



The Next Decade of Philanthropy: Your Opportunity Transcript

>> Welcome, everyone. The we're here to talk about the future and try to give you as much help in these really difficult times as possible. We have a terrific panel here to talk about what's coming next, and we hope that you'll let us know what kinds of things we can do to help you going forward because I know everyone on this panel is eager to help you in various ways. So please know that we're very sorry not to be able to see you in person. I was looking forward to welcoming you to our home town of Washington with chronicles published, and the next time that we have that chance to do it, I hope you'll all come and visit the Chronicle at some point in Washington D.C.

I also want to thank you all for the marvelous work that you're doing from afar. I know this has been a really challenging time, but everything that all of you are doing in this audience is monumental to help the causes we all care about do well in these really difficult times.

I'd love to have my panel introduce themselves so that you can have a chance to know who you're hearing from. You have more detailed information about them available, but let's get to know who's going to be talking today. I'm going to start with Bond. Bond, would you introduce yourself?

>> Certainly, thank you so much, Stacy. My name is Bond Lammey. I know many of you, and I'm very excited to have you here at our virtual conference. I am the president of APRA International, and I've been on the board for about six years, and in my day job. I am senior vice president of prospect

development of BWF which is a consulting company. I worked at BWF for about seven years, and I live in the Washington D.C. area as well. So happy to virtually welcome you to our fair city.

>> Great. Alice?

>> Hi. I'm Alice Ayres and I am the president CEO of the Association for Healthcare philanthropy and also a native Washingtonian. I think the panel is all Washingtonians or most of us any way which is unusual really, but excited to be with everybody, and sorry not to have all of you in our home town. The Association for Healthcare philanthropy is an association of healthcare fund raisers mainly across hospitals and health systems across both the United States and Canada. We have about five thousand members, and I just thrilled to be a part of this conversation. So thank you for the invitation and thank you for having me.

>> Shomari?

>> Hello. Also another Washingtonian greeting you from Washington D.C. I'm proud to serve as the president of the Association for Advancement of Service Professionals, AASP, where we have 1500 members are cross our global spectrum that focus on just that advancement services, development services, however you frame it, give process and prospect development, data analytics. During any day job, I'm proud to serve as the associate vice president of operations At Children's Hospital Philadelphia known affectionately as CHOP. And so really happy to be here today with this distinguished guest panelist here and looking forward to a great discussion.

>> Great. Mike?

>> Thank you. So I'm really subtle who you am as you can tell. So I am the -- it says all you need to know about it. I am the president and CEO of the Association of Fund Raising Professional. We have about 30000 members. So we are the largest association of professional fund raisers in the world. We have about 240 chapters spread out over the world, but they are primarily north America, U.S. and Canada, and then some also in Mexico and a smattering elsewhere. And that is my day job as well. I've

got an MBA and a CPA. So I'm a numbers geek. So the conversations that we're going to have today, I am so ready for these.

>> Fantastic. We'll see if we can stump you. What I want to talk about now is all of the things that are affecting us and the world of fund raising. We've got the healthcare crisis. We've got a recession. We are racial justice protests. So many things are transforming the work that non-profits do, and it changes every single day.

I'd be curious looking forward, how do each of you think that fund raises needs to change given all of the things that are going on? And Alice, I'm going to start with you because clearly the healthcare crisis is such a critical part of it, and then I'll going you Shomari too because certainly have the view of really dealing with this day in and day out amid COVID. Alice?

>> I think you're absolutely right, Stacy. What is most interesting and presents, kind of, the biggest opportunity especially in healthcare fund raising is the next us of all of the things you were describing, and how they come together. We're seeing just how deeply racial inequities and health inequities are intertwined. And that shows us how these two major issues are sort of coming together in a way that gives a real opportunity I think for healthcare fund raising to really lead change in this area.

With the spot light on health inequity. We now have the opportunity to extend healthcare fund raising kind of outside of racial patient fund raising into this space by developing deep partnerships with other community members and other foundations in order to really put boots on ground to reduce the impact of those social determinants of health and reduce or eliminate health inequity and bring more racial equity across healthcare and other parts of our communities.

And so, you know, all of that together will benefit all of our communities enormously. There is in my mind at least there is no reason why healthcare shouldn't sit as one of the pillars of a multi pillared a approach, but it's going to require healthcare fund raisers to get much more comfortable being willing to enter into partnerships where we might not know who owns the donor or who get credit for the

dollar and those are things that we just as a group need to get through and get past in order to bring meaningful impact across all communities in all types of different health situations.

I have to share just a couple of stories. I have a number of members who are in areas that are seeing COVID spikes, and many of them are also in areas where there are a higher percentage of people of color, and we're all seeing the numbers on this. And seeing how incredibly painful the impact has been of COVID on those communities. And so members of mine are doing health education outreach to ensure everyone in those communities knows how to protect themselves from getting sick and what to do if they become sick. They've added testing sites in neighborhoods so there is better information and quicker access to care and what's really interesting is that these efforts are increasingly donor driven. People who want to help communities of color and who have committed dollars and sometimes big dollars to do so.

I have one member in the mid-west who had sort of had a sort of small relationship with an NFL team and has had two different NFL teams commit significant resources to the effort because the member health system was out in front. I'm talking about the needs of communities of color and looking for partners to help around for of the COVID related work. So I think it's there as an incredible opportunity and one that we just need to seize on.

>> You're absolutely right. We need to think differently, but those are exciting examples to see. Shomari, what is your perspective?

>> Yeah, I actually feel like every -- this is a classic example that every challenge presents an opportunity. An opportunity to take advantage of the moment and time. What I'm really most excited about is that minority investors, minority influencers are now leaning in. You see lots of examples in the NBA, sports entertainment. They're starting to think about how to reimpart our community. How can we lean in. Historically, there's been this narrative, which is apparently, I think the data suggests that minority African Americans in particular don't tend to have -- be heavily invested from a donor

perspective. I think that's changing, and we're having more focus on really looking at born leadership and how do we diversify and really reach out to those in that community that we know can be very helpful.

A lot of our peers in the healthcare space are looking at concepts like the Center for Equity, Health Equity. In fact, CHOP is actually looking at that very seriously. So we're engaging the community and concepts that we've all known about, but there is a constituency out there with a lot of wealth, a lot of influence, a lot of leverage points in our world that are now leaning in and really thinking about how can I use my platform whether it's sports, whether it's entertainment. How can I use those platforms to really impact the global universe. And I think that's a really great opportunity for us to meet them halfway. To give them educational opportunities to learn how to be donors. How to learn how to be board members because many of them don't know that universe.

Okay. So they're reaching out to us, they're asking questions, we're getting emails and conversations from donors that don't know how to be a donor although they have principle gift and transformational gift opportunities. So the ability to recruit, train, and educate this new diverse universe is a really great opportunity and I think the sports as Alice mentioned, the sports, NFL, NBA, NASCAR, a lot of opportunities there for us to educate them and now the major record labels are very invested and involved spending upwards of one hundred million dollars looking for opportunities to impact the community because that's a big part of their constituency, and so it's a great opportunity for us. I'm really excited we're able to take this challenge and really create, I think, a great opportunity for our world.

>> You really seized the moment. And how do you see the role of the people you represent at your association? Are they're jobs changing? Or how do you see -- when you talk to colleagues across the country, what do you see happening?

>> Yeah, I think diversity inclusion and really quantifying what that really means is really sort of a trend that we're seeing. How do we -- with a do we say when we say that? We think about minority, but there is a lot of definitions around that. And how do we structure our policies. How do we structure our work in order to ensure that we're really living that vision. We've all probably talk in the past [inaudible] plus about diversifying boards. That's a trend. I they you're seeing some real teeth into that. There is some goal setting, and if you don't have a goal to measure something, chances are you're not going to put it a priority.

And I think actually putting some teeth organizational wise using some goals, some incentives to actually increase those percentages in the right way versus letting it stay sort of at the visionary state. I think tactically getting a lot more rigor and measuring the success of diversifying our board and actually putting some rigor around policies and structure around diversity and collusion is definitely something that's been increasing over the past couple of months.

>> Mike, you represent fund raisers of all kinds. How do you see things changing?

>> Yeah, I'm going to piggy back off of what Shomari and Alice have said. You know, so nothing happens in a vacuum. Right. So everything effects something else. And one of the big areas that we have to figure out how to do better and take advantage of more is around technology, and it's not just being aware of it, it's not just being familiar with it or using it, but truly mastering it.

It's clear that virtual events are here for us to stay and they're probably sort of go side by side with in-person events, and I think that's -- it's actually going to open it up to people who maybe could not afford to travel to an event. Because often as they, we all would agree that the actual registration costs of an event is not the big cost, right. It is often the travel and then hotel and meals. But the other piece of technology and, and I'm sure that APRA is on the forefront of this is around the ethical use of data.

All right. So technology and how would we use the data that we extract from technology. So what's the data we use. How do we use it. What do we do with it. And so it's really important to understand

the ethical use of data. Ethics is really important, I think, at all times, but I think it becomes even more important when things are tough, when things are challenging because I use the phrase of when things are tough there are those who like to sort of jump over the fence where it's lowest or maybe even jump under the fence. And that's the wrong time. It's so critical for us to be incredibly ethical at times -- when times are tough.

Then Alice talked about, collaborations, coalitions. You know, it's another way for us to adapt and to be more flexible. And I think that our audiences, our members, our constituents, they want to see us work together because they realize that, you know, the old saw about, you know, we can do more together than we can alone. And there are enough specific groups and enough specialties out there that we don't have to worry about who is taking credit for something, right. Alice mentioned this in terms of working together and who gets credit for this or that. That's not what it's about. It's not about the credit. It's about meeting the needs of our constituents.

>> Great. Bond, what are you seeing?

>> I'll just add in some things that are in addition to the comments the other panelists have said. I've really enjoyed this conversation. But, you know, Mike, to piggy back off of what your saying, yes, the APRA community is very committed to ethics and ethical representation of information in fund raising. And I think, kind of, the new frontier of just because we can store it, should we is here to stay. And I'm sure we'll talk about that in some future questions in terms of what things look like in the long-term, but certainly now we're engaging in much different conversations with our constituents and our donors.

You know, for example, previously, it hasn't really been the case that the minute of that as a fund raiser is a front line fund raiser is on a call with a donor in a meeting that we can take notes in realtime, and that we can potentially even get those directly in our database, and that's different now because we are conducting so much business in front of a screen or maybe we're not taking notes while we're in those meetings, but we are, again, immediately in front of our computer to be able to do so afterwards,

and we've seen a lot of really positive interactions between process development and advancement services professionals and their front line colleagues right now in terms of internal collaboration related to data and relate today the ethical entering of information and storing. Things that might be confidential et cetera.

The only other thing that comes to mind with this question related to what's changing long-term in philanthropy as a result of this unique moment in time that we're in. I think our approach to projection and forecasting a fund raising subsidies is dramatically changes. Hopefully, this won't be a controversial statement, but if we can get a way of cost to raise and valor, and get more towards the concept of impact and really being able to demonstrate how a non-profit organization are here because we fill a role that other aspects of society, , kind of, the other verticals don't fill, right. And we've seen these philanthropists step up in such a significant way. This was, kind of, what Alice mentioned in her intro statement. In such a significant way and we have an opportunity right now to really lien into that impact in the way that non-profits are helping, and those of us on the data side of things really have been put in some positions to be creative about how we're assessing if we're going to hit fund raising goals this year, what does that look like, projecting and reprojecting.

So I think, you know, there is a stress to it in terms of we're being asked to make projections that we've never -- we don't have any data to base this off of, right. We don't have data from 1910 or whatever. So what does that look like in terms of how we do or work, and maybe we've got this opportunity so Shomari's point to frame things in a slightly different way bases on where our organizations are at.

>> That's a great point. And that focus on impact is where we all need to stay and also just sharing these stories of what philanthropy does and why it -- I think we all are reminded ourselves how critical it is when government isn't functioning always as well as we want it to and business is under stress.

Philanthropy is more important than ever. So I hope you'll all tell these stories in other settings as well. So thank you for sharing all of those.

One of the things that's some of you touched on a bit, and I want to drill down a bit on is this issue of diversity, equity, and inclusion. I know there is a great concern among many people in the money profit world that all of the gains we were making ahead of the pandemic, the fact that now there is so much strain on finances and concerns about other issues. People are tasked on other things that perhaps we might step a little backwards, and certainly the protests of this year remind us where it's so important that we don't.

But you all are in important leadership jobs. What are you doing to make sure that we don't slide back and that we really move forward on DEI and what are the things that you would say to people listening, what can we all do individually in our own offices to make a difference? What want to start on that one? Let me start with Mike on this one.

>> Yeah, so, you know what, I believe that AFP has a tremendous responsibility to not just address these issues we call, you know, around equity, inclusion, diversity, equity, access. But, you know, also included social justice, but also to take the lead on these issues as they relate to fund raising and philanthropy. Bond was talking about having impact, and I guess about two and half years ago, we coined the phrase fund raising, the impact profession. Because that's what it's all about, right. It is about impact. Nothing else matters. It doesn't matter how much money you raised if you don't have impact.

So we're looking at a series of internal and external changes and developments. I've asked our staff to review everything we do and to make sure we have a keen eye towards equity and inclusion. And that includes things like reviewing the demographic questions that we ask. It includes looking at our hiring practices. It includes pushing our board, our nominating committees. And it also -- we already one of

the first to and others have joined us to put fund raising salaries on our job posting and not to ask for -- or not to require college education if work experience is sufficient.

And so it's things like that that are really important to remove all these different barrier that's are out there. Externally, we want to look at how do we have the greatest impact within our sphere of influence. So we're going to be bringing in and we have already done so leaders an experts that we can listen to so we can gain perspectives, we can develop concrete long-term plans. We're working with our community. We're working through townhalls with our different chapters and having the conversations around these issues, and for us, this is something -- for AFP, these are issue that's we started focusing in the mid-80s. We're not new to this. And it's a really important part of our organization.

I can guarantee you this, we're going to make mistakes. We're going to make miss steps, but we're not going to not do things for fear of this. We all need to push this, we all need to move forward and try things and work on things, and again, coming back to Alice's comment about bringing people together and coalitions and working together. We all have to do this together. There is too many bright minds out there and for all of us to be doing it individually it does not create the, kind of, impact that we really need to create, and we need to create this now.

We can't just be talking, like, you know, in the past when issues would come up, people would talk, and they'd be, you know, blah, blah, blah, and then after a while, it sort of goes back to the norm. And we can't do that, right. This is the time, and I really feel like this is the time. Something has happened this year, and all of the different terrible tragedies that have happened this year, I really hope these are spring boards that push all of our organizations forward and I just from knowing each of you on this, I know it's doing that.

And so I just -- I'm excited about what's ahead, and how we can really create that impact that we all really want deep down inside.

>> Shomari, what is your view?

>> Yeah, it's a tough question for me to answer as an African American. It's fairly emotional, obviously. You know, the time. I go -- I start at the top. Leadership has to -- we have to have uncomfortable conversations about what diversity is and why it's important and really put some teeth behind it. We also have to have uncomfortable conversations there are terms like institutional racism, there are conversations about why we ended up in this position in the first place, and we have to create a safe space at the leadership level, at the board level to have these conversations, and not just have these conversations, but there has to be some diversity on leadership.

That has to happen. There are a lot of organizations -- recently CHOP, for example, that has a vice president of diversity. A chief diversity office every that's they call it. There has to be an owner. There has to be ownership. It can't be the flavor of the month because I think, and it's sort of funny, LeBron James said this, he said, you know, we had these conversations before. This isn't the first time we've seen some injustice happen on the minority front in our criminal justice system.

He said, you know, we took the foot off the gas. We took the foot off the gas and it's because no one owned it. The players didn't own it. They happened. We sort had a sort window of time where we had the conversation and then it left. Probably around Trayvon Martin. So we had those discussions, but we haven't owned it. We haven't put it in black and white, pardon the pun. But on the NBA, if you watch the NBA, you'll see Black Lives Matter on the hard court. That's because the players said we're not come to go play unless you give us A, B, C, or D .

And so that's a leadership role that we have to be open to having the discussion which is not always comfortable because everybody has a different perspective, but we have to understand that there is a really big problem in our country, and that has to be owned by us together. And part one of that is having a diverse voice at the table, and I think that's really, really critical. Tactically, and practically. You have to have those voices at the table otherwise you're not going to be educated as much as you need to be about why this is important about why people are so unhappy about it because you can

understand it. Looking at the news, being a part of, but until you've had someone, like me, sit down and tell you, yeah, I was on the ground, and yeah, I got abused. That happened to me. Until you here that from someone like me who doesn't look like someone who is on the TV, you sort of -- you really don't understand it.

So you have to open your heart to leadership and the diverse voiced at the table. And I think a lot of our organizations are doing that. And you have to have leadership there that's really championing this effort is it doesn't become a flavor of the month that disappears, that dissipates. So ASP, we have a board director position of ethics, a diversity and ethics position. So you have to have a person that owns it. That person, we're going to talk about diversity. They're going to own it. You haven't had that before. We talked about it. There is documentation, but someone has to be accountable to drive it.

There has to be a champion just like anything else. Technology, analytics. If you don't have someone there who knows technology and analytics. They're not going to be effectively champion it. You need someone with a diverse background who is going to champion that idea and really be held accountable. So I that's really, really a critical part of this journey, and I think that there is something a lot of organization are doing and with their chief development or chief diversity role as well as having a board of director position that actually is in charge of diversity.

>> That's a really important point, and I -- unfortunately where we see probably the worst level of progress is at the board level where really there are a number of boards that are not changes in their -- all the studies have shown that in the past 20 years we've made almost no progress. We're going a little bit backwards. So you're right. That leadership thing and the accountability is hugely important. So thank you for [inaudible], and I know that that's something that's on the minds of all of us.

Bond, can you tell me a little more about how you're thinking about this?

>> Sure. I've really resonated with the comments so far and, you know, the aper board in particular is a part of our current strategic plan. Last year at our board meeting at this time last year, we approved

the creation of a diversity, equity, and inclusion committee. We borrowed heavily from the ideas committee from AFP. I had an opportunity to attend an idea session at AFP New York last summer and just was really inspired by a lot of the work that that committee has done. Some good qualitative research, I think, that helped hear the lived experiences of fund raisers of color and individuals in the financed raising space that are in underrepresented communities.

And so our committee, our diversity, equity, and inclusion committee for APRA has a number of different charges and things that they've accomplished this year. Principally some of the things that we've done are we have started adding some of those demographic questions that are optional for members to fill out. We can't assess the areas where we may be under representing certain demographic or we can't assess the needs of our members if we don't know what our membership looks like right now. And, you know, one example of that is we were having conversations about for future conferences, you know, with a sort of availability do we need to make for reasonable accommodation.

Well, we don't know what reasonable accommodation is needed among our constituency. We don't know how many individuals have hearing disabilities, visual impairment, they need extra time to navigate stairs or ramps or things like that. So it's important to have a sense of what that need is in order to figure out what kinds of problems we can solve or creative ways we can come to the table. Gender representation is changing significantly now in terms of when we go and tower conference facilities now, we make sure that there is a gender inclusive or gender-neutral bathroom.

There is a stage for nursing mothers. So that anyone who is coming to the conference feels that they are being included. Last year at our conference, we added pronouns to name tags. So that you don't have to guess when you're coming to talk to me how you address me. It's right there. And it's not right there only for the individuals who feel that they need it to be specified, but it's right there for everyone. That's a comment that we've consistently heard. And really trying to just take a diversity, equity, and inclusion lensing to all of our work. Prospect development is at the forefront of a lot of prospect

identification efforts, board prospecting, how do we make sure that we're minimizing the amount of bias. Everyone has some level of bias we're not aware of it.

How do we make sure that we're minimizing that amount of bias or that we're purposefully going above and beyond in the areas where we know that we have deficiencies as an organization. At the board level for example. And what are the ethical and, kind of, culturally appropriate ways to incorporate more donors perspective board members from under represented communities. We certainly don't want to make assumptions on behalf of our donors and our volunteers. We certainly gotten in some hot water in the past as an industry for doing things like that.

So what are the best ways to collect information from our constituents, and then what are the best ways to incorporate that in terms of decision we're making at the leadership level. So that's some of the stuff that we're focused on at after raw.

>> Really important. Alice, tell me about what you're doing and thinking about?

>> I think everything that all of you have said are things that we are thinking about and doing as well. We're in the process of updating a strategic plan, and this will be a big component of it which it has not been historically. So I think it's a time for us to do a lot of listening and spending time with members an just sort of understanding where we maybe have not leaned in as hard as we could or should, and I think, you know, taking responsibility for that is always important, but I want to pick up, Shomari, on something that you said around not being able to have those conversations if you don't have people at the table who represent diverse viewpoints.

I think one of the things that I have seen and heard within the healthcare philanthropy world at least is sort of the feeling that, you know, there just aren't that many people who are of color and who are of diverse backgrounds who are interested in fund raising. You know, we go out to hire, and we can't find them. And I think we have assembled a task force of members who have proven that that's not the case in their own shops, and are putting together a tool kit around how to change hiring practices and change

HR practices in order to widen your net, in order to understand how to bring new people into the conversation instead of just recruiting the same old way that we've always recruited before.

I think tools like that, when I think about how we at AASP can help our membership. It is thinking through tools like that they can then take and have those conversations with their HR departments or internally within their own teams in order to begin to make measurable impact across the entire profession, and I think in the end that, I hope, will be the legacy of the next several years of work for AHP in this area is helping our membership move forward and make those changes.

>> That was excellent, and I'm sure everyone is going to benefit from those kinds of tool kits and the more we can share what truly works. That's fantastic. Thank you. One of the things we talked about earlier in our conversation was a bit about the silver lining. There are a few in this difficult indictment. One of them certainly is the fact that we can have relationships in very different ways because we are not in offices where sometimes there are a lot of silos. We are all working in various ways from our homes, our screens doing those kinds of things, and I think it's changing the relationship especially of prospect researchers and front-line fund raisers.

And I'm curious as we make those changes, are there ways that you can see that we can make sure that prospect researchers really have a chance to be at the table more often and that we can give them a role that -- we all know, obviously, that's why we're all here and we all wanted a chance to talk to all of you. We know the hugely important role you play, but we know that that doesn't always get articulated at the top levels. So I'm curious from each of your perspectives, what are you see changing, and what -- you're a person in the audience listening to this. Are there things that people can do to make sure that we make this progress continue even when he do return to offices, which I hope at some point we'll all be doing?

And Bond, because this is the role you think about every single moment of the day, I'm going to start with you.

>> Sure. Before I answer the question, I'm just going to do a quick -- slight modification to the question. So we certainly think of prospect research as one of the subsets of prospect development, but overall across the industry, prospect development professionals inclusive of folks who work in data science, and analytics, and individuals who conduct prospect identification activities and folks who participate in that relationship management and some of those more, kind of, constituent pipeline related activities. So certainly an integrated approach across all of those and a different perspective potentially depending on which role you fill at your organization, or there are certainly individuals who are listening in and watching, they fill all of those roles and, kind of, be the lone prospect development professionals their shop.

But, yeah, you know, I've heard so many really -- a lot of really fascinating feedback from our members in this time. Some are quite frankly working harder and more than ever before because the pace of the work hasn't change, and if anything, there might be more meetings with donors on perspective donors right now than before because you don't have to make that time to travel from point A to point B. So some fund raisers calendars are full.

Some individuals in our field have being asked to integrate with digital team, and their virtual gift officers or digital gift officers or even some student callers are transitioning to more digital officer type roles in this time, and prospect development hasn't necessarily always been engaged in those conversations, but now, because of that, kind of, nexus of data and providing that strategic information in support of identification of prospects and advancing those relationships, we're being inviting it those conversations. So it's a very exciting time because information throughout all stages of, kind of, the cultivation cycle is more important now than ever before.

So hearing a lot of conversations about a desire for an influx of new identification and qualification and discovery visits or conversation. And some of that is, you know, if you've got any sort of student aid initiative related to impact, you know, financial assistant related impact from COVID. Or if you're in a

healthcare organization and you have an emergency COVID fund, you're getting a tremendous influx of new donors and, kind of, a desire to, okay, there is the question of, kind of, from a sensitive perspective. How do we engage in conversation with these individuals, but there is also the question of, well, what else do they give to. What makes them tick, what are they interested in.

So, you know, I think a lot of times the relationship in terms of collaboration of front line fund raisers and prospect development professionals has almost been seen as like a homework debrief. Like okay. Here's all the information I found, where do I put it in the database or how do I get it in there correctly or in some cases prospect development professionals are tasked with going to a fund raiser and saying, Mike, you entered that contact report wrong which is just not a collaborative relationship.

So now we're getting to a point which is definitely a silver lining of, you know, Mike comes back from that conversation with the donor and says, Bond, I learned these three pieces of information, but I really feel like this one nugget is the thing that really, like, if we could drill into more would make this donor absolutely tick, and that's a conversation that we can have and even to some extent, it's been a topic of conversation in the industry for a while in terms of prospect development professionals participating in meetings with donors just to get a sense of what that's like, and that might be more acceptable now than in a face-to-face.

It's certainly more economically feasible, and, you know, it all depends on what that relationship is, but being able to see the perspective of what one of those meetings is like can really help prospect development professionals have a better sense of how to tailor what it is that we're providing in order to be a true strategic value to the organization.

So I think there is a lot of opportunities that, you know, the frenetic pace of that certainly is the thing that I don't think we've quite figured out and as if continues something that I've think we've got some time to puzzle through.

>> That's usually an important point and especially as we're starting to get toward year end fund raising, I can only imagine the pace is going to get more hectic for all of you. So we need to think about ways to make sure it all makes sense and cement these gains.

Shomari, you probably have insight into this too from the work that you do. Can you talk a little bit more about how we can cement these gains and go forward?

>> Absolutely. Just to piggy back on what Bond was mentioning. I think there are a lot more donors certainly who are very interested especially in the pandemic just seeing how they can help. So there is an influx of a lot of opportunities. But we also have the opposite sort of phenomenon happening with lower budgets. So we don't have as many fund raisers as we may have planned for. I know, for example, a lot of my peers are at least cutting budgets by 10, 20%. And so what that means is you have a lot more opportunities, but less resources to take advantage of them.

So that actually gives a really strong focus on prospect development on actually honing in on those prospects and making sure for lack of a better term, we use this at CHOP, the juice is worth the squeeze. Especially with limited resources that if we're going to manage your portfolio, or we're going to identify your prospects, we need to have more accurate information. We need to make sure that we're only going to those prospects with the highest probability. So what's that opened the door to is a lot of AI work, machine learning, I know from a grateful family perspective, we're getting lots of, obviously, grateful family opportunities then we've historically had, but we're not looking the different ways of how we can even more finally segment those opportunities.

And so I think data science, data analytics, looking for what we call a CHOP based on our work. The strike zone. That donor that has the right capacity, that has the right level of engagement. Really, our fund raisers is they rely even more now on prospect development to be that strategic partner. We call them, sort of, Mr. Control now because they're actually guiding the fund raiser and being relied upon even more to, in some cases, also translate some of the technical jargon. That's the thing that I find very

exciting about prospect development which is I think is going to be even more on display is we have the relationship sort of capability to interact with the fund raisers, by we also have the technical expertise to work with the technical team, IS, those analytic sort of technical spaces where we can translate the benefits.

And now our front line fund raisers they don't have that orientation. And so we're sort of seeing a mission control because there are a lot more prospects and a lot less resources. So it's really an opportunity for us to become the czar in that mission control space where we're really providing the road map, the strategy, the thought process behind portfolio management and really making sure that the juice is worth the squeeze for our fund raisers to have a higher probability of success given the fact that they're resources won't be nearly available from a human capital perspective. So I think it's a really exciting time, again, making the challenge, the opportunity for prospect development to elevate itself because mission control, the concept is they're going to tell you how to get to success.

And I think it's a really exciting opportunity for prospect development in this space.

>> That's a great point. I think all of us will take away that idea of mission control for sure. That's an outstanding one. Sadly, though, we are seeing a lot fund raiser layoffs. We've reported quite a few of them in our pages. So you're right there are fewer sources available. So that leads me to you, Mike. What are you seeing, and what do you advise people to be thinking about to cement those gains?

>> Right. So I think the things that important for us as we look ahead is democratization of philanthropy. Right. These are things that we really -- we need to focus on that. How to we make philanthropy available to everybody at all levels. All right. Time treasured talent. You may not have one of them, but you may have the other two, or you may only have one. So how do you participate in philanthropy as we move forward. How do we make it accessible. You know, I imagine that the things that you're looking at are affinity, capacity, and propensity.

All right. Those are the three big areas, and I think at a time like this, it is even more important and there is the opportunity to take the time to really dig into those three and to understand where a potential donor sits for each of these areas. And I mean, obviously, the hardest one to identify is affinity. And the others are a little easier. But it is that we have that time for you to go through and have those conversations and learn more about a possible donor's ability, desire, willingness, affinity to give to a cause.

On January 1st of this year, I sort of made the statement that these next ten years are the decade of fund raising leadership. So you mentioned that there are obviously fund raisers there are across all industries now, fund raisers who are losing their jobs. Over the next ten years, there is about 800,000 leadership jobs in the non-profit space that are going to be opening up. And that's through retirement, it's true people, you know, they're dying, you know, just things that happen to people over their -- they change their -- where they work. All these things are happening.

And so I think there is great opportunity for fund raisers to develop the skills. So move into these positions if they want to -- if they want to do that, and leadership is not just, well, it's the CEO level. Leadership is at all levels of an organization. It's whoever sort of stands up and starts to try to help others and to drive whatever the issues they're dealing with. So I think that these are the times when we can have those conversations, and I think that APRA, and APRA's members -- these are really -- it's an important moment to figure out, to understand the importance of what you do, and to redefine those relationships with donors and to look at the different ways that you can work with your donors to help your organization's success whether it's you want to pursue leadership roles, whether it's you want to look at more your technology, and don't forget there are biases in the technology that we use. And so we have to also look at that.

So there is just this chance for us, an opportunity for us where we're not getting together in person to really revisit almost everything that we're doing, and to look at it completely with a fresh eye.

>> And you're absolutely right. There is a major leadership opportunities as a result. And we do have to have our eyes on that. Alice, can I ask you to weigh in quickly because we're starting to run a bit short on time, but I'm sure you have a lot to say on this too, but what would you like to add?

>> Well, a few thoughts. One is, and Shomari and Bond both talked about it a little bit, but the remarkable level of new donors coming in the healthcare space as a result of the pandemic. I have members talking about 25, to 30, to even 40% of the donors that gave in the month of April, May, and June being new to their organizations entirely. And so there is going to be a ton of slicing and dicing and work around who these people are, why they were interested, what they want to do moving forward, how to report impact, you know, they're a very different, kind of, donor for healthcare than our traditional grateful patients, and so how do we make sure that we not only thank them in a way that is meaningful for them, but then on top of that engage them further.

And I think that the work that prospect research does, and prospect development does is going to be so important in capitalizing on the potential new relationships that we've begun to build with these people. And the second thing I think about when I think about, you know, you sort of think about as art and science, the science side is always squarely in the camp of the members after APRA and others, you know, other prospect development professionals, I find myself thinking generally we talk about the art being the relationship building that gets done by the front line fund raiser and, you know, that's -- there is a delicate relationship that is built and an art around that.

Well, we aren't doing interactions the same way anymore, we're doing them over Zoom, and we're doing them over the phone, and those feel more like business meetings frankly than like relationship building meetings, and so I -- I'm hearing front line fund raisers saying, you know, I miss the opportunity to get to know someone better, and when they talk about some of the thing that prospect research has been able to do to provide them with more of that color around who someone really is, we didn't need

it before because we can create those conversations while we were in the midst of cocktails at an event or over dinner at an event. We can't do that anymore.

So to the degree that you are able to look for the art side as well as being expert on the science side, it will help the front-line fund raisers as they work towards their goal.

>> That's a tremendous point. And I also appreciate you making the point about new donors. I think we all know that that sometimes falls through the cracks a little bit, and this is not a moment to do that. One of the things that APRA did to make sure that we can feel a little bit more of that vibe of being in person that we were just talking about being lost is ask folks about some of the things about what they are expect for the future. So I have a few slides that I'm going to share from an online survey that was taken just to give you a sense of what people in the fields think is really going on and will shape the future, and then I'm going to ask you all panelist to respond to that.

So if you hang on a second, I'm going to share my screen so that can you all see this. So as the question was raised about what's going to last longer, cryptocurrency or donor advised funds, you can see by a mile the impact of donor advised funds, and we've certainly seen that at The Chronicle is the number of donations coming in. Both the number -- people are putting more into their funds, and their taking more out of them, and that really is a transformative opportunity, so I think that's why we see so much, but crypto is coming as well.

Compare due diligence research to privacy laws and then you see a little bit more similarity in what people are thinking about, but certainly privacy laws and that concern seems to be a bit more expected to be long lasting, and we know why. Which trend will last longer virtual events compared to virtual donor meetings? And we've talked a lot about virtual donor meetings today, and clearly many more fund raisers expect that that's going to be the way of the future over these virtual events, but still probably most will be strong.

We also talked about the importance of artificial intelligence. That is definitely going to be a long-lasting trend with many people expecting that. And machine learning came in close too, and I believe there was a debate as to how similar these things were that you all can discuss in other settings. There was also a question about what got left out. And as you can see a lot got left out because you can't talk all of these important issues. DEI was very big. Impact investing. The role of remote work. All of those kinds of things. That's going to change dramatically how people think about the future.

And then people were asked about how front-line goals are changing in the new normal. And you can see that, again, the idea of virtual visits being part of how we rate fund raisers and how we look at their goals. Very, very important. Virtual event attendance and those kinds of things. So a lot is changing about how we look at goals, both for this year, and I'm sure some of those will be long lasting. So I'd like to ask the panel what do you think, and what are the things that you had, and we only have a really short period of time, so I'm going to ask you to go as fast as you can. What are two things that you think are really going to be long lasting trends? And I'm going to start with Bond.

>> Sure. You know, in my mind, privacy laws and due diligence, kind of, go hand in hand unless you are well-versed in what the privacy laws are, then you can't conduct the due diligence that you need to conduct as a prospect development professional, and it's always possible that something that you identify now isn't going to be challenged now, but could be a challenge in the future. So those are certainly trends that are at the forefront of anybody in prospect development, but I think the biggest change that we see now that's here to stay and it likely is going to change is we want to have a plan for the information before we put it in our system, and we want to have it marked clearly enough that if a donor comes to us and say I don't want you to have information on me in your system anymore, that we can honor that right to be forgotten, kind of, clause that's included in GDEPR in particular.

You know, I think we're -- I don't necessarily think we're headed the route that the UK and the EU are headed, but I think it would be foolish to not think that in the next ten years those conversations are

going to increase, and that's definitely at the forefront of conversation in the prospect development space.

And then certainly an increase use of technology in just about every aspect of our work. Folks are having to be more well-versed in technology, folks are going to have to understand, kind of, the unintended consequences of certain technologies. Zoom burn out is a real thing. So those are things, I think, are just going to be tremendously impactful in our space in the coming year.

>> Absolutely. Alice?

>> I have heard many of my members say, you know, what's really sort of the silver lining, if there is one here for us, is that it's giving us the opportunity to step back and say what really is strategically important, and sort of thinking hard about whether to do something rather than sort of assuming you were always going to do everything that we always did all year long, and I hope and think that is a discipline that will continue post-pandemic that we will have learned across the sedative certain activities that really drive the majority of the impact and ROI that we are able to create.

And so, you know, it's important to focus on those rather than stepping away and beginning to just do events again, for example, because we've always done them. The other thing I would say is, you know, I think we've all talked about technology, and I've watched my own parents as well as lots of others get very comfortable all of a sudden with, you know, talking to my kids on Zoom, and FaceTime, and using other technologies that they would never have used before, and they are the same people who more often than not are the donors that we're not engaging with online.

I think it's going to continue, and I think for many of these donors, they're going to say, I'm not comfortable yet having dinner with you or coming to an event. I'm not comfortable with you even coming to my home. I would prefer it, now that I'm comfortable using this technology, that we just do it this way. So I think we're going to have to not only get good at it but stay good at it because it's going to be something that is going to continue.

>> Absolutely. Shomari?

>> I had two things to comment on. One, we talked about, many on the panel have mentioned it's going to be in their strategic plan, it hasn't been before, I think this time about diversity and inclusion is definitely here to stay. I'm going to go quote LeBron James a little bit. He said, we stepped off the gas before. I think there is a real awakening here to know that it's a real topic that has to have metrics and metrics that defines success and what that -- and what the end road looks like for your organization whether as an additional chief development officer whether it's in your strategic plan, a task force model. Whatever that is that it's going to stay, and I think it's going to become prevalent in our world.

And the second thing I think it's really critical, and this is on the survey, is going to be data supports decision making. We're now going to be even more relying on having the right information at the right time to enhance our donor discussions, our engagement of donors, so meet them where they are. I'll still famously from my boss who sort of -- we had a technology conversation and it wasn't really going where we want it to go because we got into too much of [inaudible]. He said okay. So here's an example of what I want to know. I go into a jewelry store, and my favorite jeweler knows what sort of diamonds I like, what color suits me, what are the things that I like, I want to know the same thing about that donor. I want to know if the donor comes on the phone, I want to know what they like, who their kids are, what makes them tick. I want to have the same sort of profile that my favorite jeweler has what I come into the store.

They know me. And so when I come in, they're not -- I'm going to spend more money because they're going to know already what I like, and I said, that's it. And so happy to share with this group. And so that's where we need to be. We need to know our donors more. It's going to be data, it's going to be information however we put it in your systems. I think technology certainly and being able to make it classic and make it very known and understandable to those who like technology and those who don't. I think those organizations that find that balance are going to certainly between the data of knowing who

is coming in the jewelry shop and really making technology available for those who have the orientation and don't along the -- it's certainly going to be important.

So I think those sort of queue diversity, and the technology and [inaudible] pieces are really going to be here to stay and those of us who really put [inaudible] rigor [inaudible] and we're going to be the most successful.

>> And, Mike, if you could finish up for us? You get to have the last words so that we don't have Zoom burn out among the folks watching this. What would you add?

>> Well, really not great for me have to go after Shomari because he pretty much said some of the things I was going to say. Let me try to say it in a less eloquent way since you've asked me to answer the question. So we've got to get more people into that jewelry store. We've got to get different into that jewelry store, and I think that when I talk to people about prospect research, one of the things that I hear is that they're -- that the data can tend to skew white, male, and heterosexual.

And so how do we get into those systems and really examine how they are set up because if we're going to rely on data, we need to make darn sure that that data coming out is not biased. And so I talked a little bit about that earlier, but that's such a really, really important piece. If you're going to rely on it, don't rely on blindly. You sort of have to test the assumptions.

I think the other big trend, and Bond talked about this, is GDPR. I actually do think this is going to become a bigger issue. I don't think necessarily it will be, and Bond said this, I don't think it will be what -- the level that it's happening in Europe, but I think in this case, as California goes, so will the rest of the country eventually, and California is really pushing the line on this and really doing some serious work on trying to implement their version of GDPR, and I think that's going to have a fallout to the rest of the philanthropic community.

>> You're right. Things to keep an eye on, and you have all identified outstanding things that we all need to think about and that we can all use to do our jobs better. I want to thank this outstanding

panel. Bond, Alice, Shomari, and Mike, you gave us so much to think about, you're committed to this field in a way that we all value highly. You're collaborativeness is important to all of us too because your leadership together with advance this field. So thank you for all that you do and thank you for sharing Yu thoughts today. We all appreciate it. I'm going to do a virtual round of applause for this great panel, and I know everybody in the audience will too. Thank you all so much for listening and have a good rest of the conference.