 TOTAL IMPACT: \$100,000.00

GIFTS BY DESIGNATION



100% The Wittenberg Fund

CONTACT INFORMATION

ADDRESS: 200 Ward Street
 Springfield, OH 45504
 PREFERRED EMAIL: ezra@witt.com
 PREFERRED PHONE NUMBER: (222) 222-2222
 COMMUNICATION PREFERENCES: phone



This document is not intended as counsel to determine applicability.

Do you match?

Every year, an estimated \$4 - \$7 billion in matching gift funds go unclaimed. Maximize your gift by seeing if your company matches your gift. A select group of matching companies is also on the list below. Great news! Company matching gifts also count toward our **Having Light Campaign**.

It takes as little as five minutes to double or even triple your impact. Through your support and the quick step, more students can experience a Wittenberg education for themselves. See if you match today.

Thank you.

*Source: Double the Donation's Analysis of Matching Gift Programs

Companies with Employee Matching Gift and Volunteer Grant Programs

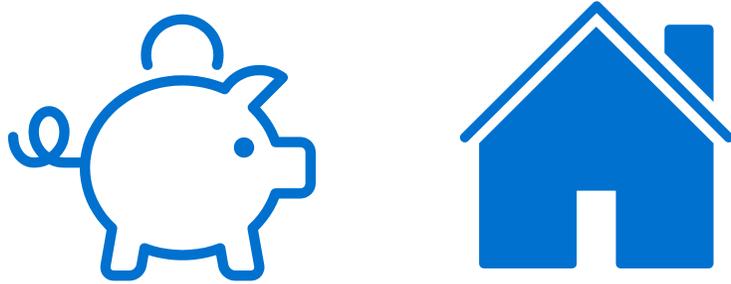


OFFICE OF ADVANCEMENT
 Wittenberg University
 937-327-7408
 wittfund@wittenberg.edu

STAY CONNECTED.
 f t i



Financial Power of Millennial/Gen Z



Millennial average net worth doubled during the pandemic.

Most is in real estate, making up one third of wealth

\$33 Trillion

Purchasing power of Gen Z

81%

Gave to a charity in 2021

55%

Say issues matter more than the organization.



Tapping into Major Source of Fundraising Potential - Women

85% of philanthropic decisions in high-net-worth households are made by women

- But occupy only 28% of board seats in US universities and colleges

Single women are more likely than similarly situated single men to give to charity

Women give significantly more than similarly situated men at almost all income levels

Women give more when it aligns with their values, they are engaged as volunteers/board members, or in response to unexpected/emergent needs

Women 4 Witt: Our Greatest Advocates



x2
MATCH

\$1,845 for Recent Grads & Young Alumni
CHALLENGE UNLOCKED! Thank you, Laurice Moore '95

\$1,845 MATCHED **COMPLETED**

✓

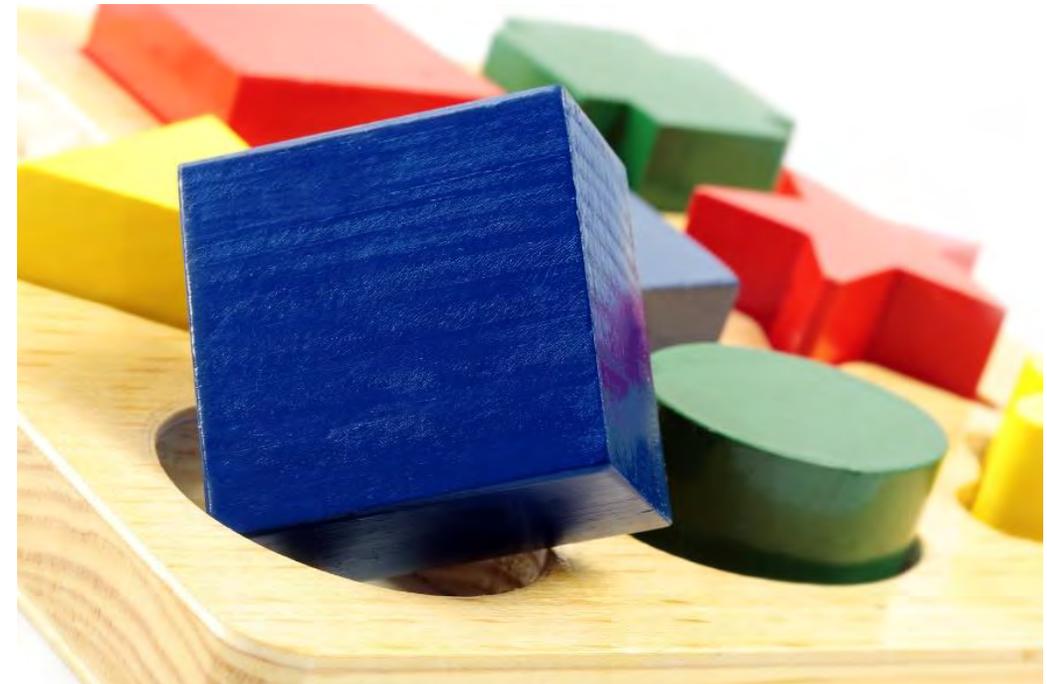
\$3,000 to Honor Dr. Buscemi
CHALLENGE UNLOCKED! Thank you, Stacy Rastauskas '98

\$3,000 **COMPLETED**



A shift toward strategic, social giving

- Grants from donor advised funds to qualified charities totaled an estimated \$45.74 billion in 2020, growing by 27.3 percent.
- In 2022, foundation giving was one of few methods up in *Giving USA* tracking, due largely to DAFs and Family Foundations.
- Giving circles have tripled in the last decade, and will reach 3,000+ by 2025



Are you adapting to new giving preferences?

Changing the Narrative



Investing in the Mission

- Align funding opportunities with bigger financial picture
- Build stewardship that showcases the impact of investment to financial sustainability and growth
- Engage a generation of donors that requires transparency



Path to Greater
Financial
Sustainability

Strategic Planning Process

Basic Overview



Typical Higher Ed Process



Let's change the way we plan

“Top-down corporation”

Current common scenario:

- leadership sets campaign goals
- trustees and donors are convinced to buy in
- advancement team brought in at the end to “raise the money”

“Collaborative startup with impact investors”

The future:

- advancement and teams active partners in setting goals
- trustees and partners take part in early planning as valued stakeholders
- fundraising proceeds collaboratively

Aligning Revenue Streams

Funding Long-term Sustainability



Market Assessment



Academic Planning



Strategic Enrollment
Planning



Fundraising
Opportunities

Truly strategic **revenue** planning is a continuous and data-informed process that:

- Aligns revenue streams around core priorities;
- Incorporates market feedback, financial trends, and campus needs into priority development;
- Diversifies funding sources and accommodates fluctuating market trends;
- Sets goals that are achievable given the financial environment, staffing, resources available;
- Creates transparency and reports on impact and growth

...to foster long-term financial sustainability and broaden community engagement.

Aligning Revenue and Changing Value Proposition: Wittenberg's Experience



Market Assessment: Students need experiential learning opportunities for job readiness/hiring appeal



Academic Planning: University develops new Connections Curriculum



Challenge: Growth is limited by staffing resources and funding for creative, hands-on opportunities



Investment Opportunity: Gifts support today's students through new positions, unique programming options, and career exploration/internship funding

How to Get Started



Optimizing Revenue on Your Campus: Start at the Beginning

- What are you doing well?
- What needs adjustment?

Evaluate the spaces your team is effective and adjust where you can given your resources of staffing and time:

- Sustainable practices
 - No good comes from over promising!
 - Where can you get the biggest bang for your buck!?!?
- Habits of giving and thanking
 - You need both to do this work well!

Wittenberg Case Study:

Sustainable Practices: Stewardship & Donor Retention



Levels/Description	50/60 reunion outreach and follow up materials	70 1/2 birthday thankview	Anniversary of last year's gift - send monthly via RNL	Annual Report/Press Release (online)	Birthday thankview card	BPS - \$1k+ donor notes - signed by CSC	BPS thank you letter with gift (pennant)	BPS/HS reception Invite	CZW Ambassador - Thank you from VP
Lifetime Giving Level - \$1M +				X					
Lifetime Giving Level - \$500k-\$999,999				X					
Lifetime Giving Levels - \$250k - \$499,999				X					
Lifetime Giving Levels - \$100k - \$249,999				X					
3PS Members (any)				X			X	X	
3PS - Society Member (10+ yrs post grad) \$1K+				X		X	X	X	
3PS - Young Alumni 1 (5-10 yrs post grad) \$500+				X			X	X	
3PS - Young Alumni 2 (current students & 0-4 yrs post grad) - Same\$				X			X	X	
Campaign Steering Committee				X					
Top Campaign Prospects (including Bacon List)				X					
3OD (Emeriti and current)				X					

First-Time donor packet	Hawley Society Welcome Letter and Gift	Holiday card	Holiday card from President	Holiday Video from President	Individual Thank you touches from DODs	Invite to events
			X	X	X	X
			X	X	X	X
			X	X	X	X
		X		X		
		X		X		
		X		X		
		X		X		
			X	X		X
		X		X	X	X
			X	X	X	X



Wittenberg Case Study: Sustainable Practices: Stewardship & Donor Retention



FIRST TIME DONOR STRATEGY

12 month approach that cycles donors into the typical appeal schedule for engagement and solicitation

- Personalized, handwritten thank you note and folder of information on how to continue impact/get involved
- 6 month touchpoint
- Targeted outreach at annual Giving Day
- Targeted outreach for those 70 ½ re: RMDs and ways to give without opening a checkbook



Wittenberg Case Study:

Sustainable Practices: Stewardship & Donor Retention



MILESTONE DONOR STRATEGY

Personalized acknowledgement program to celebrate milestone years of giving:

- 5, 10, 15, 20, 25, 30, 35, 40+ years giving
- Thanking our most loyal supporters and recognizing their commitment
- Starting January 2023: 30+ year box of gratitude





Questions

Thank you
for attending
this session!



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rise education