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President
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Fundraising: What Needs to Change, Why and How

What Needs to Change

- Three lenses
 - Industry level
 - Institutional level
 - Individual level

What Needs to Change

- “We don’t need to worry about saving the planet. It will just throw us off and start all over. We need to worry about saving our asses.”

- -George Carlin

What Needs to Change

- We don't need to worry about saving philanthropy; it will persist in some form
- We need to worry about the erosion of philanthropic support for institutions
- We all say we want to create a culture of philanthropy, but we can't see the orchard for the trees, or for that matter, the trees for their fruit

What Needs to Change

- Fly over our philanthropic culture
 - Nation
 - Institution
- Culture = Orchard
- Trees = Individual donor
- Fruit = Annual yield

What Needs to Change

- Flyover
 - Disappearing trees, shrinking orchard
 - US – 20 million fewer trees over the past 17 years
 - A decline of 13%
 - 53% of the population giving to support institution
 - Down from a high of 75% - 25 years ago
 - Slow decline over time, accelerating in recent years
 - Fewer trees taking root, most die after the first year

What Needs to Change

- Zooming in
 - Few highly productive trees
 - HNW philanthropists
 - Higher ed – 80% of support comes from 1% of donors
 - Most productive trees are aging
 - Younger trees not maturing as quickly and certainly as they once did, not producing yields anywhere close to that of the older trees; improbable to assume that they will

What Needs to Change

- Hovering closer
 - Mid-growth trees not yield philanthropic fruit as quickly, predictably or as trustingly as they once did
 - Waiting longer
 - Not falling into our buckets for our use as it once did
 - Fruit wants to reproduce
 - Seeking the fertile ground of innovation and impact

What Needs to Change

- Your orchard
 - Slight variations but the same general pattern
 - Still celebrating the annual yield, or “giving days”
 - Not acknowledging the loss of trees, the aging of trees and the growing dependence on the few must bountiful trees
 - A bit like saying, “I’m enjoying a nice spring here so who needs to worry about climate change.”

What Needs to Change



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Nothing will affect the future of fundraising more than the willingness of leaders to **become more attuned to and respectful of donor motivation and demotivation.**



- Jim Langley
President, Langley Innovations
Author of The Future of Fundraising



www.imarketsmart.com/majorgiftmotivator

What Needs to Change

■ Industry level

- Greater commitment to gathering, interpreting and sharing “field intelligence”
- Why the loss of trust in institutions
- What demotivates donors?
- What will it take to renew and, eventually, deepen that trust
 - Will have a lot more to do with listening than pitching and pleading
- https://hbr.org/2021/03/are-you-really-listening?utm_medium=social&utm_campaign=hbr&utm_source=linkedin&tpcc=orgsocial_edit

What Needs to Change

- Industry level - be more honest with ourselves
 - Most fundraisers can't secure appointments with most of their top prospects
 - Most fundraisers who secure their first appointment with a prospect can't secure the second
 - Most prospects don't read or watch most of what we send them
 - Most of the people we contact don't respond to our appeals
 - Most major prospects and donors don't attend most of our events
 - Most prospects' minds are not change by most of what we do

What Needs to Change

- Industry level
 - We expect too much of fundraisers
 - Orchard owners are expecting the harvesters to increase the yields from aging, depleted orchards, some of which don't have most bountiful trees that continue to mask the larger problem
 - We trying to reap more than we have sown

What Needs to Change

- Institutional level
 - More emphasis on institutional deeds, from which the seeds of philanthropy can grow
 - Closer listening to our donors to ensure stronger commonality of purpose
 - Co-creation
 - Linking donors' convictions to organizational competencies
 - Partnership must replace paternalism, and a pathetic paternalism at that

What Needs to Change

- Fundraising doesn't acquire donors
- What does is defining purpose, making difference and showing where more differences can be made
- Resonates with donors' values, convictions and experiences, causing them to give or to become receptive to doing so

What Needs to Change

- Current Donors
 - Who's your retention czar?
 - What have you learned about the major reasons for attrition?
 - What are your strategies for achieving higher levels of donor satisfaction?
 - Are you expecting too much from traditional stewardship activities?
 - How have your acquisition strategies predisposed you to higher rates of donor attrition?

What Needs to Change

- Mature institutions
 - 80 percent will come from current donors
 - 80 percent of total giving will come from one percent of donors
- New major donor acquisition will be very tough
- New annual fund donors take years before moving up to higher levels of giving

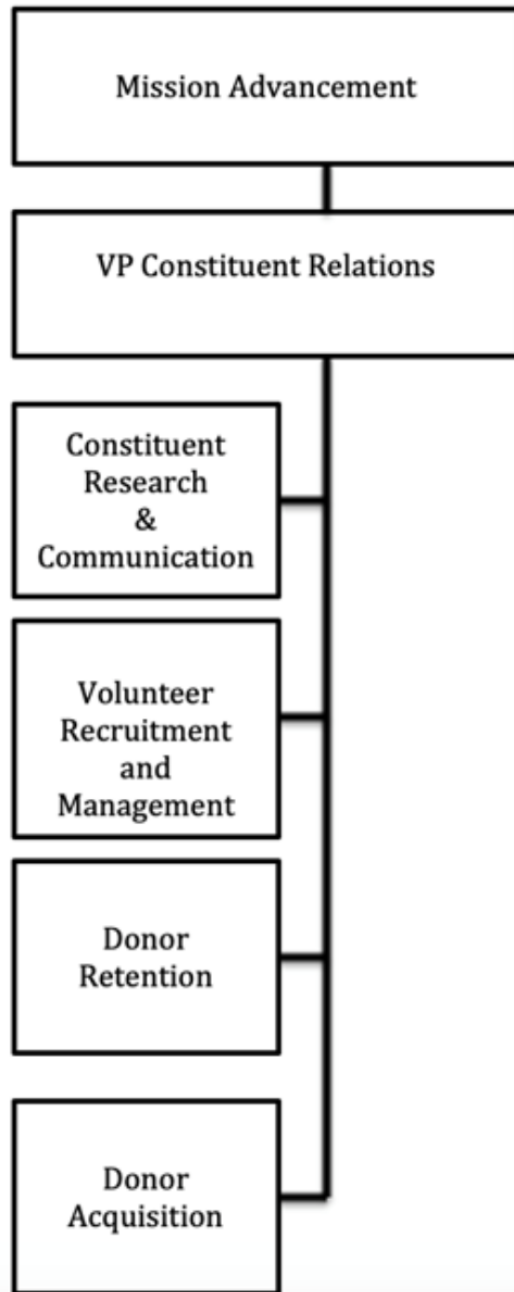
What Needs to Change

- Individual level
 - Listen, record, report
 - Look for patterns
 - Bring more outside information in
 - Research
 - Make all communication vehicles and events interactive
 - Our social media isn't very social
 - Mostly bragging

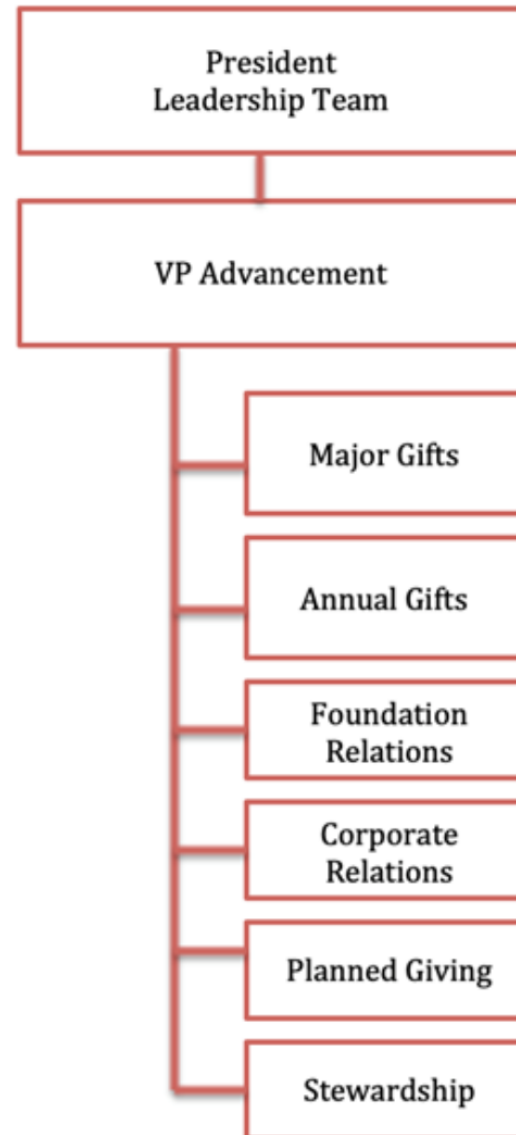
What Needs to Change

- Individual
 - Debunk the “lone wolf” school of fundraising
 - Acknowledge all that contributes to the making of sustainable philanthropic relationship – long, mid and short
 - Those who have taken undue credit for themselves contribute to the unrealistic expectations parked on others

By Function



By Specialization



What Needs to Change

- Individual
 - Associate yourself with fundraising practices that sustain, if not renew, this great natural resource we call philanthropy.

What Needs to Change

- Thank you
- Questions