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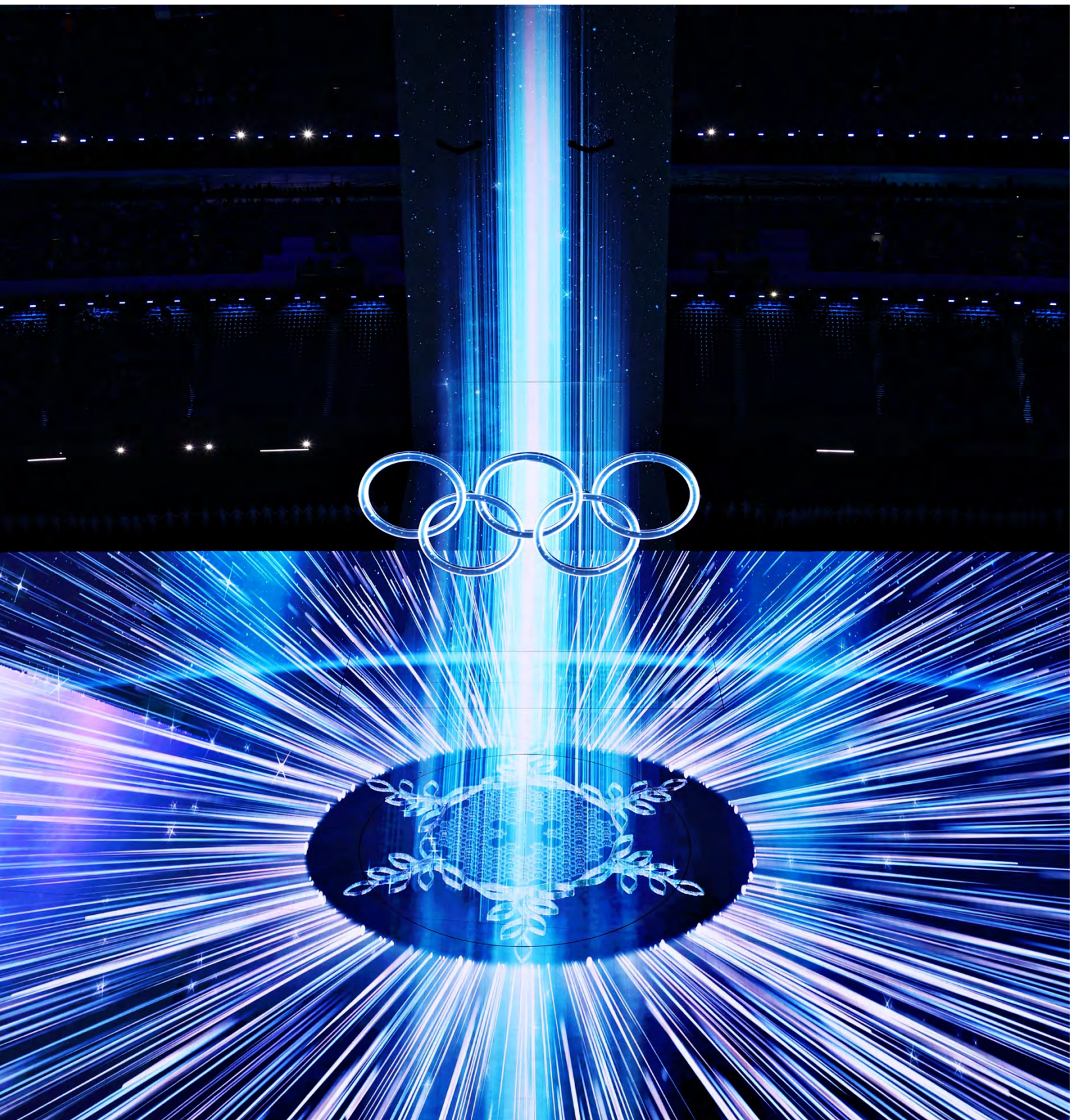
How to Inspire and Engage the Next Generation of Donors to Ensure Sustained and Increased Philanthropic Funding for Team USA

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LIST OF ABBREVIATIONS



LIST OF ABBREVIATIONS:

DE&I: Diversity, Equity, and Inclusion

IOA: International Olympic Academy
IOC: International Olympic Committee

LA28: Los Angeles 2028

OPF: One Perfect Foundation

NOC: National Olympic Committee

NPC: National Paralympic Committee

USOC: United States Olympic Committee

USOPC: United States Olympic & Paralympic Committee – *In 2019, the USOC formally changed its name from the U.S. Olympic Committee (USOC) to the U.S. Olympic & Paralympic Committee (USOPC) – a change celebrating the athletes of Team USA and the Paralympic Movement in the United States. USOPC will be used throughout this paper.*

USOPF: United States Olympic & Paralympic Foundation – *sometimes referred to as 'The Foundation' throughout this paper*

USOPP: United States Olympic & Paralympic Properties

ABSTRACT



ABSTRACT:

This thesis examines the changing landscape of philanthropy in the United States and the dynamic role millennials and members of generation Z are having in the evolution of the sector. In pursuit of identifying sustained and increased funding opportunities for Team USA, the researcher surveyed potential implications for the U.S. Olympic & Paralympic Foundation and strategized on how best to inspire and welcome a new generation of donors. Recognizing the profound impact of technology, shifting donor demographics, and evolving social attitudes, the paper explores strategic approaches for engaging the next generation of philanthropists to ensure sustained funding for Team USA. A focus on participatory, immediate, and issue-driven philanthropy underscores the urgency for the Foundation to adapt its fundraising strategies. By aligning its mission with these emerging trends, while preserving its commitment to traditional philanthropy, the Foundation is poised to inspire a diverse, engaged donor community committed to the Olympic and Paralympic ideals. This study advocates for a balanced approach, navigating the intersection of technology, social change, and traditional philanthropic values to foster a resilient, future-focused philanthropic ecosystem.

Cette thèse examine le paysage changeant de la philanthropie aux États-Unis et le rôle dynamique que les milléniaux et les membres de la génération Z jouent dans la transformation de l'industrie. Afin d'identifier des opportunités de financement durables et accrues pour Team USA, le chercheur a étudié les implications potentielles pour la Fondation olympique et paralympique américaine et a élaboré une stratégie sur la meilleure façon d'inspirer et d'accueillir une nouvelle génération de donateurs. Reconnaisant l'impact profond de la technologie, les changements démographiques des donateurs et l'évolution des attitudes sociales, le document explore des approches stratégiques pour engager la prochaine génération de philanthropes afin d'assurer un financement durable pour Team USA. L'accent mis sur la philanthropie participative, immédiate et axée sur les problèmes souligne l'urgence pour la Fondation d'adapter ses stratégies de collecte de fonds. En alignant sa mission sur ces tendances émergentes, tout en préservant son engagement en faveur de la philanthropie traditionnelle, la Fondation est prête à inspirer une communauté de donateurs diversifiée et engagée en faveur des idéaux olympiques et paralympiques. Cette étude préconise une approche équilibrée, à l'intersection de la technologie, du changement social et des valeurs philanthropiques traditionnelles, afin de favoriser un écosystème philanthropique résilient et tourné vers l'avenir.

PROLOGUE



PROLOGUE:

As we stand at the crossroads of change in the philanthropic sector, the United States Olympic & Paralympic Foundation (USOPF) finds itself faced with both challenges and opportunities in navigating the future. This thesis delves into the heart of this dynamic landscape, examining how technology, shifting donor demographics, and evolving social attitudes are impacting philanthropy in the United States and the implications for the USOPF.

We live in an era marked by transformative shifts. The rapid pace of technological advancement continues to change how we interact, communicate, and even give. Coupled with this is the significant demographic shift underway as younger generations are stepping forward, bringing with them a new set of values, expectations, and ways of engaging with causes. We explore these factors in depth, taking a close look at their effect on the USOPF and how it can adapt its strategies to leverage these changes effectively.

Philanthropy is not just about financial support—it's about participation, engagement, and meaningful connection. As we delve into the strategic approaches for engaging the next generation of philanthropists, we'll see that a new model is emerging—one that is participatory, immediate, and issue-driven. The challenge for the USOPF is how to align itself with these changing trends, without compromising its core commitment to the Olympic and Paralympic ideals.

This research not only unpacks these trends but advocates for a balanced approach. We must leverage technology and new donor attitudes to foster engagement, but we must also honor and preserve traditional philanthropic values. It's about finding the sweet spot where these elements intersect and creating a resilient, future-focused philanthropic ecosystem for the USOPF.

Throughout this thesis, we will delve into these topics, starting with a broad overview of the changing face of philanthropy, followed by a focused analysis of the specific challenges and opportunities facing the USOPF. It's a journey of exploration, discovery, and strategic thinking—an investigation of where we are now, and a vision of the path that lies ahead.

The world is changing, and so too is philanthropy. By understanding these changes and adapting to them, the USOPF can continue to inspire a diverse, engaged donor community committed to the Olympic and Paralympic ideals. This thesis will illuminate the path forward, highlighting the strategic adaptations necessary for the USOPF to thrive amidst these changes.

INTRODUCTION



INTRODUCTION:

The U.S. Olympic & Paralympic Committee (USOPC)¹ was founded in 1894. Its purpose is to protect, empower, and support America's athletes and is responsible for fielding U.S. Teams for the Olympic and Paralympic Games. The USOPC serves as both the National Olympic Committee (NOC) and National Paralympic Committee (NPC) for the United States, providing unity amongst all of Team USA.

Unlike most NOCs, Team USA receives no government funding. As part of the Amateur Sports Act of 1978, the USOPC was designated as the coordinating body for amateur sports and established procedures and guidelines to resolve disputes without placing the United States government in control. A federally chartered nonprofit, the USOPC is primarily funded by revenue generated from broadcasting and commercial partners.

Following the economic downturn of 2008, the USOPC recognized a need to diversify and augment its funding model. In 2014, the U.S. Olympic & Paralympic Foundation (USOPF) was formed, becoming a separate 501(c)3 and serving as the primary fundraising entity for the USOPC. The USOPF seeks philanthropic contributions to support the training, coaching, and development of Team USA athletes, as well as funding various programs and initiatives related to the Olympic and Paralympic movements.

Over the last eight years, the Foundation has built a robust philanthropic community of business leaders who invest generously in Team USA, allowing the Foundation to see consistent growth and success since its founding. The USOPC is unique in its funding model; its inclusion and emphasis on philanthropy have created a new revenue stream that is expected to increase to 19% of the USOPC's overall revenue in the 2024-2028 quad. But changes to both Olympic viewership and the philanthropic landscape could threaten this unique funding model if not approached with innovative and strategic solutions. This study aims to identify how the philanthropic motivations and habits of young people are changing

¹ In 2019, the USOC formally changed its name from the U.S. Olympic Committee (USOC) to the U.S. Olympic & Paralympic Committee (USOPC) – a change celebrating the athletes of Team USA and the Paralympic Movement in the United States. USOPC will be used throughout this paper.

and how the USOPC and USOPF can inspire the next generation of fans in America, ensuring sustained and increased philanthropic funding for Team USA. Furthermore, this project explores if incorporating philanthropy into their strategic planning could be replicated by other NOCs who are in search of new revenue streams.

Although this paper focuses on current and future philanthropy trends in the United States, it's important to acknowledge changes in Olympic viewership and fandom worldwide. The Olympics have historically seen unprecedented engagement through traditional television broadcast. However, the introduction of streaming services and social media has upended the way fans consume live sports.

In August of 2021, National Public Radio (NPR) published statistics illustrating historically low viewership for the Tokyo Olympic Games. "The average primetime viewership each night across all of its platforms – online, cable and network – was just 15.5 million people, down from an average of 26.7 million viewers for the Rio Games in 2016, a 42% decline" (Deggans, 2021). This was the lowest average primetime viewership for the Games on NBC since the beginning of their broadcasting at the Summer Olympics in 1988 (Deggans, 2021). In July 2022, streaming services claimed the largest share of U.S. television viewing, surpassing both cable and broadcasting for the first time (Spangler, 2022).

But like Paul Farhi argues in an article written for the Washington Post in 2022, although ratings for recent Olympic Games are bleak, that doesn't mean the product is dying but rather changing – "... the Olympics are evolving from a heavily produced sports-entertainment show watched by a mass audience each night into one composed of hundreds of short, independent pieces — a race, a routine, a medal ceremony — that people watch whenever they choose" (Farhi, 2022). Engagement and viewership metrics look different than when television broadcasting was king. According to Brad Adgate in an article published in Forbes in 2021, "...there were 2.9 billion impressions on NBC Olympics Facebook, Twitter, and Instagram accounts. In addition, NBC said there were 338.7 million social media engagements on their Olympics Facebook, Twitter, TikTok, YouTube and Snap accounts. Twitch users watched 136.6 minutes of Olympic programming with over 14 million unique viewers" (Adgate, 2021). Despite concern for decreasing broadcast engagement amongst millennials (1981-1997) and Generation Z fans (1997-2012), there is optimism amongst researchers and journalists about

TV ratings and whether their decline may be underrepresenting Olympic fandom. The Olympics are increasingly consumed cross-screens and cross-platforms. “Nineteen percent of Summer Olympic viewers reported watching the Games on YouTube, and 47% of these viewers watched on YouTube exclusively” (Erickson, 2022). As the USOPF evaluates methods to engage, inspire and connect with the next generation of philanthropic supporters, consideration for the ways young people are consuming Olympic and Paralympic coverage, media, and stories, is important.

In January of 2022, the U.S. Olympic & Paralympic Foundation identified next generation philanthropy as a priority – targeting a younger demographic of prospects than previously pursued. With the 2028 Los Angeles Olympic and Paralympic Games on the horizon, staff members recognized the importance of developing a donor program specifically intended for young philanthropists, expanding the fundraising pipeline, and engaging directly with the future of philanthropy. The USOPF’s NextGen Program was born – an annual program, that provides members with opportunities to network with, learn about, and directly support Team USA. Members can renew their philanthropic gift commitment, and therefore their membership in the program annually. Initially, the goal was to obtain 28 inaugural members – a nod to the upcoming LA28 Games. Between 2022 and 2023, the USOPF engaged 21 NextGen members through an online application process. Criteria for membership were passion for the Olympic and Paralympic movement, demonstrated leadership, and ability to make a \$5,000 annual contribution. Feedback from the initial membership group influenced the USOPF’s decision to add three athlete ambassadors for a total of 24 USOPF NextGen members as of 2023. Although serving as NextGen members, athlete ambassadors do not have a philanthropic gift obligation but instead agreed to an in-person event appearance and social media impressions. Although still in its infancy, the USOPF NextGen program remains a strategic initiative and one with incredible growth potential if cultivated correctly. Therefore, research on the philanthropic motivations, inspirations, and values of the next generation must be identified and understood to ensure the USOPF is building resonate programming and content for this important population.

Following this introduction, a review of existing knowledge will be presented exploring the history of philanthropy in the United States and its changing landscape – particularly highlighting transformations in philanthropy being driven by the next generation. Next, the

methodology of the research will be explained in detail and results outlined. Then, a discussion comparing the existing knowledge of next generation philanthropy with the research findings is shared. Lastly, this Masters' project aims to make informed recommendations for how to ensure sustained philanthropic revenue for Team USA. By evaluating existing literature and research on next generation philanthropy, surveying current USOPF NextGen members on their philanthropic motivations, and interviewing experts in nonprofit work, several recommendations will be suggested.

REVIEW OF EXISTING LITERATURE



REVIEW OF EXISTING LITERATURE:

This literature review examined the history of philanthropy in the United States and assessed the ways in which the philanthropic landscape is evolving with the younger generation. When considering how the U.S. Olympic & Paralympic Foundation – the fundraising arm of the U.S. Olympic and Paralympic Committee – can sustain its revenue achievements, literature was reviewed to identify and comprehend the state of philanthropy in the United States and how different generations exhibit varying approaches to nonprofit organizations. By reviewing existing research, an understanding of the motivations, behaviors and expectations of millennial donors was discovered. The researcher will define and describe characteristics of millennial philanthropy as experts understand them today and how they may differ from previous generations. Additionally, the researcher will explain the great wealth transfer that many experts are predicting will greatly impact philanthropy.

The History of Philanthropy in the United States & Current Landscape Worldwide

The unique characteristics of philanthropy in the United States are rooted in its culture, history and even within its tax system. Unlike many countries where welfare is primarily a responsibility of the government, the United States has a long history of private philanthropy playing a critical role in social welfare. Philanthropy in the United States dates to its colonial era, from initial European settlements in the early 17th century until the formation of independent states after the American Revolution in the late 18th century. Religious groups, like the Puritans and Quakers, played a key role in laying the groundwork for philanthropy, partaking in the welfare of their communities. This precedent of charitable giving is intrinsically tied to religious or moral obligations in the United States (Zunz, 2014).

In the late 19th and early 20th centuries, philanthropy entered a new phase. Industrialists collecting vast wealth donated money to causes like education, public libraries, and public health. A notable tycoon, Andrew Carnegie, famously argued that the rich use their wealth for the betterment of society, a distinctive approach at the time, and not widely practiced internationally (Carnegie, 2007). In the 20th century, the United States saw the creation of organized philanthropic entities, establishing a systematic distribution of wealth to deserving causes. Tax laws in the U.S. also contributed to the rise of foundations by providing incentives for giving while other countries had less favorable tax legislation and their governments played

a larger role in social welfare (Hall, 2013). With the explosion of the technology industry in the late 20th century, a new era of philanthropy emerged in the United States. Driven by an innovative generation of successful entrepreneurs, philanthropists began focusing on measurable impact, strategic giving, and often taking an active role in the causes they support (Bishop & Green, 2008). In modern day, according to the World Giving Index, the U.S. consistently ranks as one of the most generous countries in charitable donations (Heslop, 2022). Foundation assets worldwide exceed 1.5 trillion USD and are heavily concentrated in the United States (Johnson, 2018).

Countries worldwide participate in philanthropy, displaying a diverse range of initiatives to drive engagement. Institutional philanthropy has reached a global presence, with more than 260,000 foundations in 39 countries (Johnson, 2018). Sixty percent of the total number of foundations are in Europe and 35% in North America. Like trends seen in the United States, education is in the top philanthropic priority worldwide. Other priorities include human services, health, arts, and culture (Johnson, 2018). This broadening of philanthropic giving worldwide creates a hospitable environment for other NOCs to introduce donor activation into their revenue planning.

The Current Philanthropic Landscape in the United States

The Charitable Giving Report by Blackbaud Institute Index annually tracks over \$46 billion in US-based charitable giving. The year 2021, showed a 9% increase in overall giving, a 42% three-year increase in online giving, and a 10% increase in overall average gift amount (MacLaughlin et al., 2022). Charitable giving is thought to have grown in the United States due to the ongoing needs associated with the COVID-19 pandemic (MacLaughlin et al., 2022). However, a study conducted by Blackbaud found that apart from Baby Boomers (1946-1964), each generation has declined in the percentage of members who give to charity. Even as total dollars donated grow, the population of givers is lessening (MacLaughlin et al., 2023). As the overall concentration of wealth continues to shrink into fewer hands, this trend is expected to continue. This decline in donor numbers is a reason to emphasize acquisition and retention (MacLaughlin et al., 2022). Age has long been recognized as one of the most reliable predictors of giving, as it correlates to earning potential and comparative debt reduction. In 2021, it was reported that the average donor age in the United States was 65. Since 2016, the average age of donors has increased from 62 to 65, one indication that nonprofits have not yet fully

activated the charitable giving of younger generations such as millennials (MacLaughlin et al., 2022).

The Great Wealth Transfer

The millennial generation (1981-1997) is the largest generation group in the United States with an estimated population of 72.19 million (Robertson, 2017). This is a 7% increase from the previously largest generation – the baby boomers (1946-1964) (Robertson, 2017). There is consensus among researchers that in addition to increased population size, millennials have an outsized ability to make an impact in non-profit fundraising largely due to wealth transfer and spendable dollars bestowed upon this generation. If current trends in wealth and giving continue, this rising population will be the most significant philanthropists to date (Goldseker & Moody, 2017).

Over the last decade millennials have entered adulthood, representing the largest generation in the job market and becoming powerful consumers (Hoffower, 2019). They have tremendous spending power; it has been projected that millennials will have \$300 billion in spendable dollars, \$62.7 billion of which is considered discretionary (Saratovsky & Feldman, 2013). Researchers suggest that millennials are the beneficiaries of between 40-59 trillion dollars in wealth from older generations – often referred to by experts as, ‘the great wealth transfer’ (Trobe, 2013). A 2014 study by Boston College Center on Wealth in Philanthropy estimated that 88% of this wealth transfer is occurring between just 20% of affluent families (Goldseker & Moody, 2017). In conjunction with the great wealth transfer is what prominent philanthropic observers are calling a Golden Age of Giving. This era is expected to exceed the Gilded Age (1877-1900) in impact, when modern philanthropy was invented (Goldseker & Moody, 2017). Although non-profit leaders realize the importance of cultivating younger supporters, this population is presently resourced far less than current donors who skew older (Saratovsky & Feldman, 2013). Because of its long-designated birth year span, millennials will be the majority generation for the longest period compared to any other generation (Robertson, 2017).

Millennials & Philanthropy

Within the existing literature, there is consensus around the distinguishing ways millennials participate and activate philanthropically. They wish for organizations to be transparent and innovative, demonstrate impact, and to engage personally with their donors and volunteers. A

decade ago, the Case Foundation sought insights into how millennials think and feel about philanthropy and civic involvement. What was discovered was a passionate drive to engage with social movements and causes through new and innovative ways (Feldmann, 2020). These findings are shared amongst different researchers and experts.

Sometimes referred to as the “impact generation”, millennials want to disrupt giving strategies, and revolutionize them to increase impact in order to produce more “good” in the world (Goldseker & Moody, 2017). Millennials want to know where their donation is going, how it will be spent, and its specific impact (Saratovsky & Feldman, 2013). They seek the confidence and transparency of an organization and will discontinue support if trust is violated (Feldmann, 2020). Additionally, millennials reportedly prioritize issues and people over organizations (Feldmann, 2020) and wish to be solution-centered and hands-on (Saratovsky & Feldman, 2013). This generation treats their assets (money, network, time, etc.) as having equal value (Feldmann, 2020) – contributing to the notion that volunteer leadership can mean intellectual contributions and time in addition to dollar donations. In a study conducted in 2012 by the Johnson Center for Philanthropy, over 300 of high-net worth millennials inheritors shared their preference to engage philanthropically where there is an opportunity for hands-on work, networking, and innovative strategies (Trobe, 2013).

Although millennials still rank donating money as the greatest form of impact, they reported far lower numbers than older generations. Thirty percent of millennials choose donating money as the most impactful, whereas 37% of Generation X (1965-1980) and 52% of Boomers (1946-1964). Historically, it has been the case that the older a demographic, the more likely they are to prioritize monetary contributions (2021 Charitable Giving Report, n.d.). When considering how to engage younger donors, it is important to understand where they think their contribution is greatest, which research shows is with volunteer engagement. As the younger generations mature, research indicates their donations will grow in amount. Building inroads and relationships with these younger donors will be advantageous for future donations when their dispensable income increases.

An enormous and influential generation, millennials are passionate about social causes and are fueling the swell of societal change (Kanter & Fine, 2010). After studying more than 150,000 millennials, a 2019 report by the Case Foundation reported that the millennial generation cares

most about civil rights/racial discrimination, healthcare, education, and employment (Hoffower, 2019). Shifting from previous generations, millennials are working to destigmatize topics formerly silenced by society such as financial welfare and mental health (Hoffower, 2019). A swing towards wholesome wellbeing is demonstrated by millennial's contribution to the boom in the wellness industry that grew by more than 12% between 2015-2017 (Hoffower, 2019). Research shows that millennials want to build authentic, personal relationships with the causes they support (Feldmann, 2020). Relationship marketing is a concept often regarded as one of the bases of fundraising and is defined as, 'establishing, developing, and maintaining successful relational exchanges' (Drezner, 2009). Additionally, relationship marketing suggests that organizations that establish giving relationships with donors who are more likely to give continually (Drezner, 2009). Bridging the relationship between causes and donors is arguably the most important component of successful solicitation of large gifts (Drezner, 2009). Relationship fundraising is not a new concept but has recently been joined with relationship marketing – leading to more profitable and sustainable donors (Burnett, 2002). Relationship fundraising approaches the unique and special relationship between an organization and the individual supporter. The prevailing consideration is to nurture and develop a bond, ensuring donors feel they are important, considered and valued (Drezner, 2009). This maximizes the proclivity of donors to give in the long term. Additionally, organization identification occurs when an individual defines themselves by an organization (Drezner, 2009). Universities and their alumni organizations utilize the association students have with their alma maters – identifying themselves with the institution (Drezner, 2009). As a holographic organization, often mirroring the values with their students, alumni share common organization-wide identities and often take ownership of the welfare of their respective universities (Drezner, 2009).

Interviews conducted by The One Perfect Foundation (OPF) indicated that one of the major factors motivating millennials to engage philanthropically was the values instilled throughout early childhood, encouraging, and demonstrating philanthropic behaviors from family and peers (Trobe, 2013).

Many years of millennials research consistently report that this generation is more likely to engage in a cause if a peer is already participating in it (Feldmann, 2020). In a testimonial, the director of youth initiatives for the American Cancer Society points out that the way the world is digitally connected has made a significant impact on the way millennials give and engage by

creating opportunities for sharing information quickly and broadly (Feldmann, 2020). Millennials are digital natives, they are not astounded by the digital era but are fully integrated into it (Saratovsky & Feldman, 2013). Social media has created the emergence of free agents, activists who are a growing part of promoting social change. If harnessed and inspired, free agents can generate incredible influence amongst a large group of their peers – attracting new people to support causes they care for (Kanter & Fine, 2010). An interesting finding in over a decade of research conducted for the Millennial Impact Report is that millennials may act in small ways individually, but when leveraged as a large, active group, they can create impact and change (Feldmann, 2020). In addition to becoming fluent in social media, and the digital landscape, organizations will have to support millennials engagement beyond posts and mass messages (Saratovsky & Feldman, 2013), through relationship fundraising and impactful experiences. What was once limited to one-on-one relationship between philanthropist and cause, social media and modern technology have allowed for scalability – reaching populations of people at one time (Burnett, 2002). By embracing social media, nonprofits can become connected with a larger ecosystem of individuals faster than before (Kanter & Fine, 2010). Millennials utilize their horizontal, social networks to connect with and persuade their peers including in social change (Goldseker & Moody, 2017).

In addition to their influence philanthropically, millennials are also powerful consumers. As millennials flex their purchasing muscle, for-profit businesses are also evolving to include corporate responsibility departments and strategies (Saratovsky & Feldman, 2013). As consumers, millennials are demonstrating more support for socially responsible brands and empathetic interests (Feldmann, 2020). Research shows that millennials expect corporations to be socially responsible and view technology as a tool for human progress (Goldseker & Moody, 2017).

Contrary Opinions

Some literature suggests that there is an imbalanced fascination with the millennials generation as a donor population (Rovner, 2018). As The Next Generation of American Giving argues, Generation X (1965-1980) should be considered the next force in philanthropy rather than millennials (Rovner, 2018). Additionally, there are also questions about whether giving attitudes and behaviors are truly unique to generations or if they evolve with changing life stages (MacLaughlin et al., 2022).

Some researchers believe that millennial giving is still a work in progress and although not to be ignored, Generation X and boomers will continue to be the largest donors to philanthropic causes for the foreseeable future (MacLaughlin et al., 2022). There is also evidence that millennials demonstrate transitory and fluid passions – supporting organizations when they are moved to do so, particularly with online after peer-influence (Kanter & Fine, 2010) but do not become sustained donors over time.

Philanthropic research has been primarily focused on high-net-worth millennial donors and remarkably less on those with moderate assets. This under-researched group is ripe for examination as there are more ways to participate in philanthropy than ever before due to online campaigns, social-media, and heavily networked individuals (Trobe, 2013). One proven method of attracting and retaining moderately affluent donors is through sustained giving by which individuals commit to giving a consistent and automatic amount (MacLaughlin et al., 2022).

In addition to size, the millennial generation is more diverse than older generations (Saratovsky & Feldman, 2013) and the trend continues with Generation Z (1997-2012) surpassing millennials with 48% of Gen Z being racial or ethnic minorities (Fry, 2018). Experts agree that it is crucial for nonprofit organizations to make in-roads with this enormous population now to secure the benefits of dedicated donors and sustaining philanthropic commitments (Gorczyca & Hartman, 2017). Minority groups give generously philanthropically. Assistant Professor at the University of Maryland, College Park, Noah D. Drezner, wrote his dissertation on enhancing African American Young Alumni Giving. Through his research, he found that African Americans give the largest percentage of their disposable income to non-profits than any other racial group (Drezner, 2009). As generations continue to diversify, donor bases should too. Generation Z (born after 1996) is currently the youngest generation and in the earliest stages of adulthood. Although they represent just 2% of philanthropic giving in the United States, when their earning potential matures, they may become an influential force in philanthropy – representing a distinctively racially and ethnically diverse population. As another generation of digital natives, their social connectivity has power (MacLaughlin et al., 2022).

Although some differing opinions exist on which generation is primed to make the largest and most immediate contributions, there is consensus on the importance of retaining existing donors as well as beginning to cultivate donors from younger generations. Monetary donations may be small and infrequent to start, but if engaged properly, members of Generation X, millennial, and Generation Z have an opportunity to affect and contribute massively to nonprofits over the next 30-40 years. As the U.S. Olympic & Paralympic Foundation considers growing fundraising goals, and an Olympic & Paralympic Games on home soil, inspiring and engaging the next generation of philanthropic donors will be essential to sustaining competitive financing for Team USA.

DATA COLLECTION: METHODOLOGY & RESULTS



DATA COLLECTION: METHODOLOGY & RESULTS

Amidst a changing philanthropic landscape, the researcher set off to study the best ways to inspire and engage the next generation of philanthropists thus ensuring sustained and increased funding for Team USA athletes. As the only National Olympic Committee to not receive federal funding, the USOPC relies on revenue received through broadcasting, sponsorship, and individual donors to fund Team USA.

In January 2022, the U.S. Olympic & Paralympic Foundation launched its first giving program designed specifically for young philanthropists – NextGen. Comprised of individuals under the age of 40, members of this program pledge an annual contribution of \$5,000 to the USOPF and, in return, over the year are provided engagement and leadership opportunities with the USOPC, USOPF Board Members, Trustees, and Team USA athletes. The goal was to obtain 28 inaugural members – a nod to the upcoming LA28 Games. Between 2022 and 2023, the USOPF engaged 21 NextGen members. Feedback from the initial membership group influenced the USOPF's decision to add three athlete ambassadors for a total of 24 NextGen members. Although considered complete members, athlete ambassadors do not have the financial obligation to participate but instead agreed to an in-person event appearance and a number of social media impressions, engagements the USOPF would typically pay an athlete for. The initial recruitment of members was done primarily through the networks and referrals of USOPF board members and trustees, which proved successful, as demonstrated in the number of early members.

As the USOPF considers ways to further engage and grow this donor base, this group's philanthropic motivations and preferred engagement methods are of particular interest. Research has shown that millennials and Generation Z are thinking about philanthropy in ways that differ from older generations. The USOPF NextGen group provided a targeted audience to learn about the philanthropic motivations and expectations of the next generation philanthropists.

In addition to studying the motivations of USOPF NextGen members, the researcher chose three non-profit organizations to interview, seeking insights on what they are seeing out in the field. The three non-profit organizations were the American Heart Association, CCS

Fundraising, and Denver Health Foundation. These first-hand and real-time insights provide helpful illustrations of how the philanthropic landscape and trends in philanthropy may be evolving.

Methodology

For this study, data was collected from two groups. The first group included members of the USOPF's current NextGen class. The second consisted of four leading nonprofit executives from three non-profit organizations who were selected because of their experience and expertise in organizational fundraising.

NextGen members were asked to complete a survey of 21 questions in three critical categories of information – (a) demographics, (b) motivations, and (c) personal philanthropic principles. The survey was produced using Qualtrics software and was shared with NextGen members via email with a request to participate in the research study. Sent to 21 NextGen members and 3 Athlete Ambassadors, 19 responses were recorded – 18 NextGen Members and 1 Athlete Ambassador. The survey saw an 86% participation rate by members and 33% from athlete ambassadors for a total participation rate of 79%.

Semi-structured interviews were conducted with four individuals representing three US-based nonprofit organizations – the American Heart Association, CCS Fundraising, and Denver Health Foundation. Interviews were performed over Zoom and the conversations were transcribed digitally using Microsoft Word. Questions were provided to the interviewees prior to the meeting as catalysts for conversation. Prompts included –

- *Are you creating specific programming and opportunities for the next generation of donors?*
- *What are your most successful strategies and tactics for retaining donors?*
- *Do you have a junior board? If not, are you considering one?*
- *Do you have volunteer opportunities targeted at young adults?*
- *Are you finding that donors who are millennials differ in the ways they engage with your nonprofit? Do they seek different types of interaction, investment, or involvement than donors from older generations?*

By studying the motivations of the inaugural USOPF NextGen class and interviewing experts in the field, the researcher sought to obtain valuable data to support a series of educated recommendations for future programming – successfully acquiring and inspiring a new generation of sustained philanthropic funding for the USOPF.

Survey Questions & Results

Section A: Demographics – Questions regarding demographics were crafted with the help of outside counsel and utilizing terminology and categories set forth by the U.S. Census Bureau Household Pulse Survey.

For Q1 when asked about gender identity, 62% identified as female and 38% identified as male.

Answer	Response	Percentage
Male	8	38%
Female	13	62%
Transgender	0	0%
Non-binary	0	0%
Another way	0	0%
Total	21	100%

In Q2, participants were asked to identify their primary state of residency. California represents 45% of NextGen membership and another 9 states are represented nationally from different regions of the U.S.

Answer	Response	Percentage
California	9	45%
New York	4	20%
Colorado	1	5%
Florida	1	5%
Georgia	1	5%
Massachusetts	1	5%
Minnesota	1	5%
Utah	1	5%
Washington	1	5%
Total	20	100%

Question 3 asked participants to choose which race(s) and ethnicity(ies) they belong to, selecting all that apply. 76% of members selected white.

Answer	Response	Percentage
White	16	76%
White, Asian	2	9%
Black or African American	1	5%
Asian	1	5%
White, Some other race/ethnicity	1	5%
American Indian or Alaska Native	0	0%
Native Hawaiian or Pacific Islander	0	0%
Total	21	100%

In Q4, when asked whether they were raised in a socio-economically or otherwise disadvantaged situation at home, 90% of the respondents said no, while 10% said yes.

Answer	Response	Percentage
Yes	2	10%
No	19	90%
Total	21	100%

In Q5, when asked if family members are already involved philanthropically with the USOPF, 71% of members said no.

Answer	Response	Percentage
Yes	6	29%
No	15	71%
Total	21	100%

Section B: Motivations –

In Q6, when asked about the importance of giving philanthropically, 86% of respondents agreed that it is important.

Answer	Response	Percentage
Agree	18	86%
Somewhat Agree	2	10%
Somewhat Disagree	1	5%
Disagree	0	0%
Total	21	100%

In Q7, when asked if sports had a big impact on the lives of NextGen members, 90% of respondents agreed that they did.

Answer	Response	Percentage
Agree	19	90%
Somewhat Agree	1	5%
Somewhat Disagree	1	5%
Disagree	0	0%
Total	21	100%

When asked in Q8 to rank the best way to support a nonprofit being 1 the most effective and 5 the least effective, respondents ranked donating funds as the most effective way (1.7) followed by donating their time and expertise (2.2). Asking friends to support a cause was declared the least effective (4.2).

Method	Average Rank
Donating funds	1.7
Donating my time and expertise	2.2
Attending events in support of the organization	3.4
Mentoring the population served	3.5
Asking my friends and colleagues to support organizations	4.2

In Q9, when asked if respondents favored supporting several organizations with smaller donations rather than less time dedicated, most disagreed with that idea (62%).

Answer	Response	Percentage
Agree	1	5%
Somewhat Agree	7	33%
Somewhat Disagree	13	62%
Disagree	0	0%
Total	21	100%

In Q10, 48% of respondents agreed and 38% somewhat agreed that they prefer to fully dedicate their time and resources to select organizations.

Answer	Response	Percentage
Agree	10	48%
Somewhat Agree	8	38%
Somewhat Disagree	3	14%
Disagree	0	0%
Total	21	100%

When asked in Q11 if philanthropy was a value instilled by their family, 76% of NextGen members said yes.

Answer	Response	Percentage
Agree	16	76%
Somewhat Agree	5	24%
Somewhat Disagree	0	0%
Disagree	0	0%
Total	21	100%

When asked in Q12 if NextGen members are likely to give to an organization a friend asks them to support, 52% somewhat agreed.

Answer	Response	Percentage
Agree	8	38%
Somewhat Agree	11	52%
Somewhat Disagree	2	10%
Disagree	0	0%
Total	21	100%

In Q13, NextGen members were asked about growing their philanthropy with the USOPF over the next 5 years – 43% agreed that they hope to grow their philanthropy, and 57% somewhat agreed.

Answer	Response	Percentage
Agree	9	43%
Somewhat Agree	12	57%
Somewhat Disagree	0	0%
Disagree	0	0%
Total	21	100%

In Q14, when asked about volunteer opportunities with the Los Angeles Organizing Committee (LA28), 52% responded that they are interested.

Answer	Response	Percentage
Agree	11	52%
Somewhat Agree	7	33%
Somewhat Disagree	1	5%
Disagree	2	10%
Total	21	100%

In this next section – respondents were asked to force rank responses from 1 (most effective) to 5 (least effective)

When ranking the reasons NextGen members support the U.S. Olympic & Paralympic Foundation in Q15, passion for the Olympic & Paralympic Games was the top response at 1.6.

Method	Average Rank
Passion for the Olympic & Paralympic Games	1.6
Team USA athletes are not funded by the government	2.1
Opportunity to network with USOPF board members and trustees	3.5
Attend the Olympic Games	3.9
Opportunity for networking with athletes	4.5
Career aspirations	5.3

In Q16, when asked how the USOPF can maintain respondents as donors, the answer involving NextGen members in projects that demonstrate impact on the organization ranked most effective at 2.9.

Involvement & Engagement Opportunities	Average Rank
Involvement with projects that demonstrate impact on the USOPF	2.9
Invitations to engage with USOPF board members and trustees	3.1
Better understanding of what programming the USOPC provides athletes	3.1
Opportunities to meet Team USA athletes	3.9
Communication that shows my donation supports Team USA athletes	3.9
Opportunities to professionally mentor Team USA athletes	4.1

In Q17, respondents were asked to rank the types of organizations they donate to in order of importance. NextGen members chose their alma mater and humanitarian causes to be of most importance (2.1 and 2.4 respectively).

Organization Type	Average Rank
Alma Mater	2.1
Humanitarian	2.4
Children's Education	2.8
Health/Medical	2.9
Social Justice	3.6
Direct Action Campaigns (i.e., GoFundMe)	3.6
Religious	5.9

Section C: Personal Philanthropic Principals

Q18: When asked how they became involved with the USOPF, all respondents noted connections with current USOPF board members, trustees, or friends. A few said their connection recommended them to the program because it would be a great fit for them specifically.

Written Responses:
<i>Friends with [current Trustee], and he thought it'd be a great program for me to be associated with.</i>
<i>My parents</i>
<i>Through parents</i>
<i>I was connected to a USOPF staff member when networking for my next career. The staff member suggested I may be a good fit for Next Gen</i>
<i>I was recommended to the NextGen board by a friend who currently serves on the board</i>
<i>Through the involvement of my family and my love of athletics and the Olympics</i>
<i>I was recruited by a board member</i>
<i>Recommendation by a friend</i>
<i>Through [current Trustee]</i>
<i>Family involvement</i>
<i>An introduction from another trustee</i>
<i>Friend recommendation</i>
<i>An investor in my company recommended that I join. I believe he's on the board of trustees.</i>
<i>Started interacting with the USOPF in 2017 as an athlete</i>
<i>Connected through a friend</i>

Q19: When asked what is compelling about supporting the USOPF, nearly all respondents referenced the ability to have an impact on athletes and several noted the power of sport and a belief in the Olympic movement.

Written Responses:
<i>I personally like the idea of having influence on how the organization impacts athletes</i>
<i>Supporting our athletes</i>
<i>USOPF is the perfect intersection of politics, philanthropy, and sport</i>
<i>To me, the most compelling aspects of supporting USOPF come from the growing focus on holistic wellness and career transition for athletes, as well as giving athletes a greater platform to tell their stories. Peak human performance is incredibly interesting on its own, but the USOPF's platform and services empower a much-needed humanization – a shift in perception from statistics and athleticism to human stories and athletes.</i>
<i>I love what the Olympics stand for. I believe sports are one of the most powerful tools for self-discovery, community building, and character development, so I am extremely enthusiastic about high level athletics and supporting those who partake. I have extreme respect for the athletes who dedicate their lives to achieving absolute greatness, and I want to work to support their efforts.</i>
<i>The ability to make a tangible difference in the resources and networks of Team USA athletes</i>
<i>I love how sports can bring people together in a wholesome way. I'd love to do what I can to help athletes with their mental and physical health too as well as mentor them in their careers</i>
<i>Strong belief in the Olympic movement and the benefits of supporting Team USA.</i>
<i>The platform and spotlight the USOPF has is very unique and wide ranging. The Olympics bring our country together and the USOPF can focus that into making a real difference for athletes and communities.</i>
<i>My passion for the Olympics, my sense of patriotism, and my passion for the US Olympic Team and Effort</i>
<i>Giving athletes opportunities and resources to reach their fullest potential and be their best</i>
<i>The athletes' stories are inspiring. I have two kids and they'll never forget their experience meeting these incredible athletes.</i>
<i>The opportunity to support the next generation + keep the Olympic / Paralympic movement strong and healthy.</i>
<i>Passionate about the Olympics. Sport has had a huge impact on me. Love to give back.</i>

Q20: Respondents were asked to define their personal philosophy on philanthropy, and many referenced the importance of giving back and how philanthropy provides a meaningful experience to them. Again, NextGen members used words like impact and effectiveness as important measures of success and engagement.

Written Responses:
<i>Typically, I donate my time and money to orgs I'm passionate about (i.e., Sports and military charities). I avoid "go fund me" type offerings, and it's important I understand how donations are disbursed</i>
<i>Extremely important for those with the means to do so</i>
<i>I am a strong believer in philanthropy. I believe it to be most effective on the edges where there is meaningful impact potential and business risk is high due to its nature as a low/unprofitable opportunities or as a frontier initiative. As such, my personal philanthropic mission is to support organizations that empower communities to take direct action in raising the floor (i.e., equity focus) or raising the ceiling (i.e., innovation focus), particularly but not exclusively as it relates to environmental sustainability. I also place high value on health/wellness and play, which is often reflected in my philanthropic actions</i>
<i>It is important to give so that others can benefit from important and life changing opportunities. I have more than I need so I believe it is important for me to redistribute some of my excess</i>
<i>to provide to organizations that make tangible changes in individual lives and collective movements towards a greater goal</i>
<i>I'd like to help others where I can. Giving back is the most meaningful part of my life</i>
<i>I think it is important to pay it forward. I am blessed to have the ability to donate my good fortune with others in hopes that they may have similar opportunities that I may have had</i>
<i>It is your responsibility as a citizen to understand your community's needs and provide effective support in line with your resources</i>
<i>Give at least 10% of my earnings per year to a handful of specific causes with more personal involvement, and then a smattering of causes that matter to friends and family without any personal involvement.</i>
<i>Give back</i>
<i>Generally, spread it between handful of organizations. Don't have tons of times to get super involved at this stage of my career. I like to support orgs that can provide valuable life experiences for my children. Primary focus is on education.</i>
<i>Give back what I can to impactful causes. If my funds feel limited in the traditional sense, I donate my time/expertise/platform which are all unique and invaluable.</i>
<i>I feel so fortunate for the opportunities I've been afforded. It's important to me that I pay it forward.</i>

Q21: Lastly, NextGen members were provided an opportunity to add other comments regarding their experience with the program and organization. Although brief, respondents shared that they are grateful for their involvement with the USOPF.

Written Responses:
<i>I've really enjoyed the inaugural group of next gen members, and everyone I've spoken with, or met, at the USOPF/USOPC. Hopefully I can continue to support long term.</i>
<i>I'm very grateful for the opportunity to be involved with USOPF!</i>
<i>I'm grateful to be a supporter of Team USA</i>

Context & Results of Semi-Structured Interviews

Semi-structured interviews were conducted with four leading nonprofit executives from three non-profit organizations who were selected because of their experience and expertise in organizational fundraising.

The American Heart Association is a longstanding and influential nonprofit in the United States. A national organization that ranks as the 31st largest charity in the country (Barrett, 2022). Their mission is to build healthier lives, free of cardiovascular disease and stroke. Interviewed for this research was a National Vice President who oversees Heart Challenge and Development Innovation. They will be referenced as “Participant A” for this project.

CCS Fundraising is a strategic fundraising firm that partners with nonprofits to generate transformational change. CCS works with clients in North America and Europe, giving them a broad understanding of real-time challenges and changes in philanthropy. Interviewed for this research was a Senior Vice President, referred to as “Participant B” and, an Executive Vice President, “Participant C” in this study.

And lastly, Denver Health Foundation is a local Colorado nonprofit that raises private funds that support Denver Health and Hospital Authority, helping to sustain and advance the health and well-being of Denver, Colorado, and the larger Rocky Mountain Region. Interviewed for this research was one of the organization’s Major Gifts Officers who will be referred to as Participant D in this study.

Expert	Organization	Title
Participant A	American Heart Association	National Vice President
Participant B	CCS Fundraising	Senior Vice President
Participant C	CCS Fundraising	Executive Vice President
Participant D	Denver Health Foundation	Major Gifts Officer

Once the interviews were transcribed, the researcher began coding and categorizing themes from each conversation. Three key themes were identified as being critical to next generation philanthropy – impact & engagement, efficiency, and connection & community.

Impact & Engagement

The importance of an organization demonstrating impact and providing opportunities to engage with the population served, resonates as key components to successful fundraising with millennial and Generation Z donors. Experts from the American Heart Association, CCS Fundraising, and Denver Health Foundation, spoke in depth about these aspects. As Participant C from CCS Fundraising said, “education has an infallible value proposition so you’re going to find that a lot of millennials and generation Z folks understand the value proposition around education, especially to their alma mater, where they’ve had formative life experiences” (CCS Interview).

Engagement of next generation donors is critical to future sustainability of nonprofits. This was agreed upon in all interviews. Younger donors view philanthropy with a broader definition, and that definition includes engagement which translates to giving over time (CCS Interview).

As discussed during the CCS interview, next generation donors are looking for impact not only in philanthropic donations but also in how they use their purchasing power as consumers to influence and support corporations. Over the last several years, there has been an emphasis on buying from local, minority owned restaurants and coffee shops. Participant B highlighted that research illustrates giving towards access and equity in the last five years has far outpaced donations in previous decades (CCS Interview). Organizations need to cater their messaging and stewardship to align with the values of the next generation, making their cause appealing to young donors.

There was also discussion about how the term impact has an evolving definition. Older generations care about impact too, but as the National Vice President of American Heart Association remarked – Generation Z is proving to be the most empathetic generation, and both millennials and Generation Z want to leave a lasting impact.

Efficiency

According to experts at CCS, demonstrating impact can and should look different for younger generations. Participant C offered insights into how the internet has helped changed the way young people consider and value time. Further, CCS has seen a shift firsthand in the way younger donors want to be stewarded – away from in-person stewardship, and towards virtual

and time-efficient updates. This leads to different types of stewardship, widening the door for engagement (CCS interview). CCS Fundraising offered an example of well-received stewardship that was both efficient and virtual. After successfully fundraising for a new ambulance, a client organization set up an alert via text message that would notify donors that the ambulance was in service and thank them for their contribution, "...your \$100 just helped save a life... thank you". This type of quick acknowledgment was a convenient way for donors to experience impact in an efficient manner and was well received by their donor population.

Connection & Community

Themes of building and creating community resonated throughout the interviews. Sporting events and team affiliations contribute tremendously to American culture. Virtual communities have emerged with the introduction of the internet, social media, e-sports, and virtual reality. A decade ago, the American Heart Association saw that communities were emerging around cycling studios (SoulCycle, FlyWheel, etc.). To activate these populations, they launched a new program called Cycle – an addition to their community walks, which had been successful for decades (American Heart Association Interview). All interviewees shared the importance of meeting next generation donors in the activities they already are engaging in or, by creating unique opportunities to fulfill gaps in their lives. Denver Health Foundation has found success in hosting events that have both exercise and educational components, offering an opportunity for current or prospective donors to engage with the organization in a fun, accessible way while benefiting from having a captive and engrossed audience. Discussion about changes in the workplace occurred throughout each interview with remarks on remote work. Companies are facing employee engagement challenges and lack networking opportunities for junior staff members. Nonprofits have an opportunity to fill a gap in community and networking in the way the traditional office used to.

A dynamic photograph of two water polo players in a pool. The player on the left is seen from the back, wearing a blue, white, and orange swimsuit and a dark blue swim cap with the number 10. The player on the right is facing forward, wearing a red and white swimsuit and a dark blue swim cap with the number 7. Both players have their arms raised high, reaching towards each other's hands above the water surface, creating a large splash. The background shows a blue pool with lane lines and a blurred crowd of spectators.

DISCUSSION

DISCUSSION:

Both the literary review and subsequent research agreed on several components to successful engagement of next generation philanthropists. Sharing and demonstrating impact was the key element, followed by creating community and networking opportunities, integrating into activities and places where young people are, and understanding how younger generations value types of contributions whether monetary, time or expertise.

Demonstrating Impact

The importance of demonstrating impact and providing opportunities to experience that impact is a key component to successfully engaging next generation donors. In the research survey, NextGen members reported results that stated their desire to have impact on the organizations they support. When asked how the USOPF can maintain NextGen members as donors, respondents ranked having, “involvement with projects that demonstrate impact on the USOPF” as the most effective way. Closely followed was, “having a better understanding of what programming the USOPC provides athletes” which is another way of measuring how philanthropy affects an organization. In the open-ended portion of the survey, impact was a term peppered throughout the responses from NextGen members including in one quote – “I am a strong believer in philanthropy. I believe it to be most effective on the edges where there is meaningful impact potential...” Additionally, all four fundraising experts remarked on the increased emphasis on meaningful impact they are experiencing in the field with young donors often inquiring about the use of their donations to learn their impact. Researchers sometimes refer to this young donor population as the Impact Generation, a group that wants to disrupt giving strategies and revolutionize to increase impact to produce a better world (Goldseker & Moody, 2017) Evidence from the survey and interviews support this acute emphasis on impact.

As existing literature and research suggest, the four fundraising professionals all remarked having experience with young donors wanting to know specifically what a monetary contribution supports in an organization and what is the impact of that gift. This desire to understand the direct impact of a donation is irrespective of the dollar amount but a consistent request of next generation donors (Denver Health Interview). This circles back to the need to demonstrate impact, which was also discussed throughout the interview with CCS professionals. They remarked that this next generation of donors is really looking towards

specific, tangible impact. There was also discussion about how the term impact has an evolving definition. Older generations care about impact, but as the National Vice President of the American Heart Association remarked – Generation Z is proving to be the most empathetic generation and both millennials and Generation Z want to leave a lasting impact. Due to the impending wealth transfer and spendable dollars bestowed upon millennials and eventually Generation Z, these next generation donors have an outsized ability to make this profound of an impact in non-profits (Goldseker & Moody, 2017)

Demonstrating impact can and should look different for younger generations. Experts at CCS offered insights into how the internet has helped changed the way young people consider and value time. Further, CCS has seen a shift firsthand in the way younger donors want to be stewarded – away from in person stewardship, and towards virtual and time-efficient updates. This leads to different types of stewardship, and a wider door for engagement (CCS interview).

Engagement of next generation donors is critical to future sustainability of nonprofits. This was agreed upon in all three interviews as well as within the existing literary research. Members of younger generations view philanthropy with a broader definition, and it includes engagement. This engagement then translates to giving over time (CCS Interview).

The Value of Contributions

One of the differences researchers have identified among Gen X, Boomers, and millennials, is in the way they rank different types of volunteer contributions. In the 2021 Charitable Giving Report, researchers found that just 30% of millennials choose donating money as the most impactful way to support an organization, compared to 37% of Gen X (1965-1980) and 52% of Boomers (MacLaughlin et al., 2022). When asked to rank the best way to support a nonprofit, 57% of USOPF NextGen members ranked donating funds while 36% selected donating time and expertise. Although a departure from the literary research, USOPF NextGen respondents still emphasized the value of donating time and expertise, but not to the degree that existing research has shown. One explanation could be to the small size of the study and that 76% of NextGen respondents said that philanthropy was a value instilled by their family. Therefore, this population of next generation donors may be influenced by older philanthropic principals and/or observed parents and grandparents prioritizing philanthropic donations over volunteer time. In support of the impact time and expertise can have, one NextGen Member noted, “If my

funds feel limited in the traditional sense, I donated my time/expertise/platform which are all unique and invaluable”.

Diversity, Equity & Inclusion (DE&I)

In addition to increasing philanthropic support for Team USA and cultivating a younger demographic, another goal of the USOPF NextGen program is to help broaden the representation amongst its philanthropic leaders. Diversifying the board of directors and trustees in areas across race, geography, sex, industry etc., is a strategic initiative of the USOPF. Over the last year, the USOPF issued anonymous surveys to their donor leadership group to obtain demographic data, seeking to better understand their current population and help inform future DE&I strategies. As part of the NextGen survey, questions regarding member's demographics were requested. The data collected was used to analyze across USOPF leadership groups and will contribute to creating DE&I goals and tactics.

Research shows that the millennial generation is more diverse than older generations (Saratovsky & Feldman, 2013) with the younger generation, Generation Z, surpassing millennials with 48% being part of racial or ethnic minorities (Fry, 2018). Experts in the literature review agree that it is critical for nonprofit organizations to make in-roads with this enormously diverse population (Gorczyca & Hartman, 2017).

In a Board Pulse Survey conducted by the USOPF in 2022, out of 40 respondents, 85% of the USOPF Board of Directors categorize themselves as White, compared to 76% of the USOPF NextGen group. There is slightly more racial and ethnic diversity amongst the NextGen population. In comparing geographic diversity, Colorado and California are the top two states declared as primary residences for the USOPF board members with 11 states represented overall. The USOPF NextGen is represented most in California (45%) and New York (20%), and another seven states represented – a more geographically diverse population than the USOPF board. The recruitment effort of NextGen members fell primarily on the recommendations and nominations of USOPF board members, thus making the similarities between the two programs expected by the researcher. In the open-ended questions, many NextGen members noted they were originally introduced or nominated to the program through a current USOPF board member. Due to this referral, NextGen members appear more inclined to donate quickly, with the organization exhibiting credibility through the peer recommendation. This is a

departure from the current research that reports an initial hesitation and skepticism of younger philanthropists to engage with organizations until due diligence of their mission and impact has been established.

Sharing DE&I metrics and goals with the NextGen group is an opportunity to distribute awareness and responsibility to increase membership diversity – a recognized essential factor amongst next generation philanthropists.

Types of Nonprofit Organizations

In a 2019 report by the Case Foundation, research showed that the millennial generation cares most about causes concerning civil rights/racial discrimination, healthcare, education, and employment (Hoffower, 2019). The NextGen survey data mostly supports these findings with respondents choosing their Alma Mater (a form of educational philanthropy) as the most important type of organization they support, followed by humanitarian, children's education, and health/medical. The three lowest ranking types of causes included social justice, direct action campaigns and religious organizations. One explanation for the support around education philanthropy was provided in an interview with CCS fundraising. As one expert suggested, "education has an infallible value proposition so, you're going to find that a lot of millennials and generation Z folks understand the value proposition around education, especially to their alma mater, where they've had formative life experiences" (CCS Interview). Relating to demonstrating impact, universities and colleges exhibit their impact directly on their students every day for years. Graduates have lived experience and felt the impact of their alma maters first-hand.

Connection & Community

Creating connection and community are themes that resonate throughout the literature review, interviews conducted and within the context of survey responses. The American Heart Association recognized that communities, particularly those of a younger demographic, were engaging around cycling studios. The non-profit created a new program called Cycle to supplement their traditional community walks and has since launched Field Day – another fundraising program aimed at millennials that have a particular nostalgia towards the activity-filled day. Denver Health Foundation has also found success in combining athletic activities with educational opportunities, often hosting a keynote speaker after a workout with young

donors and board members. As existing literature points out, millennials have contributed dramatically to the boom of the wellness industry, growing by more than 12% between 2015-2017. According to a 2022 McKinsey report, the wellness market continues to grow quickly with more than \$450 billion spent annually on wellness products and services in the United States. This number is growing at more than 5% annually (Callaghan et al., 2022). Fifty percent of US consumers report wellness as a top priority in their day-to-day, a 19% increase from 2020. And this McKinsey report found that millennials prioritize health and wellness more than other generations (Callaghan et al., 2022). As Participant D noted in her interview about Denver Health Foundation, they've found tremendous success in meeting millennials and Gen Z prospects in places they already are – fitness classes. Similarly, the American Heart Association has historically partnered with businesses to engage employees in corporate philanthropy through fundraising events, sponsorship and workplace giving. This is another example of nonprofit organizations meeting prospects where they are. As companies look for ways to bring employees back to the office, interactive activities with nonprofits can provide that opportunity. In the survey, NextGen members selected, 'invitations to engage with USOPF board members and trustees', as the second most compelling way the USOPF can maintain them as donors illustrating a desire for networking opportunities and community building.

Transitory Donors

One of the contrary opinions found in the review of existing literature is that there is some evidence that millennials demonstrate transitory and fluid passions – supporting organizations when they are moved to do so, particularly online, after peer influence but not inclined to invest long-term commitments with nonprofits (Kanter & Fine, 2010). In the NextGen survey, all respondents agree that they either agreed, or somewhat agreed, to the statement that, “over the next five years, I hope to grow my philanthropy within the USOPF.” In response to that statement, 43% of respondents agreed and 57% somewhat agreed. Therefore, the NextGen survey challenges the existing literature claiming that next generation donors tend to be transitory and infinite in their relationships with nonprofit organizations.

Conclusion

In conclusion to this Discussion, by surveying the current cohort of USOPF NextGen members and interviewing nonprofit experts, the researcher aimed to discover the driving motivations and philosophies of next generation donors to inform the future engagement and recruitment

strategies for the USOPF. The survey resulted in helpful data as it relates specifically to the USOPF and its NextGen program. As mentioned in the literature review, philanthropic research has been primarily focused on high-net-worth millennial donors and remarkably less on those with moderate assets. Members of the millennial and Z generations are an under researched group and key to unlocking nationwide support and participation in philanthropy, particularly as it relates to Team USA.

Findings were mostly aligned with the literature review, with small discrepancies specific to the NextGen member population. This may be caused by the make-up of the population and some questions specific to the U.S. Olympic & Paralympic Foundation rather than on philanthropy principals as a whole.

LIMITATIONS



LIMITATIONS:

In this section, the researcher discusses the limitations encountered during this study, which may have influenced the interpretation and generalizability of the findings. By openly acknowledging these constraints, the researcher aims to provide a comprehensive and transparent assessment of the scope and soundness of the research.

The sample size used in the research was considerably small. Due to the current membership of the USOPF's NextGen Program, the survey analysis was based on the results of just 19 participants. Additionally, the ability of NextGen members to make an annual \$5,000 USD contribution suggests a certain socio-economic class. Therefore, this survey may not be generalizable to the broader population of millennials and Gen Z members. By comparing data obtained in the survey to decades long research discovered in the literature review, the researcher sought supporting parallels to offer recommendations.

As with many research papers, time was a limitation, constraining the number of interviews the researcher was able to conduct in the 9-month period. With more time available, the researcher could have expanded to additional nonprofit experts and sport nonprofits.

The researcher chose to narrow the scope of the project to focus on philanthropy in the United States. With more time available, the researcher could have studied philanthropy trends worldwide, particularly within the sports sector. This additional research would have led to more specific recommendations for NOCs to adopt fundraising strategies into their revenue plans.

Additionally, parameters around the length of the paper inhibited the ability to add more research content.

In conclusion, while this study has contributed valuable insights to the USOPF, it is important to recognize the inherent limitations that may have impacted its recommendations and conclusions.

CONCLUSION



CONCLUSION:

In conclusion, the landscape of philanthropy, particularly in the United States, is undergoing a significant transformation. The rise of technology, changing donor demographics, and shifting social attitudes toward charitable giving are reshaping the contours of philanthropy. The U.S. Olympic & Paralympic Foundation, which relies heavily on philanthropic giving as an important source of revenue, must recognize and adapt to the changing landscape to continue raising support for Team USA athletes.

Generational shifts in giving habits underscore the need for the Foundation to incorporate new engagement and retention strategies. The rising Millennial and Gen Z cohorts display a clear preference for participatory, impact-driven philanthropy. They seek engagement beyond financial contributions and are motivated by causes they can impact while resonating with their personal values. The Foundation should not only articulate how its mission aligns with these values, but also provide opportunities for these younger donors to engage more meaningfully. This could range from more impact-driven stewardship utilizing efficient technologies to restricted giving opportunities.

While the shift towards more immediate and issue-driven philanthropy poses challenges, it also offers an opportunity for the U.S. Olympic & Paralympic Foundation. By aligning its goals and operations with these new trends, the Foundation can foster a more dynamic and engaged donor base. Doing so not only secures the necessary resources for athlete support, but it also builds a community of philanthropists united by the shared goal of promoting the Olympic and Paralympic ideals.

However, it is crucial to acknowledge that this transformation does not diminish the value of traditional philanthropy. The long-standing support of committed donors forms the backbone of the Foundation's financial resources. And although research suggests that younger cohorts are demonstrating distinctive donor characteristics, they aren't vastly dissimilar from traditional philanthropy but evolving. Striking a balance between adapting to new trends while maintaining established relationships and practices will be key to the Foundation's sustainability.

In essence, inspiring the next generation of philanthropists requires the U.S. Olympic & Paralympic Foundation to be both adaptive and rooted in its core mission. By integrating modern philanthropic trends with traditional approaches, the Foundation can create a diverse, inclusive, and engaged community of supporters. As the Foundation evolves with the changing landscape of philanthropy, it is poised to continue its vital mission of supporting American athletes in their pursuit of excellence, thereby nurturing the Olympic and Paralympic spirit for generations to come.

New generations of philanthropists will continue to redefine what it means to give, transforming the philanthropic landscape in profound and lasting ways. As organizations like the USOPF adapt and innovate, embracing these new models of engagement, an exciting new era of philanthropy will be forged — one that truly embodies the spirit of the Olympic and Paralympic ideals of unity, friendship, and respect for all.

RECOMMENDATIONS



RECOMMENDATIONS:

The purpose of the USOPF is to raise philanthropic dollars for Team USA. Increasing revenue requires both the retaining of current donors and acquiring new. In pursuit of a new generation of donors (millennials and Gen Z) constructing thoughtful strategies based on research is necessary.

By utilizing insights obtained in the NextGen survey, existing literature, and real-time observations from nonprofit professionals, the researcher proposes the below recommendations to further develop and enhance the USOPF NextGen's program between 2023-2028.

Recommendation 1

The USOPF has access to a small, but important, group of members who joined the NextGen program in its infancy. The retention of these members as donors is critical to the program's sustainability.

Since the program's founding in 2022, USOPF staff have spent considerable time and effort cultivating relationships with each individual NextGen member, laying the groundwork for formal gift renewals conversations and asks. The USOPF staff has done a remarkable job building this new giving program. Now, with a precise line of sight into member's motivations, staff can curate opportunities, programming and communications in future years that directly align with the data collected.

As it currently exists, the NextGen program is a 1-year opportunity, requiring an annual donation to continue a member's involvement. With the goal of renewing all NextGen member's philanthropic gift by December 31, 2023, USOPF fundraising staff should have one-on-one meetings in September with members to evaluate the likelihood of renewing their support and participation. These meetings will also provide an opportunity for fundraisers to determine if a NextGen member would like to increase their giving.

If a NextGen member seems hesitant or unwilling to commit to a renewal, fundraisers can utilize motivations reported in the survey to further encourage and inspire. Strategic incentives can include –

- A phone call or email from a current USOPF board member or trustee – a respected leadership group as identified by the NextGen survey.
- A video message from a Team USA athlete that shares the impact a member's renewal can have on the USOPC and athlete population.
- Sharing the opportunities NextGen members will have in 2024 including, events, networking opportunities, and curated impact reporting after the Paris Olympic and Paralympic Games.

Consideration should also be made for lengthening the tenure of NextGen membership. Annual giving, when not automated, is a time intensive process for fundraisers. A multi-year commitment would allow a longer runway for members to participate in various opportunities and experiences while giving fundraisers more time for cultivation and stewardship. A multi-year commitment would also contribute to the sustainability of the program by ensuring membership for several years rather than just one.

This proposal will be presented to the President of the Foundation to make a final decision on length of term.

Recommendation 2

Most philanthropic gifts to the USOPF are unrestricted, meaning the USOPF can use the funds to further the mission in any way needed. Unrestricted gifts are preferred by nonprofits as the flexibility to allocate money where it's needed benefits an organization most.

An alternative is offering to the prospective donors a restricted donation which comes with limitations and conditions of where the money can be allocated. Giving trends with next generation donors suggest they seek discernable impact in their philanthropic contributions making the option of a restricted gift potentially more desirable to millennial and Gen Z prospects.

To appeal to next generation donors and grow the membership base of the program, it is recommended that the USOPF identifies restricted giving opportunities where their impact

resonates with a younger demographic. Restricted giving opportunities could include Team USA's mental health initiative, technology & innovation, or athlete development & education – programs that currently exist and are budgeted for within the USOPC. By providing specific buckets to give towards, NextGen members can achieve their desire to contribute directly. Intended as an initial hook, the USOPF would work closely with NextGen members to help educate them on the impact a nonrestricted gift provides Team USA – encouraging future gifts to be unobstructed.

In October 2023, there could be the opportunity that NextGen staff present the concept of NextGen restricted giving to the President of the USOPF, gaining her insights and approval. Once approved, staff will work closely with team members in finance and principal gifts to determine which programs could accept restricted donations. The researcher would be consulted to identify the most resonate opportunities with next generation donors. By November 2023, staff members can present the newly identified giving opportunities to NextGen members who are considering their 2024 gift renewal as well as to new prospects.

Utilizing technologies such as Artificial Intelligence (AI) and Salesforce, the USOPF will identify new, and automated ways to share gift-specific impacts with NextGen donors. For example, if a NextGen member contributed to the mental health fund, they could receive an automated communication (text or email) regarding the number of service providers the USOPC has onsite for athletes at the 2024 Olympic Games in Paris. By integrating technology into stewardship, the USOPF can disseminate information about impact quickly and effectively. Automation technology would be integrated by June 2024, prior to the Olympic and Paralympic Games in Paris.

Recommendation 3

The USOPF will develop a strategy to recruit eight new NextGen members for the 2024-2025 term.

Since recommendations from current donor leadership was the leading recruitment method for the current NextGen class, it is recommended that the Foundation President provides an overview on the NextGen program at the USOPF Annual Meeting in September. The President will outline the criteria and experience provided to the membership, and attendees will be asked to consider their networks and make NextGen referrals to staff.

A second strategy for new member recruitment is to ask NextGen members to make an introduction to a prospective member. This will increase the pool of prospects staff can target.

It is recommended that information on the NextGen program be incorporated into the menu of USOPF giving opportunities. This collateral is often used by Fundraisers when discussing giving opportunities with prospects. Although many would not qualify for NextGen, having the program listed may generate secondary ideation and brainstorming from the prospect.

Approval by the President of the Foundation would be sought. Once approved, language would be drafted outlining the program and included in future materials.

Additionally, to utilize the demographic data collected in the NextGen survey, USOPF staff, in conjunction with the USOPC Vice President of DE&I should craft a strategic plan for increasing diversity and representation in the NextGen Program. This plan should be finalized by October 2023 and shared with NextGen members and USOPF board of directors and trustees. These leadership groups should be informed about the growth strategy when asked for member referrals and recommendations.

Recommendation 4

The researcher found that millennials have contributed immensely to the growth of the wellness industry, demonstrating a commitment to and willingness to engage in fitness.

Many established endurance events provide athletes with the opportunity to obtain a sought-after race-entry by agreeing to fundraise for a participating charity. Often only obtained through a lottery system, entries to renowned races such as the TCS New York City Marathon and the London Marathon, are hard to secure. By partnering with a distinguished race, the USOPF can engage in endemic advertising and provide participants with an entry in exchange for a fundraising commitment.

Not only does the participation in a charity program guarantee a new revenue source for the USOPF, but logo placement on a race website would provide brand exposure. Additionally, athletes who crowd-fund to meet their fundraising requirement would naturally expose their networks to the USOPF's mission and impact, potentially gaining new fans and/or donors. Many years of research consistently report that millennials are more likely to engage in, or

donate to, a cause if a peer is participating in it, making peer-to-peer fundraising a wise option to engage this generation.

This opportunity would be presented to the USOPF President in January 2024 as an engagement event to pursue in 2025. A launch date in 2025 creates a long runway to determine the best race or activity, provides staff with time to recruit participants and creates the bandwidth needed to support and execute sufficiently. If approved, the activity (marathon, triathlon or other) would be identified by June of 2024. Promotion of the opportunity to quickly follow, riding the excitement and momentum generated by the Olympic and Paralympic Games.

The first experience in 2025 would be considered a trial. An evaluation of the cost (time/money), engagement and money raised would follow to determine if this engagement opportunity was a success before committing to additional races.

Recommendation 5

The researcher found in her study that members of the millennial and Z generations, expect for-profit corporations to integrate social responsibility into their business charter and demonstrate impact in their communities. Millennials also have influential purchasing power and are target consumers for businesses. Therefore, it is recommended that the USOPF engage with corporate partners to establish cause-marketing campaigns, demonstrating a sponsor's altruistic support and direct impact on Team USA. Generating increased funding would benefit Team USA athletes and provide positive publicity opportunities for commercial businesses seeking to entice new, resourced, consumers.

Cause marketing is the strategy of a commercial business partnering with a nonprofit organization to support an initiative through a public campaign. Businesses participating in cause marketing often show their support of a nonprofit by donating a percentage of their sales during a specific time period. This approach aims for customer involvement and allows businesses to exclaim their partnership – in this case supporting Team USA athletes – differently than traditional advertisements.

In 2021, the USOPF had success in partnering with Toyota, establishing the Toyota U.S. Paralympic Fun. Resulting in over \$5M in monetary support for all eligible Paralympic athletes who trained for and/or competed at the Paralympic Games Tokyo 2020 and the Paralympic Winter Games Beijing 2022. The \$5M resulted from direct donations from Toyota dealerships, employees, and corporate funds to match.

Other NOCs and the International Olympic Committee could consider cause-marketing opportunities with their respective national and TOP sponsors. Cause-marketing offers the opportunity for sponsors to increase their support for NOCs while gaining positive promotion amongst consumers. This could also be a step forward for NOCs to introduce philanthropism in their organizations.

Demonstrating positive social impact is of considerable importance to attract young and loyal consumers. By utilizing an existing relationship with Team USA, a NOC or the IOC, corporate partners have the opportunity to advertise their positive impact on beloved nation teams or Olympic movement in its entirety.

Due to the approaching Olympic and Paralympic Games in Los Angeles, the management of corporate partners currently exists outside of the USOPC. Collaboration between the USOPF and U.S. Olympic & Paralympic Properties (USOPP) is essential in establishing relationships and constructing cause-marketing appeals with corporate partners. Approval by the USOPF President, Chief Strategy & Growth Officer and Chief Operating Officer, is required as pursuance of cause-marketing campaigns will need the coordinated involvement of several entities – USOPC, USOPF, and USOPP. Research and data can be shared with corporate partners around the advantages of promoting philanthropic support for causes, particularly with the next generation of consumers. As the USOPC and LA28 look to engage and inspire an expansive Team USA fan-base, corporations can increase positive coverage nationwide for themselves and the USOPF.

Approval by the above parties should be gained by December 2023. In early 2024, two strategic corporate partnerships should be identified as targets to host cause-marketing campaigns during the Olympic and/or Paralympic Games in Paris. Joint discussions with USOPP and corporate partners need to occur between March-May to launch in July 2024.



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APPENDICES



APPENDICES:

Appendix A: Survey and Corresponding Email Sent to all USOPF NextGen Members

Appendix B: Semi-Structured Interview Transcript with CCS Fundraising

Appendix C: Semi-Structured Interview Transcript with Denver Health Foundation

Appendix D: Semi-Structured Interview Transcript with American Heart Association

Appendix A: Survey and Corresponding Email Sent to all USOPF NextGen Members

Cover Email to Support Questionnaire –

Dear [Personalized],

My name is Alexandra Triumph, and I am the Director of Board Relations & Principal Giving at the U.S. Olympic & Paralympic Foundation. I am pursuing an international master's degree in Sport Management and Organization through a program offered by the International Olympic Committee called MEMOS. My cohort of classmates includes 38 individuals representing different Olympic committees or sports federations from around the world! It has been an incredible opportunity to contribute to and learn from the broader Olympic & Paralympic movement.

I am writing today to ask you to be a part of my research for my final project – *How to Inspire and Activate the Next Generation to Ensure Sustained and Increased Philanthropic Funding for Team USA*. As an inaugural member of the USOPF NextGen program, insights into your philanthropic motivations would be immensely beneficial to my project research. This data will also help guide the USOPF as we look towards the future and the next generation of donors!

The survey will take just 15 minutes of your time. I am firmly committed to maintaining the confidentiality of individual respondents' data obtained through this survey. Any reference to data collected in your survey will maintain anonymity. The data will be used only for the purpose of my research project.

If you'd like, I would be delighted to share my final report with you.

Thank you for your consideration,

Alex

Questionnaire –

Introductory Paragraph:

Thank you for taking the time to complete this survey. The data will be used to support my MEMOS research project - *How to Inspire and Activate the Next Generation to Ensure Sustained and Increased Philanthropic Funding for Team USA*. Participation will remain protected, and the confidentiality of responses will be maintained.

Demographics: *Demographics are being collected to better understand the population of NextGen members and further the USOPF's overall diversity, equity, and inclusion priorities.*

1. Which of the following options best describes your gender identity?
 - ☐ Male
 - ☐ Female
 - ☐ Transgender
 - ☐ Non-binary
 - ☐ Another way (please specify)
2. What state do you consider to be your primary residence?
3. Based on the U.S. Equal Employment Opportunity Commission's delineations for racial/ethnic categories set forth below, to which race(s)/ethnicity(ies) do you belong? Please select all that apply.
 - ☐ White
 - ☐ Black or African America
 - ☐ American Indian or Alaska Native
 - ☐ Asian
 - ☐ Native Hawaiian or Pacific Islander
 - ☐ Some other race/ethnicity (please specify) – open text box
4. Were you raised in a socio-economically or otherwise disadvantaged situation or home? (Based on criteria pulled from various federal government agencies, such as the Department of Health and Human Services and Department of Education, an individual is considered to be from a disadvantaged background if they meet two or more of the following criteria: (i) were homeless; (ii) were in the foster care system; (iii) were eligible for the Federal Free and Reduced Lunch Program for two or more years; (iv) have/had no parents or legal guardians who completed a bachelor's degree; (v) were eligible for Federal Pell grants; (vi) received support from the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) as a child; or (viii) grew up in a U.S. rural area or a Centers for Medicare and Medicaid Services-designated low-income and health professional shortage area.)
 - ☐ Yes
 - ☐ No
5. Are any of your family members already involved philanthropically with the USOPF?
 - ☐ Yes
 - ☐ No

Research Questions:

(Agree, Somewhat Agree, Somewhat Disagree, Disagree)

- It is important to give philanthropically
- Sport has had a big impact on my life

(Force Rank)

- **The most effective way to support a nonprofit is by:**
 - Donating Funds
 - Donating my time and expertise
 - Ask my friends and colleagues to support organizations
 - Attend events in support of the organization
 - Mentor the population served
- I prefer to support several organizations with small donations and less time dedicated
- I prefer to fully dedicate my time and resources to select organizations
- Philanthropy is a value that my family instilled in me
- I am likely to give to an organization a friend asks me to support
- I hope to grow my philanthropy at the USOPF over the next five years (2023-2028)
- I'm interested in volunteer opportunities in support of LA28
- **I support the U.S. Olympic & Paralympic Foundation because**
 - Passion for the Olympic & Paralympic Games
 - Opportunity for networking with athletes
 - Opportunity to network USOPF board members & trustees
 - Career aspirations
 - Team USA athletes are not funded by the government
 - Attend the Olympic Games
- **To maintain me as a donor of the USOPF, I want to:**
 - Knowing my donation supports Team USA athletes is sufficient
 - Be hands-on with projects that demonstrate impact on the USOPF
 - Invited to engage with USOPF board members and trustees
 - Provided opportunities to meet Team USA athletes
 - Provided opportunities to professionally mentor Team USA athletes
 - Have a better understanding of what programming the USOPC provides athletes.
- **In order of importance, list the types of organizations you donate to –**
 - Alma Mater
 - Health/Medical
 - Direct Action Campaigns (i.e., GoFundMe)
 - Social Justice
 - Humanitarian
 - Religious
 - Children's Education

(Open Ended Questions)

- How did you become involved in the USOPF?
- In your own words, what is compelling about supporting the U.S. Olympic & Paralympic Foundation?
- Could you define what is your personal philosophy on philanthropy?
- Is there anything else you'd like to add?

Appendix B: Semi-Structured Interview with CCS Fundraising

Transcript

00:00:00 Speaker 1

Percentage is that.

00:00:02 Speaker 2

Good question. It's 10%. So little background for you. So the team you say is not government.

00:00:09 Speaker 2

Funded at all.

00:00:10 Speaker 2

That's sort of one of our claimed themes in philanthropy, because most most teams are.

00:00:17 Speaker 2

So if you're Great Britain or you're China or, you know, the Netherlands.

00:00:22 Speaker 2

You were funded by the government.

00:00:23 Speaker 2

A lot of my classmates in my program work for sport ministries and they are always so like their minds are blown.

00:00:31 Speaker 2

When I say we don't, we don't have a sport ministry.

00:00:33 Speaker 2

It's very different set up.

00:00:34 Speaker 2

So most of our revenue comes from broadcasting and sponsorships, so broadcasting and NBC is the biggest Olympic sponsor period worldwide and we get a large share of that revenue.

00:00:48 Speaker 2

And then there's sponsor sponsors that are IOC sponsors like a Toyota.

00:00:53 Speaker 2

We get a revenue share and then you can also have domestic sponsors, so.

00:00:58 Speaker 2

I'm blanking on one of our domestics.

00:00:59 Speaker 2

Delta is our is our airline domestic sponsor.

00:01:02 Speaker 2

So traditionally we've always been funded by sponsors.

00:01:08 Speaker 2

And broadcasting in 2008, we really started our philanthropic effort and we launched our foundation in 2014.

00:01:15 Speaker 2

We've grown tremendously. We're now we're trying to raise \$500 million between now and 2028, and that really is like icing on the cake in terms of revenue for our Team USA athletes.

00:01:28 Speaker 2

So we're able to,

00:01:30 Speaker 2

Create increase funding when normally our funding is stagnant because sponsorships are only going to give you the \$100 million that they're contracted for over 8 years and that's stagnant. So we're icing on the cake is what?

00:01:43 Speaker 2

We kind of like to think of,

00:01:46 Speaker 1

I know that you had put together some resources.

00:01:48 Speaker 1

I'm happy to kind of take my perspective on some of these questions and then maybe we can.

00:01:54 Speaker 1

Share some of,

00:01:54 Speaker 1

Our shared ideas.

00:01:55 Speaker 1

And then the the materials that we pulled together, does that sound like a good way to approach it?

00:01:59 Speaker 2

That would be great.

00:02:00 Speaker 2

Thank you.

00:02:02 Speaker 1

So such an interesting set of questions, first of all, Alex, I so appreciate you inviting us into this conversation because we're studying this stuff in real time, trying to really understand how it affects our work and some of the real time outcomes of.

00:02:16 Speaker 1

Most of my experience with next Gen.

00:02:19 Speaker 1

giving is from the Jewish community and we can talk in detail about this if you want or you can research this on your own time.

00:02:25 Speaker 1

But like Jewish, the Jewish community is one of the cultural communities that is most invested in next Gen.

00:02:31 Speaker 1

engagement, giving you know and just sort of stewardship.

00:02:35 Speaker 1

Of their community, the number of Jews that were lost in the Holocaust.

00:02:38 Speaker 1

You know the the culture has not been able to sort of repopulate even at that level.

00:02:42 Speaker 1

So there's a vested interest in the Jewish communities done a lot of research about how to engage the next generation of leadership.

00:02:49 Speaker 1

So I encourage you to look there and sports is different.

00:02:52 Speaker 1

But I think in some ways.

00:02:53 Speaker 1

This Harvard did this really great study, which I can follow up and send it to you. Their divinity school did it about how people gather in a modern world because religious organizations is how people used to gather, you know, 20-30 years ago.

00:03:06 Speaker 1

And what they found is, like, people are gathering at like soul cycle and they're gathering at the coffee shop.

00:03:12 Speaker 1

And there are these places that don't have religious or spiritual.

00:03:16 Speaker 1

Meaning, but they have meaning in terms of community, and I think you can make that same argument.

00:03:20 Speaker 1

With sports and.

00:03:21 Speaker 1

And so there there's some alignment there, like, even though the Jewish sector is a cultural sector, I think you can argue that the sports has sector has a culture of its own.

00:03:29 Speaker 1

And and what's interesting is I think that in person stewardship is the way of the old guard.

00:03:35 Speaker 1

You know, there, there's a process to courtship and a process to relationship thing that our traditional profile of a major donor is used to.

00:03:45 Speaker 1

It's because of their age demographic, their generational demographic.

00:03:49 Speaker 1

And as we get younger and younger in sort of the major gift universe, we start to see that.

00:03:54 Speaker 1

The door gets opened wider.

00:03:56 Speaker 1

Uh, in terms of stewardship, there are different ways to steward a relationship.

00:03:59 Speaker 1

That's not only in person.

00:04:00 Speaker 1

It actually doesn't have to be a conversation because of how we value time.

00:04:04 Speaker 1

You know the onset of the Internet just made us value time differently and that's been one of the biggest differences for me.

00:04:10 Speaker 1

And just in what I've observed in real time, and the only other thought I want to share that's recent.

00:04:15 Speaker 1

Is, you know, we're doing some work with the University of San Diego and they're lucky because.

00:04:19 Speaker 1

The President and CEO of Peace, the sort of national organization that over overseas and helps universities with their philanthropy, she runs that institution and she's really big on something called an alumni engagement score.

00:04:33 Speaker 1

And then your questions, you kind of use that word engagement because what we're starting to see is like.

00:04:39 Speaker 1

Younger generation see philanthropy with a broader definition, and it includes engagement and engagement, translates to giving over time.

00:04:48 Speaker 1

And so there's a lot of work being done, especially by case which I think is kind of leading the insights there.

00:04:54 Speaker 1

Education has an infallible value proposition, so.

00:04:58 Speaker 1

You're gonna find a lot of, like millennials and Gen.

00:05:01 Speaker 1

Z folk like understand the the value proposition around education, especially to their alma mater, where they've had these formative life experiences.

00:05:08 Speaker 1

So the case is another organization that I would really trust in terms of the research that they're doing around what engagement actually means and how some of those metrics translate to giving.

00:05:19 Speaker 1

So I think about that with, you know, Team USA and with the Olympics as well.

00:05:23 Speaker 1

What does engagement look like for you?

00:05:25 Speaker 1

And then how does that translate and what does it?

00:05:26 Speaker 1

And I know probably the work that you're doing is maybe probably exploring some of that translation of that engagement metric, but just kind of wanted to start us off with those thoughts.

00:05:35 Speaker 1

Broadly and curious of any reactions.

00:05:40 Speaker 2

So interesting.

00:05:41 Speaker 2

Thank you.

00:05:44 Speaker 2

The whole, you know, community around a coffee shop or soul cycle that I had never thought about that, but it's true.

00:05:49 Speaker 2

And you're right, people really.

00:05:51 Speaker 2

Rallied behind sports and I think something that we're trying the messaging that we're trying to.

00:05:56 Speaker 2

Bring across to our community is that everyone you know, all Americans are part of Team USA.

00:06:02 Speaker 2

You might be a Patriots fan, you might be a Cowboys fan or UCLA or USC or whatever it is.

00:06:06 Speaker 2

But during the Olympics, we're all A-Team. And and and at a time when our country is, a lot is divided on most things. That is something that really grounds us. And so that resonated with me.

00:06:18 Speaker 2

I will absolutely look in the case and then also just the the research around the Jewish community, that's fascinating.

00:06:25

Yeah, there.

00:06:25 Speaker 1

Were, I'm sorry, probably go ahead.

00:06:28 Speaker 3

I was just gonna add, you know, it makes me think of some of the work we've done.

00:06:31 Speaker 3

Like with United Way, for example, where there was deep loyalty to an organization for generation.

00:06:37 Speaker 3

So I look at like our parents generation where workplace giving and you know they knew the values of United Way may be aligned with their giving but they gave.

00:06:47 Speaker 3

Directly to an organization and you look in the last five to 10 years and I think next generation of givers are really looking at specific impact.

00:06:58 Speaker 3

So it's interesting when you think about even during the pandemic where.

00:07:02 Speaker 3

And you know, and I'm going to use under 40 as an example, but I think I've called students who are thinking about where they're doing their purchasing, right.

00:07:12 Speaker 3

So they're buying their meals from local minority owned female run restaurants, for example.

00:07:19 Speaker 3

And it's there's a shift from people give to organizations to.

00:07:24 Speaker 3

People give to impact in values and causes more so, and I think that's interesting to think about when I put that in context of we are all Team USA, right?

00:07:36

Right.

00:07:39 Speaker 1

Impact is such an important point, Polly and how that's an evolving definition.

00:07:43 Speaker 1

I think that's on us as fundraisers.

00:07:45 Speaker 1

It's going to be like the struggle.

00:07:46 Speaker 1

Of our perception.

00:07:47 Speaker 1

To keep up with the evolving ways that people want to understand impact and how it relates to how you know their thinking around a philanthropic investment like we're moving away from this mindset of charity and towards this idea.

00:08:00 Speaker 1

Of investment, Alex, you mentioned access to watch like I think there's something there too.

00:08:06 Speaker 1

This, this next generation of people in a world that's so connected through globalization is really concerned about access and is there equitable access and what does that even mean?

00:08:17 Speaker 1

And and so even access to watch I think is such an interesting.

00:08:21 Speaker 1

Concept for you to consider like how are people around the country able to even watch the games like some people?

00:08:27 Speaker 1

Who work labor jobs like are not going to be able to watch some of the prime time games if they're working the night shift, you know, I think that there's a level of cultural specification only because and Polly's heard me say this so many times.

00:08:40 Speaker 1

Philanthropy is such an American ideal, the way that we understand.

00:08:44 Speaker 1

It it's like.

00:08:44 Speaker 1

A part of the founding of this country and so very much.

00:08:47 Speaker 1

It's like Team USA is, you know, sportsmanship, athletic representation of the values of this country.

00:08:54 Speaker 1

Like, I think there's a really special place for philanthropy with the work that you do and a really unique message, you could tell emerging generations about sort of the long standing, steadfast place for philanthropy with.

00:09:07 Speaker 2

And two things you made me think of one with in in terms of access to watching.

00:09:12 Speaker 2

On the flip side, if you, you know, unlike when I was growing up and you caught the 6:00 PM, you know 6 to 10:00 PM NBC show, you can now always watch replays.

00:09:23 Speaker 2

You can watch coverage the entire day and so.

00:09:28 Speaker 2

Yes, there are.

00:09:29 Speaker 2

If you, if you're trying to watch gold medal swimming, it's probably going to be in a prime time.

00:09:33 Speaker 2

And if you're working an hourly job, that might not align with your schedule.

00:09:36 Speaker 2

But how do we actually lean into the fact that you that it's so accessible to get online if you have access to the Internet that you can, that you can watch or you can watch highlights or whatever it is and then?

00:09:48 Speaker 2

The other big thing and you know I have to try and make sure that I stay somewhat narrow or I will never finish this.

00:09:53 Speaker 2

This project isn't as long as you know.

00:09:55 Speaker 2

I as it could be, but just access to youth sport in general.

00:10:01 Speaker 2

I mean, sports are.

00:10:02 Speaker 2

I don't know if either of you have kids.

00:10:03 Speaker 2

I have a really young kid, but I'm just.

00:10:05 Speaker 2

Learning. It's so expensive.

00:10:08 Speaker 2

And so, you know, that's another big part of it.

00:10:11 Speaker 2

If kids aren't engaging in sports, they're probably not going to watch sports.

00:10:16

First one.

00:10:18 Speaker 2

And so how are you making sure that every kid has access, even if they can't, you know, afford the club elite level sport?

00:10:23 Speaker 2

That is, is really boxing families out, which is sad.

00:10:29 Speaker 3

That's Alex.

00:10:31 Speaker 3

When I was looking and thinking about your questions last night and just thinking about some of the messages and campaign priorities overall, that's something that came to mind to ask at this point.

00:10:40 Speaker 3

When you look at trends in give.

00:10:43 Speaker 3

The giving towards access and equity in the last five years has far outpaced what was happening in previous decades.

00:10:50 Speaker 3

Just you know, I think any number of big moments in time in the last four years have really.

00:11:01 Speaker 3

Opened communication around that and.

00:11:04 Speaker 3

And so many organizations are focusing on an equity or an access piece in their their case.

00:11:09 Speaker 3

And it's resonating with donors.

00:11:12 Speaker 3

But when you think about athletes, you know, and I think about what it takes to compete at an Olympic level and just the the cost, the time, all of it, how do you get early in that pipeline?

00:11:24 Speaker 3

Of future athletes and support.

00:11:28 Speaker 3

Support that from day one.

00:11:29 Speaker 3

I think that's really interesting.

00:11:30 Speaker 3

As you think about next time giving and what would resonate.

00:11:35 Speaker 2

And I also think and Paul, I think you're familiar with our campaign and materials, but.

00:11:41 Speaker 2

I've also been, I've.

00:11:42 Speaker 2

Been considering like Team USA is such a flashy brand and I think we have to figure out how to talk about the impact that gifts can be made.

00:11:53 Speaker 2

To athletes that aren't, you know, Michael Phelps has led the charge in terms.

00:11:57 Speaker 2

Of mental health.

00:11:59 Speaker 2

In sport, but you know he's a widely a very a very sponsored athlete financially, right?

00:12:08 Speaker 2

So but most athletes are are not and so.

00:12:12 Speaker 2

How do we demonstrate impact?

00:12:16 Speaker 2

In a smaller way, because I think we're, we're just, we're very flashy.

00:12:20 Speaker 2

And so you don't you don't think about.

00:12:24 Speaker 2

Team USA in the same way that you might think about your local animal shelter and not saying that they're the same but you.

00:12:30 Speaker 2

Can still have.

00:12:33 Speaker 2

A sustained impact on an athlete in the same way you could you know something that's more local.

00:12:40 Speaker 3

That when I first read just an overview of the case materials and thinking about like that mental health and the vulnerability.

00:12:47 Speaker 3

That that brought forward of.

00:12:49 Speaker 3

You know someone who is celebrated as a very decorated athlete who's on, you know, seems so.

00:12:56 Speaker 3

Outside of, I think a lot of people's day-to-day experience and to say no, just like so many Americans athletes have, you know, the same struggles with mental health and anxiety and sort of humanizes.

00:13:09 Speaker 3

A bit, that piece of it.

00:13:12 Speaker 3

And and I think it's really connecting in some regard.

00:13:17 Speaker 3

To shine that light.

00:13:19 Speaker 1

There's also like the we're we're doing some work with the Southern California Golf Association because the US Open is being hosted in Los Angeles for the first time in like 75 years.

00:13:19 Speaker 3

What were you going to say?

00:13:29 Speaker 1

And so they wanted to make sure that they're just leveraging the opportunity of this like public sporting event.

00:13:34 Speaker 1

And I'm happy, Alex, to introduce you to Kevin Galax, who leads the junior.

00:13:39 Speaker 1

Health Foundation and they're sort of they mounted a campaign.

00:13:42 Speaker 1

They're going public over the US Open this summer.

00:13:45 Speaker 1

For youth golf, because of this idea that it's, you know, at a certain point, golf becomes inaccessible because it's so expensive.

00:13:52 Speaker 1

And so even for families who, you know, introduce their children to golf when they're younger, they're not able to sustain it throughout college.

00:13:59 Speaker 1

And then after college, because they just can't afford like membership fees and things like that, and there's a lot of work being done just in different parts of Southern California.

00:14:07 Speaker 1

You're local as well, so you can even go meet Kevin.

00:14:09 Speaker 1

He's in Burbank.

00:14:10

A book.

00:14:11 Speaker 1

And they're just, I think it's just such a great case study on a smaller scale for what is the support for these types of campaigns look like it is a an older demographic that's giving to this campaign because they want to make sure that golf is around forever.

00:14:25 Speaker 1

And in order to do that, you have to make sure younger athletes are coming into the sport.

00:14:29 Speaker 1

And so I wonder if.

00:14:30 Speaker 1

There's, you know, a.

00:14:31 Speaker 1

Sort of messaging point with that as well around, you know, how do we sustain sports and athleticism for the next generation of competitors and and what does it mean for like again American culture?

00:14:42 Speaker 2

Right.

00:14:44 Speaker 1

They're in sort of the American landscape, so.

00:14:48 Speaker 2

Yeah, absolutely, that's.

00:14:50 Speaker 2

I think sometimes the smaller case studies you're it, it's more it's more digestible to you know to see what they're doing.

00:14:57 Speaker 2

They're trying to boil the ocean.

00:14:58 Speaker 2

Working on something.

00:14:59 Speaker 2

Very specific.

00:15:00 Speaker 2

So that would be that'd be awesome.

00:15:02 Speaker 2

Thank you.

00:15:03 Speaker 2

Do you, when you, when you were talking earlier about?

00:15:07 Speaker 2

How time our value of time is different.

00:15:11 Speaker 2

Younger people don't necessarily need to be stewarded and engaged in person.

00:15:17 Speaker 2

Are you finding that?

00:15:19 Speaker 2

And I'm sure it's not 1 answer, but they're looking for more like quick, substantial updates, more just because they're busy, like we're all busy.

00:15:29 Speaker 2

No one has time for for much these days, or what types of stewardship have you seen be successful with this group?

00:15:38 Speaker 1

When I was putting some thoughts together, I kept coming back to this word efficiency, but I think it's not fair to use that word because like an older generation and demographic, a person was also efficient and they expected efficient communication from from any business or nonprofit.

00:15:52 Speaker 1

That they were working.

00:15:53 Speaker 1

With, but I think the definition of efficiency has changed again, just given the onset of the Internet.

00:15:59 Speaker 1

Alex, I went to grad school for for fundraising 1011 years ago at this point, and the Dean was this woman named Naomi Levine.

00:16:08 Speaker 1

She was like a billion dollar fundraiser for the University of Miami, big fundraiser in the Jewish community, also at NYU. Legacy in the work that we do. And she, she said that you'll never raise \$1,000,000.

00:16:21 Speaker 1

On the Internet like.

00:16:22 Speaker 1

At that time, we all had cell phones.

00:16:24 Speaker 1

I think it was like the iPhone

00:16:25 Speaker 1

I don't know two, it was like.

00:16:26

Right.

00:16:27 Speaker 2

Right.

00:16:28 Speaker 1

So we weren't all, like, plugged in all the time and she would say in our classes, like I still remember her, she said.

00:16:33 Speaker 1

You never raised \$1,000,000 gift on the Internet and a couple of years later you know Mark Zuckerberg made that gift.

00:16:39 Speaker 1

We were doing a campaign at direct relief and disaster relief is one of those areas where young people really mobilize and they give resources to organizations that can move quickly.

00:16:48 Speaker 1

They raised 7 bigger gifts online all the time from people who never want to be spoken to their do not contact.

00:16:54 Speaker 1

One guy I just happened to know his profile was an actuary and he worked in a building with no windows like very overweight, so did not want anyone to meet him or like, you know, steward him.

00:17:06 Speaker 1

So I think that that we just have evolved scenarios now just different kinds of people and they're like accessing money in different ways.

00:17:14 Speaker 1

So I don't know.

00:17:15 Speaker 1

I find myself as a fundraiser like always, you know, feeling intuitively like I need to directly.

00:17:20 Speaker 1

I need to offer a strategy that is direct contact.

00:17:23 Speaker 1

But I then see all these examples around me and things that I read and and stories that I hear from clients we're working with about stewardship, meaning something different, you know, efficient communication, efficient relationship building.

00:17:35 Speaker 1

It could mean subtle things, authentic things like it's you just really have to get to know the individual.

00:17:41 Speaker 3

Actually, that made me think of an example.

00:17:43 Speaker 3

So we worked with a hospital and one of the things they needed to raise was money for an ambulance and their strategic plan included text messages for anyone under 18 forget.

00:17:53 Speaker 3

The level was.

00:17:55 Speaker 3

But for a set amount of time they had texts going out.

00:17:59 Speaker 3

When that ambulance was out or whatever it is, and it was a text, just thank you.

00:18:04 Speaker 3

Your \$100 just helped save a life and it where with HIPPA and things like that you know they figured it out where they could just tell a quick snippet about a patient and it was a text message.

00:18:16 Speaker 1

Very popular now for sure.

00:18:19 Speaker 2

And I think as long as politics.

00:18:20 Speaker 3

Do it in weight but.

00:18:22 Speaker 2

It's a little too popular with politics.

00:18:24 Speaker 2

Every day I'm like, OK.

00:18:25 Speaker 3

That's the problem is, can you make it?

00:18:28 Speaker 3

Stand out but.

00:18:30 Speaker 3

Like if a text message comes through, I'm typically going to read that where I don't read all my personal emails for example.

00:18:36 Speaker 1

It's so interesting you say that, Polly, because I think of it like in the context of Team USA.

00:18:41 Speaker 1

And you know, these these younger donors, let's say they're demographic is like.

00:18:45 Speaker 1

40 and they see the athletes on TV, right.

00:18:49 Speaker 1

They see the big name sponsors they see, like the Tiger Woods and the Michael Phelps.

00:18:53 Speaker 1

And you know all the big names and athletes, but they don't really hear about the athlete stories that are most compelling or I think, relatable and there's an opportunity when someone makes a small gift to kind of share.

00:19:05 Speaker 1

Some insight into an athlete they may not know all that well directly on their cell phone, you know, and it.

00:19:10 Speaker 1

And it feels very personal.

00:19:12 Speaker 1

Especially if it's a sport that they played growing up or like a way you can make it feel like it will connect with the donor.

00:19:18 Speaker 1

But I really like that as a strategy actually it feels.

00:19:21 Speaker 1

Like it would work.

00:19:22 Speaker 3

How cool would it be?

00:19:23 Speaker 3

Just like a quick video from that from an athlete saying, you know, because of your support, I'm out here training XY and Z.

00:19:30 Speaker 3

Can't wait to represent you in LA, whatever that is, that make it really personal.

00:19:35 Speaker 3

Quick video.

00:19:37 Speaker 3

Have you done?

00:19:39 Speaker 3

What type?

00:19:40 Speaker 2

We, we've done, we do a not a lot.

00:19:42 Speaker 2

We've done videos curated videos for major donors.

00:19:48 Speaker 2

So you know, this is kind of a wild example, but we had a donor give a major principal gift to.

00:19:58 Speaker 2

Curling in 2018 for the Pyeongchang Games and we end up winning.

00:20:02 Speaker 2

Gold. I mean it, really.

00:20:03 Speaker 2

Did it it transformed Team USA for curling and so we got the gold medalist team to record a video and send to the donor.

00:20:10 Speaker 2

So that's obviously like the peak and that video is really well received.

00:20:14 Speaker 2

We we don't find, we get a ton of feedback when we do videos, but I don't think that that always means that they go.

00:20:24 Speaker 2

You know, unwatched or unappreciated, and I do think that.

00:20:31 Speaker 2

Maybe those stories of the.

00:20:35 Speaker 2

Athlete who's out there training because of you?

00:20:37 Speaker 2

Know the support.

00:20:39 Speaker 2

That might be a better way to.

00:20:42 Speaker 2

That that maybe the next generation would.

00:20:46 Speaker 2

Receive that better than.

00:20:49 Speaker 2

Some of our older donors.

00:20:51 Speaker 3

That's so interesting to think about.

00:20:53 Speaker 2

Yeah, it is. It is.

00:20:56 Speaker 1

I also just know like you had mentioned, there's such a focus on Team USA, but it's like an international scope.

00:21:02 Speaker 1

I wonder if there's something there for the next generation too, right?

00:21:06 Speaker 1

This idea that we're hyper focused on America with all things.

00:21:09 Speaker 1

I mean I am deeply connected with South Asian philanthropy because that's my.

00:21:12 Speaker 1

Background and even American S Asians.

00:21:15 Speaker 1

So like we culturally identify as South Asian.

00:21:18 Speaker 1

But we were born in this country.

00:21:19 Speaker 1

They don't want to see like dollars stay in the country like they're like, why is?

00:21:24 Speaker 1

Why is money not going back to?

00:21:25 Speaker 1

I'm from India.

00:21:26 Speaker 1

Like, you know, back to India when you wouldn't intuitively think that because they're like one generation removed from living there at least.

00:21:33 Speaker 1

But there's this idea that we can't just focus.

00:21:35 Speaker 1

On America, like we have to think broadly.

00:21:37 Speaker 1

And globalize ways so.

00:21:40 Speaker 2

Yeah, that's great insight.

00:21:42 Speaker 2

I want to be respectful of your time.

00:21:43 Speaker 2

I said I would take 30 minutes and I know we're at time, but I thank you both so much.

00:21:47 Speaker 2

This was invaluable for me and it's fun to talk about and it gets me excited for my project, so thank you.

00:21:54 Speaker 3

Alex will send you some are a bit outdated as I mentioned, but Ashley and I pulled together from colleagues and other just a few reports and white papers that we'll send you on next time giving in case you need any more.

00:22:05 Speaker 3

Source materials.

00:22:05 Speaker 2

I definitely do.

00:22:07 Speaker 2

So thank you.

00:22:07 Speaker 3

And and then I think the other value or benefit we can bring, if you wanna talk to other to Ashoka.

00:22:14 Speaker 3

We nonprofits either you know, in a similar space or more folk more.

00:22:21 Speaker 3

What's what I'm looking for sort of localized as you mentioned.

00:22:24 Speaker 3

So it's tangible or just others who are thinking about next time giving so United Way comes to mind.

00:22:30 Speaker 3

Let us know because I think that's the other value we could bring is help make those.

00:22:34 Speaker 3

Actions and introductions.

00:22:36 Speaker 2

I will take you up on that.

00:22:37 Speaker 2

I think if I can introduction to a large organization like a United Way because we are fairly, we're large in scope, I would say and probably a medium sized nonprofit and then maybe one of the smaller.

00:22:50 Speaker 2

The smaller organizations and then we can get some I can get.

00:22:54 Speaker 2

Some takeaways from both of those.

00:22:56 Speaker 1

Yeah, I'm happy.

00:22:56 Speaker 3

That sounds great.

00:22:57 Speaker 1

Kevin and if you don't end up needing to meet with him or anything, he's just a good person to know.

00:23:01 Speaker 1

Since we all sort of live out here and so don't feel the pressure to to like, you know, spend time talking to him.

00:23:07 Speaker 1

If you end up finding you don't need it for your research.

00:23:09 Speaker 2

Thank you.

00:23:09 Speaker 2

I appreciate you both so much.

00:23:12 Speaker 2

And you even did some background for me, so I that's really.

00:23:14 Speaker 2

Nice of you.

00:23:15 Speaker 2

Thanks for taking the time.

00:23:16 Speaker 3

Out of your days?

00:23:17 Speaker 3

No, this is fun.

00:23:18 Speaker 3

To see you, yes, I.

00:23:19 Speaker 2

Will keep you posted.

00:23:20 Speaker 2

Thank you.

00:23:21 Speaker 3

Hi. Hi, Alex. Hi, Ashley.

00:23:22 Speaker 1

Bye, Polly.

Appendix C: Semi-Structured Interview with Denver Health Foundation

Transcript

00:00:04 Speaker 2

Let's do this.

00:00:05 Speaker 2

So I I know I sent you some information over e-mail and I know Polly gave you sort of the background, but I will just give you a quick summary of what I'm what I'm doing.

00:00:15 Speaker 2

So I work for the US Olympic and Paralympic Committee.

00:00:18 Speaker 2

Are you based in Denver?

00:00:20 Speaker 1

I'm in Denver, yeah.

00:00:21 Speaker 2

OK, awesome.

00:00:22 Speaker 2

I'm in Los Angeles, but I spend a lot of time in.

00:00:23 Speaker 2

Colorado, obviously.

00:00:25 Speaker 2

And and through the International Olympic Committee, they put on a program with the University of Ottawa where they invite.

00:00:34 Speaker 2

Individuals from different either national or Olympic committees or sports federations from around the world to participate in a one year long executive Masters program.

00:00:44 Speaker 2

So in my class right now, there's 38 of us from 38 different countries, all in some way working for the Olympic movement. So it's really neat. And besides doing normal.

00:00:55 Speaker 2

Class work.

00:00:56 Speaker 2

We all work on a different project.

00:00:58 Speaker 2

UM, and I chose to do 1 because I work in development and on the foundation side.

00:01:02 Speaker 2

About next generation philanthropy, we right now the Usopp has a very strong, robust board of trustees and Trustee Group.

00:01:11 Speaker 2

It's about families of about 150 who all give it a major gift level, and so our we're sort of top heavy, we do well in major and principal giving and then.

00:01:23 Speaker 2

OK, in mid major and we really have a lot of work to do with the annual fund and more like annual sustained giving.

00:01:31 Speaker 2

And so I was just sort of thinking about, OK, we have this great group of volunteer leadership that eventually will either, you know, turn out or we have to start growing this base of younger people.

00:01:42 Speaker 2

And So what I'm trying,

00:01:43 Speaker 2

To look at is.

00:01:45 Speaker 2

How are younger philanthropists or blooming philanthropists, millennials, Gen.

00:01:51 Speaker 2

Z interacting differently with nonprofits, and how can we start putting the work in now so that when they do sort of like come of age, I mean millennials already are, but when they are in a position to give philanthropically at a high level, they think about the SO.

00:02:08 Speaker 2

Yeah, and the socp, especially as we're about to host a home games in 2020 here in Los.

00:02:14 Speaker 2

So that's sort of the the crux of my.

00:02:18 Speaker 2

My research paper I did first I did a literature review and so a lot of the literature backs up that they do that younger generations are engaging a bit differently with different nonprofits.

00:02:30 Speaker 2

They want want more transparency.

00:02:33 Speaker 2

They think that their their giving can go beyond just monetary and in some cases they'd rather give time or.

00:02:40 Speaker 2

Expertise before handing over money, which in previous generations they're more like we'll give you money.

00:02:46 Speaker 2

You run with it.

00:02:47 Speaker 2

We trust you.

00:02:49 Speaker 2

And then earlier last year, we did launch our first next Gen.

00:02:53 Speaker 2

leadership group.

00:02:54 Speaker 2

It's a \$5000 annual commitment, so it still is a pretty lofty amount. We have 21 members.

00:03:01 Speaker 2

And So what I just did, I just got all the data back is I pulled them in a survey to see.

00:03:08 Speaker 2

How they're thinking about their philanthropy, how they're making decisions, and that will be part of my research.

00:03:13 Speaker 2

And then just talking to people like yourselves who are in the field seeing things first hand and might be able to give some more, like anecdotal suggestions or just hear what's working, what's not.

00:03:25 Speaker 1

Sure. Yeah, that's awesome. How did you recruit your 21 members?

00:03:31 Speaker 2

Yeah, really good question.

00:03:32 Speaker 2

So our goal is to get.

00:03:34 Speaker 2

28 for 20 LA 2028 everything's the road to LA and we started by recruiting.

00:03:41 Speaker 2

We started off by going to our board and trustees and saying we're launching this program.

00:03:46 Speaker 2

We'd love for either your kids or members of your businesses.

00:03:50 Speaker 2

Communities to get involved my fear, quite frankly, was that this is also an opportunity to to diversify our leadership.

00:03:58 Speaker 2

We have a very homogeneous board and and trustee group.

00:04:03 Speaker 2

And so I was worried.

00:04:04 Speaker 2

Like that, the whole 28 would get filled by our the kids of our board members and trustees, and that would not help us.

00:04:10 Speaker 2

So that from diversity standpoint, but it's actually happened half of the group are either relatives of or related to someone who's on the board or trust trustee group.

00:04:21 Speaker 2

The other group are like our business leaders.

00:04:24 Speaker 2

That are board members and trustees have recruited, which has been really cool, so we are.

00:04:29 Speaker 2

In our tentacles a little bit, but we haven't done any sort of like.

00:04:34 Speaker 2

Campaign or really any any publicity around this program, it's just been more word.

00:04:39 Speaker 2

Of mouth.

00:04:40 Speaker 1

Yeah, I ask because I think it's helpful to understand who they are and what their background in philanthropy would be, because we're actually similar and I'll get granular then I'll back up and offer you a similar perspective.

So you can figure out because we're not exactly caring comparing apples to apples.

00:04:57 Speaker 1

But still there's.

00:04:58 Speaker 1

Anecdotal information that will make sense in.

00:05:00 Speaker 1

In both scenarios so.

00:05:04 Speaker 1

Well, Denver Health Foundation is I'm not sure if you're familiar.

00:05:08 Speaker 1

With Denver health at all.

00:05:08 Speaker 2

No, I'd love to hear about.

00:05:09 Speaker 2

It, yeah.

00:05:10 Speaker 1

So we're a safety net hospital.

00:05:12 Speaker 1

Basically we take care of all of the underserved, which is incredible and fulfilling and also challenging from a you know, we don't have a grateful patient constituent or constituency, so.

00:05:26 Speaker 1

It's every little bit goes really far and it's really meaningful, but it's just a different.

00:05:32 Speaker 1

Group of demographics to tackle and certain people care about certain things and sometimes they yeah.

00:05:39 Speaker 1

Especially right now with homelessness and we're in a lot of different areas that are.

00:05:46 Speaker 1

Hot we do a lot of LGBTQ plus work.

00:05:48 Speaker 2

Yeah, yeah.

00:05:49 Speaker 1

We take care of refugees.

00:05:51 Speaker 1

We do gender affirming, yeah.

00:05:52 Speaker 2

And it's like political issues, right?

00:05:53 Speaker 2

And I shouldn't be.

00:05:54 Speaker 1

We're we're in the mix.

00:05:55 Speaker 2

But you're in the mix.

00:05:56 Speaker 2

And people, I want to give to one thing and not another and.

00:05:56 Speaker 1

Yeah, which is cool.

00:05:59 Speaker 1

Yeah. So so there's that.

00:06:03 Speaker 1

That said, we have our Board of directors.

00:06:06 Speaker 1

We have A and we're kind of grant heavy.

00:06:10 Speaker 1

So we've been building our major gifts program the last little while I started an event.

00:06:14 Speaker 1

So I was our director of events and then our Director of Communications and now I'm in major giving for the last three years and the our next generation.

00:06:23 Speaker 1

Drop a group called NG² or NG squared (next generation giving).

00:06:28 Speaker 1

Fell under me, fell it was like.

00:06:30 Speaker 1

Hey there this group.

00:06:31 Speaker 2

I feel the.

00:06:31 Speaker 2

Same way I feel that you're crying.

00:06:33 Speaker 2

Like, OK, we'll start this.

00:06:35 Speaker 1

Yeah, they're like, can you go as a representative so that there's a connection and it was our board chair who had essentially thrown together this group because the and this may be good for your research, too.

00:06:48 Speaker 1

The Denver Art Museum has a YP group that is.

00:06:54 Speaker 1

They have a membership group, they have an actual board.

00:06:57 Speaker 1

They have advantages to being a part of it.

00:06:59 Speaker 1

It's probably the most robust in Denver.

00:07:01 Speaker 1

I'm sure there are things in LA, but it might be a good model as you were to expand your paper.

00:07:07 Speaker 1

So our group is relatively small.

00:07:08 Speaker 1

I think we've had 12 at the most.

00:07:10 Speaker 1

We haven't actively been recruiting either.

00:07:13 Speaker 1

The door is always open.

00:07:14 Speaker 1

That we deliberately wanted to keep it small so that those that were involved felt like they had some say in the matter.

00:07:22 Speaker 1

It also wasn't super fundraising heavy and we kind of let them talk and tell us what was important to them.

00:07:29 Speaker 1

And then we tried to align.

00:07:31 Speaker 1

Our goals and objectives, since we didn't start it and, you know, tried to form them to what was where we were at, we tried to kind of meet in the middle so ultimately and and our group was a similar mix where I would say half are sort of children of the board members who are familiar with philanthropy, they're familiar with wealth, they're connected in the community.

00:07:51 Speaker 1

And then another chunk of maybe up and coming business people that are passionate about the community and and want to have some want to get on the big.

00:08:01 Speaker 1

Kid boards eventually.

00:08:02 Speaker 2

Yep, Yep. Like career path.

00:08:02 Speaker 1

And and then maybe one or two.

00:08:05 Speaker 1

Yeah, that's sad.

00:08:06 Speaker 1

But similar so and then.

00:08:07 Speaker 1

But it's interesting because when we've done.

00:08:11 Speaker 1

Events or different things we've kind of tried to cater towards 2 audiences because it's not it.

00:08:17 Speaker 1

It's there's a little bit of a, a different interest in each.

00:08:19 Speaker 1

So ultimately where we landed was our group met monthly and then they would do quarterly, have a quarterly theme that would include four different.

00:08:31 Speaker 1

Components and an event.

00:08:32 Speaker 1

A community event which was generally small or low ticket price and I can go through what some some of those that have been successful and then.

00:08:42 Speaker 1

We asked them to use to leverage their networks because not all of them had money, but they all had social followings.

00:08:50 Speaker 1

So we tried to tap into that a little bit and then we did a volunteer opportunity and an educational opportunity.

00:08:57 Speaker 1

So and we did them all around a theme.

00:08:59 Speaker 1

So maybe first quarter was.

00:09:03 Speaker 1

Heart health.

00:09:03 Speaker 1

And so we would, you know, do some do a physical event for our event and then we'd go to a lecture and then we'd anyway we.

00:09:13 Speaker 1

Yeah, so that worked out kind of thematically and I did think the opportunity can be leveraged more, but with their social channels, I think that's a really good the way things are.

00:09:24 Speaker 1

Any professional ride or any, you're a model or an at whatever you're expected to have a following and be your own representative.

00:09:31 Speaker 1

So to use those pieces to at least get the word out, think.

00:09:34 Speaker 2

No, exactly.

00:09:36 Speaker 1

Yeah, good for next Gen. And regarding like some of the things you're saying at the beginning, I think some of them have not wanted to fundraise or they feel uncomfortable fundraising. We've done some, like, fundraising 101 for the best practice. This is the structure of it.

00:09:53 Speaker 1

And everyone has a lot of opinions.

00:09:56 Speaker 1

So or you're saying they want to offer advice and they wanted to do this.

00:10:00 Speaker 1

But I found that they didn't.

00:10:01 Speaker 1

Always want to.

00:10:03 Speaker 1

Do the work or follow through.

00:10:06 Speaker 1

And I'm not currently leading in D.

00:10:08 Speaker 1

Two so I, but I did.

00:10:10 Speaker 1

I did the labor.

00:10:12 Speaker 2

No, I believe it.

00:10:13 Speaker 2

And and then we actually thought we tried to do a fundraising campaign around giving Tuesday and it.

00:10:19 Speaker 2

Was a complete flop.

00:10:21 Speaker 2

And I kind of couldn't believe it.

00:10:23 Speaker 2

I mean, part of it was absolutely our fault.

00:10:25 Speaker 2

We, as you can imagine, have such strict rules on.

00:10:30 Speaker 2

Posting logos and like we didn't, we didn't make it easy for them to share and be look associated with the you know not wear the logo for instance right.

00:10:40 Speaker 2

So we need to get better next year.

00:10:42 Speaker 2

But I couldn't believe that.

00:10:44 Speaker 2

I think we could set like.

00:10:46 Speaker 2

I think we set like a \$5000 fundraising goal and we didn't come close, you know.

00:10:50 Speaker 2

So it was in.

00:10:51 Speaker 2

It was interesting.

00:10:52 Speaker 2

I do think, I mean, I'm not a fundraiser.

00:10:53 Speaker 2

I I feel very fortunate because I get to interact once people are in the door and the hard part that you do has been done, but it it's not in everyone's nature to ask for money, especially if you're new to an organization and you're just getting your feet wet and trying to understand.

00:11:09 Speaker 1

Yeah, I think that's why we did events, because people are getting something in return.

00:11:16 Speaker 1

I always found that the volunteers and pieces, they walked away just feeling completely, completely fulfilled or any interact patient interaction, or if a leader from the hospital came to one of our meetings and, you know, did a.

00:11:30 Speaker 1

101 on public health or something. They felt important. Yeah. And I think that was like to kind of validate as a young professional that these, the people that are this level in their careers still find your real important and you're worth their time.

00:11:43 Speaker 1

Think that was a real successful moment for us, and that might be something that you could utilize the?

00:11:50 Speaker 1

The events that were successful for us.

00:11:52 Speaker 1

We've done like.

00:11:54 Speaker 1

Like Soul Cycle gave us the space and they had their teacher instruct, and so we just built out an event that corporate gave us.

00:12:02 Speaker 1

Some money and then.

00:12:04 Speaker 1

We got whatever we made per ticket for people to.

00:12:06 Speaker 1

Attend and then we had protein bites and snacks and.

00:12:11 Speaker 1

Lululemon giveaways or something?

00:12:13 Speaker 1

And I think that sort of hit the right demographic.

00:12:16 Speaker 2

Probably written with their lifestyle, right?

00:12:16 Speaker 1

You can just.

00:12:18 Speaker 2

Like most people, probably and exercise.

00:12:21 Speaker 2

So you might as agree.

00:12:24 Speaker 1

So, I mean we've done things.

00:12:26 Speaker 1

Like that, we've done.

00:12:28 Speaker 1

Bingo night, where we've had bingo night and we've also done trivia.

00:12:33 Speaker 1

We we started trivia during.

00:12:37

OK.

00:12:39 Speaker 1

And we did it virtually and that was fun because people's friends and family from across.

00:12:43 Speaker 1

The nation could participate.

00:12:45 Speaker 2

That's awesome.

00:12:47 Speaker 1

Yeah, and that was.

00:12:48 Speaker 1

And then we then we brought it in person sort of post COVID and like one of our board members.

00:12:55 Speaker 1

Family owns a lot of hotels and restaurants, and so they had this like cool bar overlooking Denver.

00:13:00 Speaker 1

They donated the space.

00:13:03 Speaker 1

We had AV donated and we just built out trivia questions. People brought in their teams that included a drink ticket and it was like \$30 to attend, you know? But everything was free. So we made money and.

00:13:15 Speaker 1

People came, so I think things like have been kind of successful for us.

00:13:20 Speaker 2

And I think too the thing I just thought about also is.

00:13:23 Speaker 2

I I it doesn't seem like as many people are in the office, so you're almost looking for that like in person interaction with like networking opportunities that people might not be having in the workplace anymore in the same ways that I did for the 1st 10 years of my career.

00:13:40 Speaker 1

Yeah, I think that's true.

00:13:41 Speaker 2

And like like having like a leader come in and talk.

00:13:44 Speaker 2

That's an interaction that they might not have even in their professional lives.

00:13:50 Speaker 1

Yeah, I think I think sort of in a convoluted way, sorry, getting a call,

00:13:59 Speaker 1

I lost my train of thought.

00:14:00 Speaker 1

Like what could that be about?

00:14:03 Speaker 1

The few things that I'm I think I'm trying.

00:14:05 Speaker 1

To say is.

00:14:07 Speaker 1

The validation for a younger group I think is really helpful social interaction.

00:14:14 Speaker 1

Something that they might be doing anyway, or that might be elevated and it's giving to charity like it's a win, win, win, win, win.

00:14:21 Speaker 1

And if they can offer creative input, but it's like minimal effort.

00:14:26 Speaker 1

I find there are very.

00:14:26 Speaker 1

Few people in our groups that want.

00:14:28 Speaker 1

To like dig dig.

00:14:30 Speaker 1

Deep and and often they're, you know, they have full time jobs too.

00:14:35 Speaker 1

This is in addition to or,

00:14:36 Speaker 1

They're in Med school or, you know, people are.

00:14:39 Speaker 2

Know exactly.

00:14:39 Speaker 1

Are busy.

00:14:40 Speaker 2

That's what we were thinking about that as we were launching this kind of group and it was one of those which maybe it sounds like it might happen to you too.

00:14:47 Speaker 2

Where all of a sudden it was in our laps and we're building the bike while we're riding it and I think we're still trying to figure out what this group what?

00:14:54 Speaker 2

This particular group is, which is why I'm excited just to sort of dig in and hear from others so that we can sort of fine tune and and really.

00:15:02 Speaker 2

Do a good job with this program but,

00:15:05 Speaker 2

You know, most people, at least for me and I I fit into this group would be like you have young kids, you're in the throes of your career. Everything's busy. And so the time component.

00:15:17 Speaker 2

You don't have the time that maybe a newly retired.

00:15:22 Speaker 2

55 year old, who's very successful, does like board and trustee level. It's a different. So we want things to be efficient and effective and get them hooked without them feeling like they have to give a lot.

00:15:27

Right.

00:15:34 Speaker 2

Of their time.

00:15:35 Speaker 1

Totally. You think that?

00:15:36 Speaker 1

That's true.

00:15:38 Speaker 1

Because they're.

00:15:38 Speaker 1

Yeah, they're at a.

00:15:39 Speaker 1

Point in their.

00:15:39 Speaker 1

Lives where they just don't have it.

00:15:41 Speaker 1

Have it to give.

00:15:42 Speaker 1

But if you make it easy for them and streamline it while you're talking to, I thought of another thing is.

00:15:48 Speaker 1

So as a hospital organization during COVID, we had some really interesting insight.

00:15:54 Speaker 1

And so when we were able to disseminate information to either our board members or to our young Professionals group where they felt sort.

00:16:01 Speaker 1

Privilege is the wrong word, but like an insider and you might, something like that might be successful for you too, because you have these unique opportunities and there might be a way to sort of nurture your relationships with them and somehow to sort of bring that group along where they could.

00:16:18 Speaker 1

I don't know.

00:16:19 Speaker 1

I don't know it.

00:16:20 Speaker 2

No, no.

00:16:20 Speaker 2

You're you're honest.

00:16:21 Speaker 2

And then we just we had our our last next Gen.

00:16:24 Speaker 2

meeting or it was the first of the.

00:16:25 Speaker 2

Where we brought on a high performance Director who does all team sports for summer.

00:16:31 Speaker 2

And so he kind of gave a preview into how's the team shaping up for Paris.

00:16:35 Speaker 2

What does beach volleyball look like now that a gold medalist, one retired and one's having a baby in June?

00:16:40 Speaker 2

Like, what does that look like?

00:16:41 Speaker 2

And but?

00:16:42 Speaker 2

But what you made me think of with the pandemic and how you.

00:16:46 Speaker 2

You guys were sort of the leading insider experts for your population is how do we go beyond just like insider sport information and

00:16:49 Speaker 1

Right.

00:16:58 Speaker 2

Provide people with information about like health and Wellness or optimal training like.

00:17:04 Speaker 1

Yeah, that's fun.

00:17:05 Speaker 2

Could be you know, because if you're, I mean, I think most people, if you're involved in the USOPC, you probably care about sports, which means at least exercising a little bit yourself.

00:17:15 Speaker 2

And how do you maximize?

00:17:18 Speaker 2

Yeah, that was the same thought.

00:17:20 Speaker 1

Yeah, that's interesting.

00:17:22 Speaker 1

Health and Wellness.

00:17:22 Speaker 1

And then I would think even, yeah, like you said that insiders with the athletes or if there's some sort of gathering and prep that they could.

00:17:30 Speaker 1

You know, it's already set up, but they could be a part of it and they're, I.

00:17:33 Speaker 1

I'm not sure what you have in place, but.

00:17:35 Speaker 1

Yeah, those seem like good opportunities.

00:17:37 Speaker 2

Right cause I think anytime you can put a donor or prospect or volunteer in front of the population that they serve kind of the whole point, the impact.

00:17:47 Speaker 1

You know?

00:17:48 Speaker 1

Yeah, totally.

00:17:50 Speaker 1

Another thing I was.

00:17:50 Speaker 2

Oh good.

00:17:53 Speaker 1

We do like an annual dinner,

00:17:55 Speaker 1

That's all of our Board of directors because the hospital board, the foundation, has a board, our next Gen.

00:18:02 Speaker 1

And we do a dinner and we invite next Gen.

00:18:04 Speaker 1

to that and we're pulling teeth to get the other boards there.

00:18:07 Speaker 1

But next Gen.

00:18:07 Speaker 1

are like they want.

00:18:09 Speaker 1

It for you guys.

00:18:09 Speaker 1

Yeah, I'm in.

00:18:10 Speaker 1

I'm in free.

00:18:10 Speaker 1

Dinner and I get to be like.

00:18:12 Speaker 2

Sitting next to someone.

00:18:13 Speaker 1

And yeah, and and or we've had our board of Directors come and hang out with our YP group and.

00:18:22 Speaker 1

Talk through this is a potential.

00:18:25 Speaker 1

Growth path and just sort of mentor a little bit and that's been good.

00:18:29 Speaker 2

I love that.

00:18:32 Speaker 2

I mean, even just, I just thought it was like, how have I not thought about this but?

00:18:36 Speaker 2

As we're kind of ending because we we kind of started mid year last year.

00:18:40 Speaker 2

So we rolled everyone over to.

00:18:42 Speaker 2

This next year?

00:18:43 Speaker 2

Fair, yes.

00:18:43

OK.

00:18:45 Speaker 2

You're like, yeah, someone else for another gift when we haven't really done much.

00:18:48 Speaker 2

But like I've been starting to think cause I I do my normal job is board of directors, governance and relations and then trustees.

00:18:58 Speaker 2

And so as we're kind of hitting that, you know, soon to be halfway point in the year and this is a year long program.

00:19:05 Speaker 2

How are we starting to think about like the next ask and even including like you gave me just the idea.

00:19:10 Speaker 2

About kind of partnering them with a board member or trustee who can reach out and say thank you for doing this.

00:19:16 Speaker 2

This is what

00:19:16 Speaker 2

This means.

00:19:18 Speaker 1

Yeah, that's a.

00:19:18 Speaker 2

Great cause no one cares if I say that.

00:19:20 Speaker 2

You know, it's like, OK, you you want you know.

00:19:22 Speaker 2

But but from an like we could do industry or region or.

00:19:28 Speaker 1

Yeah, I think any connect for that those two levels that is.

00:19:34 Speaker 1

He had a thank you or a.

00:19:36 Speaker 1

Combined ask or a.

00:19:41 Speaker 1

Invite the young board to the adult board.

00:19:45 Speaker 1

Do a panel or I mean yeah, there's just an enormous.

00:19:48 Speaker 2

Yeah, because there is aspiration there, right? Like if you are making a \$300,000 contribution versus 5000, there's, you know there's a.

00:19:50 Speaker 1

For sure.

00:19:57 Speaker 2

Aspiration there.

00:19:59 Speaker 1

Yeah, it'd be interesting to see what the.

00:20:04 Speaker 1

The other board thinks of the YP Group.

00:20:08 Speaker 2

It was kind of cool.

00:20:09 Speaker 2

In December we we invited, we had a reception in New York that was mostly boards and board and trustees and some volunteer uh, some prospects.

00:20:18 Speaker 2

And we did invite uh, local next Gen.

00:20:21 Speaker 2

and what was really cool was how impressed the host, who was a trustee of ours, was impressed by the YP, like the younger.

00:20:28 Speaker 1

Yeah, cool.

00:20:28 Speaker 2

Afterwards, he said he's like I, you know, that person's doing this and they're, I mean, the the respect is so mutual. But I think we have to like kind of cultivate those relationships more.

00:20:39 Speaker 2

Because I do think people are also where everyone's looking to the next generation.

00:20:43 Speaker 2

Like how can we hone in on their skill sets?

00:20:45 Speaker 2

What are their interests?

00:20:49 Speaker 2

Yeah, it's it's really, really interesting the most, the most interesting thing I saw and you might already know this, but in my literature review is that they are predicting that there's going to be this huge wealth transfer from baby boomers to millennials, right?

00:21:03 Speaker 2

It's obviously gonna go to a very small percentage of people in this country, but it's.

00:21:09 Speaker 2

It's pretty remarkable how much wealth gets transferred.

00:21:12 Speaker 1

And then the fact that trends in philanthropy among the younger generation are totally different, which is, yeah.

00:21:17 Speaker 2

Totally different.

00:21:18 Speaker 2

They're going down.

00:21:19 Speaker 2

I mean, it's like giving has been up but but not like.

00:21:23 Speaker 2

But in that not number of people, it's just amounts.

00:21:27 Speaker 1

And I think in alignment with that, like the younger generation wants to know very specifically, like if I'm making this contribution and what is the impact.

00:21:37 Speaker 1

More specific.

00:21:38 Speaker 1

Which is that where to go and how?

00:21:38

You know.

00:21:39 Speaker 2

The fundraisers, they're like unrestricted, everything's unrestricted.

00:21:43 Speaker 1

It always kills me when they came to like a \$15 event and.

00:21:46 Speaker 1

They're like, where did my money?

00:21:47 Speaker 1

Go and they got like a full.

00:21:49 Speaker 1

Evening and.

00:21:50 Speaker 1

Whatever drink and whatever and.

00:21:52 Speaker 2

Like probably to keep our lights on, that's probably where it will.

00:21:54 Speaker 1

Yeah, get that paid for the toilet paper roll.

00:21:58 Speaker 2

No, it is.

00:21:59 Speaker 2

It is interesting and I.

00:22:02 Speaker 2

Yeah, we, we.

00:22:02 Speaker 2

See, we've been seeing that a lot and.

00:22:05 Speaker 2

Also, just being a little bit hesitant, which I understand to giving towards the towards the organization before really understanding exactly like.

00:22:13 Speaker 2

What you do?

00:22:15 Speaker 1

Yeah, I think that makes sense.

00:22:19 Speaker 1

I was just thinking also like groupthink.

00:22:21 Speaker 1

Like uh, you know.

00:22:24 Speaker 1

Among friends.

00:22:25 Speaker 1

So it seems like with that younger generation, too, that word of mouth is really going to bring others in.

00:22:30 Speaker 1

So as you look to expand from?

00:22:31 Speaker 1

21 to 20.

00:22:32 Speaker 1

Eight that at least I know for us where we've added people or whatever it's been this person recommended to this.

00:22:38 Speaker 1

They had a good experience.

00:22:38 Speaker 1

For bringing them in and,

00:22:41 Speaker 1

I mean, that's not anything new, but I feel like particular.

00:22:44 Speaker 2

Probably a softer ask then asking them to ask your friend to give money directly.

00:22:49 Speaker 1

Come, come be a part of this.

00:22:51 Speaker 1

Make a difference.

00:22:51 Speaker 2

And yeah, that's really good.

00:22:53 Speaker 2

That's a great.

00:22:55 Speaker 2

Thank you.

00:22:56 Speaker 2

This is so helpful.

00:22:57 Speaker 2

It's just nice to chat with others and I want to be mindful of your time.

00:23:00 Speaker 2

But if you're ever in Colorado Springs, please let us know.

00:23:04 Speaker 2

We'll give you.

00:23:05 Speaker 2

A tour.

00:23:06 Speaker 1

Yeah, it sounds amazing.

00:23:08 Speaker 1

I go down there on occasion.

00:23:09 Speaker 1

Not too frequently, but yeah, it's great.

00:23:12 Speaker 1

What a cool organization that you.

00:23:13 Speaker 2

Work for you as well, I.

00:23:17 Speaker 2

Mean it's.

00:23:18 Speaker 2

I'm sure.

00:23:20 Speaker 2

You probably see a lot of impact on the day-to-day just because of.

00:23:24 Speaker 1

Message. I'm assuming small.

00:23:25 Speaker 1

Team small things, small team but small dollars go really far.

00:23:31 Speaker 2

Which I think is a little bit like.

00:23:32 Speaker 2

Just to not.

00:23:34 Speaker 2

To like waste your time on this.

00:23:35 Speaker 2

But I think that's actually one of our problems is that the user.

00:23:40 Speaker 2

PC has such teams, has such flashy branding to it.

00:23:45 Speaker 2

She isn't an understanding.

00:23:47 Speaker 2

Of how much we do and actually how underserved athletes are.

00:23:54 Speaker 2

And so I think that's another.

00:23:54

Maybe that's.

00:23:56 Speaker 1

Sorry to talk over you.

00:23:57 Speaker 1

Maybe that's your project.

00:23:59 Speaker 1

Maybe that's the project for the for.

00:24:01 Speaker 1

Yeah, that getting that message out or finding a specific project or specific athlete that they can focus on.

00:24:06 Speaker 1

Where they feel.

00:24:07 Speaker 1

Like they're seeing their work move the needle.

00:24:10 Speaker 2

Exactly right.

00:24:12 Speaker 1

I get that.

00:24:12 Speaker 1

I mean, we're both certainly, you know, I've gone to radiology and said, what do you need?

00:24:17 Speaker 1

I have a.

00:24:17 Speaker 1

Donor interested in like I needed \$1,000,000 gift, not a \$50,000 gift because I can't do anything with \$50,000. But even still like,

00:24:26 Speaker 1

We have homeless patients that don't have clothes that we have to get sweats for, to send them home in or eyeglasses or real basic.

00:24:34 Speaker 1

So that stuff is is pretty major.

00:24:36 Speaker 2

Yeah, because that's that's sort of like, OK, if you give \$15, it's going to.

00:24:41 Speaker 2

Take someone who's home homeless and give them an outfit to wear home,

00:24:46 Speaker 2

I mean.

00:24:46 Speaker 1

Totally for a coat.

00:24:47 Speaker 2

Yeah, everyone, there's a lot of need out there for.

00:24:50 Speaker 2

There is, I do manager stuff, but sometimes I am like OK, they work for Team USA.

00:24:56 Speaker 2

It's a very uplifting organization and sometimes.

00:24:59 Speaker 2

You know it.

00:25:00 Speaker 2

Is there's like so many.

00:25:01 Speaker 2

There's so many great organizations out there that are doing a.

00:25:05 Speaker 1

Team USA is called.

00:25:06 Speaker 1

I've been to the Olympics.

00:25:06 Speaker 1

I went to.

00:25:07 Speaker 1

The Salt Lake.

00:25:07 Speaker 1

Games, but yeah.

00:25:08

Are you there?

00:25:09 Speaker 1

Yeah and Paralympic.

00:25:09 Speaker 1

I went to both.

00:25:11 Speaker 1

Cool. That was amazing.

00:25:13 Speaker 2

That's so awesome.

00:25:14 Speaker 2

Yeah, I am.

00:25:15 Speaker 2

I went to Rio and I went to Pyeongchang and then went to games in a spectator.

00:25:18 Speaker 1

Oh cool.

00:25:20 Speaker 2

So we typically bring a very large delegation of donors with us most of the time how people get their foot in the door with us from the games, and then we educate them on the need and all of that, but.

00:25:28

I see.

00:25:34 Speaker 1

That makes sense.

00:25:35 Speaker 2

So, hopefully Paris next year is the.

00:25:39 Speaker 1

Yeah, we've talked about going my son's break dancer, and they've added break dancing into the yeah.

00:25:43 Speaker 2

Oh my God, it's you. I don't. You might not do this. But if you wanted to fly to San Francisco on April 24th, we have.

00:25:50 Speaker 2

An event and we have break the answers.

00:25:52

Oh cool. Yay.

00:25:53 Speaker 2

Yeah, but I'm sure because of this is obviously a cool theme.

00:25:56 Speaker 2

I'm sure we'll do something in Colorado.

00:25:57 Speaker 2

And I'll make sure you know about it, yeah.

00:25:58 Speaker 1

Please do that sounds great.

00:25:59 Speaker 2

Yeah, it's super fun.

00:26:01 Speaker 2

I know.

00:26:01 Speaker 2

I love it.

00:26:02 Speaker 2

Thanks so much for your time.

00:26:03 Speaker 1

Well, yeah.

00:26:04 Speaker 2

Thank you.

00:26:04 Speaker 1

Thank you.

00:26:04 Speaker 2

I really appreciate it.

00:26:05 Speaker 1

Good luck.

00:26:06 Speaker 1

Yeah, you too.

00:26:06 Speaker 1

Keep my number.

00:26:07 Speaker 2

I will too. Bye bye.

00:26:07 Speaker 1

Take care.

Appendix D: Semi-Structured Interview with American Heart Association

Maybe. Yep, got it. Thanks, Lizzie. Perfect, no problem. So Suzie, did you? Does the American Heart Association have a, like, a program that's aimed towards next Gen. Are you thinking more like? Go currencies esports, stuff like that.

Speaker 2

So two ways to think about it and is we take our current product. So you have what was heart walk and we say like we raise \$100 million to heart walk. 35% of it, 40% of sponsorship. The rest is participant income from a company which may include some vendor, etcetera. Like that's not something you can just dismiss like. In by 20-30, we're estimating 30% of the US workforce will be. Easy and 95% of my revenue for Heart Walk comes from a corporate setting. We're not a community patient team. We haven't done that well, you know, compared to we kind of own the space going into a corporate setting. So what's happening like we look at it from, like, are we gonna be relevant is this? Something that they will enjoy. What does that look like? So we went through from that standpoint a few years ago, we took a hard look at that and said, are we poised through the future what is happening and through that and we had another event that had launched. Let's say within the last 10 years, maybe 10 years ago called cycle. Mission that was not under me. You know, as a separate person brought in and the whole idea with the cycling was that was what was hot. Now we saw that as a younger audience, millennials were more into that, like targeting and having this other event that we felt like could be relevant and more cool factor, you know, in the space. And so we started to look at this process of like what's happening in the corporate environment and what's happening with us, like what do we need, what do they need and how could we marry that together? And so we went through a process and I'll show you like our process that we go through for anything that we're building. We went out and we talked to CEOs, you know, like we talked to companies, we talked to participants. We held focus groups by generation. Within some companies, you know, we were paying attention to that and out of that came an end result of we've decided to come together form like a corporate model. Called Heart challenge and under that was heart walk, Cycle Nation and a new offering called Field Day, which Lizzies knocking out of the park. And but with that, when the way that we. Did and this was like literally. Five months before the pandemic. So I can remember going to Transamerica in Denver and we showed them ten different. Possible new fundraising campaigns and we had a group that was at that time just millennial. You know, we had Gen. X like we had every single and they did a focus group together and out of all 10, all three generations picked Field Day. Like it was astounding, you know? Like interesting the. Stuff you thought like we went in there with DIY. Fundraising date yourself, fundraising, and they were like new, you know, they basically were like. That means I have to think of something. It's too much work. Like I would rather you guys have done that part of the heavy lift, but you this is how you learn your assumptions is by doing these focus groups. So we went through all that and we launched out those 3 campaigns. And then you have the other side of the house where you're like, what do we need to create that's new and an example of that was so broke on. My team went through the process where, like, we know, there's this thing around live streaming. If you think about it, so they tested baked a model for us with live streaming. It's now called Live Li. E and like think about it, the TikTok, the influencer streaming raising money for us and so that got in our innovation development team model baked out tested to the point we felt like now we hire a department to support it. And so there's now a whole live department. They're actually having their strategy. Meeting in Dallas over these two days. You know, for like the next wave and iteration of it. So you have those pieces or for us right now, we're now going through the insights of E sports is enormous industry. E sports like you know the Olympics is having an arm this summer of like, a virtual E sports, and they're putting a whole healthy lens on it cause people are like, why is AJ thinking about E sports? That's gaming sitting on your ****, you know, playing well, they're athletes. Right. Ooh, you're on mute.

Speaker 1

Oops, there you go.

Speaker 2

Oh, you're back on mute.

Speaker 1

Sorry I have.

Speaker

Yeah, you had it and then you.

Speaker 1

I have a keyboard playing sick toddler at home. Yeah, so couldn't rival your Chihuahua. Yeah, no, it's the same thing. I mean, people are like E sports is an Olympic sport. They're, you know, how it's same, you know, same exact. Sort of thing.

Speaker 2

Well, and we even look at it as like what we're uncovering from our insights. So we're talking to. Actual gamers in college, too. If you watch what's happening like in the collegiate industry and E sports, they're every college campus is like building a building for E sports for clubs. And the reason why it's not even right now about generating money, the number one reason why universities are doing this is is a retention strategy for students. Because the number one student who is dropping out is a male. Student and they're like this is the only community they know. They're not gonna go to the rec center. They're not gonna like. It's a mental health thing that they're actually saying we're trying to address this huge need and E sports is a community and we all have to accept and realize like that, you know, it's like the new currency in crypto stuff that is so natural to my son who's 20. This is like community to them and so and so many of these kids, that's how they kept a community alive during the. So there's a mental health thing. There's a physical health thing. There is this, this group of passionate kids who want, you know, what we learn about Gen. C to change the world. And they wanna do it in unity, where millennials want to do it. Millennials are about themselves. Z is about community and about unity. You know, it's a very there's very a lot of differences in them. So now what we're doing is we're saying is there a space there for us? Is there a reason for us to be in this community? It has to make sense. Because we can see the opportunity. So for us looking at it and saying, OK, what does that look like? So we've gone and we've met with NACE, which is like the national, you know, like the NCAA kind of version, less structured of gaming. We've attended conferences. Yeah, I used to work in sports. So the team that I worked here in Tampa. They have the Venix Sports management program and they have a whole esports conference every year and I know all the people, so we went to that conference and got to talk to everybody about it. And so we're unpacking there. What we're learning and hearing so many needs and things within this unstructured environment truly you know, so we've gone through and we've been meeting that we met with AT&T's head of Innovation for mobility and all they're focused on is cloud gaming. You know, like if AT&T is. Focused on this. I'm thinking we. This is the place for us to spend like if this is like their big.

Speaker 1

I need your corporation.

Speaker 2

So we kind of go through and do all that research and then what we've done is Brooke can only spend so much time on these things. So now we have 2 interns coming in this fall, one of which is nothing but going to build out models for esports for us. And we have paid internships and it's worth it. I can't hire. Another employee but. 23 bucks an hour for 20 hours a week for three months that they can model out this for me and spend nothing. But all this time on it, we could fast track testing in the market, you know, so like that's the approach there too. And so for us when we go through this process. We'll just show you like this is there's a lot of different processes out there for innovation and design thinking. This was my sons. Great American teaching, not my son's first grade class grade American teaching, where I taught them design thinking. But this is the slide that I was. Like where can I find that slide?

Speaker 1

Very cool, yeah.

Speaker 2

Oh yeah, so the whole design thinking process is step one. You got to identify the problem. So for you, it's sitting down and saying and it's harder than you think to do that like it can take multiple calls for everybody to say what is the problem that we're trying to solve for and being really specific in that, because otherwise you end up squirrel. And you're not trying, so you know, like, right now, what we're doing is we're putting together a meeting. We're trying to figure out our problem to solve for June 14th. And as we're coming together to say, are we prepared truly for the corporate environment today and for Gen. Z to up come? And so for us, it is like what is the value proposition for a corporation to want. To put the full weight of their company behind us. You know, as we go into sell. Like is it we're? Totally still refining it because then it's like you constantly come. Back to but. Would that make a company as CEO, wanna chair sponsor and engage 100% of their employees? Like we're constantly saying that. And are we gonna be? Relevant then so you can and I could send you a couple of problem statements like you get really specific and measure. As you can #2 is you empathize, and that means I understand the needs and the wants of the target audience way too many times, people come to a meeting. They're like the emails I like. Are you know what I would do? You wanna wipe that from any strategy session that you're having? That's the 1st way anybody's gonna lose any credibility versus saying we know. Z cares about these three things, or we have talked to 10 company leaders and this is what we heard. We know that a coach wants, you know, or a donor wants, like you have to really come in and say, here's the key insights. Here's the behaviors. Here's the learning and some of it the two ways to think about it is there's trends that you can research so you can Google about Gen. Z till there's all day long. And so it's like, what are the trends that are out there and how do we synthesize the most important pieces for us and then Step 2 is the original research, which means we've gone out and we've talked to people. You know, we've done our own research on our own on our own people or on our audience. And we've talked to them so that we have an idea of what's happening. And so we pull all that together for the target audience like, you know, who you're going after. And then we start to ideate, you know, like, you build a model. What are some possible solutions? And you develop those ideas as a team, and then you prototype it. So here it is. And then we go out and we do, we get it right. So for us it would be taking it to five CEO's, saying would this value proposition even makes sense to you and it's, you know, it's like us saying we took it to that. Company where we put it in front of all those generations. Right. So you get that first iteration feedback and then you go to market. One of the easiest ways to go to market is to pilot first. Before scale in our world and so having some markets take it first, see that it's working, you know, so that there's adoption along the way so it sort of is like this process you go to and then you just keep iterating until you feel like you've got it right. So to us, that is the model we follow for any kind of innovation. And to me this makes sense if you're building a brand new product. Or is now we're saying is hurt, challenge hitting the mark in that as well. And so then I'll I'll talk through like then what did that look like when we formed heart challenge. But do you have any immediate questions right now on this?

Speaker 1

No, no, this is awesome.

Speaker 2

OK. So when we were going through the process for her challenge, we did, we went out and we said, well, what's happening in the environment, in the corporate environment, again, through trends that you just know, rising healthcare costs, increased stress. And we know that the cost is for cardiovascular disease. We're their number one thing they're paying for on insurance. So there's an automatic care there. Their employees are stressed, they're facing turnover and disengagement. You know, they're facing a hybrid work environment now like. So we went through and we said like, what is corporate America facing as a whole? And then we backed up and said, well, what's going on with us? And we said, so we're raising this \$100 million and out of the. Uh or my blanket right now, Lizzie, like the hundreds of thousands of companies out there in the world, we're actually only engaging like 13,000 of them. Like, we feel like we're big, but we're not. And there's like 100. I can't remember. Why am I blanking on these numbers? Like there's a there's 200 and there's almost 300. Million employees in the US, that's the number we truly have raising money for us or heart challenge 250,000 people.

Speaker 1

Yeah, it's a fraction. I mean, we feel it's life like.

Speaker 2

There's opportunity, you know, where we maybe not. And in the companies that we're working with, we're maybe getting, 3% of them to raise money for us. So we're not even getting the hole. And what we know as an organization to be on fundraising is that every person who registers with. Us we are now talking to you directly as an organization, so there's a mission side to it as well. I can teach you risk factors. I can inspire you on your health journey. You know, I can be a part. We can be a part of that and tying you to the organization, there's a huge value in that. We know that we need to figure out how to. So we knew we needed to expand. How does a company want to invite more? Of their employees to participate. And then how does a company, you know, how do new companies wanna join us? The people who've always said no to. The old days of solution for that. Right. Same Lizzie going out and talking about it. But now she has more ways to say yes. And that fifth thing that the companies are dealing with is 5 generations in the workforce. My dad is in the workforce and my 20 year old is about to go into the workforce. That's a big difference, right? So we knew these set of offerings can meet the generations and we could go have a. Value proposition around that. As we went to build all this out.

Speaker 1

Yeah, that's amazing. It's, it's cool to hear your process because you're a much bigger organization than we are. And so even just understanding your. And not that it means it's just it's. It's interesting just to hear from like a bigger organization who has more, more people like how you break up the innovation process and even just we tend to sort of joke that we're we're like in phase two of the start and so even just talking about like piloting and testing we tend to just like. Jump in, but I think actually like when I think it reflect on our next Gen. program, we're still. In that pilot phase. And we should allow ourselves to have those focus groups still and still think of ideas on like how we can improve this.

Speaker

Right.

Speaker 1

It doesn't mean it has. To be this.

Speaker 2

Well, and part of it is to say right now for you is who are your millennials are supporting you and you need to go talk to them and you need to find out why. Because then they're like ohh, this is what's relevant to them. This is why they do it, you know. And giving them open-ended questions like not. And tell me about that experience because that tells you how to be attractive to other millennia. As you're playing that through and I think right now like I just came from a two day meeting in Dallas talking about Gen. Z, this is my third meeting doing this. So we're trying for us saying like I do see them different than I don't feel like millennials were as disruptive as people were like. Ohh no about I think Gen. Z will be more disruptive, but not in a negative way. Ultimately, I think Jensen wants what we all. They really do. But they have grown up in a very different space. They have grown up with active shooters. They're the first generation to never know economic stability and frankly, they've got the crud bag of the climate that we really all it was so far off. It feels very real for them. And you're dealing with extraordinary mental health issues. So that we haven't even seen the surface of yet, you know. And so for us, we're like, OK, you know, knowing all of this well, we've done a panel of. And we're because we were. And it's a room of us. It's everybody possible. So the fundraiser we almost feel like we're The Dirty word in the room, you know, trying to talk about engagement. We're always like, don't just go for the jugular. You know, we're trying to figure this out like we're here as. A team as an organization. But when we were sitting in this room and we had a panel of Jens ears and we were asking him questions. I kept thinking, my God, are they even on Facebook? Like my son thinks it's the lamest. Thing in the world. We coach Facebook.

Speaker 1

Are they even on Instagram at this point?

Speaker 2

We're, but we coach Facebook fundraising and Instagram fundraising is not really figured out right, like so. I'm like, oh. And do they even wanna do? You know the world and they're like, and we said in the room. We're like, if your company wanted to raise money and participate in a big event like a walk, would they want to and all four of the kids go. Now these are like the elder of Gen. So they're already, they're like in their first couple years. We're like, really, and they go, you mean to them the insight was you mean doing something with my coworkers outside of work conversation? That's what spoke to them and then we were like, do you, how do you raise that money that you've raised stuff from all four, said Facebook. And we were like, you're on Facebook. I mean, it was like blowing us away, Lizzie. And they go. Yeah, because we use Facebook marketplace. We're already on there, and I know if I just send something out. That's why they're on Facebook, and if they send something out, all their grandparents who like couldn't wait to, like, are gonna donate to them. Yeah. And I'm like. Ohh, we're a little more relevant than. We think you know in all of this. So like you like talking to them gets really interesting. And when I look at the things that we're learning cause one thing that their question is like. We're the big. Big companies, they are not too excited about in today's world. So we're we kind of get into like HA is so big. How do we get and they think of us as like science and the way they were talking about it is yesterday. Was, you know, so much of the AHA can. Come across as head led. Versus heart led to this generation. And so how do you go from head lead to heart lead with this generation is like what we're trying to figure out and cause it's like we know the inspirational work we do. So I look at sometimes like your organization, like my son, all through high school, his entire group of friends went completely to Special Olympics and Best buddies. They didn't even know anybody. It resonated with them. My son did 400 hours of volunteering with them like they like they. This is the most empathetic generation that we have ever seen. And so there's a huge story for you guys to tell there and to I think engage them in ways too. That would be really exciting because I watched like that. Just buddies and Special Olympics has got that generation locked and you, to me and my, you know, naive mind.

Speaker 1

Yes, nation organizations.

Speaker 2

I feel like you're in that parameter, you know, with them too.

Speaker 1

Right.

Speaker

I'm going to be my fault.

Speaker 2

But I also say like this. Is they're probably actually eventually gonna be wealthier than the. Emails and in that, you know long term giving and what they're gonna receive in funds. But I would also say right now they have no money.

Speaker 1

But it's how do you hook them now so that when when you, when they do they're.

Speaker 2

How do you engage them and hook them now?

Speaker 1

Right, exactly. I know you have a 12/30. Thank you. This was super helpful. I've grabbed so many Nuggets and and.

Speaker 2

Is there is it helpful to like answer any other questions for you or to try to organize something within a mission advancement person? Like tell me what would be and you could say I have what I need. Or you want to process.

Speaker 1

If I can, I'll take. Going to process.

Speaker

OK.

Speaker 1

And but I'm sure I have more questions for you. If if you don't mind, and we can either do it over the phone or or on e-mail, but this was super helpful and generate a lot of a lot of thinking for me. So thank you, Lizzie. Thanks. For setting it up, I really appreciate it.

Speaker 2

It was good meeting you.

Speaker 1

I'll definitely reach out.

Speaker 2

Thanks absolutely anytime guys.

Speaker 1

Thank you so much. Talk to you guys. Soon. OK. Bye bye bye.