



Survey of COVID-19 Impacts on Fundraising Operations

August 23, 2020

**Data collected between August 10 to August 23
with comparisons to data collected beginning 3/16**

GG+A SurveyLab is conducting a weekly tracking survey of fundraising offices to provide data for the industry to understand trends and conditions during the COVID-19 pandemic.

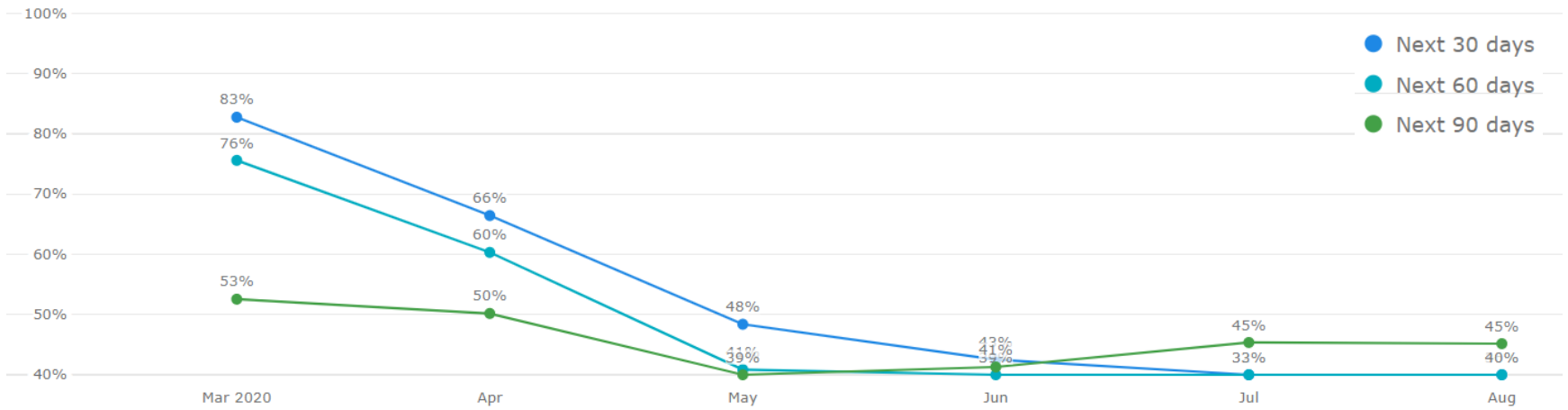
- This report contains data collected through an online survey conducted August 10 to August 23. These data are compared to data collected over the previous weeks, beginning March 16 and ending August 23. There have been 1,764 participants to the survey.
- If you would like to participate in the tracking survey and have not received an invitation, please email surveylab@grenzglier.com. We encourage you to share the report with colleagues. Please contact us if you have questions or would like to suggest ideas for future additions to the survey.



COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

Weekly: % "High" (8-10) negative impact on fundraising

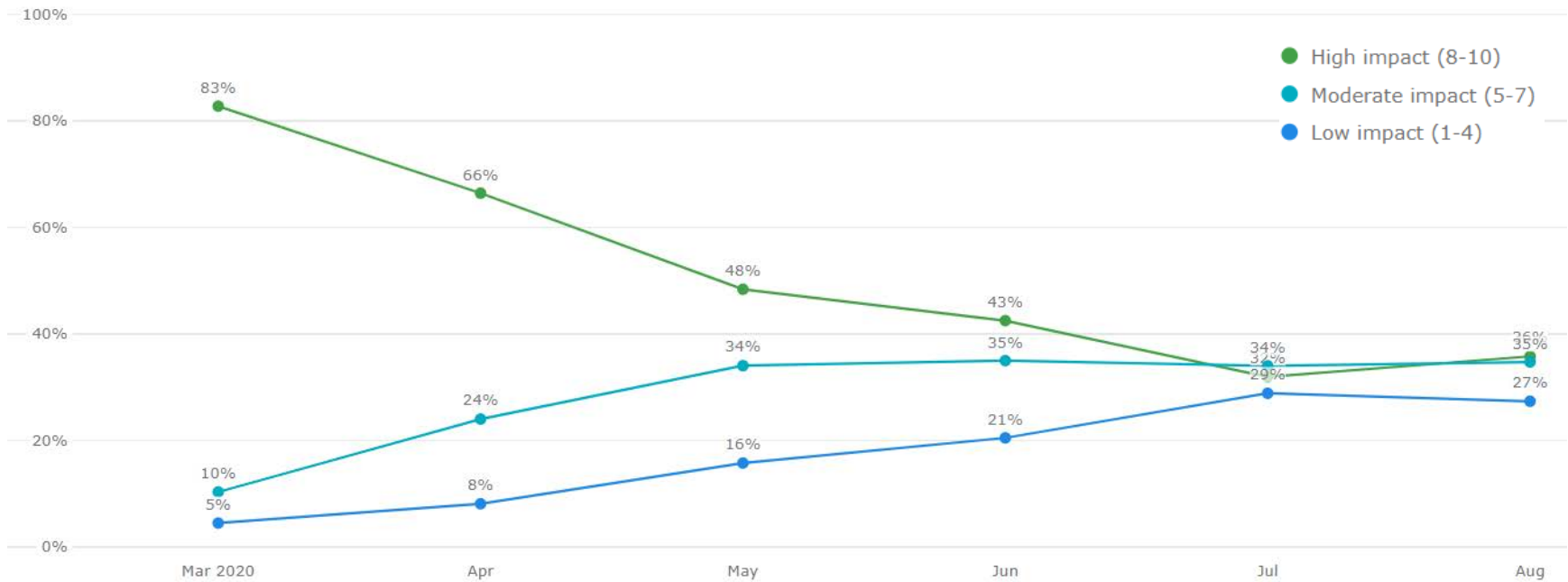




COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

Weekly: 30-day negative impact on fundraising

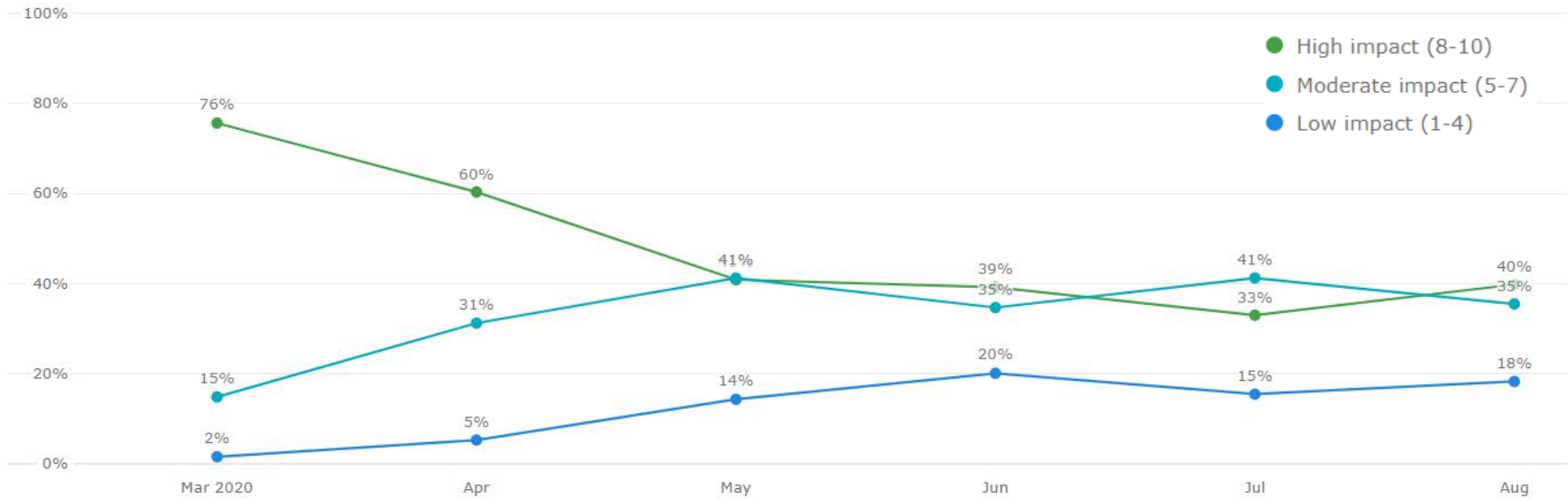




COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

Weekly: 60-day negative impact on fundraising

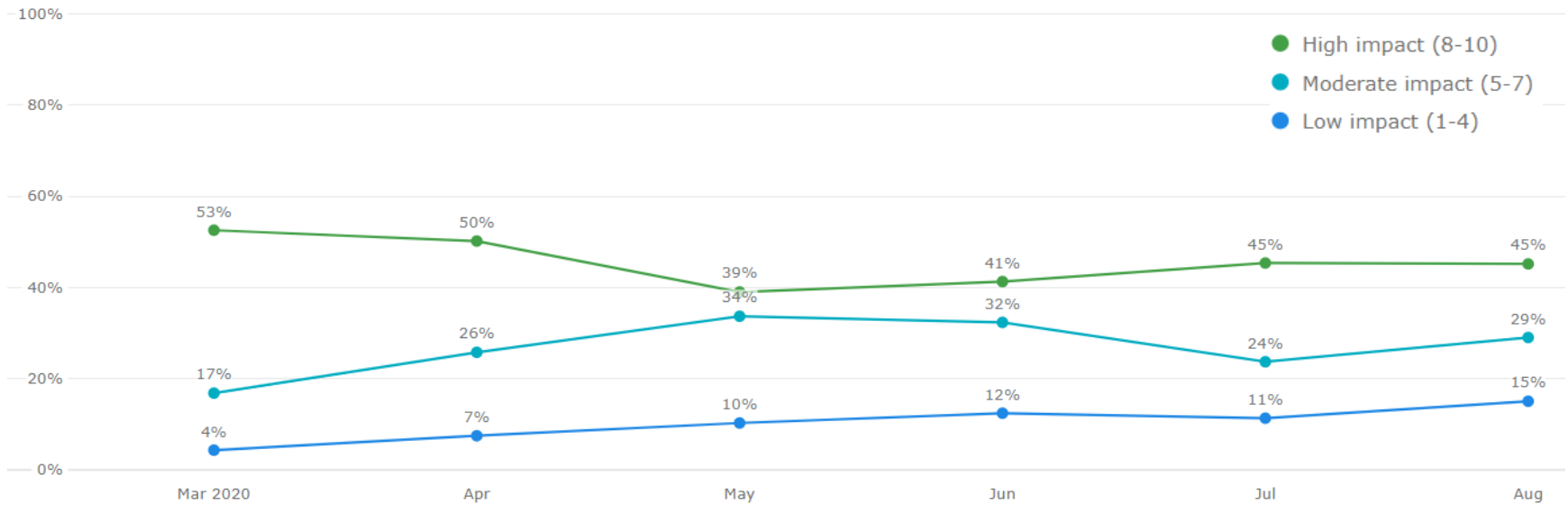




COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

Weekly: 90-day negative impact on fundraising

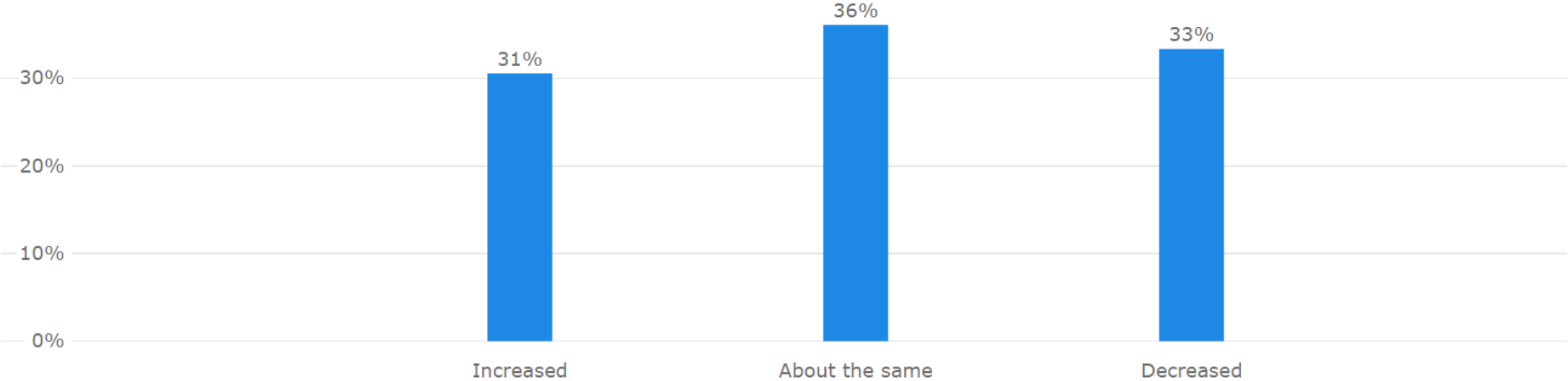




COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

If your organization finished their fiscal year in June, which of the following apply to your end-of-year numbers compared to the previous year? - Total private support

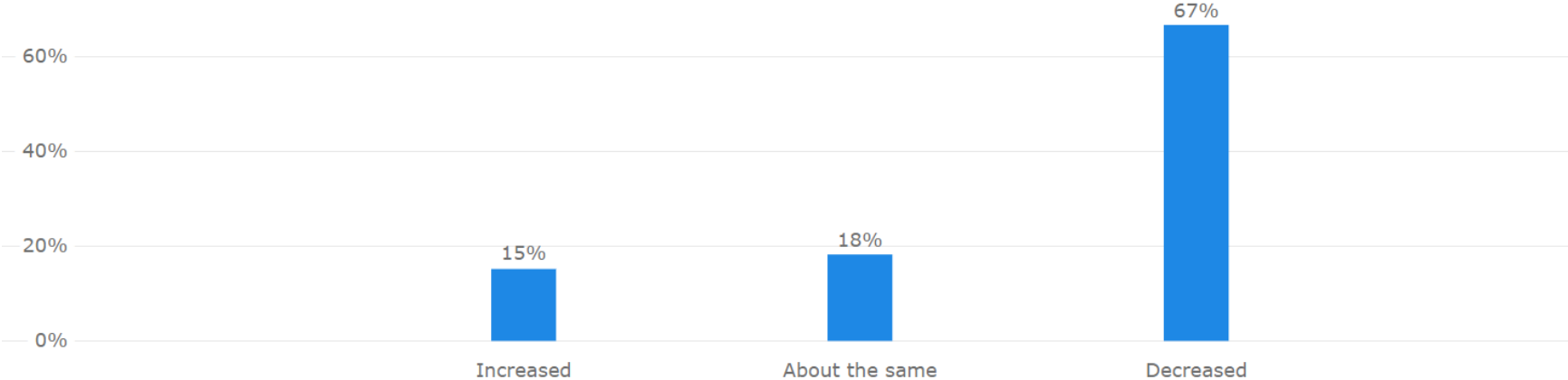




COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

If your organization finished their fiscal year in June, which of the following apply to your end-of-year numbers compared to the previous year? - Participation rate

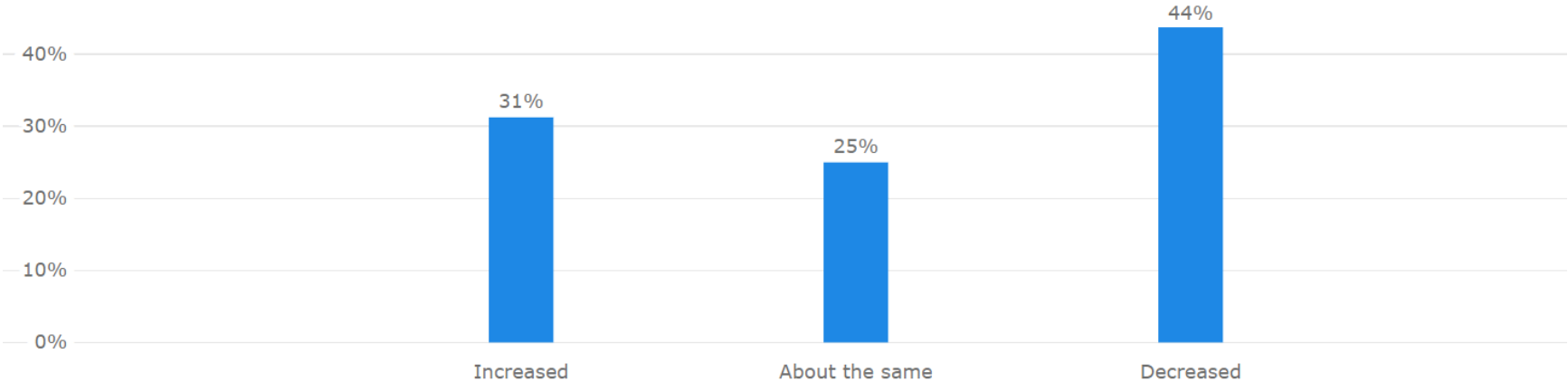


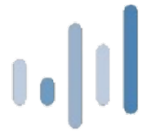


COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

If your organization finished their fiscal year in June, which of the following apply to your end-of-year numbers compared to the previous year? - Number of new donors

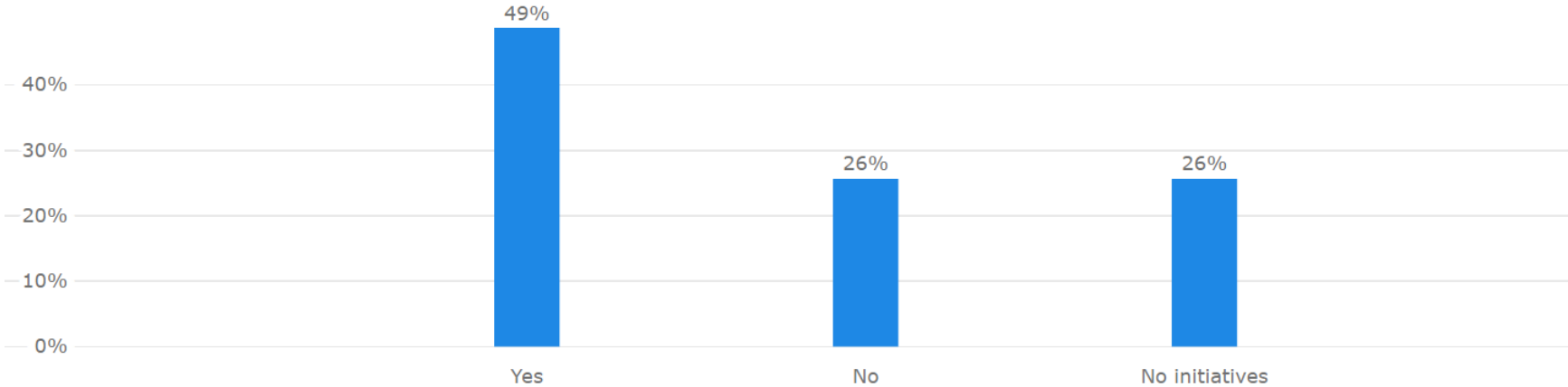




COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

In your organization's pandemic-specific fundraising initiatives (student emergency support, gifts of protective equipment, etc.), have you seen an increase in the number of first-time donors?



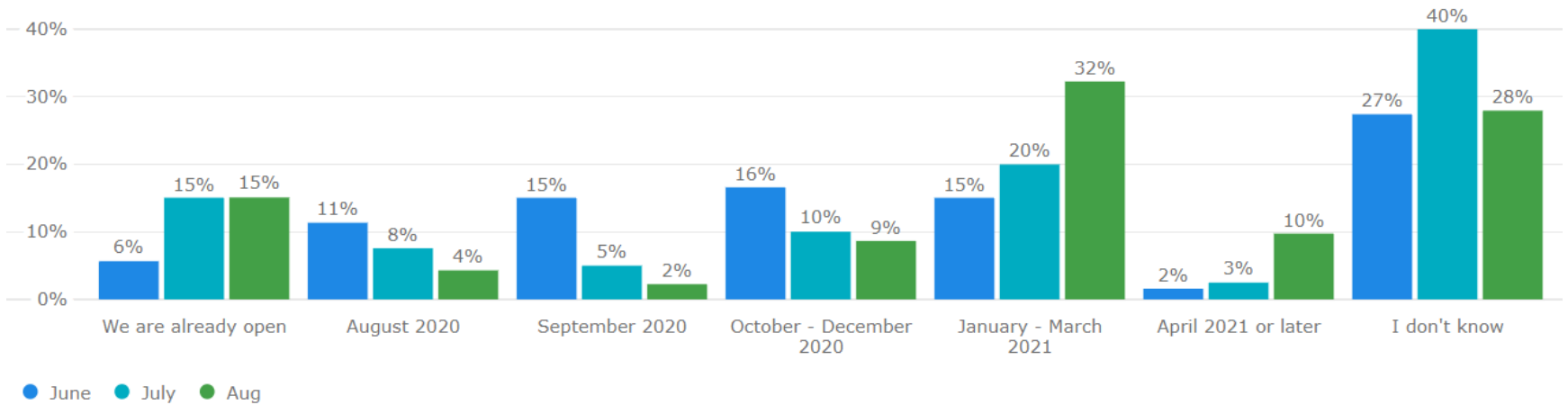


COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

When does your advancement office plan to reopen for more standard in-person office work?

1



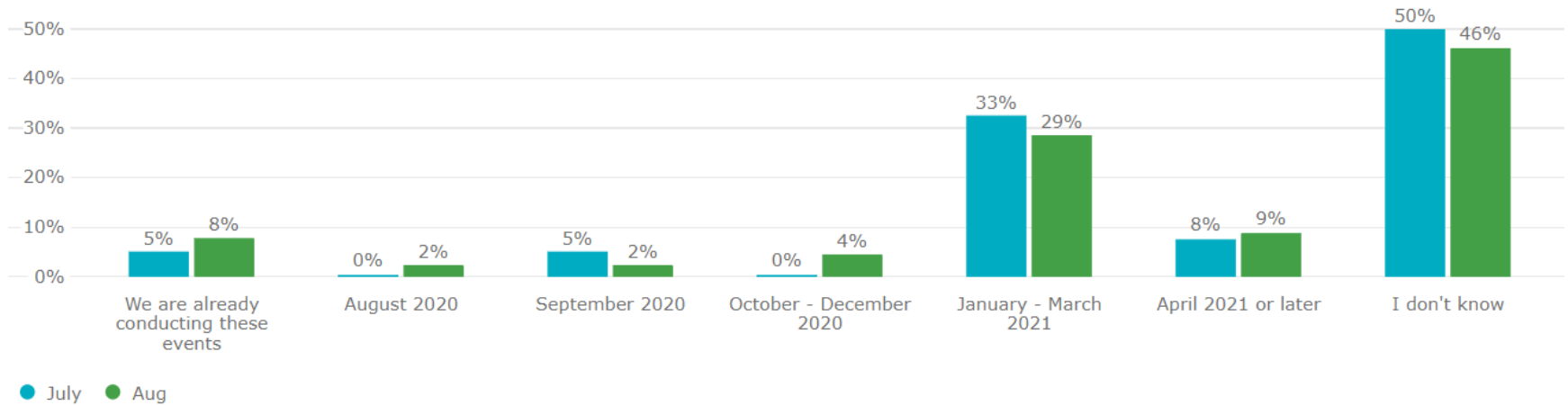


COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

When does your advancement office plan to conduct in-person events limited to 10 people?

1



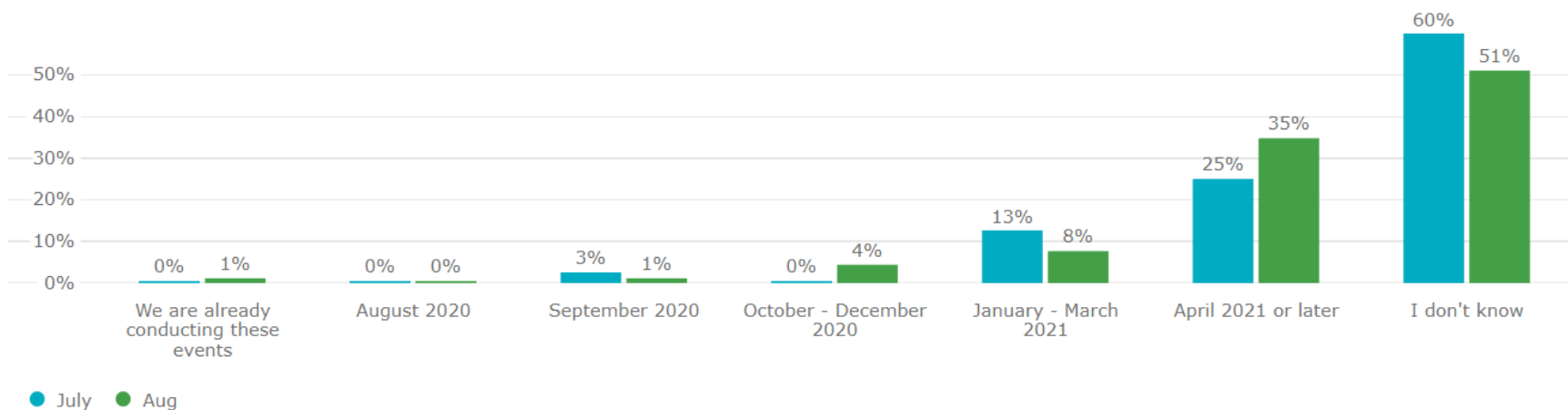


COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

When does your advancement office plan to conduct in-person events of 10 people or more?

1



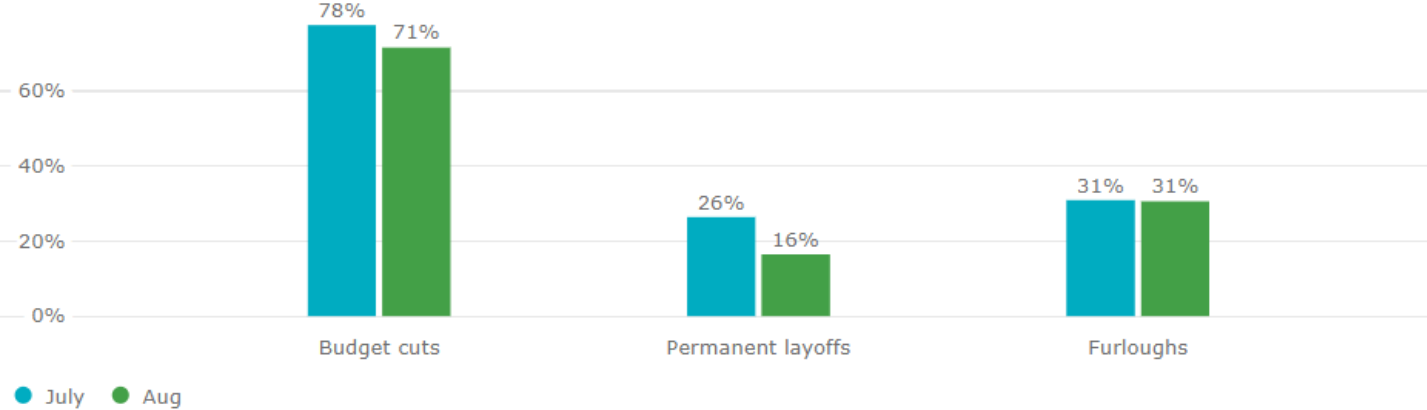


COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

Has your organization or department experienced any of the following in response to the pandemic?

▼ 1 ↓

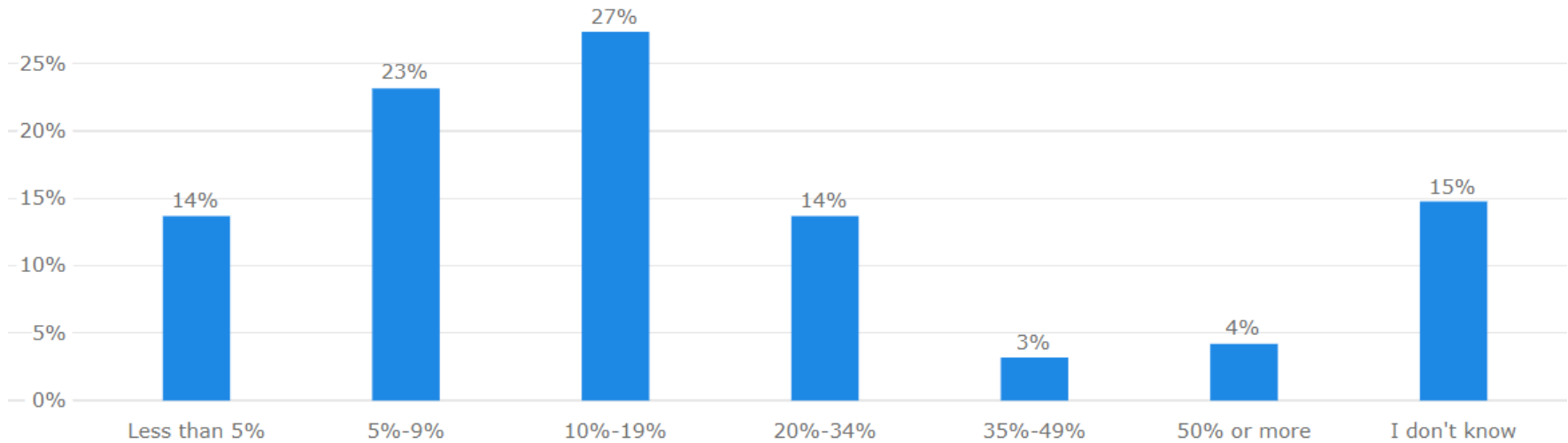


COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23



If you experienced budget cuts, describe the extent of the budget cuts in your organization or department. ↓

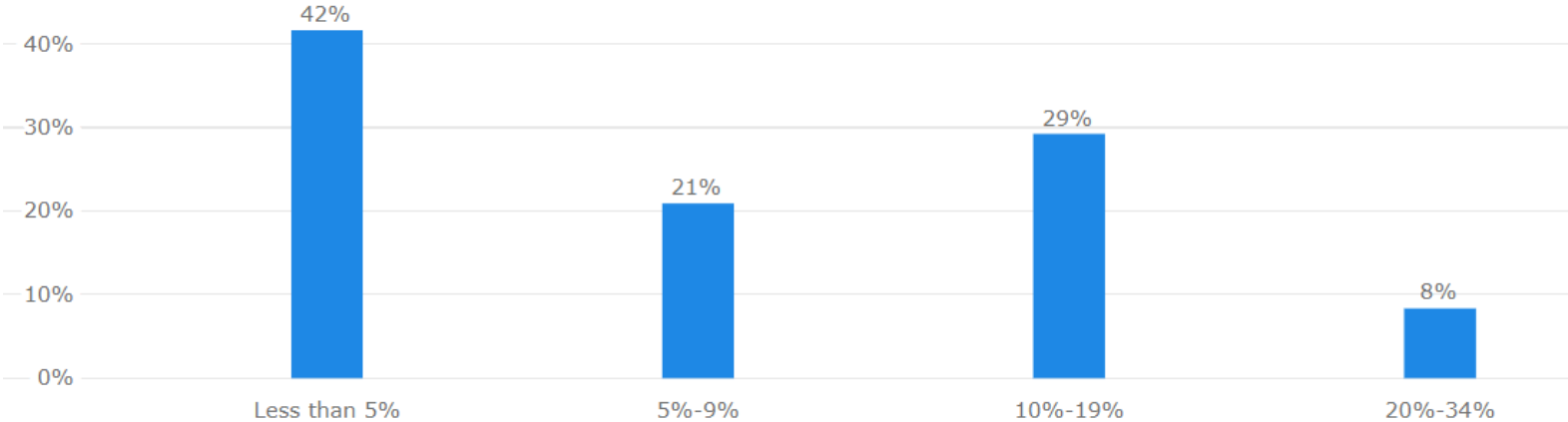




COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

If you experienced permanent layoffs, describe the extent of the permanent layoffs in your organization or department.

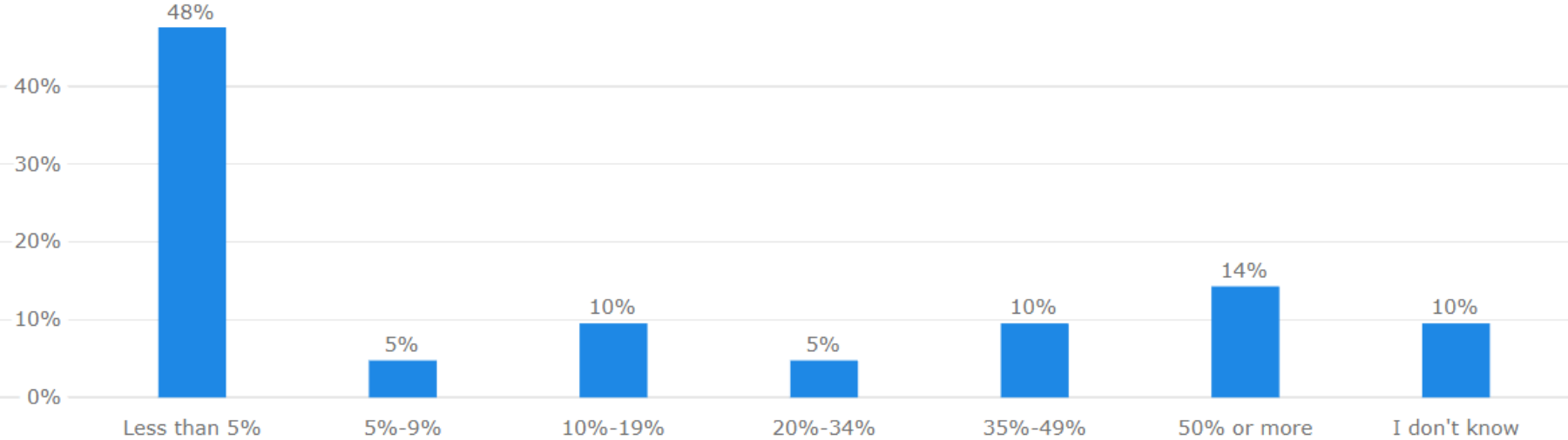




COVID-19 Impact on Fundraising Offices – August

Data collected 8/10-8/23 with weekly comparison data from 3/16-8/23

If you experienced furloughs, please describe the extent of the furloughs in your organization or department. [↓](#)





For More Information

Dan Lowman,
Senior Vice President & Director
GG+A SurveyLab

dlowman@grenzglier.com

Megan Collier
Consulting Associate
GG+A SurveyLab

mcollier@grenzglier.com

Royal Rarick
Consulting Associate
GG+A SurveyLab

rrarick@grenzglier.com

Grenzebach Glier and Associates | Consultants in Philanthropic Management | 200 S. Michigan Ave. Suite 2100, Chicago, IL 60604 | 312.372.4040

Appendix

Comparisons by Organization Type
Free Text Comments

Survey Metadata - Recorded Date: Mar 16, 2020 to Today

Weekly: 30-day negative impact on fundraising

	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education	Other (please specify)	Social Services/Cause and Cure
High impact (8-10)	58%	45%	48%	65%	62%	45%	44%
Moderate impact (5-7)	33%	45%	29%	22%	26%	24%	33%
Low impact (1-4)	7%	8%	22%	11%	10%	32%	22%

Weekly: 60-day negative impact on fundraising

	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education	Other (please specify)	Social Services/Cause and Cure
High impact (8-10)	59%	53%	48%	58%	51%	42%	44%
Moderate impact (5-7)	33%	41%	31%	28%	33%	34%	39%
Low impact (1-4)	1%	6%	17%	9%	8%	18%	17%

Weekly: 90-day negative impact on fundraising

	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education	Other (please specify)	Social Services/Cause and Cure
High impact (8-10)	58%	62%	51%	46%	40%	45%	44%
Moderate impact (5-7)	19%	29%	24%	26%	29%	26%	33%
Low impact (1-4)	5%	2%	12%	9%	6%	11%	11%

When does your advancement office plan to reopen for more standard in-person office work?

1

	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education	Other (please specify)	Social Services/Cause and Cure
We are already open	13%	15%	14%	6%	14%	13%	25%
August 2020	7%	15%	0%	11%	11%	0%	25%
September 2020	0%	8%	10%	9%	23%	13%	0%
October - December 2020	23%	15%	14%	13%	11%	0%	0%
January - March 2021	17%	8%	24%	27%	5%	0%	0%
April 2021 or later	0%	31%	4%	3%	2%	0%	0%
I don't know	23%	0%	29%	32%	30%	38%	25%

When does your advancement office plan to conduct in-person events limited to 10 people?

▼ 1

	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education	Other (please specify)	Social Services/Cause and Cure
We are already conducting these events	9%	0%	11%	8%	0%	0%	0%
August 2020	0%	0%	0%	1%	5%	0%	0%
September 2020	0%	50%	6%	0%	5%	0%	0%
October - December 2020	9%	0%	0%	3%	5%	0%	0%
January - March 2021	73%	0%	11%	36%	11%	0%	0%
April 2021 or later	0%	25%	11%	8%	11%	0%	0%
I don't know	9%	25%	61%	45%	63%	100%	100%

When does your advancement office plan to conduct in-person events of 10 people or more?

▼ 1

	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education	Other (please specify)	Social Services/Cause and Cure
We are already conducting these events	0%	0%	0%	1%	0%	0%	0%
August 2020	0%	0%	0%	0%	0%	0%	0%
September 2020	0%	0%	11%	0%	0%	0%	0%
October - December 2020	18%	0%	0%	1%	5%	0%	0%
January - March 2021	9%	0%	0%	13%	5%	0%	0%
April 2021 or later	64%	20%	22%	36%	16%	0%	0%
I don't know	9%	80%	67%	49%	74%	100%	100%

Has your organization or department experienced any of the following in response to the pandemic?

	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education	Other (please specify)	Social Services/Cause and Cure
Budget cuts	64%	40%	88%	84%	37%	50%	0%
Permanent layoffs	45%	0%	11%	22%	11%	0%	0%
Furloughs	30%	0%	33%	41%	5%	0%	0%

If you experienced budget cuts, describe the extent of the budget cuts in your organization or department.

Q52 Budget cut	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education	Other (please specify)
10%-19%	43%	0%	27%	24%	43%	100%
20%-34%	43%	50%	7%	11%	14%	0%
35%-49%	0%	50%	0%	3%	0%	0%
5%-9%	14%	0%	47%	22%	0%	0%
50% or more	0%	0%	0%	6%	0%	0%
I don't know	0%	0%	13%	17%	14%	0%
Less than 5%	0%	0%	7%	16%	29%	0%

If you experienced permanent layoffs, describe the extent of the permanent layoffs in your organization or department.

Q53 Permanent layoffs	Arts and Culture	Healthcare	Higher Education	K-12 Education
10%-19%	20%	0%	40%	0%
20%-34%	0%	0%	0%	100%
5%-9%	40%	0%	20%	0%
Less than 5%	40%	100%	40%	0%

If you experienced furloughs, please describe the extent of the furloughs in your organization or department.

Q54 Furloughs	Arts and Culture	Healthcare	Higher Education
10%-19%	0%	50%	7%
20%-34%	0%	0%	7%
35%-49%	0%	0%	13%
5%-9%	25%	0%	0%
50% or more	25%	0%	13%
I don't know	0%	50%	7%
Less than 5%	50%	0%	53%

If your organization finished their fiscal year in June, which of the following apply to your end-of-year numbers compared to the previous year? - Total private support

Q59 End of year numbers - TPS	Arts and Culture	Healthcare	Higher Education	K-12 Education
Increased	0%	25%	29%	44%
About the same	100%	25%	33%	33%
Decreased	0%	50%	38%	22%

If your organization finished their fiscal year in June, which of the following apply to your end-of-year numbers compared to the previous year? - Participation rate

Q59 End of year numbers - Participation rate	Arts and Culture	Healthcare	Higher Education	K-12 Education
Increased	0%	0%	25%	0%
About the same	50%	33%	15%	13%
Decreased	50%	67%	60%	88%

If your organization finished their fiscal year in June, which of the following apply to your end-of-year numbers compared to the previous year? - Number of new donors

Q59 End of year numbers - New donors	Arts and Culture	Healthcare	Higher Education	K-12 Education
Increased	0%	100%	42%	0%
About the same	100%	0%	16%	33%
Decreased	0%	0%	42%	67%

In your organization's pandemic-specific fundraising initiatives (student emergency support, gifts of protective equipment, etc.), have you seen an increase in the number of first-time donors?

Q60 Pandemic first time donors	Arts and Culture	Foundation	Healthcare	Higher Education	K-12 Education
Yes	0%	0%	100%	53%	11%
No	0%	100%	0%	32%	33%
No initiatives	100%	0%	0%	16%	56%

Q19 - If there is anything else at all that you would like to add, please do so here.

If there is anything else at all that you would like to add, please do so h...

Our 'budget cuts' were simply sweeps of our budgets for operating dollars. They will be reinstated next year. Our Giving Day on April 22, 2020 broke all previous records.

Our career services office, which is part of our division, is open and operating on a rotating schedule. The rest of the division continues to operate remotely.

In your question about layoffs or furloughs in your organization, a more precise answer is that our advancement operation has had no layoffs or furloughs, but our University has furloughed about 1400 employees and laid off about 80.

we are in uncharted waters. Until there is a widely distributed successful preventive vaccine, we will not be able to secure significant charitable dollars. We must count on our trustees and past major donors of 1m+ to carry us through the pandemic.

Keep pushing out the data you collect from these surveys.

Work is becoming more and more intense as we do even more with even less :(

No thanks.

Receipts have been very solid since early April -- we think savvy donors are trying to maximize deductions in advance of the election. Might be an interesting question for other organizations re: strength of receipts.

our office is open but we're a hospital foundation and NEED to be as we have assistance programs for staff and for patients, and are managing the community supply drive (think fabric face masks, hand sanitizer, donated snacks and meals for employees). we rotate and there's only 1 person in office each day to handle door traffic and any logistics. we also don't plan on having any in person events though we are planning a golf tournament in late Sept but beyond that, anything indoors has been moved to virtual.

Are schools adjusting philanthropic revenue projections for FY21 and what are the range of changes projected up or down?

when do staff anticipate being back in the office when do staff anticipate they can do F2F MG meetings

Nothing will get better until there is a safe widely available vaccine available for all citizens.

We're currently "hoping" events will return in 2021, but see no guarantee for the time being.

It is clear that life as we once knew it has changed. It will interesting to see what we, as philanthropy professionals, have learned during this pandemic, and how we will adjust our practices to the "new norm" whatever that may be.

Hi guys, the question about upcoming events is really hard to answer if you're going to use seasons in the responses. For those of us in the southern hemisphere, I don't know how I'm meant to answer. Can you please change this to actual month names?

I use this survey every week. thanks.

If there is anything else at all that you would like to add, please do so h...

Pre-established connections continue to go well via virtual connection but establishing new connections / discovery work is clearly more challenging.

This past week, challenges related to the pandemic took a backseat as we responded to issues related to racism and hate speech on our campus involving some of our students. A very challenging week.

Impact of the social unrest and Black Lives Matter is equally devastating to fundraising

The questions about timing are all made with the caveat that we are absolutely in the dark and expecting to continue to make decisions in real time.

Some of the questions are getting down into the weeds and starting to probe on inconsequential numbers - like phonathon comparisons year over year.

staff are overwhelmed by tasks and activities. Leadership has been challenged by this and the capabilities of leadership are questioned.

we have had targeted appeals to donors for renewal, which the larger level donors have renewed, some of the smaller levels have not. we have also sent out targeted email appeals to mid-level & lower level donors that haven't generated much of a response. our city has been hit harder than most in that there was a devastating tornado that affected "artistic" areas of town in particular, back in march...

It would be helpful to know, through survey results, how institutions are changing their workplan (metrics) goals for FY21 and their operational plan goals.

Due to the country-wide crisis related to the murder of George Floyd, we have paused ALL fundraising communications and solicitations, including year-end appeals, planned giving informational email-newsletters.

This week has also posed significant challenges because of events in Minneapolis and across the country around racial injustice. We have cancelled events and appeals as a result.

I would be curious for your survey to ask about donors - e.g. the number of donors to an institution. We have seen a drop.

Our Day of Giving for Annual Giving is Tuesday, June 2. So far only positive responses. Our community asking what can we do? Our Answer: Support Annual Giving.

We had a stronger than expected, and positive response to a week-long fundraising campaign we implemented in lieu of our annual spring event, and raised almost as much money as we'd hoped to raise at the event itself. It did not include a silent auction or live appeal, as our event would have done.

This is not a time to stand down, but to adjust our approach and communicate with our donors.

People seem less and less "shocked" by the idea - now several months in - that we are talking about what funding is needed to move the university and our students forward

Our Board is very eager that we continue with full campaign intensity and wants a presentation soon.

Volunteers are reluctant to call their prospects.

The key has been to continue with 'business as usual' but with adapted messaging and a slight switch of focus.

I'm concerned there is general, misplaced optimism about the economy that isn't being factored in to planning.

If there is anything else at all that you would like to add, please do so h...

Thanks to GG+A for your great work in supporting our sector!!

People want to help. Giving them an opportunity to do so even if the gift amounts are lower than what we would hope for, is important.

The big questions moving forward, especially for higher education, is how will the pandemic impact their budgets - not just their fundraising. State budgets are decreasing, and many university budgets rely on state funding. If state funding is decreased, universities will need to cut their budgets, which means staff might need to be cut. These cuts will impact fundraising. Similar situations will run across the non-profit world....and then the question becomes when does the downward spiral slow down or reverse? Yes, fundraising is important, but to do fundraising you need staff.

Anecdotally, it seems donors are more likely to answer the phone or call you back now than at the beginning of this crisis, and they seem to be chattier. I'm having longer phone calls and am getting VERY long email replies.

Our approach is a donor by donor conversation where we give the donor the choice to stop or continue the giving conversation.

Please add a question(s) related to planned giving marketing, i.e. are you continuing to message about planned giving, have you modified your messaging around planned giving, etc. Thanks!

The question about "campaigns" could have used another option for response...such as "in consideration or in discussion." Our organization is currently in the quiet phase of a campaign but we have not formally made any decisions yet which would result in extended timeline, shift in priorities, etc. - it's too soon to know.

Shifted resources to respond to high levels of donations related to pandemic research, hospital needs, student support.

We requested to have our mail held when we first closed the building (March 13th) and then later that week asked it be forwarded to a staff member. We still have received no mail and are very concerned there may be important communications and checks in the mail. Moving forward we've recommended checks be sent directly to our staff member or done through ACH. I wonder if other organizations are having trouble with their mail service and are concerned about how that might be affecting giving.

On the earlier question of what changes are being made, we will not have a reduction in salaries (one of the answers) however, all faculty and staff compensation will remain at the current fiscal year rate for FY21. Our fiscal year runs July 1 - June 30.

It is possible that while we won't experience layoffs now, that layoffs could occur at the beginning of the fiscal year (July 1). The pandemic has impacted state budgets, which in turn impact our budget. We already anticipated budget cuts to our programmatic budgets, but it could be even steeper than we anticipated in March. It is possible that we might need to layoff some staff in June/July - which will have a MAJOR impact on our fundraising efforts in the next fiscal year. IF layoffs occur, the impact on fundraising will be felt for years until we can rebuild our staffing to what we have now.

thanks so much for all of your outreach and help during this surreal time!

We are forecasting fundraising for FY21 and it is difficult. The budget office is reviewing past 5 year trend (our campaign ended on Dec.31) and discounting by 10%. This makes me nervous. Are there any good tools out there for estimating future giving in a crisis? Comparisons to great recession?

challenging conversations with some research funders about whether research can be extended / how to pay for salaries of funded research staff while they are not research-active

We are using the 'lull' in our campaign to do more outreach of non-financial kinds: good news, alumni interviews, contests, trivia, etc. Lots of goodwill being generated by focus on student support. Also VERY effective use of alumni volunteers to mentor graduating seniors who are facing a rough economy.

Really appreciate GG+A doing these surveys

If there is anything else at all that you would like to add, please do so h...

New opportunities to do fundraising differently.

Development Officer metrics will not be adjusted officially but there will be a "pre-pandemic" and "post-pandemic" assessment. The post-pandemic assessment will include the number of solicitations and dollar outcomes for the crisis fund goal. We have a crisis fund goal of \$1M.

We are conducting interviews with our most generous donors to learn how they are working through the pandemic, asking for lessons learned, discussing previous crises and lessons learned. We are also connecting them with university researchers to assist them navigate these uncertain time. The findings of these interviews will be published in a white paper to share with these donors and university leaders.

As you know, your 30-60-90 day horizons keep changing with each passing week. Hence, the week over week comparisons may not be as relevant since the 30-day answer in mid-March is different than the 30-day answer in mid-April.

The person-first calls we are making to donors are very well received, much appreciated.

I was heartened to see one of our foundation donors posting on social media about having signed the Council on Foundation pledge - encouraging others to do the same, release restrictions on grants, support grantees, give more deeply than the 5%, etc. All promising signs, and it is clearly a time where private philanthropy can be transformative.

In reference to Question: Has your organization done any of the following in regards to the campaign, our organization is considering some of these options but decisions have not been made yet. It would be great to have a considering option since the "none of the above" answers may be easy to misinterpret.

We are in a campaign - our quiet phase just began this January 1 so we are still very early and may not have had too many plans to defer.

We have experienced some negative fundraising impact due to COVID-19. However, the negative impact has been more than offset by positive fundraising impact, from our academic medical enterprise in particular.

HELP, the government's response to non medical or human service non profits has been alarming.

Leadership tends to think this is going to be a "return to normal" like we were in January 2020. Staff are anxious about their jobs and families, but Leadership is continuing with the work we already had underway IN ADDITION TO adding new tasks. We are overwhelmed working many more hours than usual. (my usual 9 hour days are now 10 to 12 hour days - and I'm working weekends which is rare in non-crisis situations). Leadership is clueless to staff workloads.

How has the COVID-19 crisis affected other universities' pursuit of alumni donor count, particularly for undergrad alum donors?

Our advancement staff has participated in an all-campus outreach wellness calls to our enrolled students to help with retention. Our campus has a \$1M goal for our central student crisis fund. This will culminate in our day of giving, about a month out. At this time, our campus top administrator salaries have been cut (president, VPs, Provost, and Deans).

I think we really have to think about fundraising events (which IMO are the least sustainable way to fundraise, anyway). Can we really bank on spring galas next year?

Spending freeze on any new purchases.

Some of the earlier questions force a distinction between canceling events/solicitations/visits etc or transitioning to remote. We are doing some of each as I suspect most people are but there is no way to indicate that.

We're going to get through this.

I wonder if other organizations are taking this time to plan ahead, or if they are just continuing current/old and new projects as if nothing has happened. (I.e. has anyone put new projects on "pause" to really plan ahead to return to the office?)

If there is anything else at all that you would like to add, please do so h...

With more free time on their hands, the Oregon State University Foundation gift planning team, has structured a program to coordinate outreach to our 2,000 Legacy Society members. Again, from Jeff Comfort: "About 200 are too young to count and are not managed prospects and those have been triaged to our ADODs with a zoom training on how to make the calls. About half of the rest are managed by major gifts officers and are being sent to them for calls along with a training. The rest are countable and unmanaged and the gpo officers will call each of these. Here is a link to a free one hour webinar with guidance on making these calls: https://plannedgiving.com/planned-giving-calls/?inf_contact_key=37fd445ca6770fd017bd2fe3f8df0375680f8914173f9191b1c0223e68310bb1

I wonder if any news outlets would be willing to do a story/stories on the increase in people searching online on how to write a will. This seems like an opportunity for you or associations like NCPG to be out in front on the topic of educating people on the importance of estate planning - how to do it virtually, to look to their alma maters or NFPs as a resource.

We are focused on pumping out on line content and engagement opportunities for alumni and donors.

Leadership is very engaged, the advancement team is taking a leadership role in the institution to move us into a positive future.

Donors need to hear from us now more than ever. They need to know our school is strong and we are taking care of our students and employees.

Would like to hear more on how universities are setting revenue goals for fiscal 2020-2021

We are not in an Advancement campaign but are half way through a major capital appeal for a building transformation . We are not being pressured internally to submit income scenarios as the University understands that the immediate priority is to establish a virtual office and programme and to assure and consult with key donors and alumni as valued stakeholders. We envisage the scenario planning will start in May/June. Our Annual Fund adjustment was relatively minor- a delay in sending out letters to those not called

Our Development officers have been assisting the enrollment management office in reaching out to students to assess their transition to remote learning. This has allowed us to strengthen our partnership with that unit, as well as connected with students and parents.

Would love to have some content on Campaigns during a webinar! The UCLA conversation had a few nods to their campaign wrap-up and having to change that. We are in a similar situation with our same size campaign wrapping up in the summer. Finale was planned for November and we are looking at different options now.

We are initially calling segments of our donors, members and volunteers and all foundations just to check in and see how they are doing. We are following up a little later to share with them the impact on our org and requesting support. There are other staff who do major gift solicitation and I think they are being careful and sensitive to donor readiness to respond at this time.

Some of the timing estimates of when things will "return to normal" are somewhere between a best guess and a hope!

It's challenging to stay optimistic.

Messages of care, connectivity and support seem to be welcomed - even from those who are experiencing personal and professional challenges due to COVID. The more personal the outreach - the better response and follow up.

Thank you for doing this. We often feel we are out here on our own.

For the campaigns GG+A are working with - please help our VPs manage their Presidents' expectations wrt this year's fundraising... and into the unforeseen future.

Our organization, WSU, is located in a state that was impacted early by COVID-19. Also, we have 2 Sr. leaders with deep experience how universities successfully navigated the economic downturn and documented these techniques regarding how best to communicate.

We are pivoting to fundraising for COVID-19

If there is anything else at all that you would like to add, please do so h...

We are modelling not returning to the office for 12 months

Thank you for doing these surveys. Helpful to see trends among our peers

My team is leaning into our video conference technology to keep our collaborative spirit while all are working remotely.

There is a significant effort being made to explore what and how we can expand our digital offerings to engage alumni (online events if you will), whether it be offering a popular Cornell History class to alumni while students aren't having class and re-titling it "Cornell History Happy Hour" (this one has been done already), to hosting webinars featuring a particular administrator/faculty member providing an update from the university with an opportunity for participants to ask questions/interact with the presenter and each other (done in the past, but not recently. A possibility during this pandemic for sure).

At some point, info on leadership of large dev operations during time of duress would be good to see as part of your online series

concerned about WFH fatigue for gift officers and development staff

While we are "partially remote" Only 7 out of 120 workers are in the office

How much communication is too much? When every single company is sending out an update on their response, it's tiresome. We don't want to add to the noise.

1. Your five principles for communicating in a crisis have been very helpful to us (from an earlier blog). 2. In general, we're taking a "caveat emptor" approach to advice from marketing consultants since their interests to keep/generate business and ours to maintain and build relationships with our long term prospects may not align at this time.

Some of these questions could have generated more than one answer.

Treat benefactors with the thought and care you naturally extend to family and friends.

We have cancelled all spring Homecoming and engagement events - how are people looking at virtual engagement opportunities to keep people connected?

Information for Alumni Engagement

Challenge to keep advancement staff occupied - is data work and research busy work or really productive? How can we be really focused on results more than staying occupied? There is going to be a new normal and we should be anticipating what it could be.

Thank you and look forward to hearing some results

it is amazing how differently each state and institution is managing the situation.

Your questions about visits, etc. should have included an option, "Rescheduled all appointments to phone or video"

We are trying to move our physical offices to remote functioning and it is taking a lot of our time to figure out how we will work this way.

We were not prepared for this with messaging or technology. the Business Continuity Plan that was drafted was focused on building and technology outages, not a virus. Our emergency plan - if we had one - was never practiced. We didn't have enough "seats" for our VPN on day 1, which caused issues. This has been a "trial by fire"....

At this point, our contact to donors consists of 3 things: stewardship / you, updates / opportunities and our student assistance fund.

If there is anything else at all that you would like to add, please do so h...

What's the philosophical view of distance learning? Is it a continuation of pre-planned and scheduled learning or is it a period of enrichment. Does this perspective change based on year group? Are schools considering any type of partial opening like sending teachers back to empty classrooms to conduct their distance learning?

Any effort to fundraise in the healthcare / hospital setting is curtailed totally until this virus and the impact of it is under control. Vaccine and treatment programmes are attractive.

The pandemic affords advancement professionals an opportunity to build knowledge and share emerging practices. Thank you for providing a forum to do so.

I look forward to your webinar tomorrow but would appreciate the details on how to join.

For tuition dependent universities that were already stretched thin this year given anticipated competition for prospective families and returning families now likely needing even greater financial help to keep their student in place - there is likely a wave of decisions across all areas of operation including advancement about permanent cost reductions at levels that can only be achieved by the lay off or RIF of staff. What are some of the decisions, steps we can be taking now to think about to make the best decisions on what to preserve and what to forgo? Having gone through this type of thing in 2008-2010, some of us are familiar but it is very different for those that have endowments that eventually recover vs. those who are totally dependent on cash flow.

Q46 - As you continue to manage the impact of the pandemic and plan for your organizations' future, what are your top challenge areas?

As you continue to manage the impact of the pandemic and plan for your orga...

since we cannot travel, our pipeline is thin. if staff leave, we have a very long process to replace, if at all, leading to less donor interaction long-term budget impact - even more so for 2021-2022

Retaining major gift officers who are working at 80% salary

Financial uncertainty with donors as well as, the unknowns of re-opening the campus to students. and faculty.

Economic impact of COVID.

virtual fundraising, race and equity

With a Jan. 1 - Dec. 31 fiscal year, trying to partially recapture lost revenue 2020 will be challenging. Determining best strategies to implement a virtual fund raiser, as directed by our Board, before the end of the fiscal year, in attempt to partially recapture lost gift revenue during 2020.

With students returning to campus, our top priority is maintaining a COVID-free campus while enabling our arts and academic education to thrive. Philanthropically, we seek to avoid the Emergency Response Fund we created reduce giving to institutional priorities such as the Annual Fund and a construction project.

Unrealistic expectations from senior leadership.

Permanently moving staff to remote work environment. Enhance and maintain organizational culture.

Building donor confidence that we are a good investment. We launched our campaign in February 2020 so connecting with lead donors has all been done remotely since then.

Maintaining effective and relevant communications with donors COVID fatigue Uncertainty about impact of election Affirming where and why philanthropy is essential at this time.

Keeping staff motivated, productivity and focus

keeping team motivated

motivating staff keeping donors engaged without in-person visits

The unknown

Attrition without being able to replace - we've lots 3 frontline fundraisers to other jobs in less than a week!

Budget uncertainty Engaging new prospects re-imagined case for support and priority projects that reflect the current reality

Onboarding a new Head of School in a pandemic.

As you continue to manage the impact of the pandemic and plan for your orga...

We're struggling with assessment activities for new potential donors, so the sense is that our pipeline is starting to thin out a bit. Also, at a macro level, morale is low with alumni/donor events, football hosting, and in-person donor visits all off the table for the remainder of the year -- our staff enjoy being with people, so the remote work situation is challenging their morale.

Financial uncertainty with donors as well as, the unknowns of re-opening the campus to students and faculty.

economy, budget cuts, lack of travel, and end of campaign

Not being a direct healthcare provider. Uncertainty, uncertainty, uncertainty.

travel, donor meetings/engagement, building pipeline

retaining advancement staff who do not trust leadership to share financial problems; lack of budget to travel for 1:1 meetings when public health situation allows

It continues to be in pipeline development/prospect discovery.

Economic uncertainty

Budget Staffing Non-Traditional engagement with donors/prospects

Our most significant challenges are around planning; this year's continued up's and down's related to increases in covid cases, insecurity around additional stimulus legislation and uncertainty around fall school plans have made it necessary to always be prepared to cancel or reschedule an event or other fundraising program. Additionally, economic instability makes it difficult to even begin to start budgeting for next year. We've been fortunate to see significant success within our CF&G portfolio but event fundraising and annual fund campaigns have been challenging areas for us, especially given that our leadership team, including myself is all relatively new to the organization.

competing with food banks and other critical social services

The uncertainty of external factors - when will the state be 'safe' for larger gatherings? When will the higher education institutions be available to engage donors safely? What will the economy be doing by year end? We are also looking at the key things we've learned utilizing technology and connecting with donors in non-traditional ways (Zoom) that they seem to enjoy. How do we build on that momentum and not simply return to the "old" way of doing things? How can we strengthen our culture as we continue to adapt and re-invent HOW we do the work (not necessarily what we do)?

Mapping out the annual fund for the year Building strategies to properly cultivate and steward donors

Less planned asks/proposals in our pipeline for FY21 compared to FY20. Delayed investments needed for campaign. Underwater endowment funds.

1. difficulty in creating quality engagement with donor prospects via audio / video platforms. 2. Delay in making decision about philanthropy as concerns loom over continued pandemic disruption and the national election in November.

Staff and donor safety Donor relations without in-person contact Employee morale/motivation

Qualifying and building relationships with new donors.

How to continue to qualify, engage and solicit new prospects without in person contact or the ability to bring them to campus. Budget cuts and hiring freeze is putting enormous pressure on organization when we are being asked to do more in many cases. How to maintain both morale and productivity in an uncertain environment.

Retention of enrollment Communication strategy Decisions of fundraising priorities

As you continue to manage the impact of the pandemic and plan for your orga...

Raising sufficient funds to reach objectives for 2020-21; anticipation of budget cuts

Fundraising Events

Losing staff through the Voluntary Redundancy Scheme and not being able to replace them because of a recruitment freeze

Engaging donors and alumni virtually, identifying and cultivating relationships with new donors virtually, navigating university's fall semester plans.

We are deeply concerned about the impact the recession will have on cities and states upon which we depend a great deal for public support of our work (that is then matched with philanthropic dollars).

Have a new school leader who arrived on July 1. Onboarding him in a pandemic is a real challenge. and in many ways, how is onboarding goes will greatly impact how school goes.

Economic instability

Stabilizing pipeline in light of uncertain/pessimistic economic forecast.

getting the attention of donors, motivating alumni, meeting goals

Qualifying new donors is difficult if not impossible in the current virtual environment. Motivating front line fundraising staff is difficult without travel and energy levels vary considerably.

We are somewhat dependent on federal, state, and municipal dollars to "match" private support. If we lose the public dollars, it may have an adverse impact on our private dollars.

Uncertainty is the biggest challenge. Will we be able to stay open as an organization? This directly impacts our membership renewals. How will the stock market behave? This impacts our larger annual gifts. When can we meet with donors face-to-face or have events? Things change daily so it is difficult to plan.

Knowing whether school will open to in-person instruction in the Fall

travel to see donors, engaging in major/principal level gift conversations

Inability to travel and host in person meetings/gatherings Budget cuts and the impact they will have on our organization long-term Challenge to keep academic leaders focused on fundraising when they have so many other challenges to address.

Travelers are eager to get back on the road, but state and institutional guidance prevents it. Concerns about bringing staff back to their offices until we have a better sense of how the return of students will impact virus levels in our communities. Lots of consternation about whether or not football will play this fall -- but nothing my team can do to influence that decision.

apply best practices from major gifts programs to annual giving work smarter not harder be engagement-focused; personalize outreach; rebuild trust

Our top challenge is technology and specifically the delivery of electronic communications and virtual events that are integrated with our donor giving pages and CRM.

Remotely managing employees Boosting morale

Staff and donor safety Motivation of staff Gift production

As you continue to manage the impact of the pandemic and plan for your orga...

Increasing outcomes while cutting the budget.

Keeping my job!

Not letting the pandemic be an excuse for letting things like annual giving slide.

Donor stewardship and recognition in a virtual format

development of pipeline - both in terms of qualification work as well as maturing gift conversations remotely; setting milestones for success and metrics for evaluation without the ability to forecast effectively; executing a robust enough set of programs/outreach to maintain any type of momentum in an environment of reduced resources

uncertainty. around how our programs and funds will need to be utilized and how we'll maintain donors.

Budget Staffing Inability to work as we have traditionally worked

We will continue to identify new and creative ways to engage our alumni, donors and friends so that they stay connected to our institution.

How to shift our fundraising culture to have stronger focus on raising current use cash How to deliver against ambitious fundraising targets with furloughed staff and inability to travel How to plan for reunion events (we have 5-6 reunion weekends/year) with the uncertainty of virus progression

pipeline development and engaging with new prospects

Financial uncertainty among donors coupled with the unknowns of re-opening the campus to students.

1) Pivoting programs and operations to meet the "post-COVID world." 2) Fundraising to meet budget deficits due to COVID.

Budget cuts, the economy, donors' philanthropic priorities changing; Our team has found it challenging to establish new relationships, conduct discovery, and reimagine alumni and parent relations programming in our extended telework phase. We've continued to cultivate and solicit "warm" prospects and our communications and operations units have been resilient.

Fundraising goal projections that are realistic.

finding new donors, as we can't travel or meet people in person most of the time. It is difficult to qualify new donors in this environment. Easier to connect with existing donors.

metrics for gift officers

Fundraising to meet needs, retaining staff and operations through highly likely budget cuts.

How to successfully run both a live and online fundraiser

Prospect and donor engagement in a virtual atmosphere; securing unrestricted annual support; preparing for public campaign launch in the uncertain environment

Most events and donor travel have been postponed or switched to remote/virtual experiences -- the ongoing lack of personal engagement is beginning to wear on our donors and staff alike. We also don't anticipate being fully back into our offices until late this fall or even early 2021, which is having a bit of a demoralizing impact on the team.

As you continue to manage the impact of the pandemic and plan for your orga...

Timing of annual fund outreach and duration of specific efforts. Keeping focus on non-annual giving and setting the pipeline for the next few years Enhanced stewardship with decreased staff.

Lack of bandwidth for administration, board, and campaign volunteers for anything more than the reopening plan and equity/justice issues.

Discovery and lower end donor renewal and acquisition.

Our number one challenge will be the implications the pandemic has had for our budget, particularly for our auxiliary units like athletics.

The uncertainty and looming uncertainty. But the likely, continued damper on campaign revenue is likely to last for 1-5 years in our health sector and this is an existential challenge.

Engaging alumni and donors virtually in meaningful ways

Uncertainty

1. Overall uncertainties related to economic and financial outlook and what this means for our constituents 2. reductions 3. Elimination of positions

Cancelation to live performances, creating meaningful connections with patrons in absence of in person live concerts.

employee return to work employee morale in remote environment dev officer prospecting work in remote environment managing budget challenges depending on fall enrollments

cancellation of athletics season and uncertainty of fall academic schedule, and the cancellation of in-person fundraising and stewardship events, as well as uncertainty regarding the fall phonathon program if classes become remote. Also qualifying new donors remotely to build the pipeline, and when to launch the public phase of our comp campaign.

Raising general operating dollars when there is so much uncertainty about the economy

Uncertainty about our ability to execute the full fall semester in the hybrid model of instruction leads to conservative decisions on resources and budget - so we will need to have our working model and goals adjust reflect the realities of what is actually available.

Economy, economy, economy

Motivating high activity for MG fundraisers

Continuing productive stewardship leading to the post-pandemic time

Raising funds for core needs. Rebuilding endowment. Get trustees and alumni to take more responsibility for fundraising.

Having leadership spend time to help define a vision for future philanthropy. Many are stuck in the urgent of the current pandemic.

Absent the ability to meet with prospective and current donors in person and have them visit campus to meet with students and faculty - how do we best continue to engage them in the life of our institution in ways that help bring them closer? How do we best use virtual technologies for qualification activity and then to also move from qualification into active cultivation? How do we continue to grow and reward staff in an environment of significant budget reductions?

Budget cuts Hiring freeze Possible layoffs Inability to travel and engage prospects in a traditional way Economy

As you continue to manage the impact of the pandemic and plan for your orga...

Safety/health of donors and staff Staff motivation and optimization per work from home locations Ensuring organization is racially equitable

Developing effective Cultivation and qualification strategies in a remote environment.

Fundraising without having live performances and asking subscribers to donate their tickets rather than asking for refunds for cancelled performances.

Budget Cut of 20% and getting people back in the office.

Donor interest alignment with university needs

Campaign goes live in September 2020. Lead ask is in the works and pandemic may change donor's philanthropic focus or gift amount. Getting potential donors to visit "command center" where they can see plans for new hospital campus and participate in a virtual experience.

Funders that have diverted their giving budgets to COVID-19 causes and smaller nonprofits Hiring freezes and layoffs in our organization

Making the case that tuition is "worth it" if we go back to full distance learning. Where is the value without an in person community? How do we raise \$\$ for a building that we might not even be in consistently in the future?

The return to campus issue and the model for higher education residential communities.

no in person events donors not wanting to meet in person or by zoom shifting fundraising priorities that may decrease giving to our organization