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empowering higher education

Reimagining the Business Model of Advancement to Drive a Healthy Pipeline Growth

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Your Presenters



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RNL: Trusted nonprofit 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

Reimagining the Business Model of Advancement



Challenges Facing Higher Education



Opportunity to Rethink the Fundraising Model



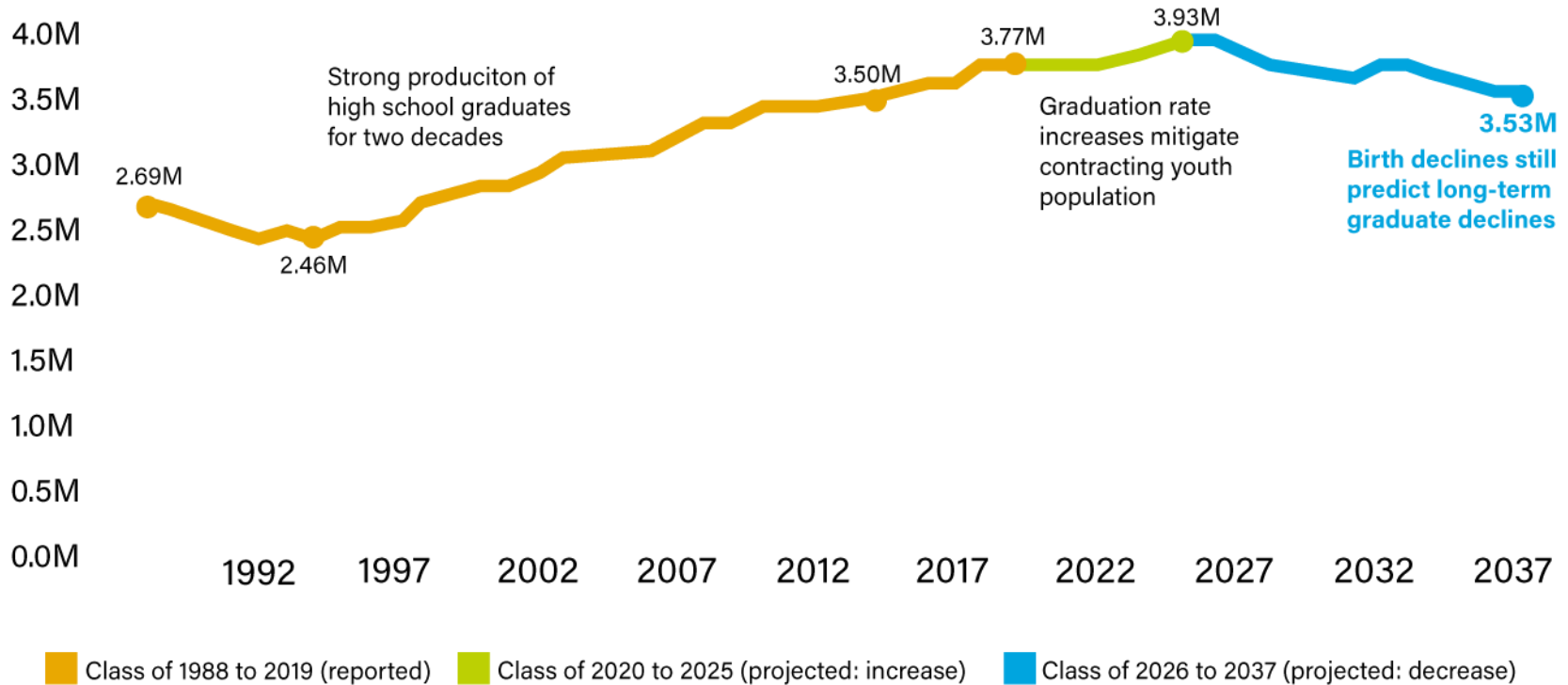
Path to Accelerate Donor Pipeline Growth

Challenges Facing Higher Education



1

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

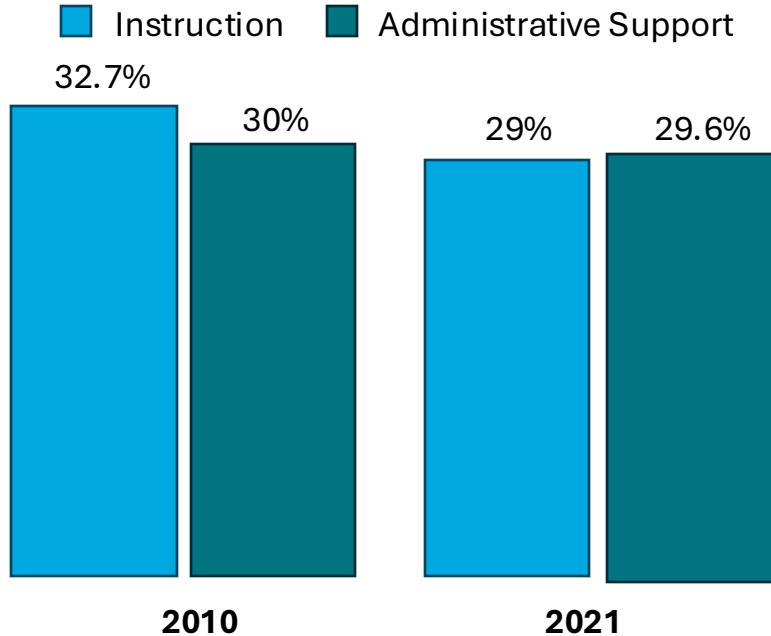


Source: Western Interstate Commission for Higher Education, *Knocking at the College Door*, 10th edition, 2020.
See Technical Appendix for detailed sources of data through the Class of 2019:
WICHE projections, Class of 2020 through 2037.

Rising Costs of Operations

Growing Need for Broader Student Support

Instruction vs. Administrative Support
As Percentage of College Spending
(Private, 4-Year Institutions)



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

The Value Proposition Is in Question

College Wage Premium

The income/earnings differential

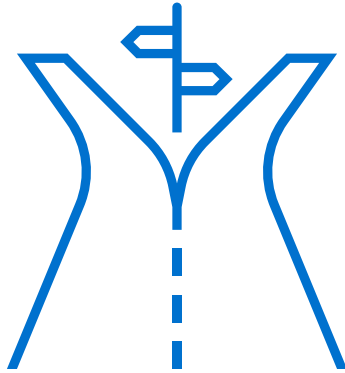
- Today, college degree holders earn, on average, 65% more than those without college degrees.

College Wealth Premium

The lifetime net wealth differential

- Degree holders born before 1980, on average, accumulated 2-3X more 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



Potential 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.

Today's Landscape

State of Donor Decline

OVER THE LAST DECADE

70% of
institutions

experienced a
**decline in donor
counts**, with an

**average loss
of 30%**



SINCE THE PANDEMIC

80% of
institutions

remain **down
on donors**

Major Gifts Take Too Long!

- More than half of principal givers(\$1M+) have relationships of 11-40 years with the institution.
- Only 21% had been engaged for less than three years.
- On average, it took 19.6 months from initial discussion to principal gift booking.
- Average new gift officer turnover rate = 16-18 months.

CASE Study of Principal Gifts to U.S. Colleges & Universities



BANK OF AMERICA 

Staffing Continues to be a Challenge

- Shallow talent pools
- High turnover rates
- Unclear paths for professional advancement

1,194



open advancement
positions posted on
[higheredjobs.com](https://www.higheredjobs.com),
Jan. 1, 2024

Opportunity to Rethink the Fundraising 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

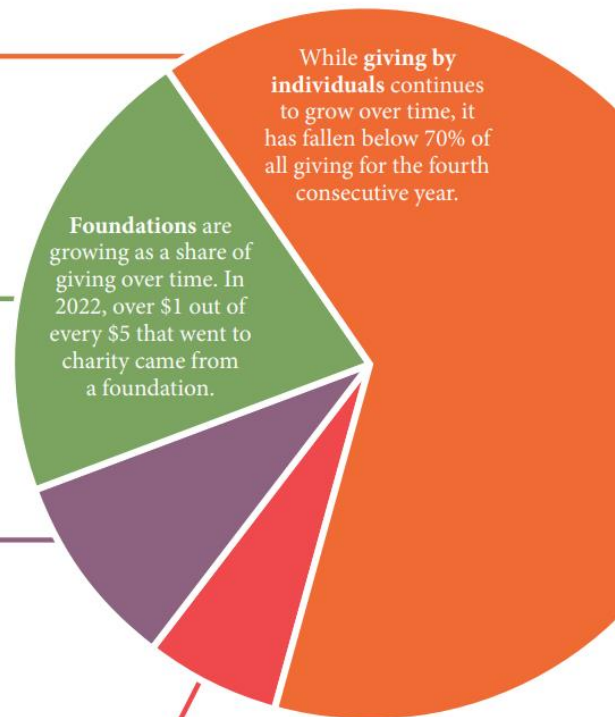
Giving by Bequest

↑ increased 2.3% over 2021

6% \$21.08 billion

Giving by Corporations

↑ increased 3.4% over 2021



While giving by individuals continues to grow over time, it has fallen below 70% of all giving for the fourth consecutive year.

Foundations are growing as a share of giving over time. In 2022, over \$1 out of every \$5 that went to charity came from a foundation.

*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.

University of California, Berkeley



Hokie Nation comes together for record Giving Day at Virginia Tech

Over \$8.4 million raised from 15,787 donors in an annual event that has become one of the university's philanthropic highlights of the year.

By [Jimmy Robertson](#) 25 FEB 2022 5 minute read



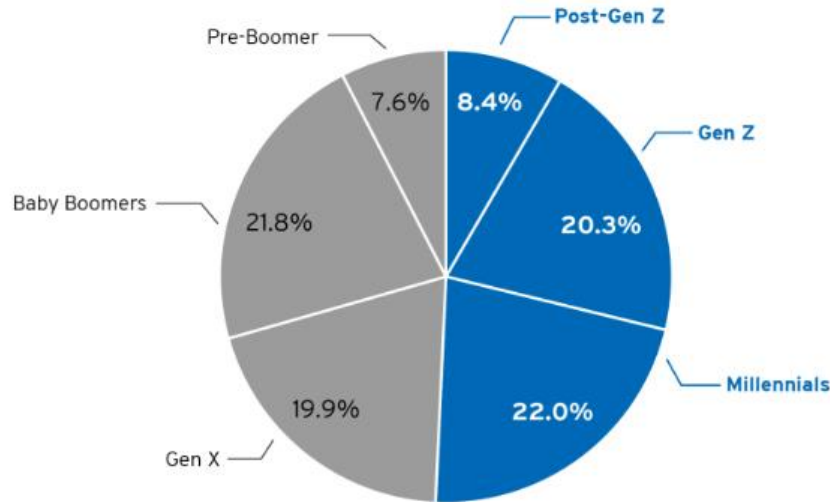
Philanthropy Taking a Different Shape at UNLV



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.



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

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 U.S. 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

Gender Matters: A Guide to Growing Women's Philanthropy

The Town + Gown Relationship Is More Important Than Ever



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

EDUCATION

Rural Residents Search for Solutions after Devastating College Closures



Driving Collaboration and Revenue in Different Ways



UNLV's Sports Innovation Institute seizes on growth of industry in region



UNLV Opens the Kerestesi Center for Insurance and Risk Management



OCTOBER 9, 2023



New Tourist Safety Institute

Safety and security for Nevada's visitors will be the focus of the newly launched [Tourist Safety Institute](#) at the UNLV Greenspun College of Urban Affairs. Research is vital to understanding problems and creating solutions. The Tourist Safety Institute will work with faculty across UNLV, government authorities, and community stakeholders to help stakeholders as they develop strategies for large-scale events and create exciting entertainment opportunities.

LVHA Foundation Collaborates with Harrah Hospitality College to Bring Mentorship Opportunities to UNLV Students

Path to Accelerate Donor Pipeline Growth



Think Differently About How the Work Gets Done

To address staffing challenges...



Seek talent with transferrable skills from outside of the fundraising industry



Utilize AI/machine learning to maximize the efficiency and effectiveness of leaner teams



Forge strategic partnerships to outsource labor-intensive/expensive elements of the work



Laser focus on the activities and cohorts that will move the needle (short term AND long term)

In other words: outsource, automate, eliminate.

Focus on Women and Younger Donor Prospects

Intentional Engagement and Cultivation Strategies

Representation matters.

Deliberate moves to diversify the board and other volunteer opportunities.

If it's broke, fix it.

If you are not currently successful with engaging diverse/different audiences, rethink your strategies, tools, tactics.

Reverse Donor Decline Through Targeted Approach

Make annual giving an active part of pipeline development

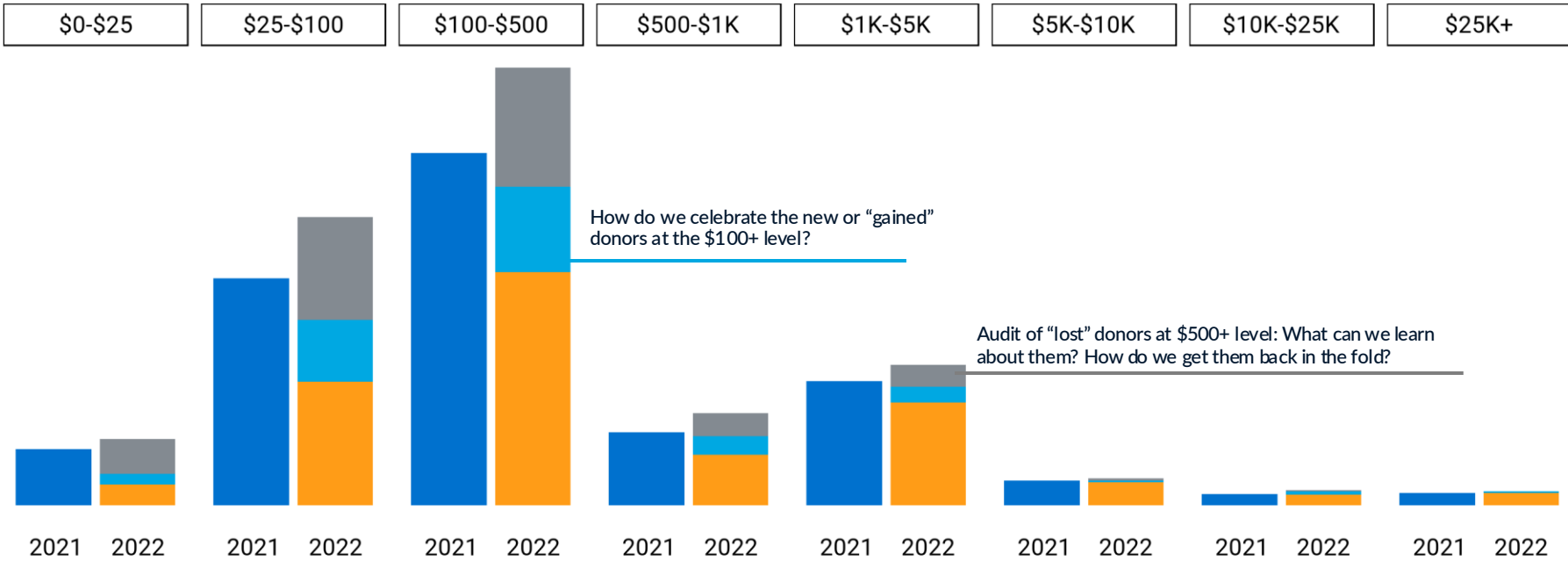
Stabilize and Stem Decline	Focus on retention and recapture - Average donor retention in 2022 was 43%.
Smart Growth	Zero in on the best acquisition targets - Tech-driven personalization can triple open and response rates.
Accelerate Upgrades	Debunk myths about multiple asks - Many leadership donors give 3+ times annually.

Understand the Historical and Behavioral Trends in Your Donor Population

FY22 Donor Retention by Gift Range in FY21

From RNL360 Analysis, Sample Institution

Initial Donors (Blue) Lost (Grey) Gained (Cyan) Retained (Orange)

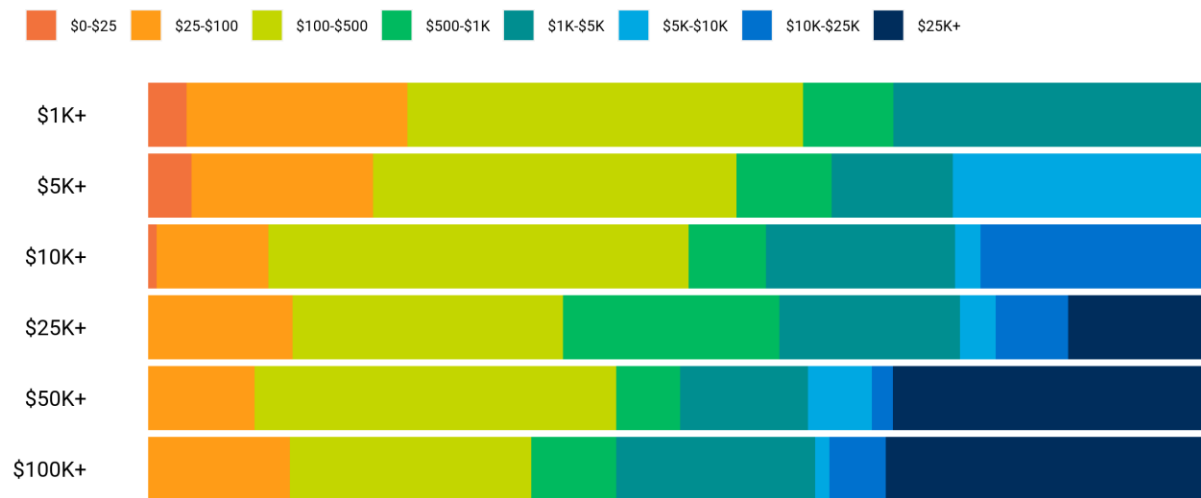


How do we celebrate the new or "gained" donors at the \$100+ level?

Audit of "lost" donors at \$500+ level: What can we learn about them? How do we get them back in the fold?

Accelerate Your Pipeline

- Analyze the path to major giving!
- Aggregation of marginal gains – if you can move each step 1% faster...



From RNL360 Analysis, Sample Institution

Accelerate Your Pipeline

Activity prior to the first \$25,000+ gift

**11.9
years**

time lapsed
from first gift

**7.3
years**

average years
giving

**13.8
gifts**

average number
of gifts

Wrapping It All Up

Rethinking the business model of advancement requires...

- Sensitivity to pressures and circumstances faces higher education as a whole.
- Creative community partnerships that yield mutual gain.
- Laser focus on the donor populations that will move the needle.
- Deep knowledge of giving history and trends to better deploy limited staff and financial resources.
- Outside of the box approach to “staffing,” including automation, elimination, and outsourcing.
- Commitment to reversing the dangerous decline in donor participation through annual giving programs that feed an active pipeline.

Questions





Thank you!

Please connect with us on LinkedIn!

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consultation**



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