



**Philanthropic Giving and Alumni Engagement Subcommittee**  
**Monday, March 14, 2022**  
**2:00 PM**

I. Welcome, Refresh by Mona Danner

- a) Attendees: Alonzo Brandon, Mona Danner, Anthony Dean, Betty Rose Facer, Jackie Stein, Jessica Ritchie, Mitch Brindley, Nestor Escobales, Raymond Cheng, Tammi Dice, Gina French, Jena Virga, Linda Caulkins, Budget Weikel, Dan Genard, Elizabeth Hogue, Justin Mason, Lesa Clark, Passion Studivant, Shanna Wood, Noah Wilkins, Karen Cook, Jeff Martin (EAB speaker)
- b) Overview of Documents in Teams: Dan Genard reviewed the articles, data sets and EAB reports that have been loaded to the Team site
- c) EAB Presentation on Office of Advancement by Jeff Martin
  - a. ODU has a membership to EAB, which grants access to a variety of work. There is also syndicated research reports on EAB's website from interviewing university leadership from across the nation.
  - b. EAB did a customized analysis for ODU for the FY2020
  - c. There is a cohort of institutions that ODU can look at for comparisons. ODU chose its cohort group based on mostly public research institutions with \$150 - \$250 million endowment levels. Two aspirational universities are also included – Delaware and North Carolina State.
    - i. Cohort Institutions: Florida International University, George Mason University, Georgia State University, Louisiana Tech University, North Carolina State University, Rice University, University of Delaware, University of North Carolina at Charlotte, University of North Texas and University of Texas at El Paso
  - d. Total Fundraising Production (three-year average FY2018-FY2022)
    - i. ODU is at \$40.2 million, which is just \$2.2 million below the cohort median so ODU is doing well in this category
  - e. Total Advancement Investment (single fiscal year FY2020)
    - i. ODU is far below the cohort (below 25% - \$6.2 million) in this area with \$5.2 million. However, given the low investment, ODU is doing very well with production.
  - f. Total Advancement FTE
    - i. ODU is well below the cohort in this area with 39 (25% is at 49)
  - g. Investment per Alumnus/a
    - i. ODU comes in at \$39 per alumnus/a in this category which is right at the cohort 25%. This stat is not necessarily used as a performance measure.
  - h. Return on Investment (three-year average FY2018-FY2020)
    - i. ODU is far outpacing the cohort, and national rankings with \$7.81 (above the national 75%). ODU's challenge is also higher than most with the low investment number. Ideally you would like your ROI to be near the median number of \$5.59.



- i. ODU Giving Pyramid (three-year average FY2018-2020)
  - i. In the small gift section (under \$25k and \$25-\$99.9k), ODU is doing well and is right in line with the cohort.
  - ii. ODU is also doing well in the \$1M-\$5M and \$5M+ sections either at or above the cohort level.
  - iii. The middle section of \$100k-\$999k is what needs the most help. ODU is \$6.5 million below the cohort in the section.
- j. Total Major/Principal Gift Officers
  - i. ODU is well below the cohort in this category coming in at 9 staff compared to a cohort median of 19
- k. Mr. Martin read a quote from former President of Rutgers University Foundation regarding alumni participation rates. He quoted “we’d have to invest \$1.5 million more just to maintain a 7% undergraduate alumni participation rate. And to move the University from #56 to #55 in the US News rankings, we’d have to increase alumni participation to 45%. When I showed that to the president, he decided to drop alumni participation as one of my performance metrics.”
- l. High-Net-Worth Households Giving at Any Level in Last Five Years
  - i. ODU comes in at 8% which is well below the 25% of cohort (16%)
- m. Questions for Jeff Martin
  - i. How does ODU fair comparing the selected cohort versus the algorithm selected cohort? ODU is still doing well with both the selected cohort and the algorithm cohort, especially on ROI.
  - ii. How can we mitigate the financial cliff that other institutions are dealing with? Some institutions made cuts during the pandemic like budget cuts, job cuts, early retirement. About 80% had fewer resources during the pandemic. Some institutes saw growth, but most had a decline or plateaued. There are many concerns about having a robust pipeline and finding the next mega gift.
  - iii. How do you increase loyalty that can then increase giving? It is good practice to fundraise using impact-driven and high-net worth giving versus relying on alumni participation. We’ve seen a large increase in un-affiliated giving that is tied to the mission. This mission and purpose resonates with donors and they give.
  - iv. What is the greater cause for ODU to motivate donors to give? You need to be able to tell them how their gift will change the institute, state, country, and world.
  - v. Certain colleges at ODU have lower alumni numbers and may not get as much focus as the larger colleges, how do you handle that? Don’t get fixated on a college, fundraising needs to be more donor-directed. Let the donors guide your fundraising.
  - vi. What role does a successful football team have with fundraising? It can help with branding the university, and grow a subset of athletic donors. Need to consider how much does it cost when the teams aren’t winning.



Jena Virga noted that athletic success does help with pride, loyalty and giving.

- vii. For key performance indicators, keep an eye on ROI for proposals. How many get through and funded. Targeted programs and cultivation works well.
  - viii. What about alumni engagement? If alumni groups are designed for certain areas/programs it works very well and can help to move the needle. Broad engagement (come one come all) can work, but will bring in lower end gifts.
- d) Follow-up questions from EAB presentation
- a. Why we picked the cohort versus the algorithm? We know we will never be a Virginia Tech or University of Virginia. VCU and George Mason are performing below us. We wanted to pick similar schools to us in research and endowment performance. Since this report in 2020, we have increased the endowment to over \$300 million. In regard to the \$100k-\$999k gift range, it takes the same amount of time to close gifts in this range as it does for \$1M+ gifts, so this range does tend to get ignored.
  - b. How does alumni engagement play a part with fundraising? Very little money is allotted to reach alumni outside of the Alumni Magazine. Alumni has developed chapters tied to affinity groups and geographic locations.
  - c. What is the KPI for alumni engagement? We use alumni, athletic, music, etc. events as much as possible to match donors to interest areas.
  - d. Does research show donors want to meet with students? Yes, definitely on the athletic side. We like to see the colleges connect students with donors. Donors are ultimately giving to students.
- e) Other Business
- a. Subcommittee Assignments
    - i. We will break this group into four sub-groups
      1. Alumni Engagement
      2. Donor Trends
      3. Development Structure and Budget
      4. Culture of Philanthropy
    - ii. Alonzo, Dan, Jena, and Joy will be guides for these groups
    - iii. By next committee meeting, please commit to one subgroup to work on
    - iv. [https://forms.office.com/Pages/ResponsePage.aspx?id=6Ia\\_SKIRikuMs2jYviIn87WmJ67TTzpAtgEfb0yNk45UOTBPVE1JVkQxWjVQUddBQkVIOThFWFAXOS4u](https://forms.office.com/Pages/ResponsePage.aspx?id=6Ia_SKIRikuMs2jYviIn87WmJ67TTzpAtgEfb0yNk45UOTBPVE1JVkQxWjVQUddBQkVIOThFWFAXOS4u)
  - b. Key Dates
    - i. Budget team submission in April. We are grossly underfunded and need to get budget needs submitted by April. We need to put dollar amounts on items.
    - ii. Mona suggested Alonzo and team bring a budget proposal to this group for discussion.
  - c. Next Meeting – Monday, March 21



- i. Location change this meeting only – Development Office 4<sup>th</sup> Floor Conference Room
- ii. Virtual option will be available