
Funding Faculty Research

Demystifying Development

Office of the Vice Provost for Faculty Advancement Faculty Development Series

March 2023

Introduction

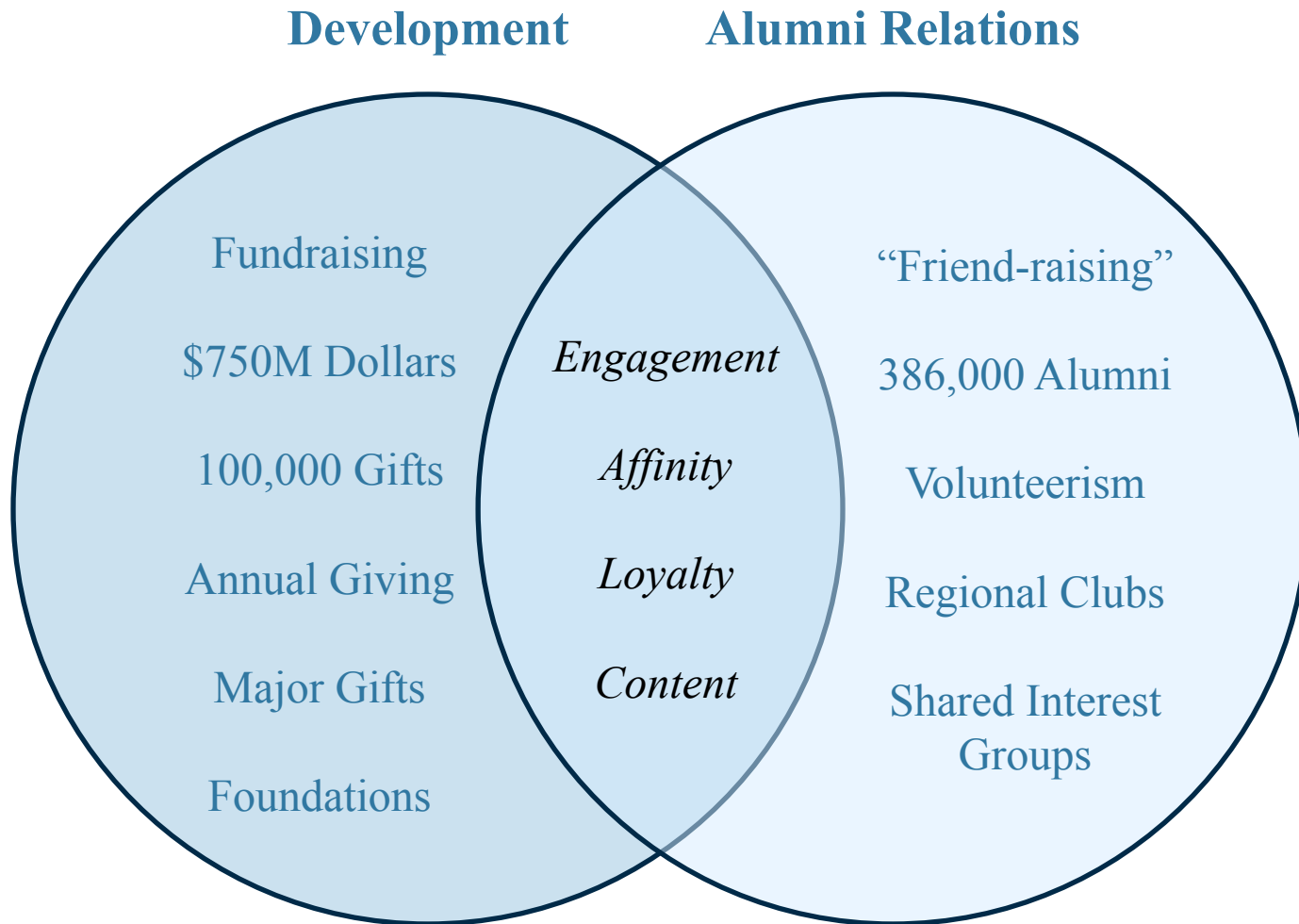
- Funding faculty research is as challenging as it is important
- Can't give you the secret key to unlock research dollars
- What we can give you is a better understanding of how fundraising is conducted at Columbia, and how to navigate
- Your guides today:
 - Paul Keenan, Senior Vice President for University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

Development at Columbia

Office of Alumni & Development Mission

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.

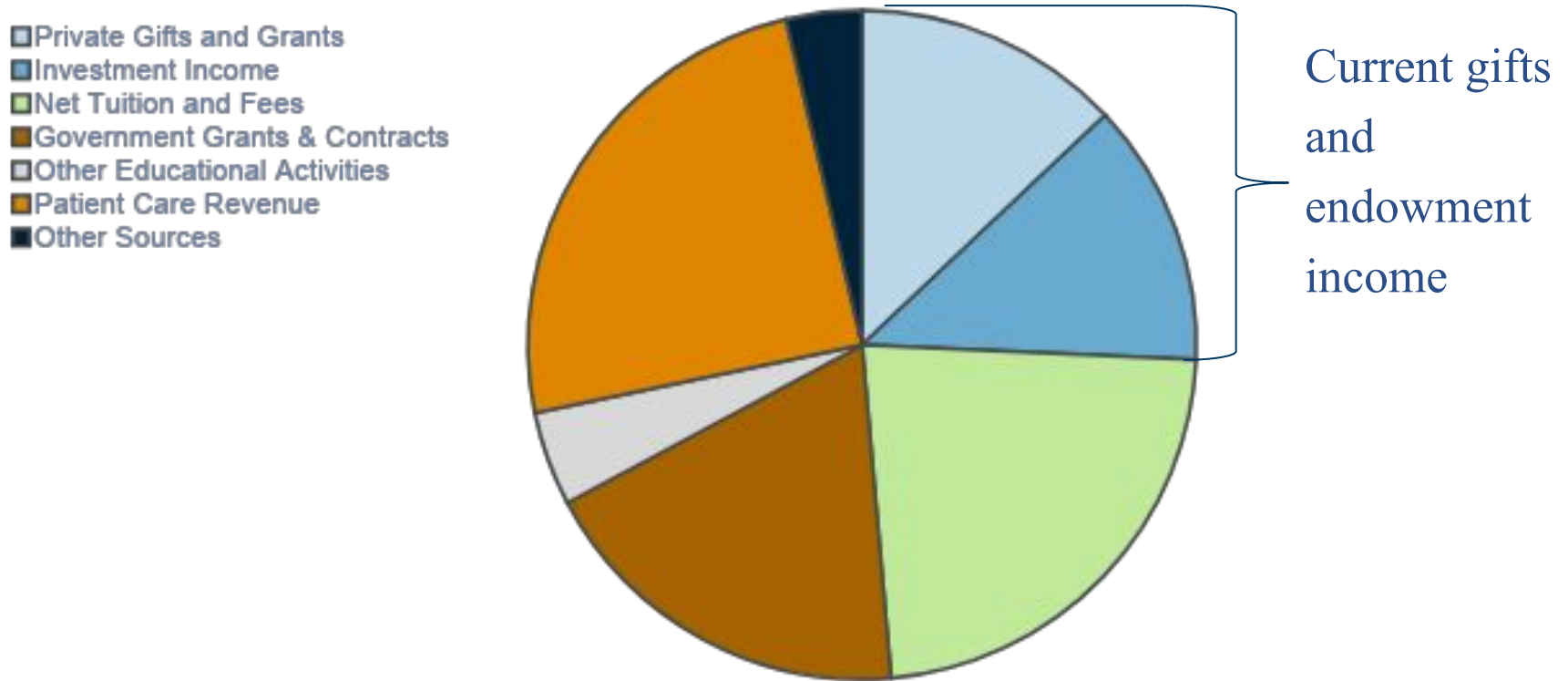
Alumni Relations and Development



Role of Fundraising at Columbia

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

Columbia University Operating Revenue



Fundraising Fundamentals

Two Types of Fundraising

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



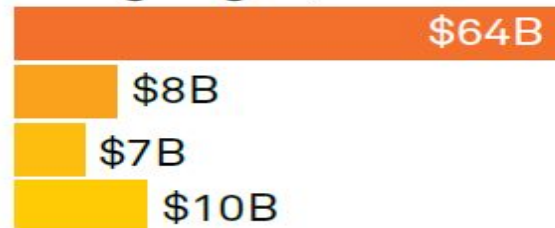
Total foundations = 127,595



Total assets = \$1.2 trillion



Total giving = \$90 billion



Institutional Giving

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

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

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

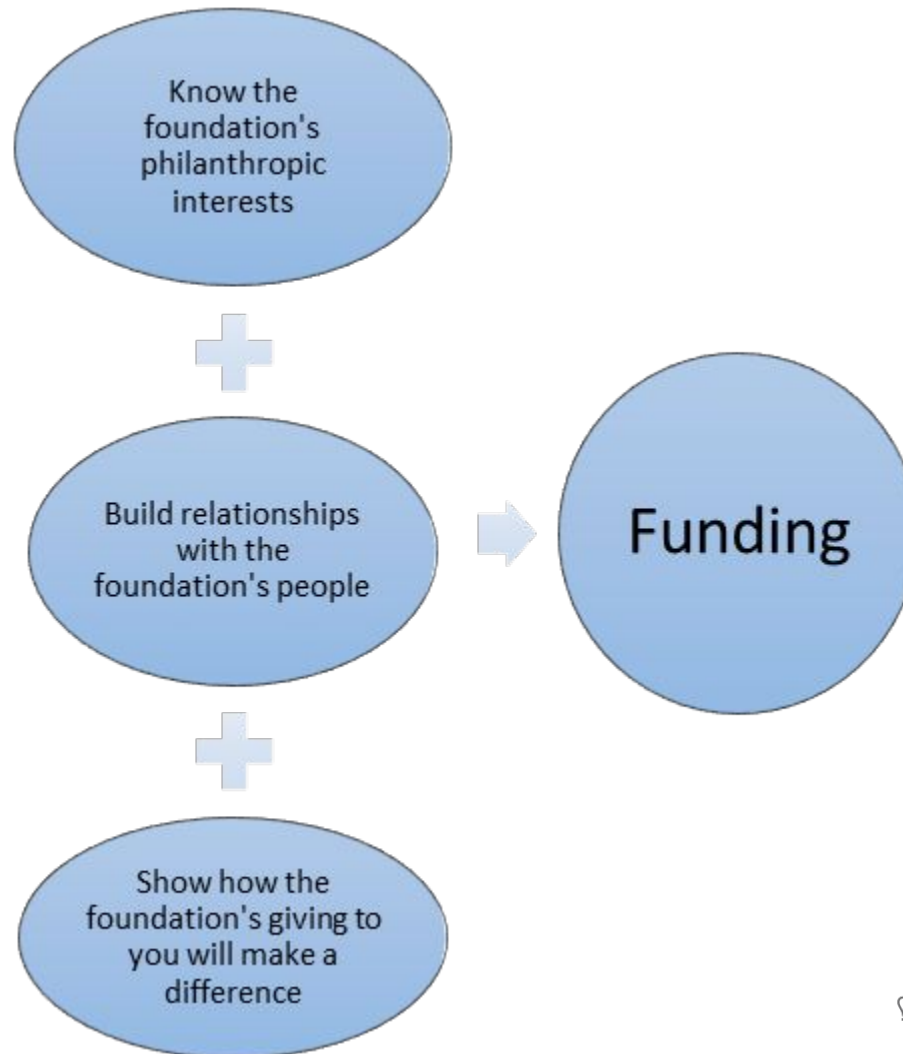
Types of Foundations and strategy of approach

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

Key message



Institutional Giving

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

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

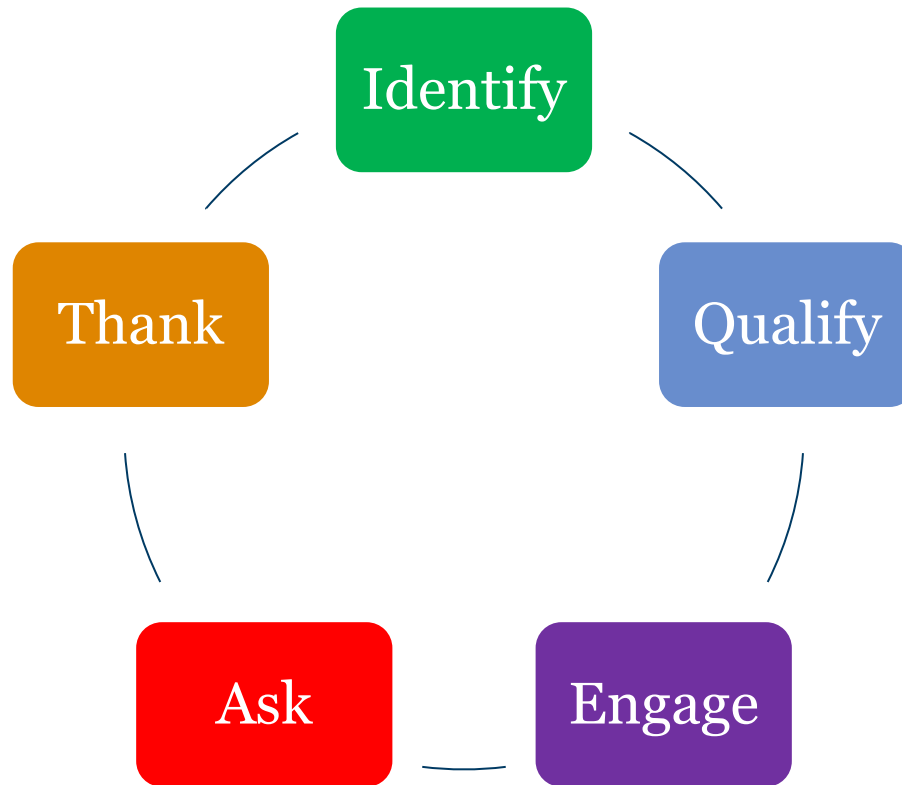


- ✓ Transformational, once-in-a-lifetime gifts
- ✓ Often preceded by decades of cultivation and smaller gifts
- ✓ Donors looking for impact

Development Cycle

Identify, involve, invest

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



Engagement and Cultivation

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



Motivations for Giving

“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

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

The case, made simple...

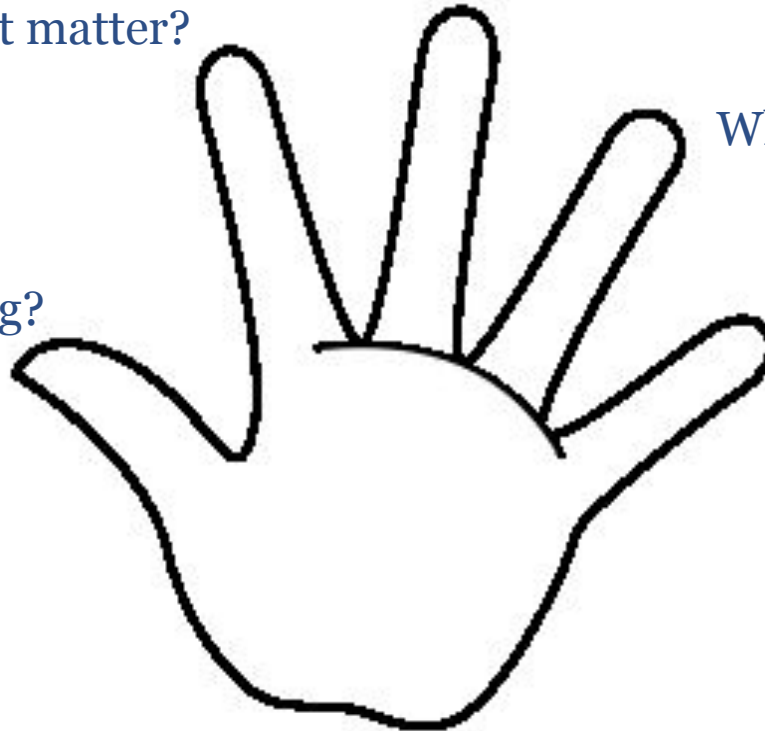
Why are we the
right ones to do it?

Why does it matter?

What will it take?

Where are we going?

How can this donor help?



Discussion