

Nurturing a Culture of Philanthropy During the Age of Grievances

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PRESENTERS



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ABOUT CCS

CCS is a strategic fundraising consulting firm that partners with nonprofits

75+
YEARS

700+
NONPROFITS
SERVED
ANNUALLY

350+
CITIES

550+
PROFESSIONAL
STAFF

150+
INDEP SCHOOL
PARTNERS
ANNUALLY



Today's Purpose

To give participants an opportunity to prepare for, reflect upon, and build muscle to successfully navigate fundraising in an age of grievances.



AGENDA

01 Culture of Philanthropy

02 The Age of Grievance

03 Case Studies

04 Group Discussion

05 Closing Remarks & Resources



PHILANTHROPIC LANDSCAPE

Source	Total Received (\$)	Median per School (\$)
Parents/Guardians of Current Students	650,831,429	626,514
Alumni	737,345,866	233,563
Grandparents of Current Students	85,489,608	53,751
Parents and Grandparents of Alumni	432,707,629	365,982
Employees	22,024,090	27,286
Other Individuals	172,777,618	53,853
Corporations	128,860,011	68,313
Foundations	494,342,865	310,300
Donor-Advised Funds	289,098,050	134,021
Other Organizations	51,973,590	878
Non-attributable/Other	32,133,186	0

In 2023, 14% of the \$557B in philanthropy was given to education, up from 11% in 1983.

Median amount received per school was \$1.25M from 500 donors.

< 2.2% of donors gave 76.8% of total funds received in 2022.

CULTURE OF PHILANTHROPY

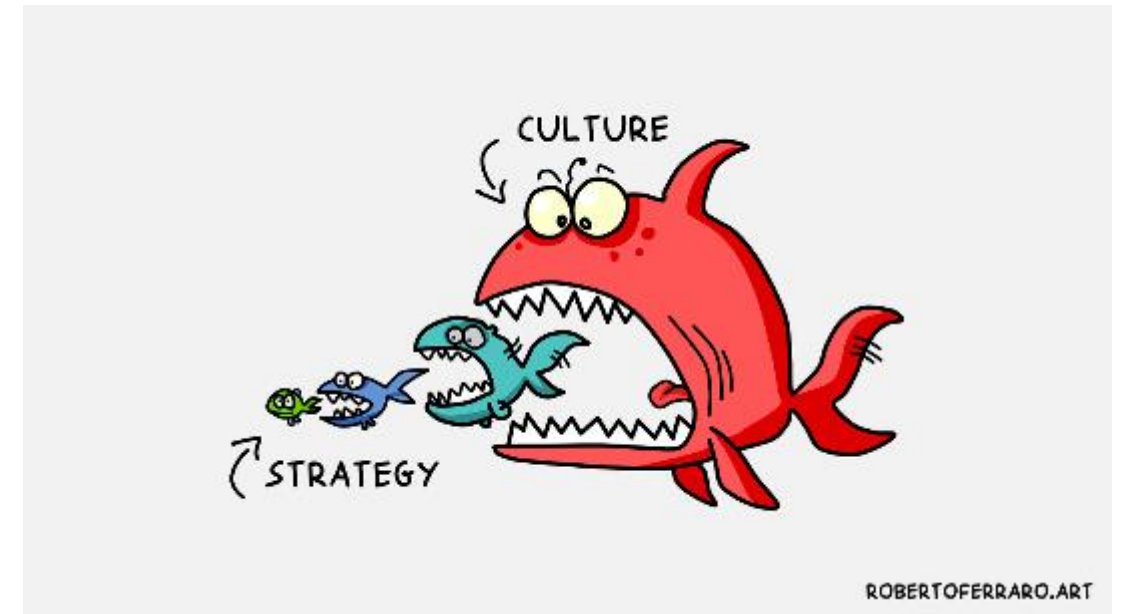
An understanding that philanthropy is essential to an organization's mission and that everyone understands that they have a role in support of it and what that role is.

Shared
responsibility
for
Fundraising

Integration
and alignment
with mission

Highlight the
impact of
philanthropy

Strong,
trusting donor
relationships

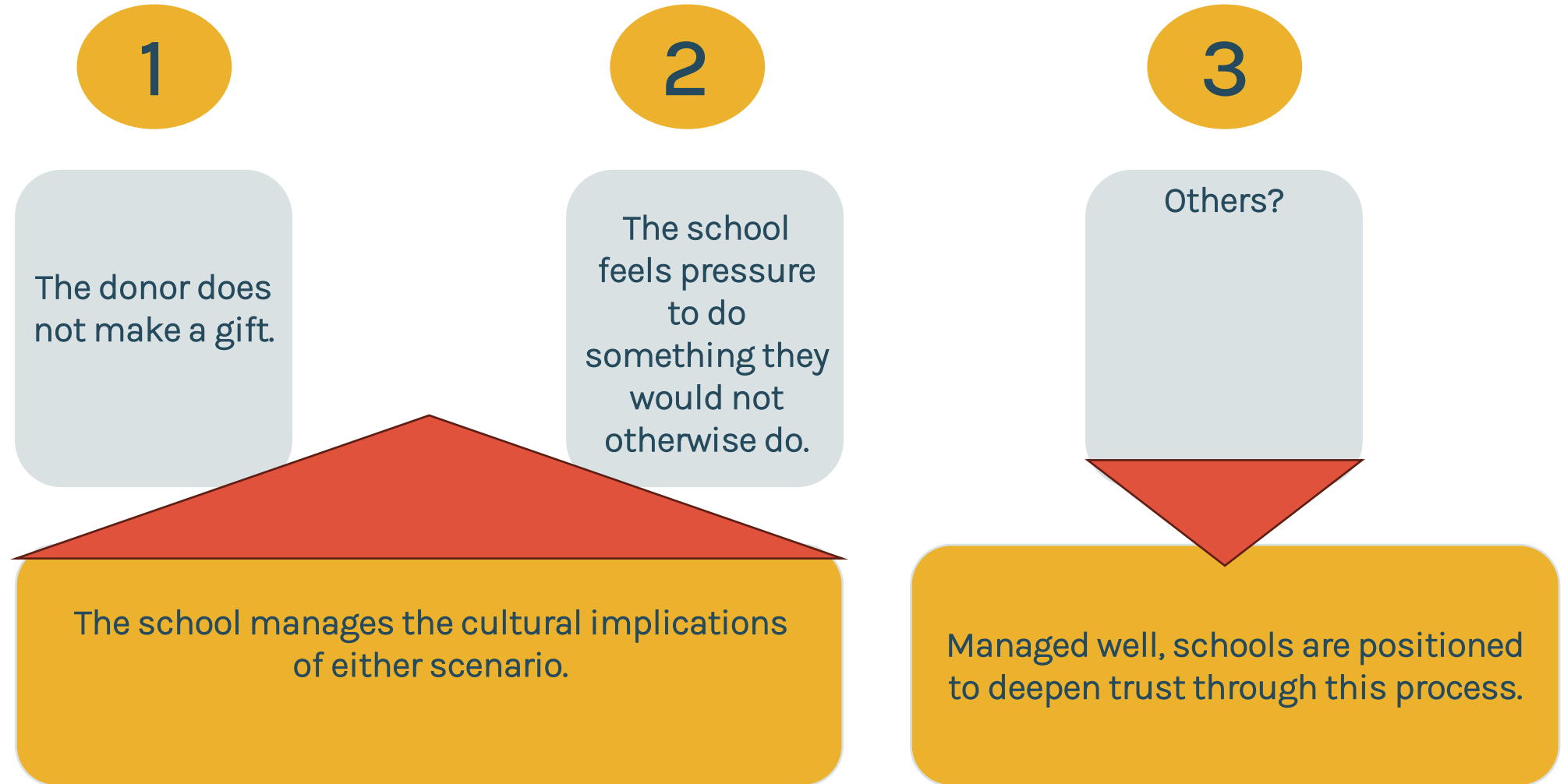


“Culture eats strategy for breakfast.”
- Peter Drucker

EMBRACE TWO PRIORITIES



WHAT IS AT STAKE?



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What is your role?

① Start presenting to display the poll results on this slide.

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What are the biggest challenges for leadership at your school?

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CHALLENGES IN TODAY'S CLIMATE

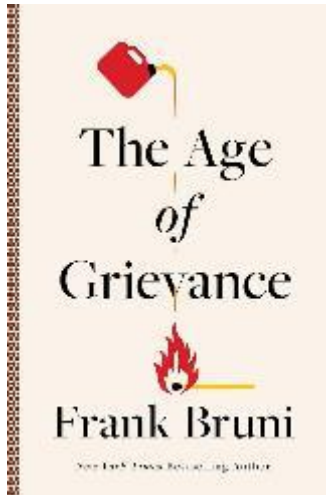
In this academic year, what has been the most challenging aspect of headship so far? Please select up to three options.

<i>Percentage of schools reporting</i>	All Schools	Schools with Boarding Component	Day
Staff/faculty management (including staff shortages)	47%	43%	48%
Addressing parents' needs/concerns	34%	26%	35%
Addressing faculty needs	32%	30%	32%
Focusing on my personal mental/physical health	30%	20%	32%
Maintaining financial sustainability	30%	40%	28%
Maintaining enrollment	27%	34%	25%
Political polarization	25%	23%	25%
Managing the board-head relationship	20%	21%	20%
Addressing student needs	19%	21%	18%
Other (Please specify.)	12%	16%	11%

NAVIGATING PARENTAL STRESS

“Parents have a profound impact on the health of our children and the health of society. Yet, **parents and caregivers today face tremendous pressures**, from familiar stressors such as worrying about their kids’ health and safety and financial concerns, to new challenges like navigating technology and social media, a youth mental health crisis, and an epidemic of loneliness.”

- Dr. Vivek Murthy, U.S. Surgeon General



THE AGE OF GRIEVANCE

By Frank Bruni: New York Times columnist and Duke professor

There are legitimate grievances that lead to positive change.

Polarization has led to more grievances than ever before.

Americans do not agree on much anymore – so there are competing complaints from all sides.

Complaints lead to blame and victimization.

Whatever is missing from our lives is someone else's fault.

Mission & Student-Centered Culture

The mission and student experience are the #1 priority

Decisions are made with student learning and well-being at the center

Decisions are made with equity and inclusion as a core value

Disappointments build resilience

Individual needs and collective needs are in balance

We acknowledge multiple perspectives

Resilience is a core leadership skill

Donor Bill of Rights

Philanthropy is based on voluntary action for the common good.

X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

When we invite a family to take a leadership role with any gift – annual or campaign, are we opening the door for grievances?

How can a culture of philanthropy become a protective factor against quid pro quo or transactional giving?

PLAN FOR GRIEVANCES

Establish a plan for how to deal with both big and small grievances



Protective Factors:

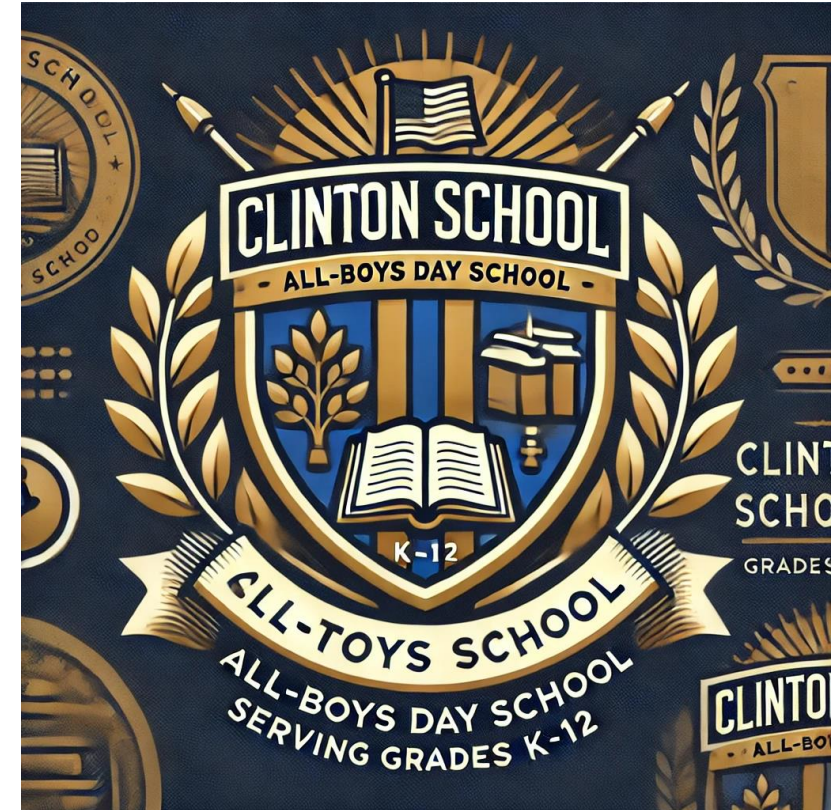
- A deep and thriving culture of philanthropy
- Pre-established guidelines and gift acceptance policies
 - Leadership is clear on non-starters
- A mission & student-centered culture
- Shared school values that are communicated frequently and guide decisions
- Trusting relationship between the Director of Development & Head of School
- Strong partnership with other Leadership - board, staff and volunteers

CASE STUDY #1

Clinton School is an all-boys day school for grades K-12. The culture of philanthropy at the school is so strong that almost every year, **100% of families participate in the Annual Fund.**

This year, when March rolled around, a family with a son in the senior class let the volunteer solicitor know that they would stand by the position they 'd held since September. **Despite having supported the Annual Fund every year since their son Doran enrolled, this year they would not be contributing.**

- *What should the volunteer solicitor do with this information?*
- *What role does the Annual Fund Director play? Chief Advancement Officer? Head of School?*



CASE STUDY #2

Marshall Academy is a coed high school with a recently rewritten mission to promote leadership through social justice and stem education. Over the years, the classrooms, the library, and the athletic facilities have all been well-supported, but the school desperately needed a Robotics Lab so they **launched a capital campaign**. A highly-engaged and well-stewarded group of donors made **5-year pledges to raise \$15M dollars**.

But when the Black Lives Matter movement took hold and the Head of School invited a Black History professor to address the students, one campaign donor **threatened to withdraw his campaign pledge** unless the Head of School added a variety of different perspectives to the speaker event.

- *What are some ways to approach this donor and attempt to salvage this important gift?*
- *Who might be the best person(s) to approach the donor?*
- *What are some changes the school could make to deepen trust in the community?*



WAYS TO PREPARE

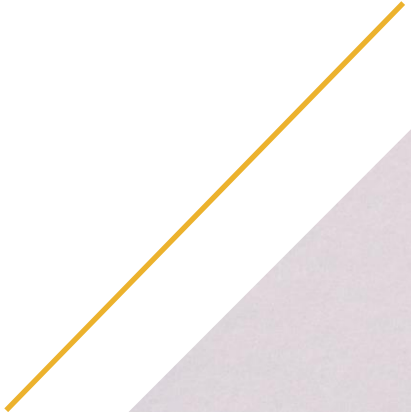
- ❑ **Outline Non-Negotiables:** Align with leadership team on school's non-negotiables; prepare for the fact there may be a few gifts each year that don't come in (due to 'grievances').
- ❑ **Create/Revisit Donors' Bill of Rights:** As part of your plans, consider including a Donors' Bill of Rights. These should align with non-negotiables as well as your gift acceptance policies.
- ❑ **Deepen Culture of Philanthropy:** Review plan to nurture culture of philanthropy at every stage of families' journeys at the school (ex. Talk about the programs and spaces that came through philanthropy on tours with prospective families.)
- ❑ **Others?**

Guiding Questions

- Am I including the right people at the right time?
- Am I using your resources?
Ex. Protocols, donors bill of rights, gift acceptance policies
- Am I centering yourself before important conversations?
- Am I listening to learn?
- Am I defining and following through on next steps from conversations?
- Are there new ways to think about the issue in conflict?

Guiding Principles

- Be proactive and prepare
- Approach with curiosity, empathy, humility
- Be comfortable with difficult conversations
- Take the long-term view
- Practice open mindedness - consider alternatives
- Demonstrate passion and commitment to school
- Focus on building trusting relationships



Thank You

RESOURCES

1. [The Daily Podcast: The Parent's Aren't All Right](#)
2. [The New York Times: Today's Parents: 'Exhausted, Burned Out, and Perpetually Behind'](#)
3. [The Anxious Generation by Jonathan Haidt](#)
4. [Never Enough by Jennifer Breheny Wallace](#)
5. [How to Build Trust in Your College or University to Maintain Fundraising](#)