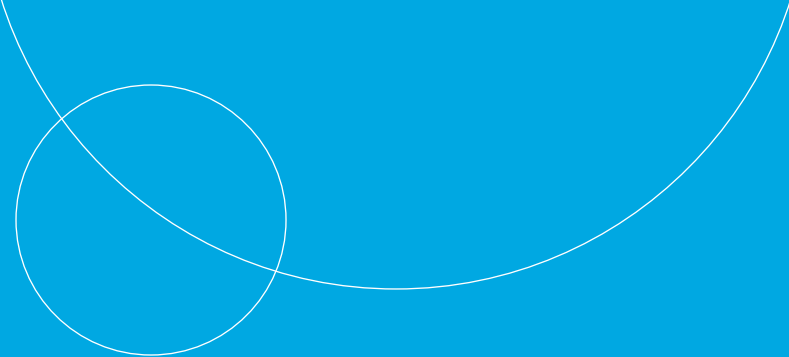




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empowering higher education



Optimizing Revenue in Higher Education – Funding your New Initiatives

Greta Daniels, CFRE – Senior Vice President, RNL

Todd Abbott – Senior Vice President, RNL

Meet your Presenters



Greta Daniels, CFRE — Senior Vice President, RNL

Joined RNL in 2019 after more than 15 years of experience in development for higher education, independent schools, and healthcare at institutions such as the University of Pittsburgh, Point Park University, and Sewickley Academy. Received Certified Fundraiser distinction in 2016. Currently located in the Pittsburgh area.
B.A. and M.A. from New York University.



Todd Abbott— Senior Vice President, RNL

A longtime RNL leader and widely respected enrollment management expert, Todd's 27 years of industry and higher education experience provides partners with a wealth of knowledge and perspective. Prior to joining RNL, served as Dean of Enrollment for St. Martin's University. Currently located in Olympia, Washington.
B.A. from St. Martin's University.

Optimizing Revenue



Challenges for Current Funding Model



Creative Approach to Funding New Ideas

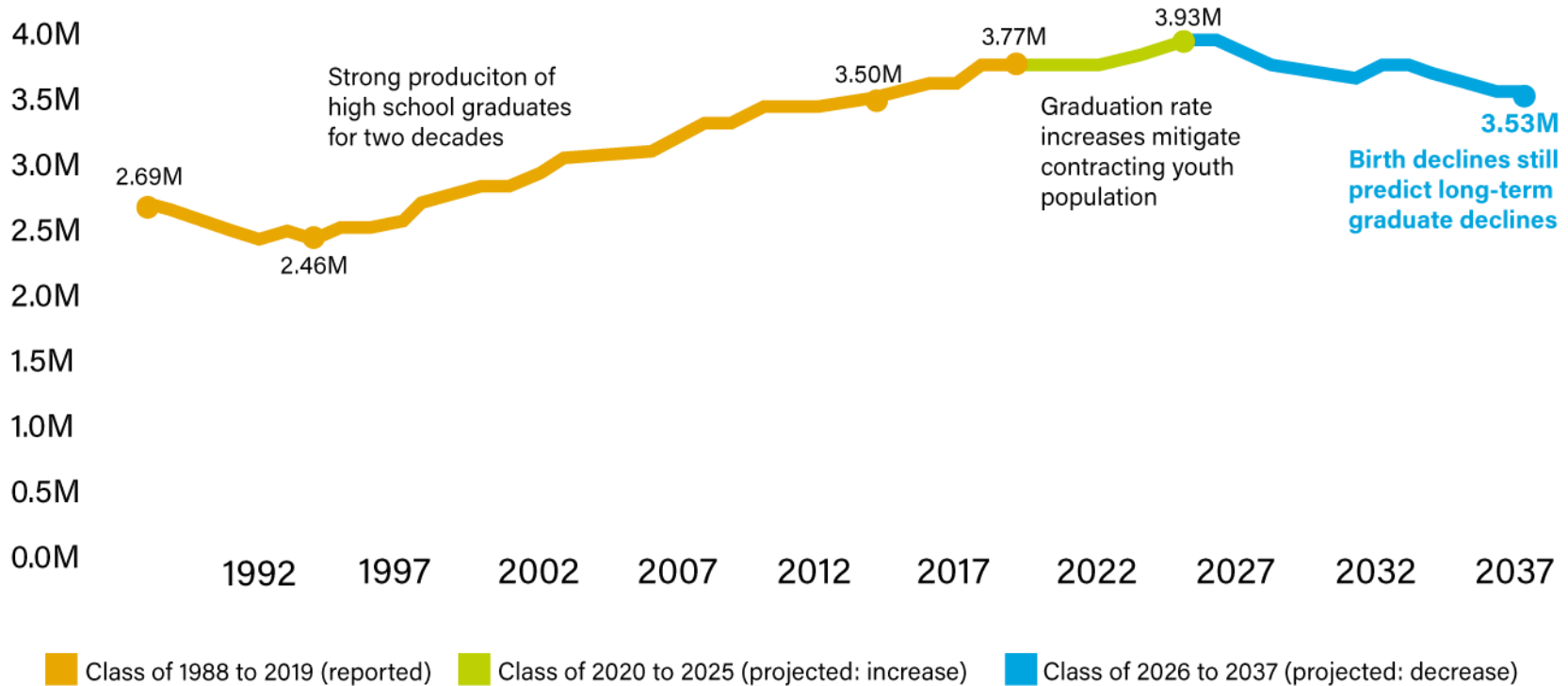


Optimizing Revenue via Collaborative Planning

Challenges for Current Funding Model

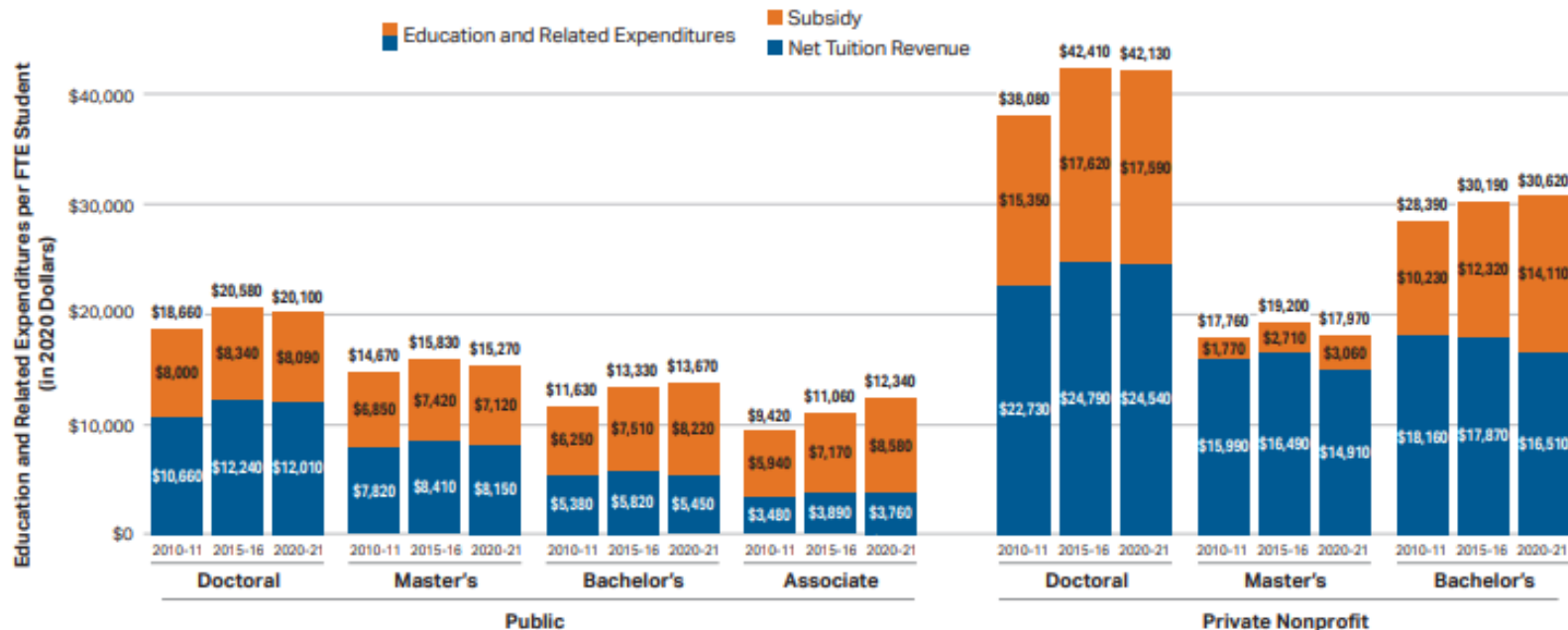


Slowing Growth in Number of U.S. High School Graduates, then Decline (U.S. Total High School Graduates)

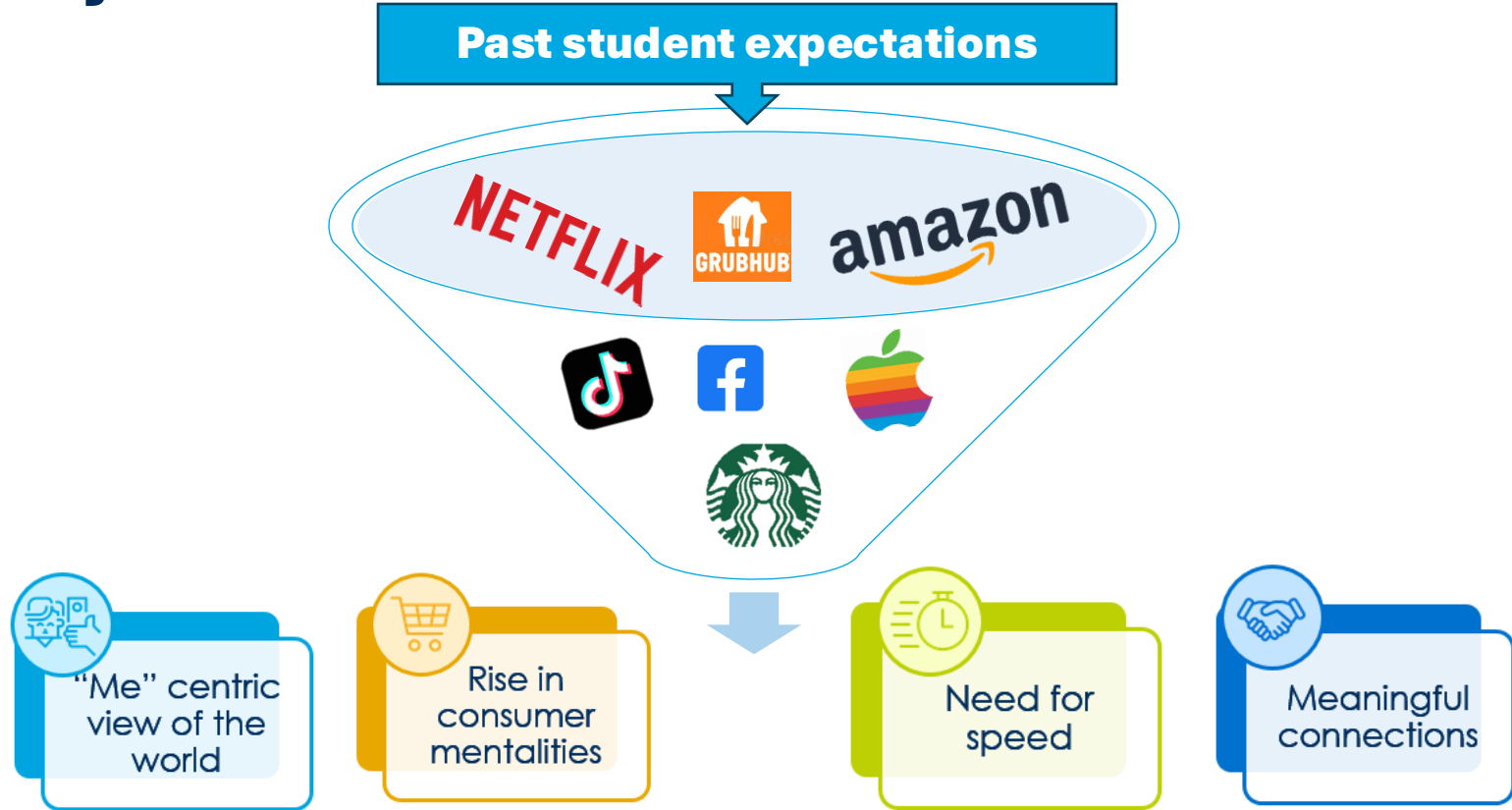


Source: Western Interstate Commission for Higher Education, *Knocking at the College Door*, 10th edition, 2020. See Technical Appendix for detailed sources of data through the Class of 2019: WICHE projections, Class of 2020 through 2037.

Net Tuition Revenues, Subsidies, and Education and Related Expenditures per Full-Time Equivalent (FTE) Student in 2020 Dollars, 2010-11, 2015-16, and 2020-21



Student Expectations have shifted and are impacting our delivery costs

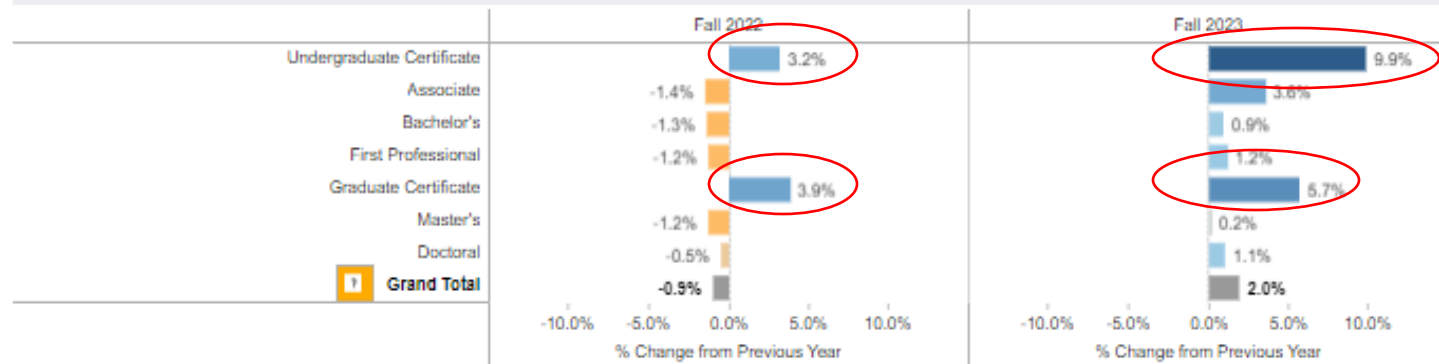


Growth in online learning continues to outpace total enrollment growth

	Total Enrollment	Annual Growth Rate Total Enrollment	Students Taking at Least One Online Course	Online Enrollment Increase over Previous Year	Annual Growth Rate Online Enrollment	Online Enrollment as a Percent of Total Enrollment
Fall 2002	16,611,710	NA	1,602,970	NA	NA	9.6%
Fall 2003	16,911,481	1.8%	1,971,397	368,427	23.0%	11.7%
Fall 2004	17,272,043	2.1%	2,329,783	358,386	18.2%	13.5%
Fall 2005	17,487,481	1.2%	3,180,050	850,267	36.5%	18.2%
Fall 2006	17,758,872	1.6%	3,488,381	308,331	9.7%	19.6%
Fall 2007	18,248,133	2.8%	3,938,111	449,730	12.9%	21.6%
Fall 2008	19,102,811	4.7%	4,606,353	668,242	16.9%	24.1%
Fall 2009	20,427,711	6.9%	5,579,022	972,669	21.1%	27.3%
Fall 2010	21,016,126	2.9%	6,142,280	563,258	10.1%	29.2%
Fall 2011	20,994,113	-0.1%	6,714,792	572,512	9.3%	32.0%
Fall 2012	21,253,086	1.2%	7,126,549	411,757	6.1%	33.5%

Fall 2023: Undergraduate and Graduate Certificates Produced Significant Growth

Figure 1.1 Enrollment Changes by Credential Type



Challenges compounded by the "value" question

Question: "I often wonder if a college education is worth the time, money, and effort that I'm being asked to spend on it."

4-YEAR PRIVATE	4-YEAR PUBLIC	2-YEAR PUBLIC	OVERALL
27%	28%	30%	28%

26%

2021

(mid-pandemic)

25%

2019

(post-recession)

17%

2009

(mid-recession)

Value Proposition is In Question

College Wage Premium

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

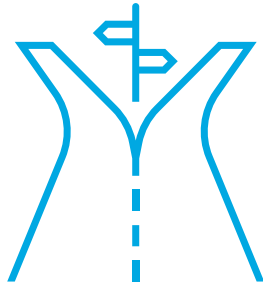
- Today, college degree holders earn, on average 65% more than those without college degrees.

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.

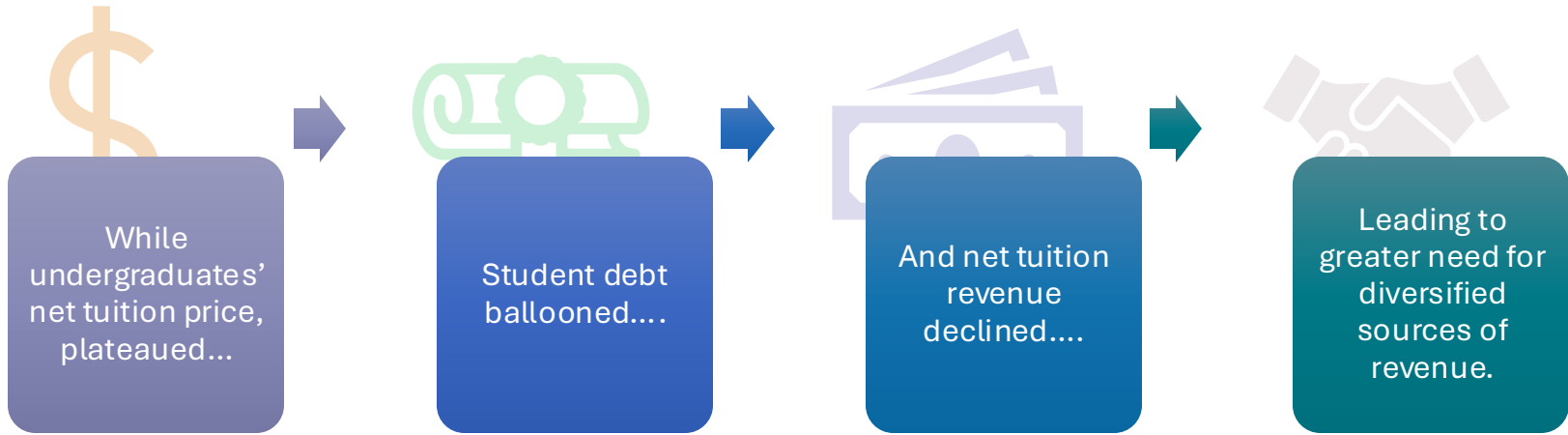
The Double Whammy of Student Debt



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



Creative Approaches to Funding New Ideas



Without the gown, we have no town



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



47:15

What a decline in rural colleges means for rural communities

EDUCATION

Rural Residents Search for Solutions after Devastating College Closures

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

3 Ways Campus Closures Impact College Towns



Community Partnerships and “Other” Revenue

Other sources of revenue diversification



Continuing
Education



Partnership
Revenue



Auxiliary and
Facilities Revenue



Cooperative
Grants

Real Life Example: Lynchburg Tomorrow

Forging Opportunities through Community Partnerships at University of Lynchburg

Center for
Leadership
Collective Model
Pilot

The Basics

Neighborhood
Leadership
Development

Scholar Identity
Institute

Spiritual Thriving
in Families

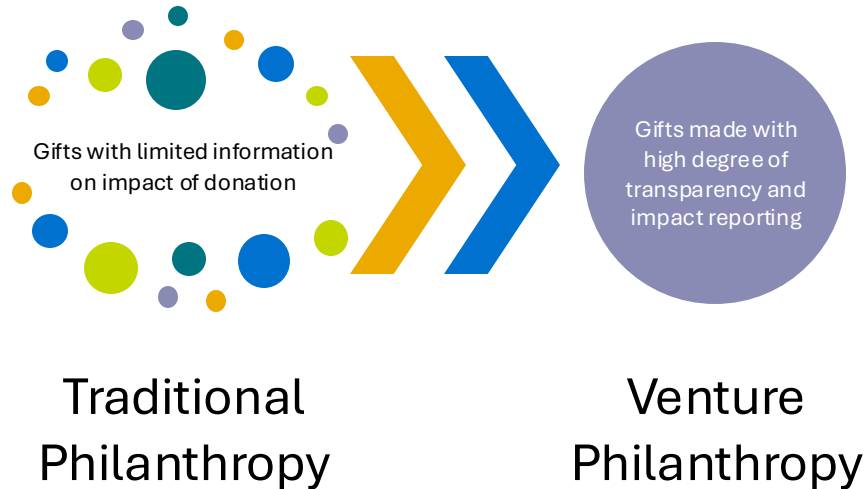
Good Gangs

Leveraging Assets

- Facilities rentals
- Catering and Event planning
- Research facilities and expert teams
- Business incubators with IP or Revenue Share models



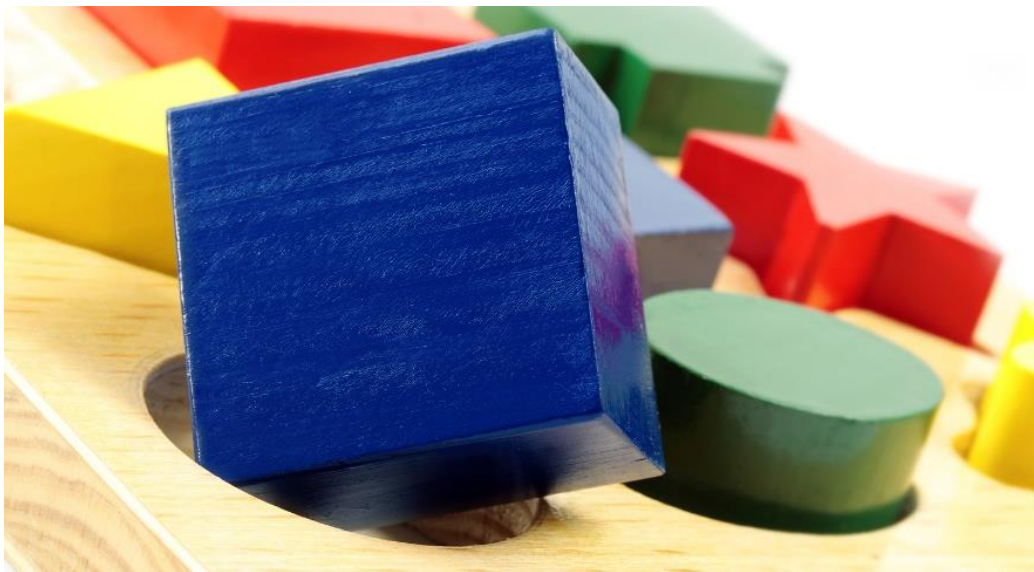
Funding Unpopular Ideas without Budget Commitment



Investing in the Mission

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

A shift toward strategic, social giving



Are you adapting to new giving preferences?

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

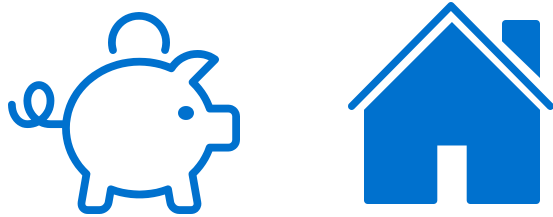
Women's Giving Circle at University of Arkansas

22 Years of Funding = More than \$1.7 Million

- The Women's Giving Circle is made up of U of A alumni, faculty, staff and friends of the university and was created to encourage women as philanthropic leaders.
- Members of the circle make yearly contributions to generate funds for the awards, and these contributions are pooled together and awarded annually to selected recipients who complete the grant proposal process.
- ***Cultivating Sustainable K-12 AGRI-STEM Pathways Through CommUniversity Partnerships*** — A program designed to increase the number of underrepresented students pursuing agricultural degrees and expand the community of diverse agricultural leaders in Arkansas through immersive hands-on learning and mentorship opportunities.



Tapping into 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.

UC Berkeley Crowdfunding

Funding initiatives that promote Diversity, Equity, and Inclusion

AND

Drive Institutional Initiatives



UC Berkeley
Academic Talent
Development Program

ATDP Big Give

By Berkeley School of Education

ATDP will launch a Pathway Scholarship to support tuition and supplies for students that takes place in the summer.

\$5,485

54%
Funded

37
Donors

103
days left



Creating an MBA pipeline for Latinx students

By UC Berkeley

Help Berkeley Haas work against racism and build more justice community by increasing Latinx representation in our graduate

\$4,925

19%
Funded

19
Donors



Berkeley Connect Mentoring Fellowships

By Shana Love

"You belong here!" Help thousands of students increase their sense of belonging by connecting them with graduate mentors & a supportive community of peers.

15

60%
Participation

15
Donors

0
days left

Tapping into Major Source of Potential Revenue - 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's Giving Circle Grants

Adelphi University

- Facilitating Success in Accelerated Nursing Students
- Mother Scholar Career Success Program
- Women's Giving Circle Grant-in-Aid for Graduate Students



Optimizing Revenue through Collaborative Planning



3



Outcomes of Siloed Strategic Planning

- Short-term focus on immediate needs and the funding sources that can meet them NOW.
- Neglect of funding opportunities and sources that are not aligned with the plan or not yet mature/cultivated.
- Missing opportunities to even out long-term revenue through diversified planning process.



Aligning Revenue Streams

Funding Long-term Sustainability



Market
Assessment



Academic
Planning



Strategic
Enrollment
Planning



Funding
Opportunities



Strategic Revenue Planning

- 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



Questions

Thank you!



Greta Daniels, CFRE

Senior Vice President
RNL



Todd Abbott

Senior Vice President
RNL



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