

Multiply your mind by giving it away:

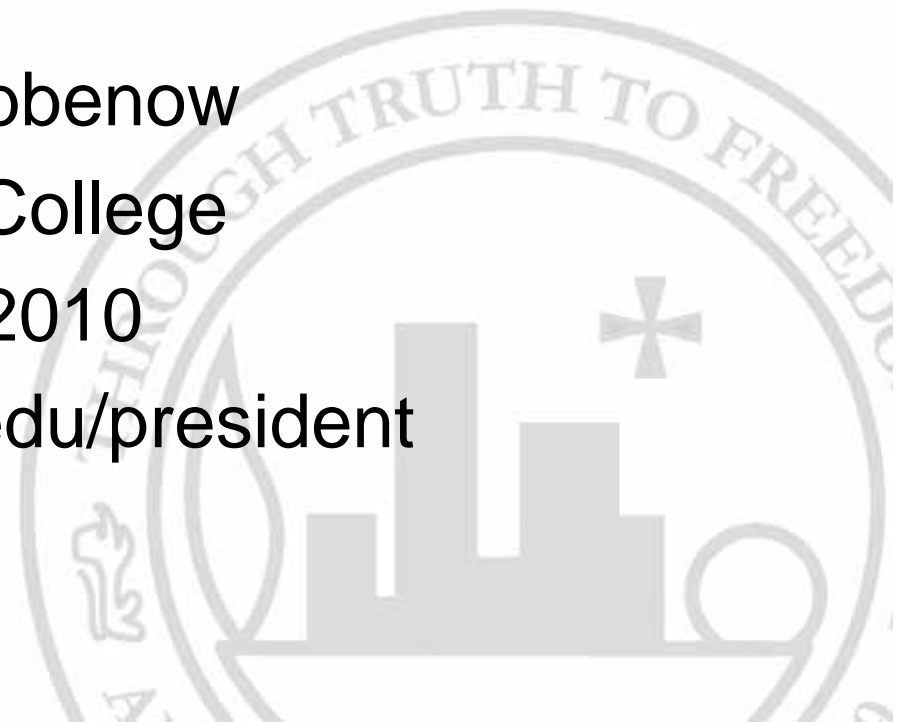
Philanthropy and leadership

Paul C. Pribbenow

Augsburg College

13 July 2010

www.augsburg.edu/president



The lenses of my perspective

- Theological ethicist
- Philanthropic fundraiser
- College leader
- Public intellectual



Key themes of my journey

- The possibilities of abundance
- The opportunities for co-creating knowledge, place and experience
- The demands for evolving social arrangements – “thinking institutionally”



What it all means...

- My role as president
- My relationship to advancement staff
- Our work together



What I expect of you...

- Inspire us
- Use our time well
- Set a new horizon

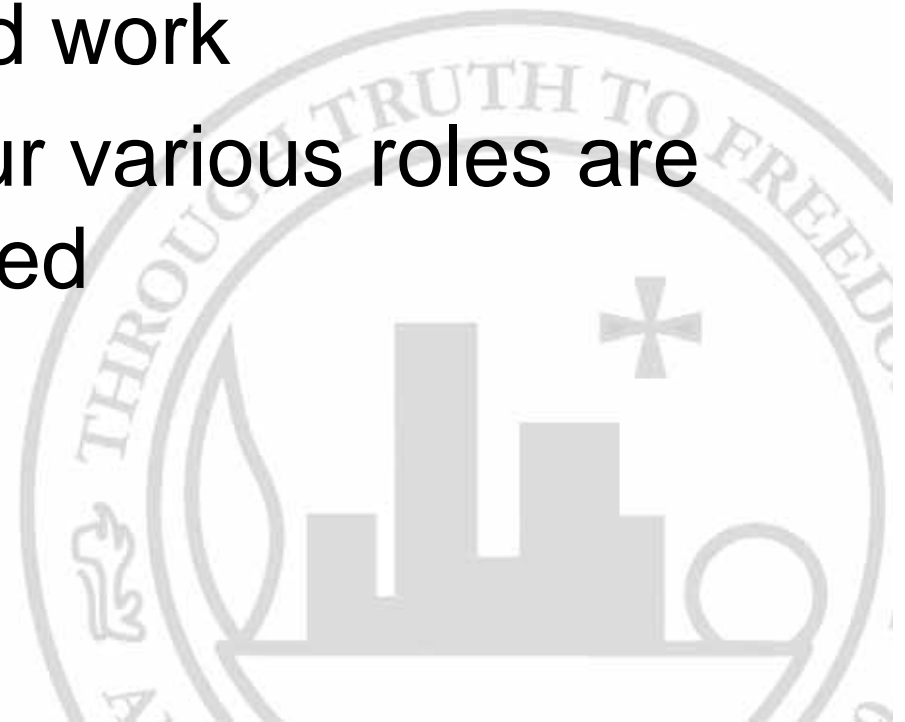


**INSPIRE US:
A VISION FOR OUR WORK**



A vision for philanthropy

- An alternative mythology – it's not all about money
- A sense of what difference this makes for our mission-based work
- A means by which our various roles are engaged and facilitated



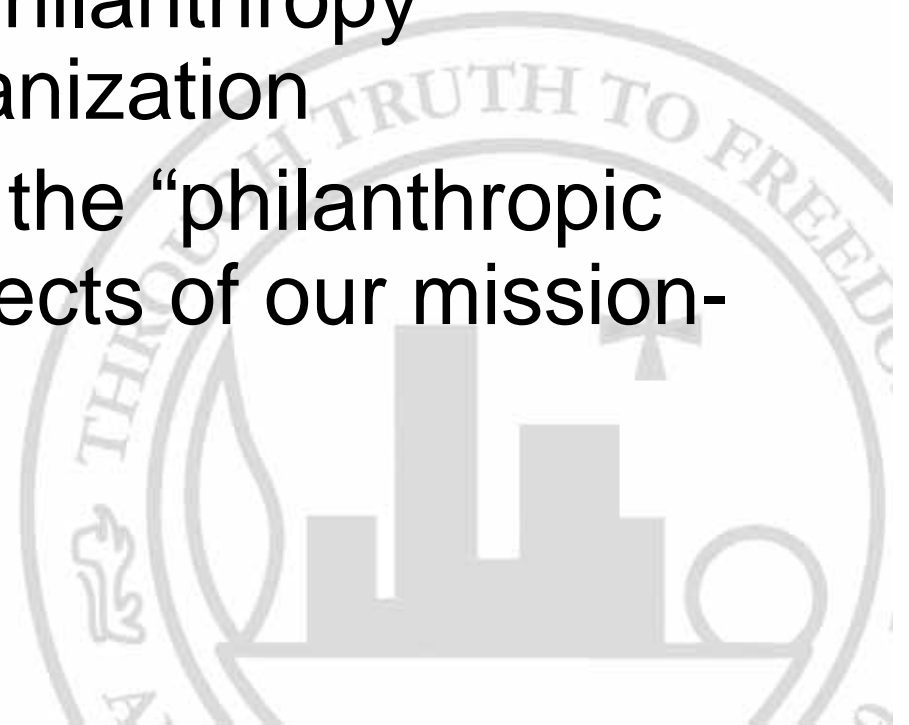
Common work

- It starts with you – philanthropic autobiography
- And then it sets forth to make philanthropy common work – work shared by all



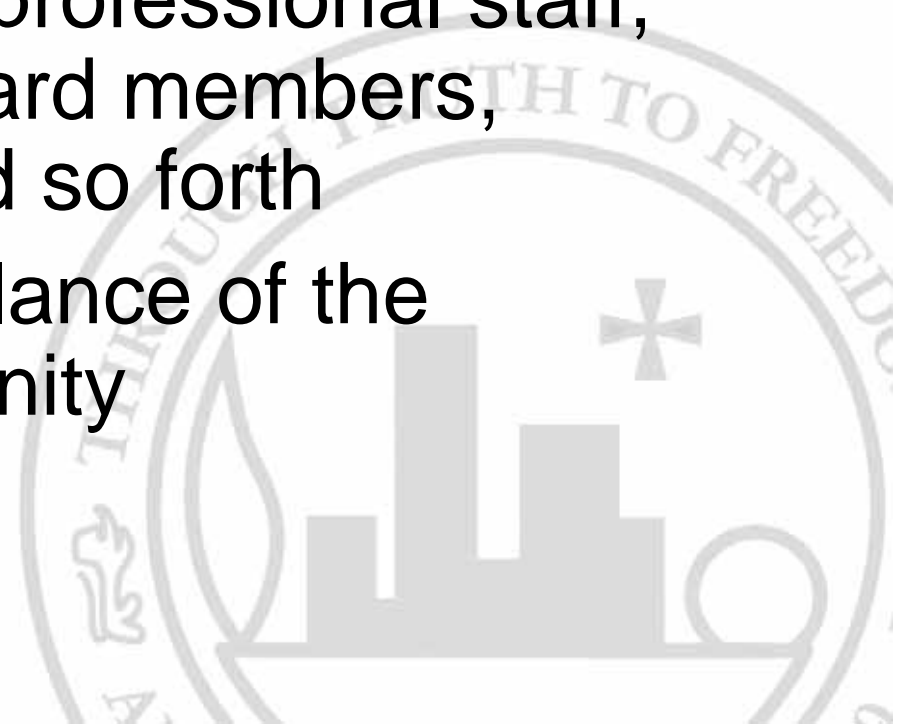
Philanthropy as common work (1)

- Philanthropy as common work means that philanthropy is at the core of the mission of your institution
- Think about where philanthropy “resides” at your organization
- How do we integrate the “philanthropic dimension” of all aspects of our mission-based work?



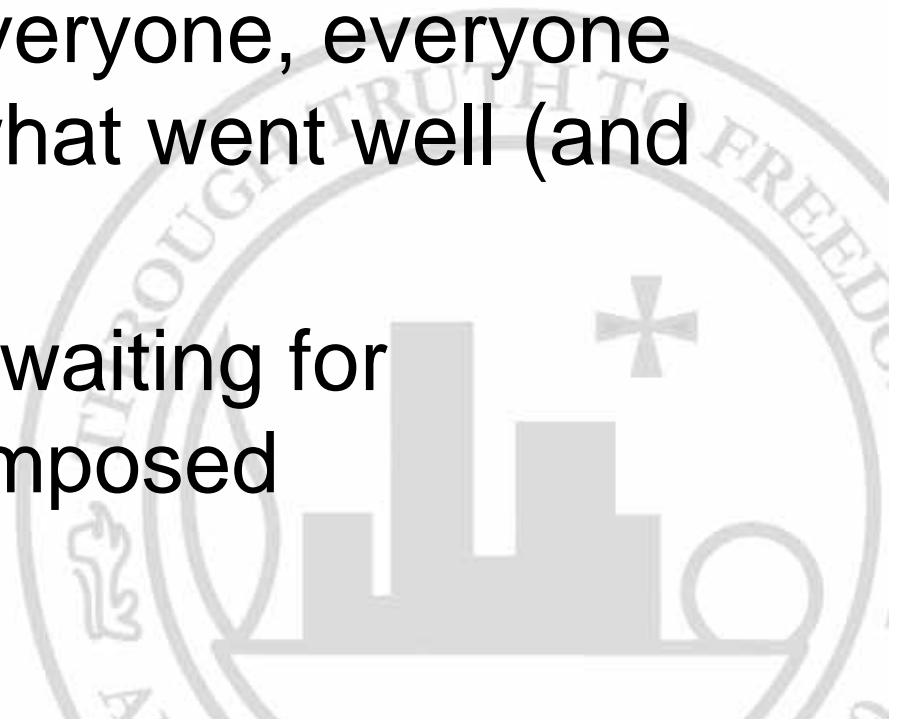
Philanthropy as common work (2)

- Philanthropy as common work means that philanthropy involves everyone in the community
- Reclaiming roles for professional staff, CEO, volunteers, board members, alumni, students, and so forth
- Redressing the imbalance of the philanthropic community



Philanthropy as common work (3)

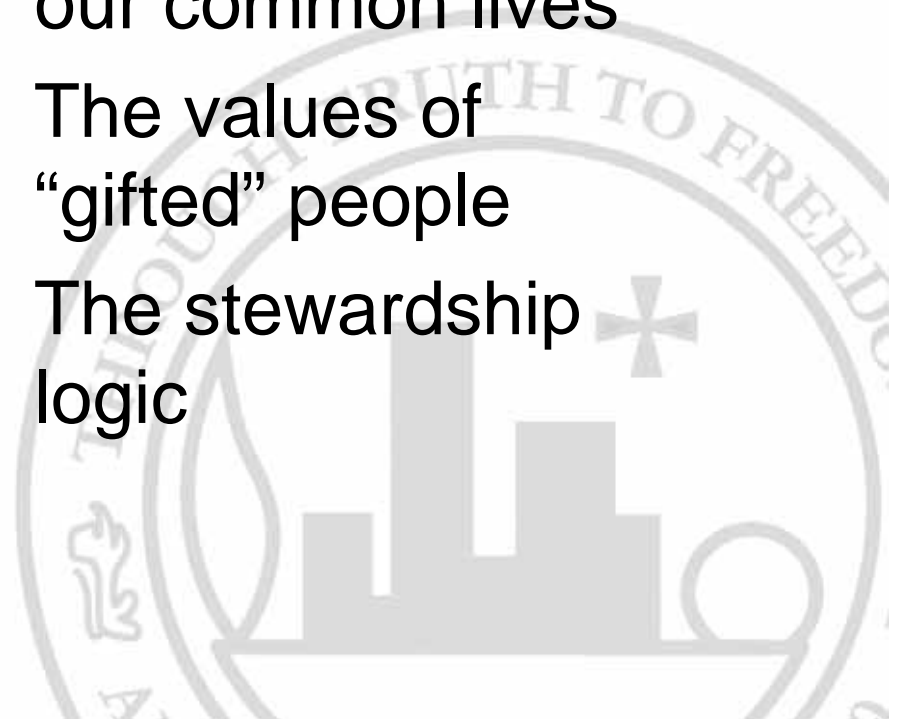
- Philanthropy as common work means that philanthropy must be publicly accountable
- Since it belongs to everyone, everyone has a right to know what went well (and what did not!)
- Pursuing rather than waiting for accountability to be imposed



Stewardship

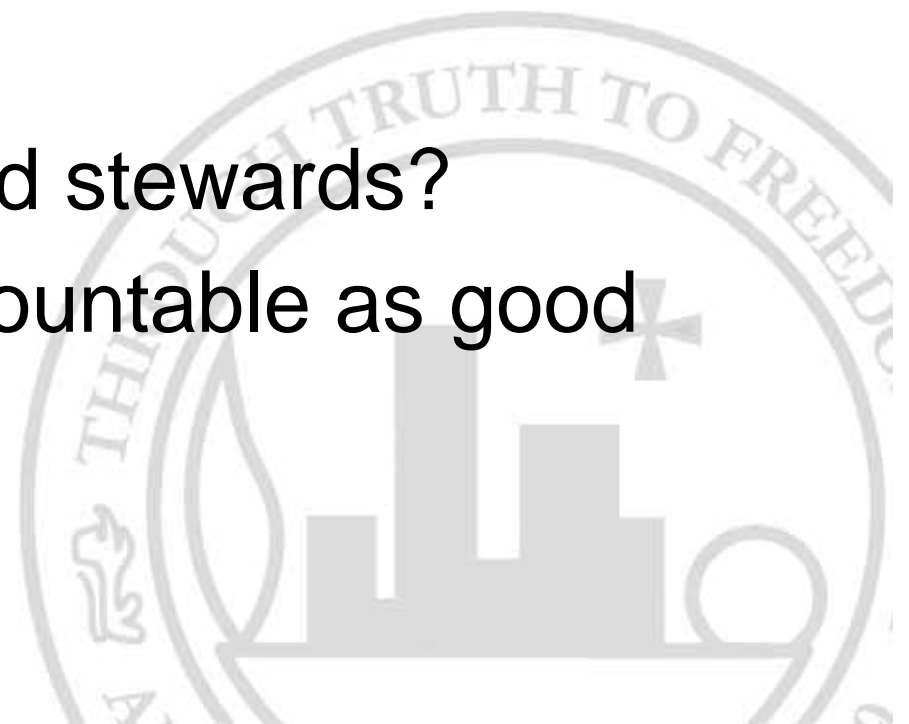


- A way of life
- A way of ordering our common lives
- The values of “gifted” people
- The stewardship logic



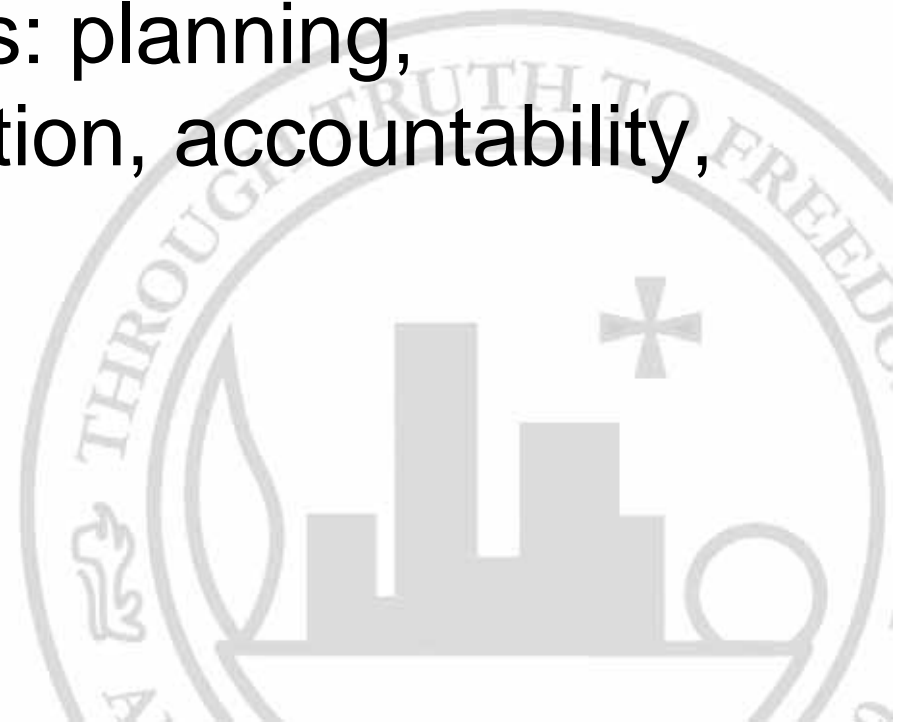
(1) Defining stewardship--the logic

- What are the gifts we have been given?
- Who and what?
- What obligations do we have to care for the gifts?
- How shall we be good stewards?
- How shall we be accountable as good stewards?



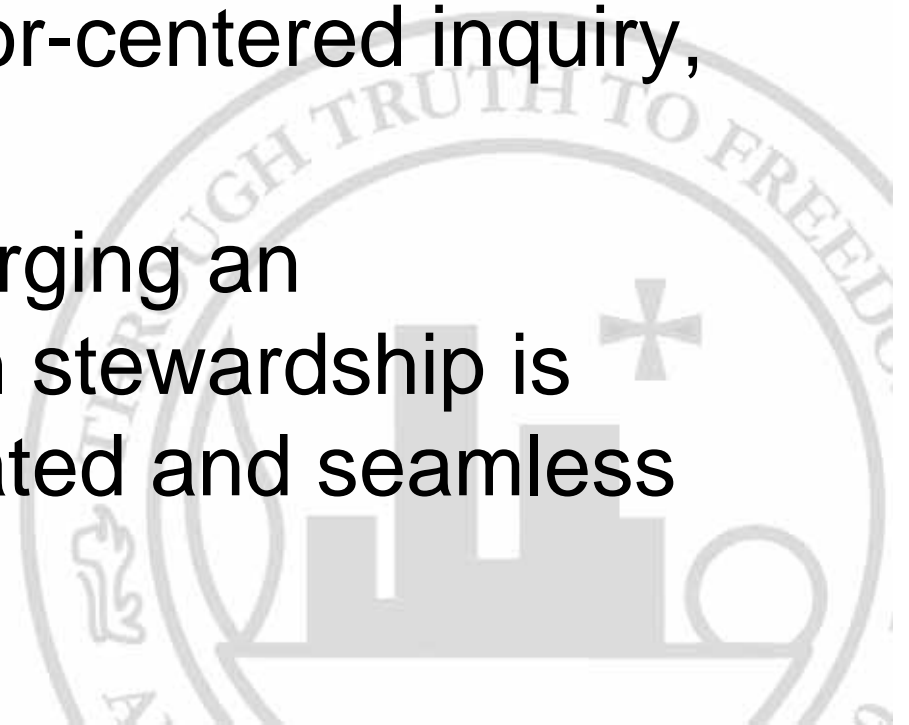
(2) Stewardship priorities and goals

- Mission statement related to stewardship (commitment to service, donors come first...)
- Stewardship priorities: planning, integrity, personalization, accountability, and celebration



(3) Align stewardship

- Crafting an institutional ethos/culture
- The practice of stewardship:
collaboration and alliances,
communication, donor-centered inquiry,
and so on
- Inspiring, aspiring, forging an
environment in which stewardship is
pursued in an integrated and seamless
way



USE OUR TIME WELL: THE STRATEGIC CLAIM



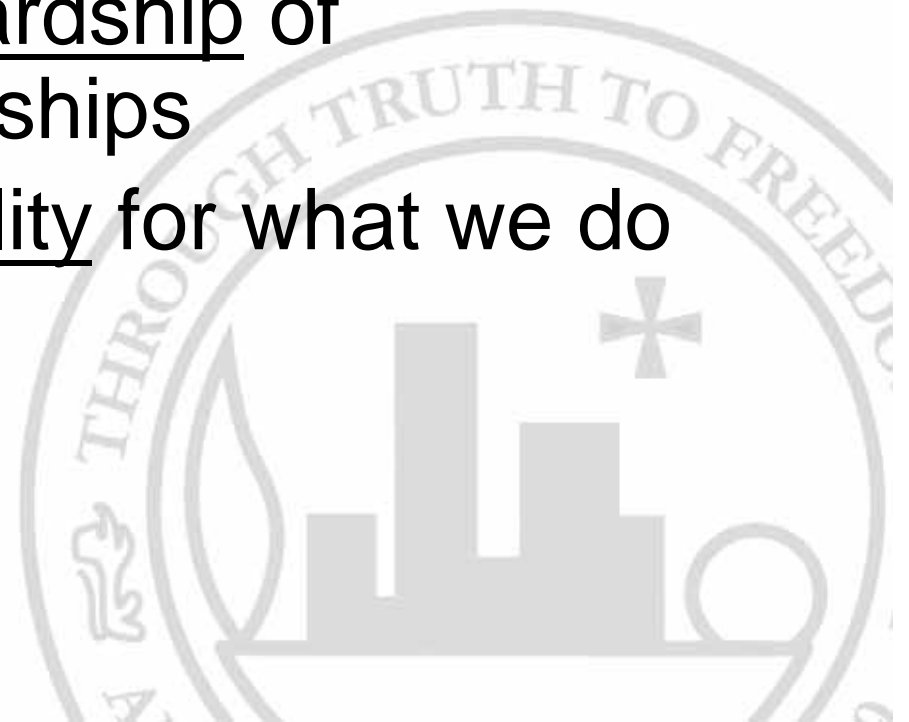
Paying attention

- Attending to what is most important
- Leadership as helping others to pay attention
- Implications for our philanthropic work – using our time well



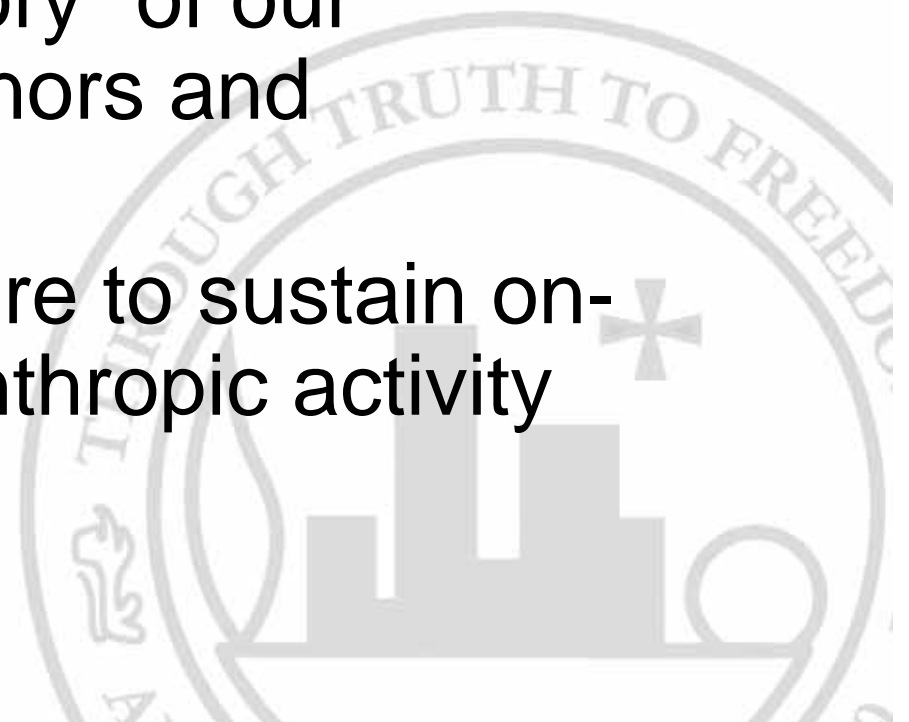
Why prospect management?

- It's about strategic philanthropy – linking mission and fundraising
- It's about good stewardship of philanthropic relationships
- It's about accountability for what we do and how we do it



What is prospect management?

- Way of organizing the identification, cultivation, solicitation, and stewardship of donors
- Documents the “history” of our relationships with donors and prospective donors
- Builds an infrastructure to sustain on-going strategic philanthropic activity



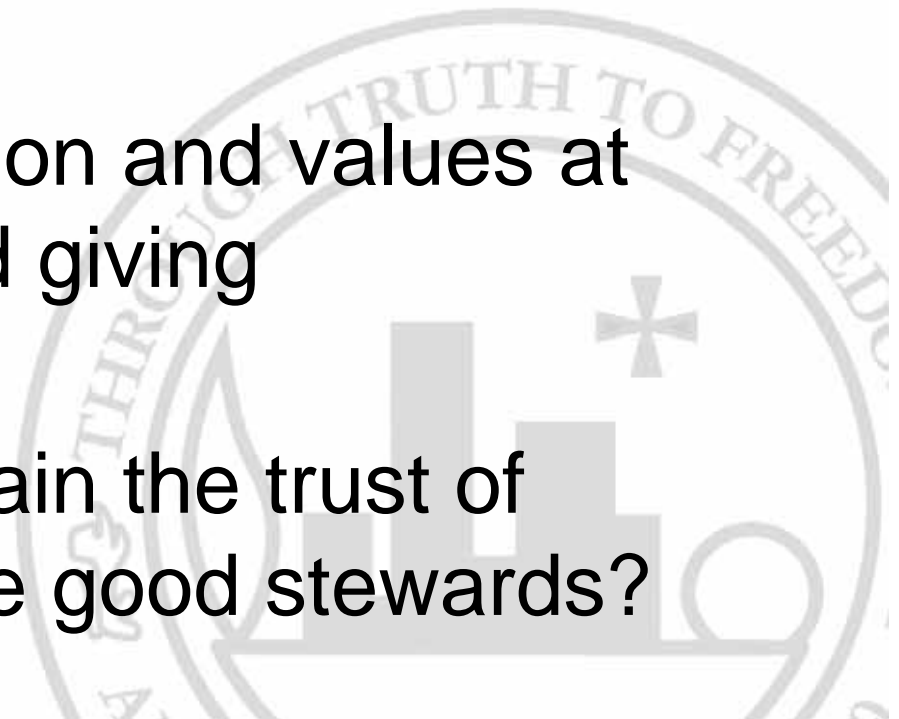
Prospect Strategy

- Key management tool for ensuring that strategy is planned and tracked
- Prospect objective(s)
- Background information and key players
- Time frame
- Next steps
- A template for prospect management



Stewardship and prospect management

- Who are our major donors? Do we know them? Do we pay attention?
- The special case of long-term relationships
- The sorts of information and values at play in major/planned giving relationships
- Do we earn and sustain the trust of major givers? Are we good stewards?



**SET A NEW HORIZON:
TOWARD A SUSTAINABLE
CULTURE OF PHILANTHROPY**



The claim of sustainability



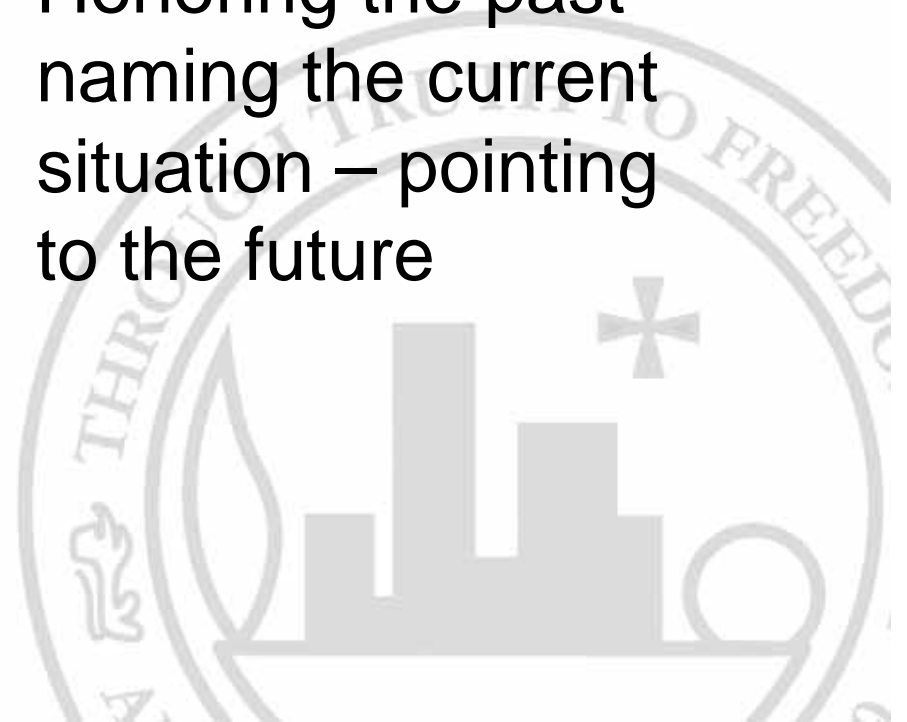
- Culture: *the confluence of purpose, people and processes*
- Setting a new horizon: *creating a culture that will abide*



Augsburg 2019: A Case Study



- An effort to change the conversation and culture
- Honoring the past – naming the current situation – pointing to the future



Where we stand..

- Celebrate what has been accomplished
- “Sabbath time” to reflect and reenergize
- Advancement Audit
- Infrastructure
- Engage many people – informal feasibility
- Stabilize annual fundraising



AUGSBURG
COLLEGE

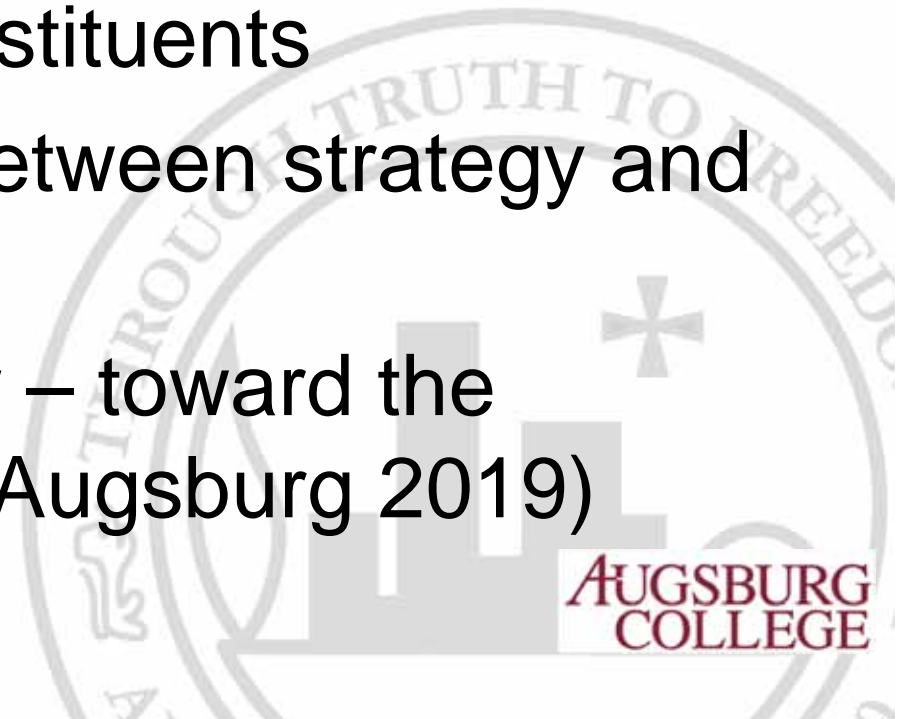
Our current state...

- Need to build sophistication in systems and infrastructure
- Need to connect strategy and philanthropy
- Need to rebuild trust internally
- Need to tell our story more aggressively externally



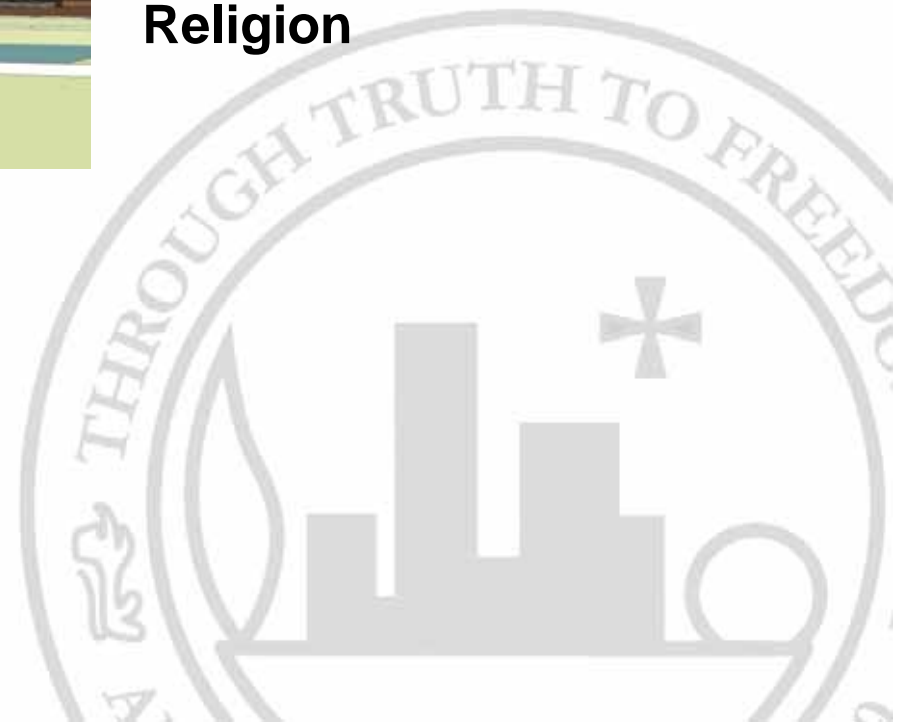
What we aspire to accomplish...

- Philanthropic culture--spirit & engagement
- Strengthen the position of the College with important constituents
- Strengthen links between strategy and philanthropy
- Take the long view – toward the sesquicentennial (Augsburg 2019)





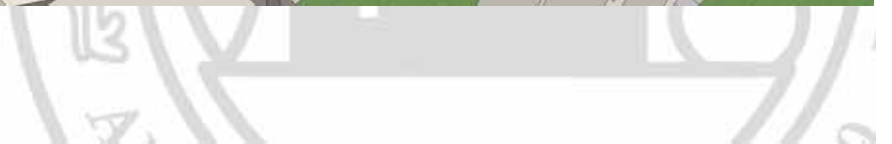
**The Augsburg Center for
Science, Business &
Religion**



The Center for Science, Business and Religion

- The audacious idea! A signature claim and academic building
- 132,000 square feet, housing all sciences, math, psychology, computer science, business and religion
- \$60+ million projected cost
- Hope to break ground in late 2011...

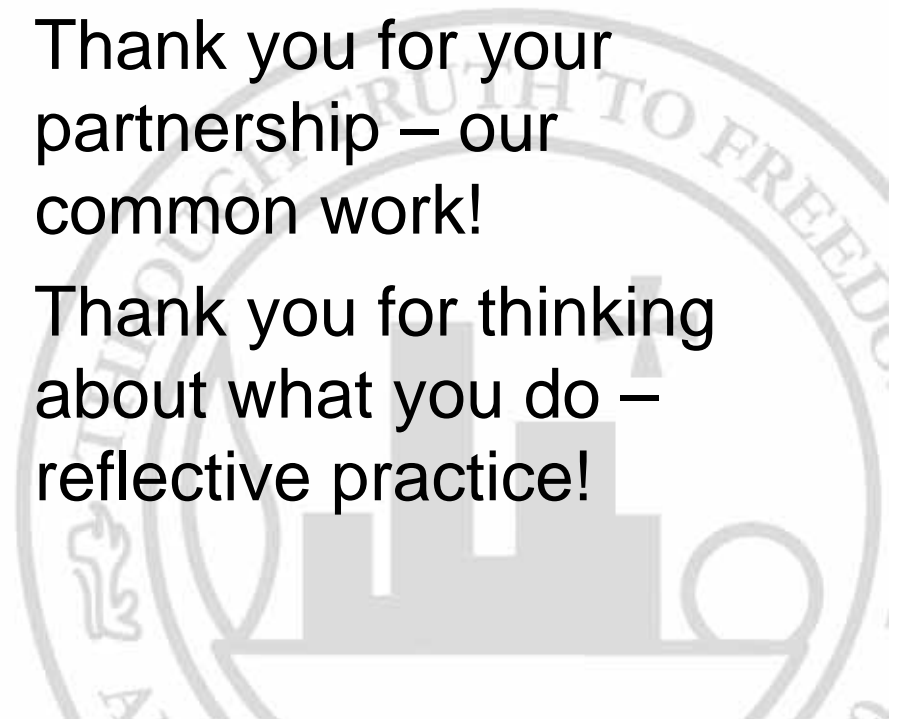




To sum up...

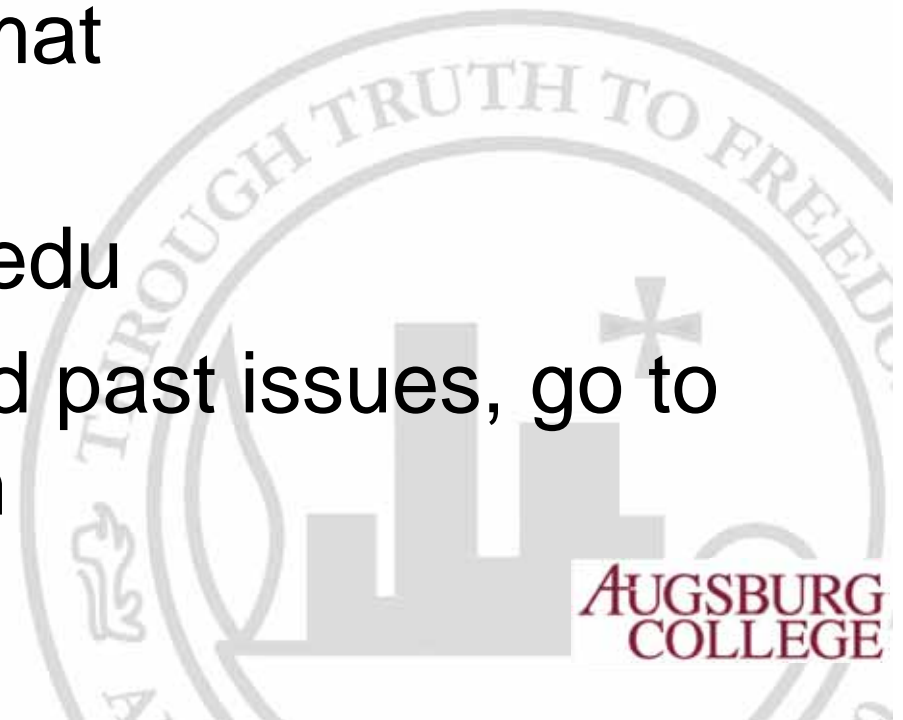


- Thank you for your good and important and noble work – moral teachers!
- Thank you for your partnership – our common work!
- Thank you for thinking about what you do – reflective practice!



Please join us

- *Notes for the Reflective Practitioner--* musings, observations, sources of inspiration and information
- Bi-monthly email format
- To subscribe, email augpres@augsborg.edu
- To review current and past issues, go to www.jgacounsel.com

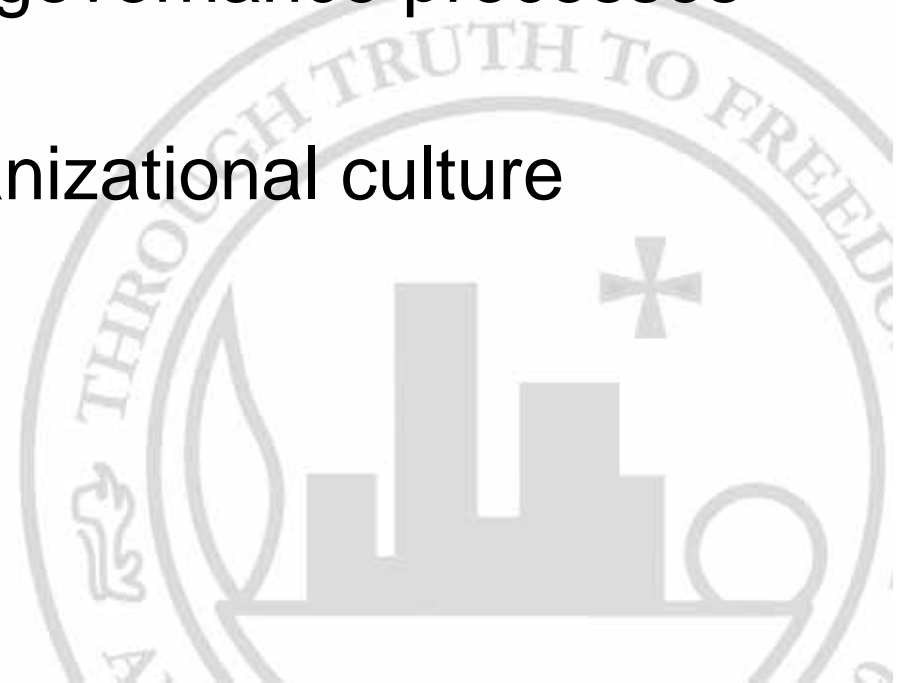




So What?

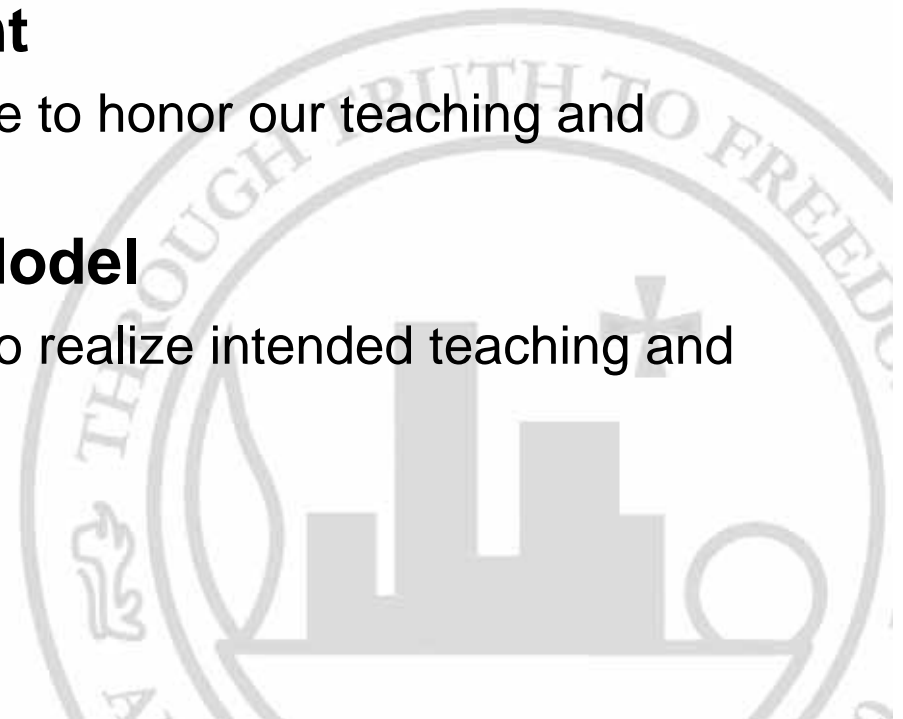
Strategic Alliances & Partnerships:

- address a core strategic dilemma
- introduce complex, high-order risks: operations/finance/reputation
- do not fit established governance processes for oversight
- create tension in organizational culture
- challenge identity



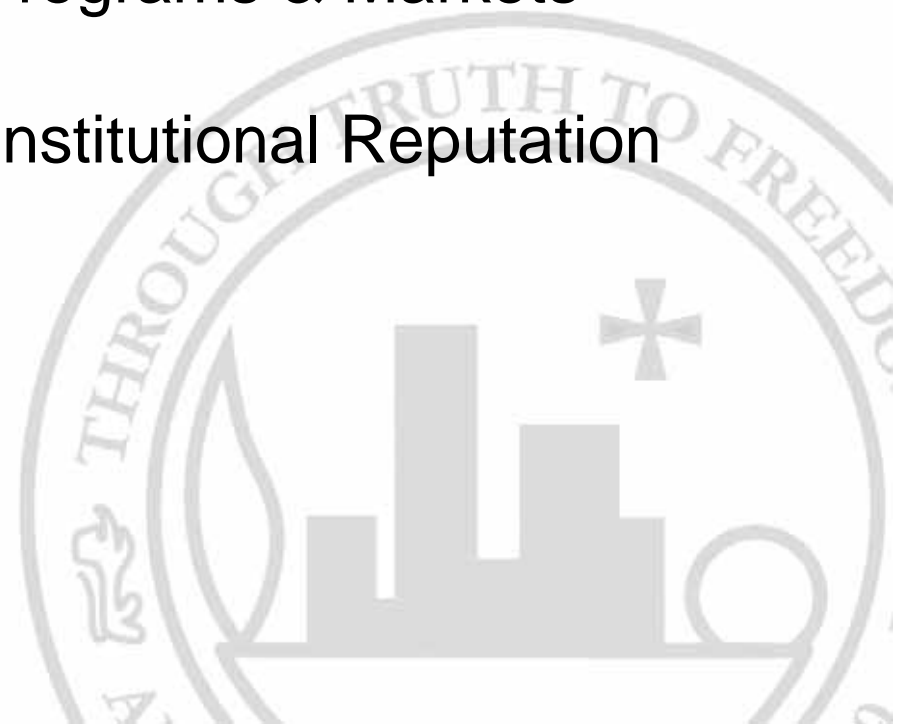
A Learning Experience Like No Other

- **Successful Lifelong Learners**
 - Increase persistence to graduation and beyond
- **Educational Value**
 - Build expertise and programs to enhance teaching & learning experience
- **Continuous Improvement**
 - Develop collaborative culture to honor our teaching and learning practice
- **Sustainable Economic Model**
 - Optimize financial portfolio to realize intended teaching and learning outcomes



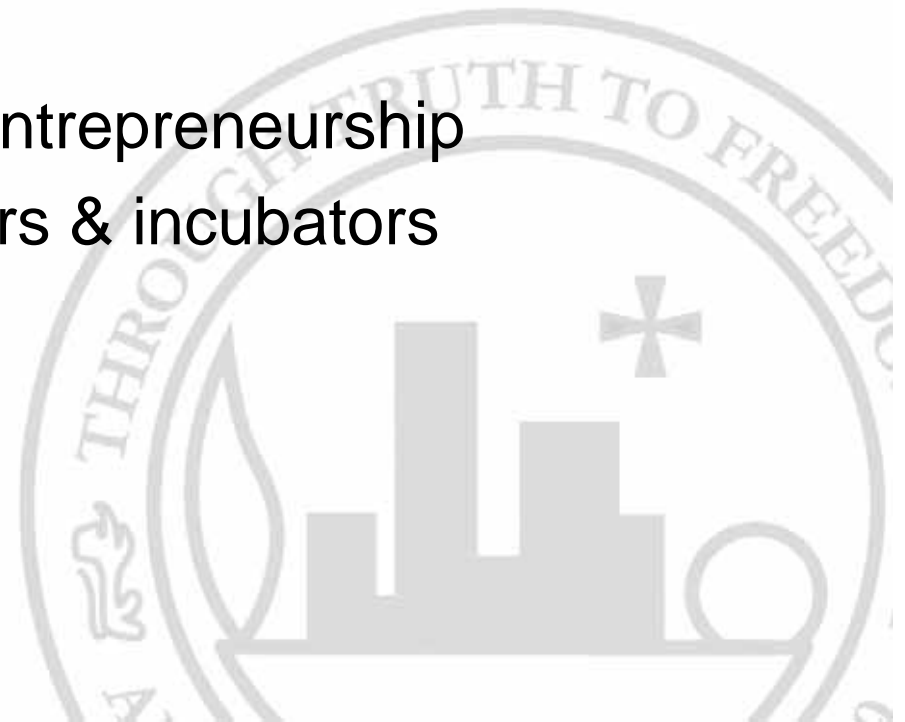
Dimensions of Signature Partnerships

- **Convergence:** Increased Effectiveness/Lower Cost
- **Growth/Innovation:** New Programs & Markets
- **Identity/Brand:** Enhanced Institutional Reputation



Higher Ed Partnerships

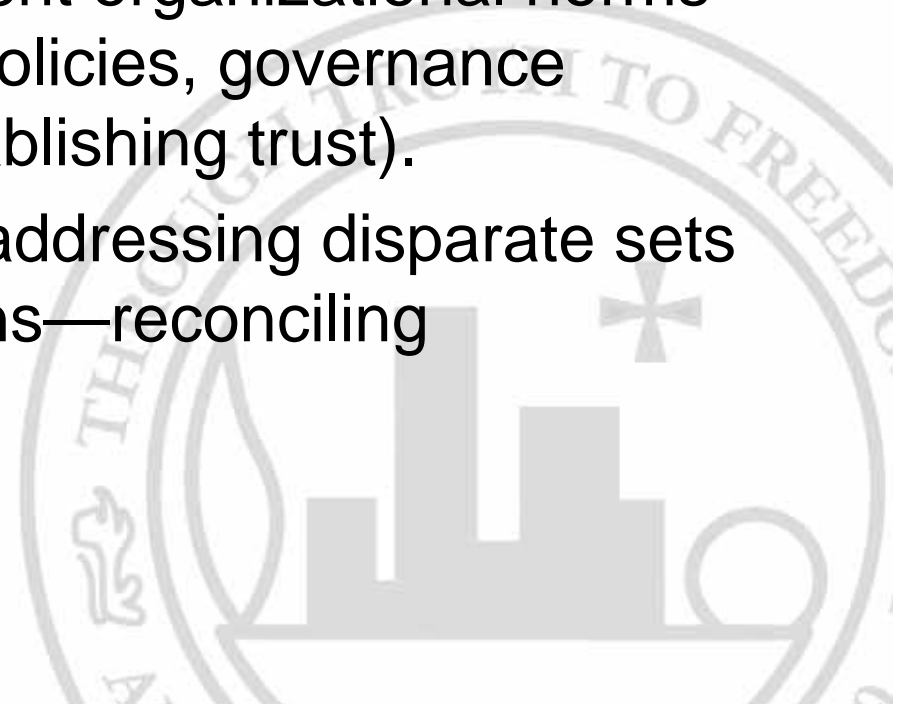
- Sourcing (co-, out-, etc)
- Academic consortia: program & service partnerships
- Neighbor/partners: community based collaboration
- Research
- New business / social entrepreneurship
- Colleges hosting/ centers & incubators



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|--|---|---|---|
| <p><u>Models</u></p> | <p>Convergence: Increased effectiveness/lower cost</p> | <p>Growth/Innovation: New programs & markets</p> | <p>Identity/Brand: enhanced institutional reputation</p> |
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Challenges

- A successful alliance requires participants to reconcile their organizations' goals and develop clear and compatible expectations (many harbor divergent objectives).
- Partners may have different organizational norms about decision making (policies, governance structures, means of establishing trust).
- The central challenge is addressing disparate sets of values and assumptions—reconciling organizational cultures.



So What?

Strategic Alliances & Partnerships:

- address a core strategic dilemma
- introduce complex, high-order risks:
operations/finance/reputation
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