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# Funding Faculty Research

## *Demystifying Development*

Office of the Vice Provost for Faculty Advancement Faculty Development Series

March 2023

# Introduction

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- Funding faculty research is as challenging as it is important
- Can't give you the secret key to unlock research dollars
- What we can give you is a better understanding of how fundraising is conducted at Columbia, and how to navigate
- Your guides today:
  - Paul Keenan, Senior Vice President for University Development
  - Ryan Carmichael, Vice President for University Development
  - Dimitra Koutsantoni PhD, Senior Director for University Corporate & Foundation Relations

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# Development at Columbia

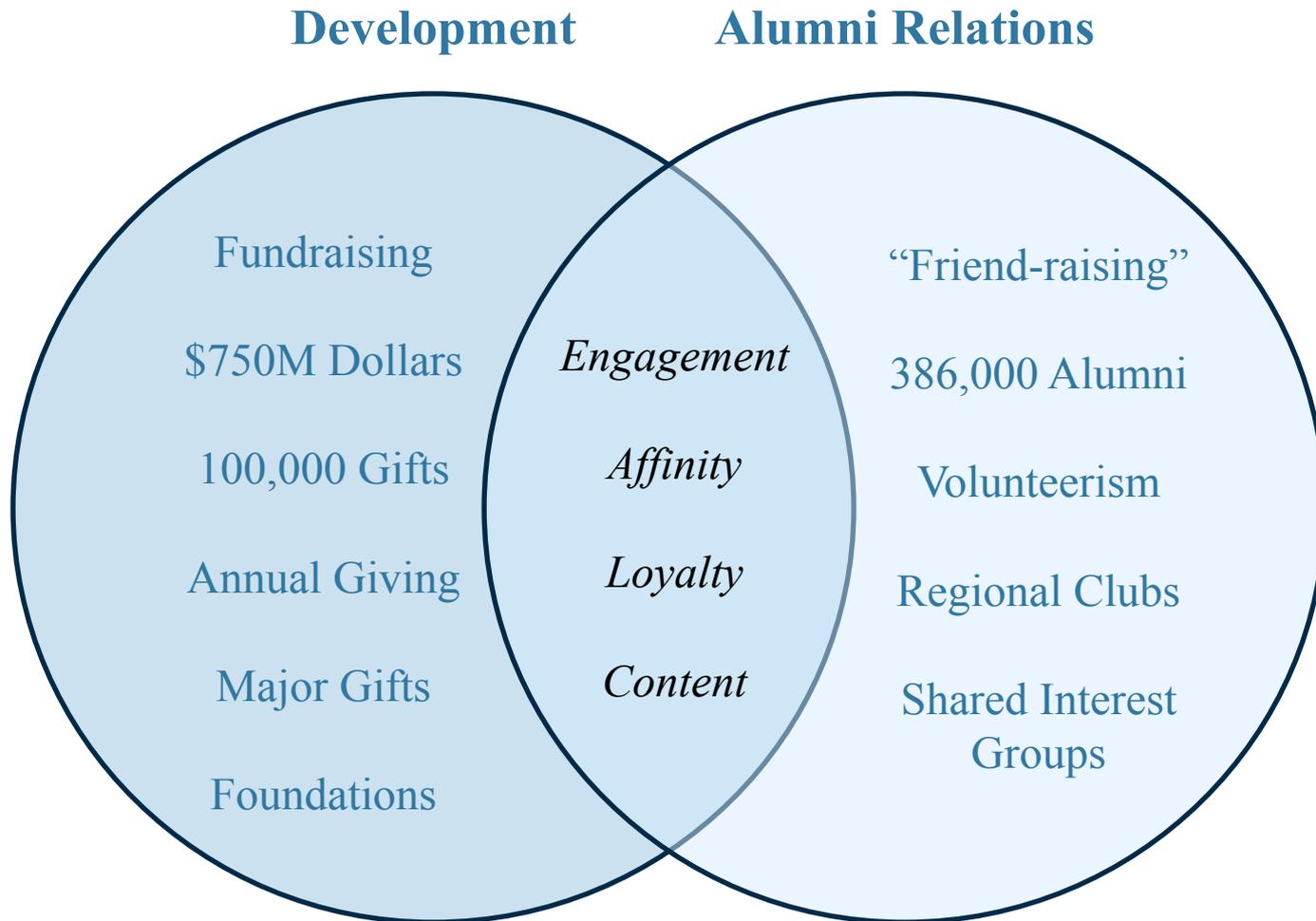
# Office of Alumni & Development Mission

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To build relationships with alumni, donors,  
and University colleagues  
that advance Columbia's mission and  
realize its aspirations as a global leader in  
teaching, research, patient care, and service.

# Alumni Relations and Development

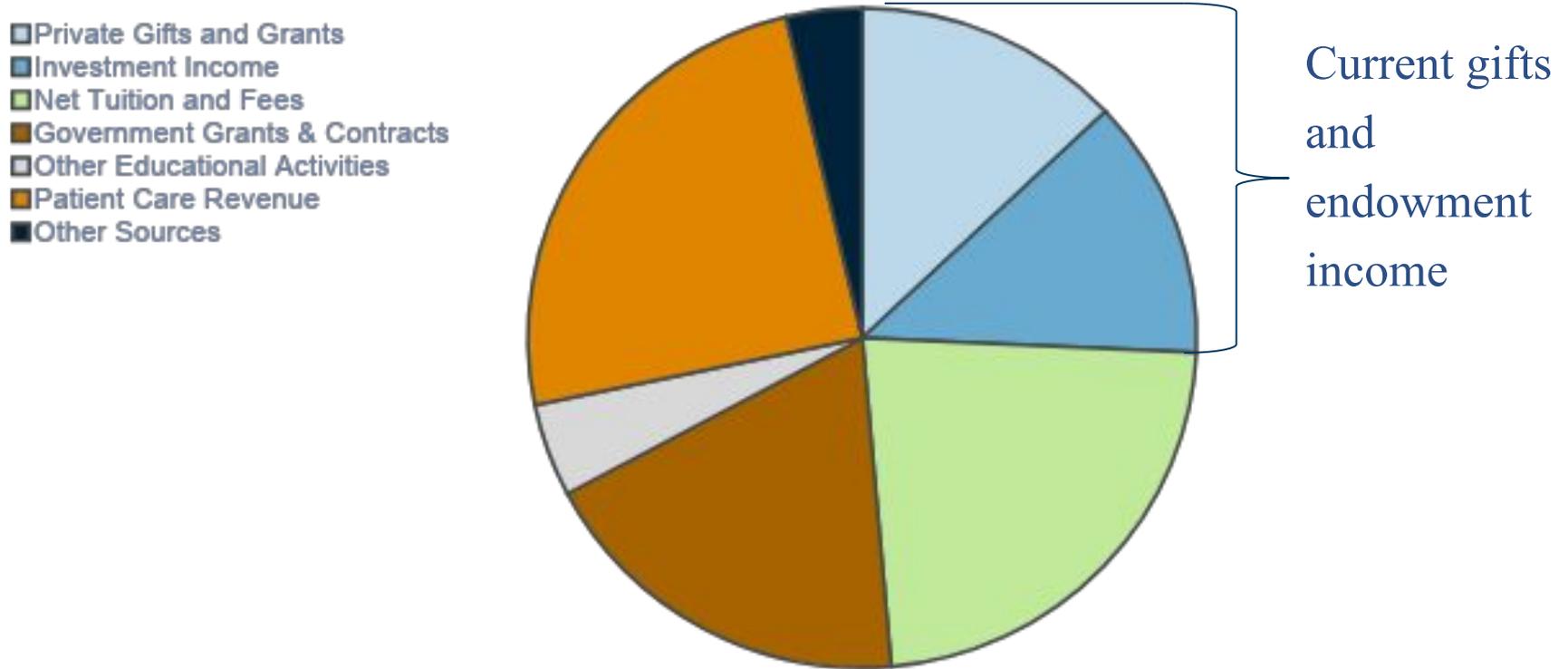
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# Role of Fundraising at Columbia

Gifts – Current and Past – Account for a Quarter of Columbia’s Revenues (\$5B+)

Columbia University Operating Revenue



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# Fundraising Fundamentals

# Two Types of Fundraising

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There are essentially two sources of philanthropy

## Individual Giving

- ✓ Philanthropic decisions made by an individual/couple according to personal interests & values
- ✓ “Head and heart”
- ✓ Smallest gifts given – and the largest gifts given
- ✓ Relationship management and marketing skills are critical



## Institutional Giving

- ✓ Philanthropic decisions made by board, committee or program officers according to institutional strategy/policy
- ✓ Foundations, corporations and corporate foundations
- ✓ Relationship management and in-depth knowledge of a funder's philanthropic interests and priorities are critical



# Institutional Giving

## Foundations by the numbers

● Independent ● Operating ● Corporate ● Community



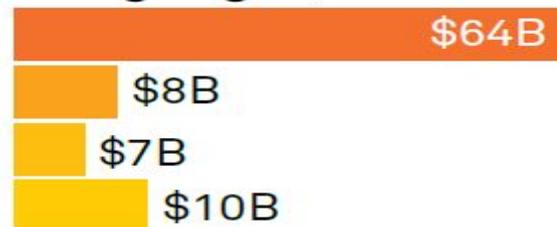
**Total foundations = 127,595**



**Total assets = \$1.2 trillion**



**Total giving = \$90 billion**



# Institutional Giving

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## Types of Foundations

### Private Foundations

- Have set programmatic areas and funding priorities aligned with a larger mission. Goal is to make an impact
- Are open to applications, issue RFPs, or do not accept unsolicited proposals
- Professional board of directors or trustees and program staff
- Proposals reviewed by program officers, and scientific committee/advisory panel
- Funding decisions made by Board. Program Officers make recommendations

### Family Foundations

- Set up by a family
- Funded with the family's assets
- Governed by family members
- Goal is to leave a lasting legacy
- Majority do not consider unsolicited requests
- Grantmaking is a relationship-based enterprise

### Corporate Foundations

- Derive their assets from a for-profit company
- Created as a separate legal entity from the corporation, but with close ties to the corporation
- Goal is to have a positive impact on society, build brand equity, and provide volunteering opportunities for employees
- Make grants in fields related to corporate activities or in communities where the corporation operates, or where their employees reside

# Institutional Giving

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## Types of Foundations and strategy of approach

### Private Foundations

- Develop a good understanding of a foundation's funding interests and priorities to establish whether your work is a good fit
- Demonstrate alignment with the foundation's strategic funding priorities
- Position yourself as a partner in the advancement of the foundation's mission (how can we help you make an impact?)
- Develop and nurture relationships with program officers and Board members
- Listen to program officers' advice and guidance

# Institutional Giving

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## Types of Foundations and strategy of approach

### Family Foundations

- Leverage connections to the Foundation's Board
- Develop and cultivate relationships
- Provide opportunities for the foundation to know you and our work
- Invite them for a site visit and to events/talks
- Listen and learn about their philanthropic priorities

# Institutional Giving

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## Types of Foundations and strategy of approach

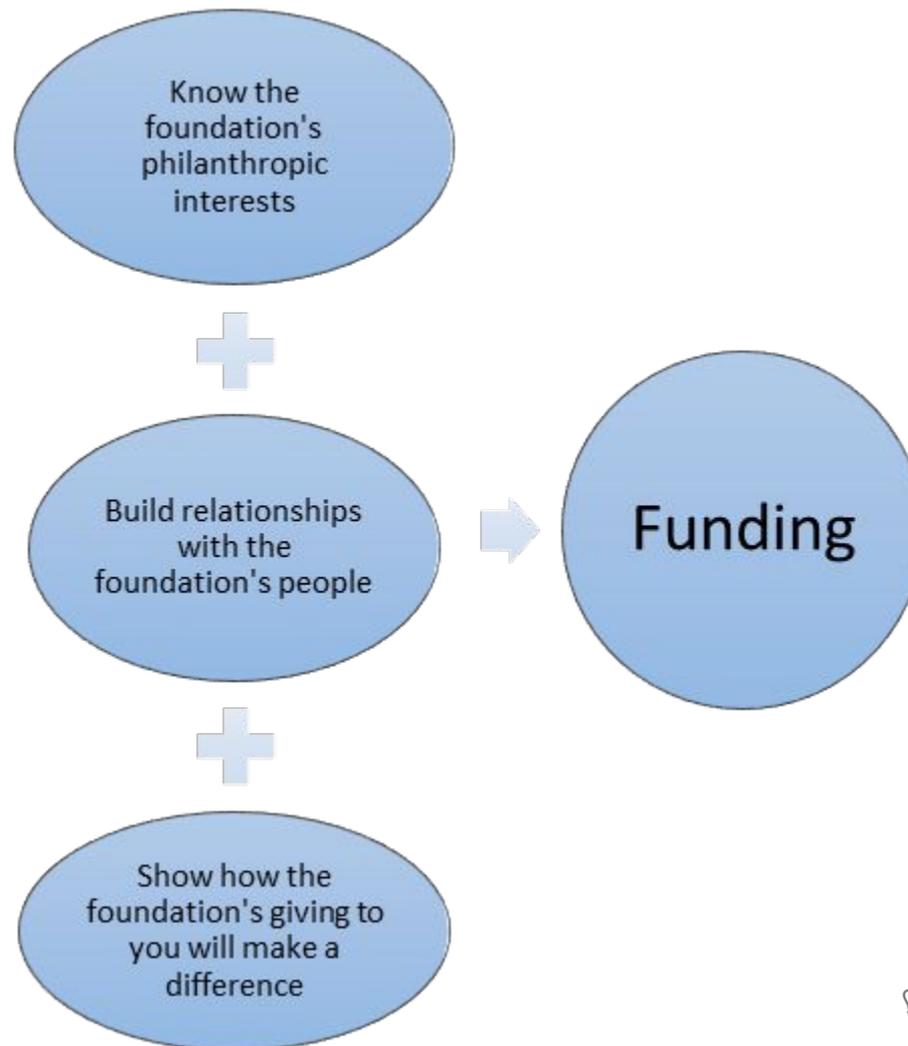
### Corporate Foundations

- Demonstrate alignment with the foundation's strategic funding priorities and mission
- Show how you can help the foundation achieve both its philanthropic aims and corporate objectives (brand recognition, positive publicity, etc)
- Outline specific outputs and outcomes
- Demonstrate measurable impact (provide metrics)
- Provide volunteering opportunities for company employees

# Institutional Giving

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## Key message



# Institutional Giving

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## Corporate and Foundation Relations: our role



Making the match between Columbia's expertise and Foundations' giving priorities and interests



Developing strategic coordinated approaches



Building and nurturing relationships

# Institutional Giving

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## Partnering with Corporate and Foundation Relations

### We can:

- give you an overview of a funder's philanthropic interests and priorities and how they have evolved over time
- give you details on Columbia's relationship with a given foundation or corporation, including prior grants, open proposals, and recent contacts/conversations
- connect you with corporate and foundation representatives and help you cultivate relationships that may lead to funding
- work with you to develop a strong proposal

# Individual Giving

## Three tiers of giving from individuals

### Annual Giving



- ✓ Core to most fundraising operations
- ✓ Many gifts from broad base
- ✓ Frequently asked/given
- ✓ Multi-channel effort (mail, phone, digital, in-person)

### Major Gifts



- ✓ Relationship management
- ✓ Typically focuses on six- and seven-figure gifts
- ✓ Gifts often have naming opportunities
- ✓ Giving from assets, not income

### Principal Gifts



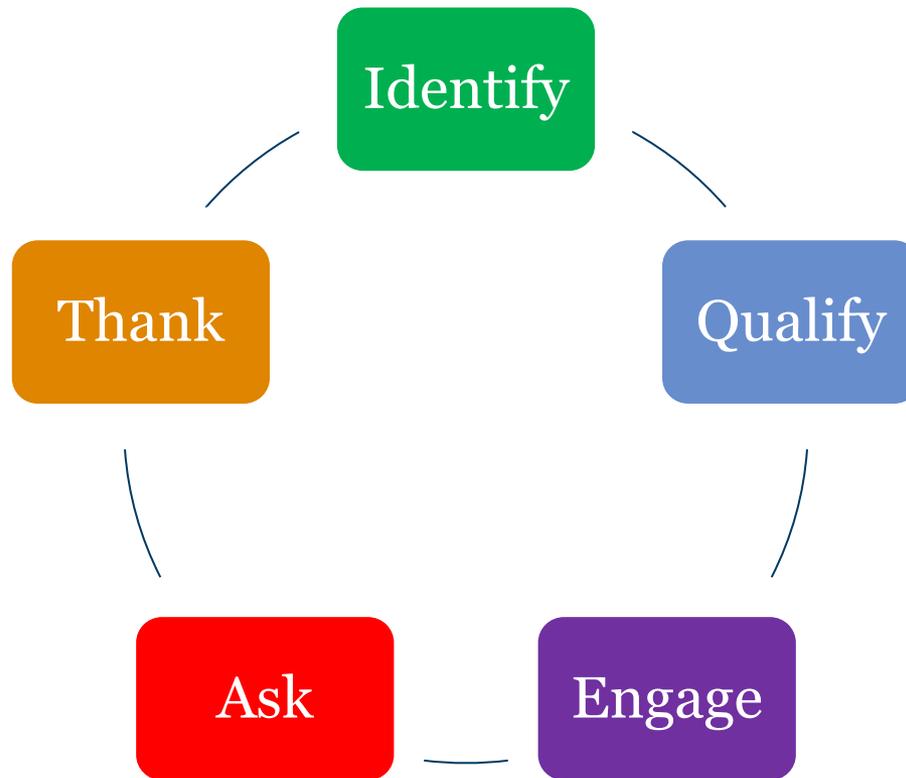
- ✓ Transformational, once-in-a-lifetime gifts
- ✓ Often preceded by decades of cultivation and smaller gifts
- ✓ Donors looking for impact

# Development Cycle

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Identify, involve, invest

**From larger annual fund gifts to principal gifts, the process remains the same:**



# Engagement and Cultivation

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“If you ask for money, you’ll get an opinion.  
If you ask for an opinion, you’ll get money.”



# Motivations for Giving

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“People want to join a winning team, not bail a leaking boat...”

*“I’m not asking you to ‘give till it hurts,’  
I’m asking you to give till it feels good!”*

– Volunteer solicitor



- ✓ Impact on a cause
- ✓ Loyalty to institution
- ✓ Demonstration of leadership
- ✓ Civic obligation
- ✓ Recognition
- ✓ Give back

# Case for Support

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Fundraising is a means to an end, not an end in itself

- “People give to people, not institutions”
  - **Large donors invest in institutional leadership, not just projects**
  - **Compelling needs show impact on real people, not just on budgets**
  - **Academic/strategic plan lays out the leaders’ vision**
- Fundraising priorities are the outcome of an institution’s academic or strategic plan
  - **Recommitment to mission**
  - **New vision for impact**
  - **Comparative advantages**
  - **Opportunities to be seized**



# Five Finger Messaging

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The case, made simple...

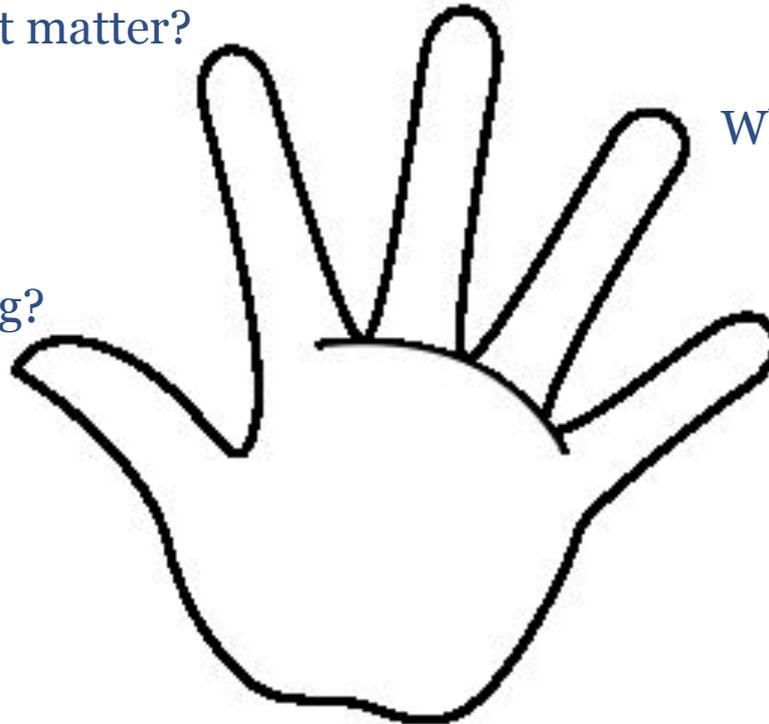
Why are we the  
right ones to do it?

Why does it matter?

What will it take?

Where are we going?

How can this donor help?



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# Discussion