



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

**“Next Generation” Givers:
Implications for Nonprofit Engagement**

by

Claire Lewis

CLLewis@dons.usfca.edu

Capstone Research Report Submitted in Partial Fulfillment
of the Requirements for the
Master of Nonprofit Administration Degree
in the School of Management
directed by Dr. Marco Tavanti

San Francisco, California

Spring 2019

Abstract

The nonprofit sector is experiencing competition for resources, a decrease in donor retention, and larger donations from fewer donors. In addition, older generations are aging out. Therefore, it is critical that nonprofit leaders execute strategies to engage the Next Generation of supporters. In this project, Next Generation definitions, values, characteristics, and philanthropic habits were reviewed and analyzed through various resources and tools. Results yielded several key findings. First, definitions of the Next Generation are varied; however, they typically include Gen Y, and some or all of Gen X and Gen Z. Next Generation individuals are incredibly tech-savvy, view time as an incredibly effective way to give back, and value integrity, meaningful work, and transparency. The Next Generation is also very concerned about seeing the impact of their work. Based on these results, advancement team members need to embrace new digital ways of engagement both monetary and non-monetary. This calls for understanding and investing in specific tools and models to meet these individuals where they are at— online. Because the Next Generation craves hands-on experiences, opportunities such as site visits, events, and Next Generation board opportunities should be considered.

Keywords: Next Generation, philanthropy, engagement, nonprofit, fundraising

Acknowledgments

This research project is dedicated to all the amazing nonprofit professionals out there working so diligently to solve the world's greatest problems. You all are heroes in my mind. I hope that this project will ultimately help us to increase awareness and resources for organizations making an impact in our communities.

I would like to thank my MNA classmates, who have been so supportive throughout this two-year wild ride of learning all while maintaining our day jobs. You all are amazing, and I look forward to staying in touch as we grow our careers. To my friends, family, and partner, who have stood by my side despite my incredibly busy and stressful schedule over the last two years. I look forward to finally having a Saturday brunch with you all. I also want to thank all my coworkers, friends, family, acquaintances, and individuals on Reddit, LinkedIn, and Survey Tandem who took and shared my survey. I am filled with gratitude! Lastly, a special shout out to Richard Waters, PhD and Marco Tavanti, PhD for providing me with support, guidance, and continuous feedback throughout the course of my capstone project. I am eternally grateful for your support.

I would also like to thank additional faculty members from the Master of Nonprofit Administration at University of San Francisco, who helped to shape me into the ethic leader and nonprofit professional I am today. Thank you to Chandra Alexandre, MBA, PhD, Nicholas Almeida, MA, Kevin Hickey, MNA, Jane Pak, MBA, MA, EdD, Kevin Slattery, MBA, and JoAnne Speers, JD.

Table of Contents

Table of Contents	i
List of Figures	ii
Section 1. Introduction.....	1
Section 2: Literature Review.....	2
Definitions.....	3
Characteristics	5
NextGen Values.....	7
Philanthropy	10
Implications	13
Section 3: Methods and Approaches	16
SurveyMonkey Survey.....	16
Expert Interviews.....	17
Secondary Data.....	20
Section 4. Data Analysis	20
Expert Interviews.....	20
Survey Demographics.....	29
Multiple Choice Results.....	29
Short Answer Results.....	37
Section 5: Implications and Recommendations	47
NextGen Models.....	48
Section 6: Conclusions	50
List of References.....	52
Appendix A: Generational Survey	57
Appendix B: PSPP Data on Generational Decision-Making	60
Appendix C: PSPP Data on Philanthropic Viewpoints	61
Appendix D: PSPP Data on Philanthropic Activites	62
Appendix E: PSPP Data on Digital Outlet Usage	63
Appendix F: Word Clouds	64
Author’s Bio.....	67

List of Tables and Figures

Figure 1.1 Expert Interviewees	17
Figure 1.2 Expert Interview Questions	17-18
Figure 2.1 NextGen Advisory Board Interviewees	18
Figure 2.2 NextGen Advisory Board Questions	19
Figure 3.1 NextGen Themes from Expert Interviews	26
Figure 4.1 NextGen Themes from Advisory Board Members.....	28
Figure 5.1 Generational Interest in GameNPO	32
Figure 6.1 Generational Interest in Engagement Event.....	33
Figure 7.1 Generational Values.....	35
Figure 7.2 Top Three Values	35
Figure 7.3 Next Generation Instagram Usage.....	36
Figure 8.1 Gen Z Effective Methods for Giving Back	37
Figure 8.2 Gen Y Effective Methods for Giving Back.....	38
Figure 8.3 Gen X Effective Methods for Giving Back.....	38
Figure 8.4 Baby Boomer Effective Methods for Giving Back	39
Figure 8.5 Silent Generation Effective Methods for Giving Back.....	39
Figure 9.1 Top 3 Preferred Ways to Give Back by Generation.....	40
Figure 10.1 Gen Z Causes v. Organizations	41
Figure 10.2 Gen Y Causes v. Organizations.....	42
Figure 10.3 Gen X Causes v. Organizations.....	43
Figure 10.4 Baby Boomer Causes v. Organizations.....	44
Figure 10.5 Silent Generation Causes v. Organizations	45
Figure 11.1 Baby Gen X, Y, and Z Causes v. Organizations	45
Figure 11.2 Baby Boomer and Silent Generation Causes v. Organizations	46
Figure 12.1 Formulating a Next Generation Strategy	48
Figure 13.1 Next Generation Engagement Cycle.....	49

Section 1: Introduction

There is a growing interest in what is known as the “Next Generation” of fundraising. One of the top reasons for this interest is the aging out of older generations, whose support of nonprofit organizations has been critical to their success over the years. In addition, there is a growing trend of larger donations to nonprofit organizations from a smaller pool of donors. As research tells us, many of these large donations come from Baby Boomers and the Silent Generation. This begs the question: Will younger generations give back at the same rate and in the same ways that older generations do? Ergo, can we as nonprofit professionals use the same fundraising, marketing, and communications techniques to engage this group and expect the same results? The main purpose of this study was to conduct comprehensive look at the Next Generation and investigate what makes them unique. Results from this study indicate that the traditional ways of fundraising do not resonate with this group. Nonprofits must consider innovative approaches to stay relevant.

A review of the literature, a survey, and expert interviews were conducted to unpack the Next Generation’s values, characteristics and habits. The project explores the following research questions and subquestions:

How do Next Generation characteristics affect changes in the nonprofit sector?

Subquestions

- Who is the Next Generation with regards to fundraising?
- How does philanthropy, values, and characteristics of the Next Generation look different than previous generations?
- What are the implications for nonprofit organizations who seek to engage this group?

This paper sheds light on who the Next Generation is and how they want to make a difference in the community. The ultimate goal of this project is to provide a model for nonprofit organizations to successfully engage the Next Generation of donors—individuals that will soon inherit trillions of dollars from their parents and grandparents. Too often, we assume we know what younger generations like or how best to interact with them. This approach is often biased and flawed, leading to an ineffective use of time and energy. Furthermore, a flawed plan will be less successful in attaining important resources from this group. This paper argues that financial donations are only a small piece of Next Generation engagement. For nonprofit organizations to thrive and solve the issues of the world, they must harness the time, talent, treasure, and ties of the Next Generation.

Section 2: Literature Review

The Next Generation

Before I discuss the values, characteristics, and philanthropic habits of the Next Generation, it is important to define who the Next Generation is. The literature is widely consistent with the assumption that the millennial generation (Gen Y) makes up—at least a part of—the Next Generation. For example, in their 2017 article, Gorczyca and Hartman claim that the millennial generation is the “new face of philanthropy” (p. 415). This finding is consistent with the Association for the Study of Higher Education’s (ASHE) definition in their Higher Education report from 2011 as well as the article by Urbain, Gonzalez, and Gall-Ely (2013) entitled, “What Does the Future Hold for Giving?” Williams (2017) describes the next chapter in giving as belonging to the millennial generation. She defends this statement by arguing that “millennials will be the largest adult segment by the end of the decade.”

Other research indicates that the Next Generation does not solely belong to millennials but to Generation X as well. Rooney, Wang, and Ottoni-Wilhelm (2018) emphasize the importance of studying giving habits of not only Generation Y but also of Generation X. This finding is consistent with Tempel, Seiler, and Burlingame (2016), who note many overlapping values and characteristics between the two generations. Further, Tempel et al. state that the future of fundraising should focus on Gen X and Gen Y because both groups together are “are positioned to inherit nearly 40 trillion in near future could be donated to charity” (p. 171). Multiple articles in the *Chronicle of Philanthropy*, a global magazine covering issues in the philanthropic sector, include Generation X in their definition of the Next Generation. Two notable articles include DiMento (2017) on young, wealthy donors, and Goldseker (2009) on engaging the Next Generation.

While conducting my research, I found articles that made a case for including Generation X as part of the Next Generation. Joslyn (2016) wrote an article entitled, “Why You Need X Generation in the *Chronicle of Philanthropy*.” She refers to Gen X as the “Generation of Tomorrow.” Unlike Gen Y, Gen Xers are reaching a stage in life where their parents are dying, and their children are heading to college. Joslyn warns that it is a mistake to “leapfrog” Gen X for a younger, shinier generation. Blackbaud, a software service for nonprofit organizations which conducts its own research studies, agrees with this finding. When describing Blackbaud’s recent *Next Generation of American Giving* report of 2018, McGougan (2018) asserts that “Generation X is approaching prime giving years” (p. 8). She states, “More than 20% of Gen-Xers say they expect to increase their giving in the coming year” (p. 10). Although the report

reveals that Millennials are a key piece of the NextGen fundraising pie, she emphasizes that they are a much longer-term investment than Gen X.

Based on these findings, my definition of the Next Generation for the purposes of the literature review will include both Gen X and Gen Y. The research makes a compelling case for the importance of building Gen X into the Next Generation fundraising plan. In this study, I will be sure to note both similarities and differences between the two generations as well as recommendations that target one or both generations. The Discussion section of this paper will include summaries of experts in the field. These experts have varying definitions of the Next Generation that sometimes includes Gen Z as well.

The literature presents many different variations in generational definitions. Although certain base years remain consistent in Gen Y definitions, the start and ending years fluctuate from study to study. For example, Pomroy (2018) defines Gen Y as those that were born between 1981-1991. In contrast, Gorczyca and Hartman (2017) cast a much wider net and include those born from 1980-2000. Urbain, Gonzalez, and Gall-Ely (2013) define Gen Y as being born between 1977-1995. Blackbaud's *The Next Generation of American Giving Report* (2013) defines millennials as being born from 1981-1995. Similarly, the Pew Research Center begins Gen Y at 1981 but ends a year later in 1996 ("Generation Z," 2019). Definitions for Gen X appeared much more standardized in the literature. Blackbaud defines Gen X as being born from 1965-1980 ("The Next," 2018). Joslyn (2016) and Pew Research Center (2019) use the same definition. Kamber (2017) adds on another year including 1981.

For the purposes of this paper, I chose to use the Pew Research Center's generational definitions. The definitions were updated in 2019. In addition, the Center is a premiere, nonpartisan fact organization that is data-driven. Lastly, the definitions that Pew Research Center uses are the most common when compared to the other articles I reviewed. Below, I have defined five key generations based on information from the Pew Research Center.

- **Silent/Greatest Generation:** Born in 1945 or earlier. Age in 2019: 74 and older. ("Generation Z," 2019).
- **Baby Boom/Baby Boomers Generation:** Born 1946-1964. Age in 2019: 55-73. ("Generation Z," 2019).
- **Generation X/Gen X Born 1965-1980.** Age in 2019: 39-54. ("Generation Z," 2019).
- **Millennial Generation/Gen Y:** Born 1981-1996. Age in 2019: 23-38. ("Generation Z," 2019).
- **Post-millennial Generation/Gen Z:** Born 1997 and later. ("Generation Z," 2019).

Nonprofit organizations have a never-ending battle of competing for donors and potential donors (Gorczyca and Hartman, 2017, p. 416) over scarce resources. This competition has intensified due to a current trend for nonprofits in the U.S.—larger gifts from a shrinking pool of donors. Data from the Indiana University Lilly Family School of Philanthropy shows an increase in total household giving coupled with a “...decline in the share of Americans who are donating at all, and a decline in the amounts donated by the typical American household” (Rooney, 2018). Many of these large gifts are from the Baby Boomer Generation—a generation that is on the decline. Urbain, Gonzalez, and Gall-Ely (2013) confirms that baby boomers are feeling “...overwhelmed with the mass number of appeals they receive” (p. 159). That said, nonprofits have a unique opportunity to make an investment in the Next Generation to maintain long-term sustainability (Paulin, Ferguson, Jost, and Fallu, 2014, p. 335) and potentially stimulate growth and scale. As the Baby Boomer Generation ages, there will be a major transfer of wealth to both Gen X and Gen Y. DeBoskey (2017) acknowledges, “Over 50 years, between 2007 and 2061, an estimated \$59 trillion will pass from older to younger generations.” This is critical for nonprofit organizations as “...up to half of this wealth will be donated to charitable causes” (DeBoskey, 2017). In other words, this transfer of wealth “...can affect the public good” (Rooney and Ottoni-Wilhelm, 2018, p. 920). Tempel, Seiler, and Burlingame (2016) specifically state that the future of giving lies with two generations “entering their peak earning years”—Gen X and Gen Y (p. 171). Not only is the Next Generation set to inherit a large sum of money, but they are too large of a segment of the population to simply ignore. Gorczyca and Hartmen (2017) boast that millennials are the “...largest generational cohort on record” (p. 2017). Further, they “...will be the largest adult segment by the end of the decade” (Williams, 2017, p. 66).

Another important point to note is that Next Generation donors want to act **now**. This group is “...unwilling to wait until their hair turns gray to become philanthropists; rather, they’re giving what they can and getting engaged—now” (DeBoskey, 2017). The Next Generation plans to give even more in the future. For example, Blackbaud’s *The Next Generation of American Giving* finds, “Only 12 percent of Boomers say they will give more this year compared with 21 percent of Gen X” (Joslyn, 2018). Clearly, the tides are turning. When organizations choose to engage this group now, they will benefit greatly in the long-term. We must consider moving from a sector “still organized to relate to older generations” (DiMento, 2017) to one that is innovative and welcoming to younger ones. Fine (2018) warns that if we do not work to engage the Next Generation, they will raise funds for causes on their own, making nonprofit organizations obsolete.

Cohort and Lifecycle Effects

Many articles provide evidence that the Next Generation has distinct cohort values from previous generations. Tempel et al. (2016) state, “... it is clear there are still distinct differences in giving between Gen X and Millennials and the older Before Boomer and Boomer generations” (p. 172). Drew (2017) concurs by mentioning that the way young donors engage is distinctly different than older generations. Communication and engagement tactics that work for one

generation may not be effective for another (McAlexander, Koeing, and DuFault, 2016, p. 92). Before I delve into what these key differences are, I will explain two specific generational effects—lifecycle and cohort.

Tempel et al. (2016) defines a lifecycle effect as an effect that “...changes as individuals age” (p. 172). For example, giving is generally highest for older individuals since young adults are busy “building a career and raising a family” (Rovner, 2018, p. 10). Once these individuals become retired, for example, their giving habits may indeed mirror those of other generations at that life stage. In contrast, “a cohort effect is a characteristic of people in the group throughout their lives” (Tempel et al., 2016, p. 172). This definition is confirmed Urbain, Gonzalez, and Gall-Ely (2013) in their research study on what the future holds for giving. According to McAlexander, Koeing, and DuFault (2016), “Generational cohorts have shared histories and may have similar frames of reference about important cultural, social, scientific, and political issues” (p. 91). These frames of reference are particularly powerful and “...are likely to have a life-long influence on values, attitudes, and preferences” (Hyllgard, Yan, Ogle, Attmann, 2011, p. 102). An example of this is how Gen X is considered somewhat skeptical of the power of technology due to their coming of age during the Dotcom Crash.

Both life stage and cohort values are important. Life stage is key to the successful creation of a pipeline of philanthropic supporters. If organizations can get younger generations “in the habit of giving” now, they are arguably more likely to give more later (Pomroy, 2018, p. 14). An organization’s mastery of cohort values and characteristics of a generation can profoundly affect long-term engagement and fundraising strategy. Overall, this understanding, which Vokic and Vidovic (2017) deem “generational competence” allows for better attraction and retention of cohorts you seek to engage (p. 21). When organizations do not “identify and attend” to generation differences, they “risk misuse and inefficient application of scarce resources” (McAlexander, Koeing, DuFault, 2016, p. 84). Even when organizations seek to gain generational competence, they oftentimes go about it the wrong way. Development professionals often assume that they know what tactics will work best with engaging the various generations based on intuition instead of facts (McAlexander et al., 2016, p. 91). These assumptions can lead to ineffective planning and a lack of strategy often at the detriment of the organization.

Characteristics

Cohort differences between and across generations result in specific characteristics that define said groups. As mentioned above, events occurring during a person’s coming of age shape how that person sees and interacts with the world around them. In this section, I will describe the unique and overlapping characteristics of Gen X and Gen Y.

During their coming of age, Generation X experienced the civil rights movement as well as the Cold War and the Vietnam War (Tempel et al., 2016, p. 170). Generation X also experienced high divorce rates, the AIDS crisis (Joslyn, 2016), and the Dotcom Crash (Kamber, 2017, p. 52). These events led to a generation proceeding with caution and skepticism. Both Bures (2016) and Rooney, et al. (2018) emphasize that Gen Xers have very little confidence in institutions. It is not surprising that in their generational study on social media communications, Dabija, Brandusa, and Tipi (2018) find that Gen Xers exhibit a “great desire to be informed” (p. 198) and a preference for objective data (p. 201). Facts and data are particularly important for this generation. Gen X is not only cautious about institutions but technology as well. Kamber (2017) finds that events like the Dotcom Crash were traumatic to this cohort. Gen X experienced “being burned” by technology (p. 152). Moreover, they carry technological baggage with them that other generations arguably do not have. Despite this, Gen X generally embraces the same technologies that are popular with Gen Y. Kamber (2017) touts this Generation as Digital Cro-Magnons—individuals that have grown up during the exciting, yet tumultuous birth of the digital age. Further, Gen Xers have a strong understanding of how technology can solve the world and are generally well-versed in social media and mobile technologies, although not as much as millennials.

The story of the millennials’ coming of age is quite different than Generation X. Unlike, Gen X, millennials have always had access to technology. Tempel et al. (2016) explains that Gen Y, “...has never known the world without advanced technology such as microwave ovens, personal computers, and the World Wide Web...” (p. 170). It is not surprising then that millennials are considered to have a “strong web presence” (Vodic and Vidovic, 2017, p. 7), are extremely savvy with social media (Learner, 2011, p. 83), and remain digitally fluent (Fine, 2018). Procopie et al. (2017) goes even further claiming that Gen Y has an “addiction to the internet” (p.1154). Their study on digital habits of Gen Y reveal that 98 percent of survey respondents use the internet multiple time a day and that 91 percent said that their internet and social media usage influences how they think from a generational standpoint (p. 1149). As a result of this obsession with technology, millennials developed specific characteristics and tendencies. They tend to expect quick or instant gratification, possess a desire for connectedness, and have higher expectations for goods that they purchase (Hyllgard et. al, 2011, p. 102).

In terms of significant events during their coming of age, millennials experienced the mass shooting at Columbine—and many other mass shootings after—and the September 11 terrorist attack (Urbain, Gonzalez, and Gall-Ely, 2013, p. 162). Gen Y is also the generation synonymous with higher education and student debt (Gorczyca, and Hartman, 2017, p. 418). The New York Federal Reserve Consumer Credit Panel estimated that individuals aged 19-29 (which encompasses Gen Z and Gen Y) owe over \$1 trillion dollars in debt, the majority of which is student loan debt (Tanzi, 2019). This is a crisis not known to previous generations (to the same extent) when college tuition was relatively more affordable. The experience of feeling lied to or taken advantage of by the university system and government may contribute to the skepticism of

institutions that Gen Y possesses. Lastly, it is important to note that Gen Y is an incredibly ethnically diverse generation (Tempel et al., 2016, p. 170). As a result, millennials are considered especially tolerant of other groups (Hyllgard et al., 2011, p. 102).

Gen X and Gen Y clearly have many overlapping characteristics. There are of course, nuances for example, such as the degree of digital fluency. That said, as the Implications section of this paper will explore, many changes nonprofits can make to better engage one of these generations will arguably be at least somewhat successful with the other. Hence, this is why so many articles tend to lump both generations together as part of the Next Generation of giving. The next section in this paper explores unique Next Generation values that should be considered when creating an effective engagement plan for this group.

Values

Below, I will discuss key values of the Next Generation that are prominent in the literature.

Transparency and Candidness

The act of being transparent—characterized by visibility or accessibility of information especially concerning business practices (“Transparency,” 2019)—is incredibly important to the Next Generation. Both Pomroy (2018) and Rockefeller Philanthropic Advisors (n.d.) specifically mention transparency as a key value of the Next Generation. The emphasis on this value is likely tied to the digital age. Williams (2017) suggests that technology has “increased awareness of issues” and is major reason that “transparency matters” among this group. This is especially important for nonprofit organizations because the Next Generation is willing to and often does complete their own due diligence. In addition, they are turned off when organizations are dishonest or hide information in favor of “rose-tinted glasses” (Goldseker and Moody, 2018, p.19). Transparency is directly tied to trust, another extremely important factor in any type of relationship building. Goldseker and Moody (2018) consider transparency to be an “indicator of quality and trustworthiness” (p. 19). Gorczyca and Hartman (2017) concur that “...transparency yields trust and formulates positive attitudes” (p. 425). In addition, they warn that a lack of transparency in the nonprofit sector can lead to the Next Generation “opt(ing) out of any type of donor relationship” (p. 420), a threat to donor retention.

A sister value to transparency, the Next Generation also values candid conversations in all aspects of their lives. This is especially true when it comes to money. “Millennials long to talk about money openly with their families, their peers, their communities, and their world” (Pomroy, 2018, p. 11). For example, 75 percent of Millennial couples “...talk about money on a weekly basis” (Leonhard, 2018). Leonhard (2018) reports that this is an “...astounding 31 percentage points higher than the share of baby boomer couples.” This candidness about salary at

home is also apparent in the workplace for this generation. Lutz (2017) asserts that 63 percent of Millennials have shared their salary with immediate family members in contrast to 41% of Baby Boomers. Once a major taboo, discussions about salary are becoming more and more transparent because of Generation Y. It is no surprise that this value carries over to nonprofit fundraising and how the Next Generation gives back to the community. Pomroy (2018) conducted focus groups on the Next Generation as it relates to nonprofit congregations. She finds that the Next Generation “...want(s) to talk about money—its role in life—how they share save and spend it” (p. 12). She argues that this value is tied in part to a characteristic of the Next Generation mentioned in the section above—student loan debt. According to Pomroy (2018), the Next Generation is open about talking about their debt as well. She says, “Millennials want to discuss money openly and holistically, acknowledge the debt that hinders their capacity to give, and find an appropriate way to join God’s mission in their congregation through giving” (Pomroy, 2018, p. 12). Goldseker and Moody’s (2017) research on current major donors from Generations X and Y confirms the claim that candidness is a key value to this group. Along with transparency, NextGen donors desire candid and upfront relationships (p. 18). In a piece for the *Chronical of Philanthropy* writer, Maria DiMento summarizes some additional findings from Goldseker and Moody’s book *How Next Gen Donors are Revolutionizing Giving*. She emphasizes an important finding from the book. The Next Generation is “...comfortable having candid conversations with charities in ways their forebears were not” (DiMento, 2017, p. 3).

Desire for Meaning

Another key value for this Next Generation is the desire for finding meaning in all aspects of life. In the workplace, both Gen X and Gen Y desire jobs that are meaningful (Vokic and Vidovic, 2017, p. 6) rather than simple, repetitive tasks. This desire is not only present in career decisions but also philanthropic ones as well. In her study on giving habits of Grand Street Millennials—a NextGen group of Jewish individuals planning to take leadership roles in their families’ philanthropy—Learner (2011) finds that millennials desire meaning in “...their jobs and philanthropic activities” (p. 91). Goldseker (2009) comes to a similar conclusion for Gen X. Even if Gen X can only participate in philanthropy briefly, they still want the experience to be meaningful (p. 118).

What exactly does a meaningful experience look like? The literature suggests that proactive involvement in giving back to the community can be a great way to experience meaning in one’s life. Unlike the baby boomers who are generally content with making a monetary donation to support a cause, the Next Generation wants much more. Procopie et al. (2015) claims that the Next Generation wants a seat at the table. They want to be, “...connected and involved in the decision-making process” (p. 1145). In terms of giving back to the community, the Next Generation is less concerned about their own personal gain. Instead, they gain meaning from helping their communities of interest and supporting causes they care about (Hyllgard, 2011, p. 103). The Next Generation prefers to give networks, voice, skills, and time, rather than a one-off donation. This passion for meaning has affected Fortune 500 companies as

well. Millennials are seeking jobs that champion Corporate Social Responsibility (CSR) and offer volunteer and giving programs to their employees. Further, Tempel et al. (2016) reports that an employer's choice to bring up CSR in a job interview will impact the decision of millennials on whether they take the job (p. 183). 55% of respondents "...said the company's involvement with causes assisted in persuading them to take the job" (Tempel et al., 2016, p. 183). This desire for meaning should be seen as an opportunity for development of nonprofit professionals, as the very core of their work is rooted in this. I will delve deeper into the implications of this value in the next section.

Autonomy

The Next Generation is a major proponent of autonomy. The concept of autonomy includes the freedom of individuals to self-govern and "choose their own actions" (Paulin, Ferguson, Jost, and Fallu, 2014, p. 337). Gen X thrives on an autonomous workplace. According to Vokic and Vidovic (2017), Gen X wants to work an environment that fosters freedom and independence (p. 6). Millennials desire autonomy as well (Gorczyca and Hartman, 2017, p. 425). Cennamo and Gardner (2008) find that younger generations (Gen X and Y) placed more importance on workplace independence than baby boomers (p. 891). Procopie et al. (2015) concurs that Gen Y wants to feel independent and "in control of their lives" (p. 1142). This should be particularly encouraging for nonprofit organizations because this type of motivation can lead to action in a fundraising context. In their study on millennial involvement in social causes via social media (SM), Paulin et al. (2014) confirms their hypothesis that "the higher the situation's autonomous motivation, the greater are Millennials online and offline supportive intentions" (p. 338). Furthermore, by yielding to the Next Generation's desire for freedom of choice, organizations have the opportunity for deeper engagement from this group (p. 344). Therefore, autonomy should be embraced and implemented into an overall strategy for the Next Generation.

Divergent Values

The literature points to distinctive values between Gen X and Gen Y. To have a nuanced picture of the Next Generation, it is essential to detail these differences. Loyalty is a value that affects Gen X and Gen Y quite differently. One of the conclusions of the *Millennial Impact Report* (2017) is that Millennials do *not* give back to the community because of loyalty. Rather, "...they support an issue to improve the lives of others" (p. 16). A prime example of this "retreat" in loyalty in the Generation Y can be seen in employment trends. Einolf (2016) confirms that Gen Y is less loyal to employers than Gen X (p. 435). Deloitte's seventh annual Millennial Survey (2018) finds that loyalty has plummeted with both Gen Y and Gen Z. They say that "...loyalty levels have retreated to where they were two years ago" (p.17). Forbes notes similar findings. Forbes author Rounds (2017) states, "Millennials are coming to have no faith in the concept of loyalty." He remarks that this is in part due to companies not being able to meet the needs of their Gen Y employees (salary being an important factor). This begs the question of

what nonprofits can do to inspire donor loyalty in their own organizations. There was not the same plethora of information on loyalty's implications on Gen X. However, I did find evidence that suggests Gen X is relatively more loyal than younger generations when it comes to brands. Graywood (2018) cites that "...according to eMarketer, they (Xers) have the highest rate of loyalty" when compared to Boomers, Gen Y, and Gen Z. He emphasized that relationship building with this generation could yield "...a loyal customer for life" (Graywood, 2018). He articulated that Gen Y has the capacity to be loyal, but companies must work hard to prove themselves first. Perhaps then, it is more accurate to assert millennials' loyalty can be *earned* under the right circumstances. Other important findings in the literature for millennials include their preference for "...intellectual values over material wealth" (Dabija, Brandusa, and Tipi, 2018, p. 192) and their rejection of values typically held by boomers—duty and guilt (Urbain, Gonzalez, and Gall-Ely, 2013, p. 168).

Philanthropy

Life Stage and Giving Back

Life stage is an important factor in how the Next Generation views philanthropy. Rovner (2014) articulates this point in his study by saying that "...donors' giving in part reflects their life-stage" (p. 6). Millennials currently give the lowest amount in annual giving when compared to older generations (Tempel et al., 2016, p. 173). According to *The Next Generation of American Giving* (2013) report, Gen Y gives an average annual gift size of \$481 (Rovner, 2013, p. 6). This should not be a shock given that Gen Y has more debt than other past generations and are earlier on in their careers. Gen X is typically further along in their careers due to their age. Their annual gift size is higher than Gen Y at \$732 (Rovner, 2013, p. 6). In addition, 9% more Gen X than Gen Y report giving more than one gift to charity a year. Gen X is also more likely to give directly after a fundraising event (Rovner, 2013, p. 15). It is important to note that Gen X and Gen Y have many more years of giving ahead of them. When asked how they foresee their giving habits changing, both generations say they plan to increase their giving in the future. For Gen X, this shift will likely be more immediate. McGougan (2018) reports, "More than 20% of Gen-Xers say they expect to increase their giving in the coming year. A significant number of Gen Xers report they are in the process of making decisions about where the money will go after they are gone." In terms of financial support, Gen Xers will arguably have more means to give sooner. Despite this, giving back includes much more than financial donations, as I will detail later in this paper.

Impact

When it comes to giving back to the community, the Next Generation is extremely concerned with impact. They want to see how their donation has made a tangible change

(Rovner, 2018, p. 10). Goldseker and Moody (2018) claim that “...showing impact is the key to unlocking the future of Next Gen commitment” (p. 14). Researchers have gone so far as to call the Next Generation “Generation Impact” (Goldseker and Moody, 2018, p. 13) and note that these individuals actively seek an “impact revolution” (DeBoskey, 2017). The Next Generation does not want to simply write a check and move on. They want to see the return on investment and measurable results (Lerner, 2011, p. 88). The Next Generation expects to see the organization “move the needle” (Goldseker and Moody, 2018, p. 13). This group is so concerned about impact that they prioritize giving to causes rather than institutions. Their end goal is to help people and *not* organizations (Tempel et al., 2016, p. 16). As I outline in the Implications section of this paper, there are many ways that organizations can meet this demand.

Deep Engagement

Significant engagement is another important factor for the Next Generation in a philanthropic setting. If an organization or cause has resonated with a Next Generation individual, they are likely to want to go all in (Goldseker and Moody, 2018). This means being involved in ways that are not a simple financial transaction. The Next Generation is not afraid to “roll up their sleeves” to make a difference (DeBoskey, 2017). Goldseker and Moody (2018) discuss four specific ways the Next Generation wants to be utilized: treasure, time, talent, and ties (p. 7). The Next Generation wants to use their expertise to solve problems along with the organization. This fits well with Miller’s (2013) claim that Gen X wants to be involved as problem solvers and entrepreneurs (p. 15). A popular way to engage the Next Generation is through volunteer opportunities that help further an organization’s mission. Volunteering is attractive to the Next Generation (“Engaging Students,” 2011, p. 65). According to Nonprofit Source, 64% of Gen Y and 64% of Gen X volunteer locally (“Charitable Giving,” 2018). Many millennials believe that volunteering will make a bigger difference than giving money. A similar amount of Gen Xers consider volunteering as an important way to give back but prefer a monetary donation by a small margin (Tempel et al., 2016, p. 180). Similarly, the *Millennial Impact Report* (2017) which surveyed 3,000 responses post-2016 presidential election found that more millennials view volunteering as an effective way to make change than charitable donations, calling a political representative, or pursuing a nonprofit leadership role (p. 12). Other ways of engagement mentioned in the literature include serving on committees, developing new programs, and lending their own voice to the cause. The engagement of the Next Generation through non-financial opportunities is essential for individuals new to an organization’s work. Not only because this work is extremely valuable to an organization in its own right but also because involvement and “doing” is often the precursor to giving monetary contributions later on (Drew, 2017).

Social Networks

Next Generation individuals are considered a strongly networked group (Goldseker and Moody, 2018). The literature points to specific examples of this among Gen Y. According to

Miller (2013), Gen Y is more inclined to give “...when they feel that they are part of a community of change” (p.15). Gen Y thinks less about their personal impact and more about the collective group. In other words, “...they see themselves as connected global citizens” (Miller, 2013, p. 15). Another unique quality about millennials is that their motivations for giving are tied to their networks. Instead of being motivated by a particular institution, millennials are most motivated by friends and peers (Tempel et al., 2016, 182). One response to this has been the rise of a novel type of fundraising—crowdfunding—in which relatively small amounts of money are raised by many individuals. Rovner (2013) reports that at the time of his study, 17 percent of Gen Y had participated in a crowdfunding campaign and 47% foresaw doing this in the future (p. 24). This hypothesis ended up ringing true as Nonprofit Source confirmed that in 2017, 46% of millennials reported crowdfunding participation (“Charitable Giving,” 2018). Nonprofit Source also announced that 45% of Gen X participates in crowdfunding (“Charitable Giving,” 2018). Rovner makes the case that this type of giving is popular among young adults because it is a social way to give. It also assists with marketing as “...donating one’s social network involves capitalizing on professional and personal relationships to expose others to a cause” (Tempel et al., 2016, p. 182). DeBoskey (2017) mentions similar finding when he says that the Next Generation is interested in crowdfunding, giving collaboratives, and movement giving.

The Shift to Digital

As mentioned in the Characteristics section of this paper, Gen X and Gen Y are digitally fluent (as is Gen Z). Both generations prefer mobile communications via smart phones and are active on social media (“Charitable Giving,” 2018). Further, these generations prefer to go digital when it comes to giving back. Miller (2016) finds that Gen Y, Gen X, and young boomers are more likely to donate to a nonprofit organization online (p. 18). Research from Tempel et al. (2016) also supports this claim. In addition, the Next Generation goes online when seeking initial engagement with a charity. More than previous generations, the Next Generation seeks information from a charity’s website first (Tempel et al., 2016, p. 180). For example, Rovner (2016) reports that 64 percent of millennials go to a website to find information on an organization (p.12). The Next Generation uses technology and social media for due diligence as well (Rovener, 2013, p. 12). Certain actions the Next Generation takes do not immediately yield results; however, they are still incredibly important. Tempel et al. (2016) argues that millennials will take small actions before they go all in with an organization. Many of these actions occur online. Examples of these actions include sharing a YouTube video and “liking” a Facebook page.

Implications

The Importance of *All* Kinds of Engagement

The Next Generation values the skills and resources they can bring to nonprofit organizations. This stretches way beyond a monetary donation. Organizations need to offer and encourage various kinds of engagement and adopt innovative approaches (Tempel et al., 2016, p. 184). Doing so will lead to numerous rewards such as strengthening brand, growing your supporter base, and raising more money both long-term and short term. Below are engagement activities noted in the literature.

- **Monthly Giving:** Automatic monthly gifts are an easy and efficient way to introduce the Next Generation into giving. A monthly gift allows this group to make a large gift over a long period of time. This is especially important for Gen Y due to their financial situation. Monthly giving benefits nonprofit organizations not only by attaining financial support but also securing support that establishes a pattern of giving back (ASHE Report, 2011, p. 67). Pomroy (2018) advocates for monthly giving options for the Next Generation in her paper on faith organizations. She makes the point that getting younger generations in the habit of giving will lead to larger gifts in the future (p. 14).
- **Board Seats:** The Next Generation's need for deep engagement and problem solving can be met (in some cases) by inviting them to be part of the leadership team. The inclusion of board seats for this age group can bring Next Generation voices to the table. Fine (2018) gives the example of the Salvation Army, an organization that has a dedicated board seat for a young person. One caveat to this is to avoid tokenism. Goldseker and Moody (2017) suggest recruiting multiple members of this group on the board and providing them with a mentor to foster inclusion (p. 32).
- **Specific Volunteer Opportunities:** Gorczyca and Hartman (2017) claim that volunteering is the "gateway" for donations (p. 424). Volunteer opportunities need to be thoughtful and appealing to this group of individuals. Tasks and opportunities need to reflect the unique talents and skills of the Next Generation (Gorczyca and Hartman, 2017) and also be impactful (p. 424). Volunteer experiences should also be challenging and engaging as well (Goldseker and Moody, 2017, p. 26).
- **Fun Events:** Events that appeal to the Next Generation can build brand and raise revenue. Urbain et al. (2013) urges nonprofits to create innovative events that evoke pleasure in the Next Generation (p. 168). Concert and festivities that are fun, mission-aligned, and express your cause can be very successful engagement tools.

- **Site Visits:** Site visits are a great way to foster relationships with the Next Generation and show impact (Goldseker and Moody, 2017, p. 15). Site visits do not have to be in-person. Virtual tours are great options as well (Joslyn, 2018).
- **Peer Experiences:** Next Generation peer experiences can serve as an engagement tool with this group of individuals and provide nonprofits with critical feedback. Focus groups are a popular option. Although research is a good first step to understanding this group's wants, needs, and expectations, direct discussions are invaluable. Nonprofits should not be afraid to talk directly with young community members about what they expect (Pomroy, 2018, p. 15). Similarly, Goldseker and Moody (2017) encourage organizations to ask Next Generation supporters what they value most (p. 12). Other peer experience opportunities include networking functions and events.

Be Present and Active Online

Online engagement opportunities are critical to reach the Next Generation. Bures (2016) notes, "Though e-philanthropy delivers a smaller percentage of overall dollars, it's a sector with strong growth." This is expected as the Next Generation is using technology every day, multiple times a day. Nonprofits should consider expanding resources in this area to be more effective. "Blackbaud estimated that people who use online tools for fundraising raise six times more than those who only use only tools" (Castillo, Petrie, and Wardell, 2014, p. 29). Why? Because there are so many opportunities for engagement through a plethora of tools and platforms. Further, "Social media allows organizations to create and reach new networks and mobilize them to take action" (Milde and Yawsom, 2017, p. 20). Castillo et al. (2014) finds, "Donors are willing to share their charitable acts and solicit others in the absence of incentives" online (p. 29). Below are some examples of online engagement that nonprofits can take advantage of.

- Blogging and microblogging
- Peer-to-peer fundraising
- Ask for a vote
- Digital and mobile appeals with a specific call to action
- Share content and ideas via various online outlets
- Monthly e-newsletter

Fine (2018) makes an interesting point that Next Generation staff within nonprofits can be important resources in this effort. These tech savvy individuals can create online strategies and ideas for engagement. Hence, the expertise does not have to come from an outside consultant and is especially useful for organizations with small budgets.

Communications and Marketing, A Targeted Approach

Communications and marketing efforts are essential to effective fundraising. However, Miller (2013) laments “...those way-we’ve-always-done-it communications aren’t enough anymore.” Times are changing and a targeted and multi-channel approach is key to engage the Next Generation. First, communications need to reflect the values of the Next Generation. As mentioned, transparency is a top value for this group. Gorczyca and Hartman (2017) note the importance being open about how an organization is funded (p. 424). In a similar vein, Goldseker and Moody (2018) emphasize honesty in communications. They claim that “...honesty and transparency may lead the next gen donor to offer funding for the capacity building and infrastructure needed to bring about their innovative idea” (p. 22). In addition, impact must be communicated through innovative methods (Tempel et al., 2016, p. 169). When an organization describes their good work, impact should be highlighted (Goldseker and Moody, 2018, p. 23). Lastly, because the Next Generation is more concerned about causes than the specific organization (Gorczyca and Hartman, 2017, p. 424), cause-related language should be a priority. This is good news for nonprofits because “...cause-driven projects tend to raise more money” (Arnett, 2015, p. 13). Since these values and interests are most apparent in the Next Generation, communications and marketing efforts should be segmented. In other words, language around transparency, impact, and causes should be used for the Next Generation specifically. McAlexander et al. (2016) argues that segmentation is “...the bread and butter of effective campaigns” (p. 91). By taking the time to implement Next Generation values and attitudes into segmented appeals and campaigns, nonprofits put themselves in a position for success.

Gamification

There has been quite a bit of research on the use of games to engage the Next Generation. The term “gamification” refers to “...the application of game mechanics to non-game settings” (Procopie et al., 2015, p. 1143). Games create a sense of competition and urgency. Social impact games can offer users the opportunity to “find innovative solutions” (Procopie et al., 2015, p. 1143); thus, complementing the Next Generation’s desire for problem-solving. Further, games allow participants to solve tasks via “trial and error” (Blohm and Leimeister, 2013, p. 277). For example, a user was able to find a key protein to help cure AIDS via a game that the University of Washington created (Anderson and Rainie, 2012). Games are also desirable to the Next Generation because they encourage community. Blohm and Leimeister (2013) mention that games “...facilitate social interaction” and create a network of peers (p. 277).

According to Kuglar (2018), millennials are “conditioned” to use apps for social good (p. 18). Gamification allows “giving to feel like play” (Kuglar, 2018, p. 20). This allows both the user and the nonprofit the unique opportunity to benefit. Certain nonprofits have had success with gamification. For example, Blum (2012) discusses an online game that the Audubon Society created. The game engaged 10,000 people in which half joined the email list. The winner

won a trip to the Galapagos (Blum, 2012), a mission-aligned prize. Another environmental nonprofit, the Ocean Conservancy, created a game as well. The organization has a digital app in which you can receive badges for cleaning up trash (Koeing, 2016). This movement toward gamification may be the way of the future, but it is incredibly expensive upfront (Koeing, 2018). Despite the cost, there are many short and long-term benefits with this method of engagement.

Section 3: Methods and Approaches

Primary Data

This paper includes both quantitative and qualitative data analysis. In terms of quantitative primary data, I created and distributed a survey via SurveyMonkey. The survey utilized rating scales, multiple choice, short answer, and demographic questions. The purpose of the survey was to better understand the values and habits of various generations specifically around philanthropy and giving back to the community. Convenience sampling was used primarily with added elements of snowball sampling. I wrote emails to contacts in my network asking them to consider taking the survey as well as sharing it with their contacts. Many of my contacts confirmed with me that they shared the survey with other individuals in their networks via email and social media. Since this was a survey meant to compare generations, individuals of all ages were encouraged to participate. To remain ethical, I did not ask for any of the names of the referred contacts or contact them myself. I posted the survey to Reddit, various LinkedIn groups including AmeriCorps and UC Irvine alumni, and Survey Tandem. The survey was anonymous. A total of 504 survey responses were collected. Respondents were asked to self-identify their age and what generation they belong to (Pew Research Center definitions were included in the question). Since I used a nonprobability sample, my conclusions will not be representative of the Next Generation (and other generations). The survey results represent a snapshot in time. To answer this paper's research questions, a list of 21 questions were created. In addition, 5 demographic questions were included. A 4-point Likert scale was used to measure the attitudes of each generation. A total of three short answer questions were included to provide additional qualitative information and address the question of "why" individuals have specific attitudes on giving and philanthropy. See Appendix A for the list of questions included in the survey.

My primary data also included five interviews from experts in the field. The framework used was Action Research. I interviewed a senior manager nonprofit employee, a generational consultant at a nonprofit firm, a marketing and generation consultant at a corporate firm, a professor who specializes in NextGen philanthropy, and a senior director for a successful CRM

company. In addition, two Next Gen advisory board members were interviewed to obtain an additional perspective on the subject. The paper’s secondary data includes publications from books, peer-reviewed journal articles, and articles from credible organizations in the field of philanthropy and fundraising—such as the *Chronical of Philanthropy*. Interviews were coded based on key themes.

Expert Interviews—I spoke to five experts in the field about their views on the Next Generation of giving. Interviews were semi-structured and contained open-ended questions. Figure 1.1 lists the interviewees and Figure 1.2 shows my list of questions; however, the main purpose of the questions was to guide the conversation. To keep the discussion conversational, I often asked follow-up questions that depended on the unique responses of the participants. The interviews ranged from 30-75 minutes and were conducted via phone or email depending on the preference and availability of the interviewee.

Figure 1.1 Expert Interviewees

Name	Title	Organization
Barbara Taylor Raichstain	Director	21/64
Phoebe Roer	Consultant	Kantar Consulting
Michael Stein	Senior Director of Partnerships	EveryAction
Mark Medeiros	Senior Manager of Community Outreach	Peninsula Open Space Trust (POST)
Michael Moody	Frey Foundation Chair for Philanthropy	Johnson Center at Grand Valley State University

Figure 1.2 Expert Interview Questions

Questions
<p>When you hear the term the “Next Generation”, what do you think of?</p> <p>How do you think the Next Generation is viewed by the general public?</p> <p>What are some key differences in values, characteristics, and philanthropic habits between the different generations (ex. Gen Y, Gen X, Baby Boomers, etc.) that you have found?</p> <p>In your opinion, what are effective ways to engage the Next Generation in philanthropy? What ways are <i>not</i> very effective? Are there specific tools an organization should consider using to better reach this group?</p> <p>Do you feel that generational segmentation can be effective for fundraising efforts (for nonprofit organizations)? Why or why not?</p> <p>In your opinion, what must happen to ensure that the Next Generation actively participates in giving back to the community?</p>

NextGen Advisory Board Interviews— I also spoke to two individuals currently serving on the NextGen advisory board for LifeMoves. LifeMoves is a Bay Area nonprofit organization that offers interim housing for homeless families. The goal of this is to help families “...rapidly return to stable housing and achieve long-term self-sufficiency” (“Mission,” 2019). These interviews were completed via email, in which I sent the questions and they replied to me with their responses. Figure 2.1 provides information on these individuals and Figure 2.2 shows my list of questions. Interviews were coded based on key themes.

Figure 2.1 NextGen Advisory Board Interviewees

Name	Title	Organization
Kristin Wentzel	President, NextGen Advisory Board	LifeMoves
Mat Jachim	Vice President, NextGen Advisory Board	LifeMoves

Figure 2.2 NextGen Advisory Board Questions

Questions
<p>Tell me about the LifeMoves NextGen Advisory Board and your role. Why did you decide to join?</p> <p>Who does LifeMoves consider the Next Generation?</p> <p>How do you feel that the Next Generation is different than or similar to other generations (such as the Baby Boomers or folks in or nearing retirement)?</p> <p>How does your advisory board engage the Next Generation? Is there an overall strategy or plan?</p> <p>What tactics have been most effective? Least effective?</p>

Does the Board have specific goals? If so, can you provide an example(s)?

What has been your most rewarding experience on the Board?

In your opinion, what must happen to ensure that the Next Generation actively participates in giving back to the community?

Secondary Data—A comprehensive literature review was conducted to better understand the Next Generation as well as their unique values, attitudes, and characteristics. In addition, the literature review helped to shed light on ways that nonprofit organizations can better engage the Next Generation. This secondary data provides a deeper analysis of the research questions to complement and/or question the primary data results.

Section 4. Data Analysis

Expert Interviews

Barbara Taylor Raichstain, Director, 21/64

Barbara Taylor Raichstain is a director at an independent nonprofit practice called 21/64. According to their website, 21/64 provides “...multigenerational advising, facilitation, and training for next generation engagement...” (“About Us,” 2019). Raichstain mentions that 21/64 consults directly with families and organizations. The organization also provides networking opportunities and various tools for Next Gen engagement. According to Raichstain, 21/64 views the Next Generation as individuals aged 21 to 40. She understands that this definition is fluid though. She emphasizes the point that if a family or group they are working with has a different definition of NextGen, 21/64 will use their definition rather than impose their own.

When asked about how the Next Generation is viewed by the general public, she notes terms such as “disruptor”, “tech savvy”, and “triple bottom line” (personal communication, February 27, 2019). She also mentions that this group of individuals is stereotyped for being entitled. In terms of generational differences, Raichstain emphasizes that different life and world

events shape how different generations perceive the world. This affects various habits and characteristics of individuals. She gives the example of differences in work habits. Baby Boomers are lifers and tend to “work up the corporate ladder” (personal communication, February 27, 2019). This is in sharp contrast to millennials who value different experiences and tend to change jobs after two years. Raichstain adds that the Next Generation of donors prioritize impact. They also want to be involved. The Next Generation desires more than just a board seat. This group expects meaningful work and enjoys volunteer experiences and activities like site visits. She warns nonprofits not to use the Next Generation as an “ATM” while ignoring their many talents.

Raichstain does not think it will take an enormous effort to get the Next Generation involved in philanthropy. She affirms that they are already interested. In fact, she goes as far as to say that this group is “hungry to give back to the community” (B. Raichstain, personal communication, February 27, 2019). Quality relationship building is key to this effort especially if the person has a high capacity net worth. Although this can be seen as a long-term investment, it is worth it. Raichstain notes the benefits of making this investment—50-60+ years of potential giving.

Phoebe Roer, Consultant, Kantar Consulting

Phoebe Roer is a consultant at Kantar Consulting, a company that offers advising in brand, marketing, sales, and retail. Because marketing is such a key part of fundraising, I thought it would be beneficial to include the viewpoint of someone who specializes in this work. Roer specifically focuses on generational differences, and how “...attitudes and values shape consumer behaviors” (personal communication, February 27, 2019). Her company sends out a national survey that looks at consumer attitudes by generation and how these generations interact with brands. Although her company works with corporate companies generally, they also have a small group of nonprofit clients.

For Roer, the phrase Next Generation brings up multiple thoughts. First, she says, “I think of products and services that will supersede existing ones typically due to their technological superiority” (P. Roer, personal communication, February 27, 2019). Roer also highlights that the Next Generation includes those “next in-line to be primary consumers and decision-makers in the marketplace” (personal communication, February 27, 2019). Her company considers Gen Z, or Centennials as the Next Generation. She says that both Gen Z and Gen Y have a stereotype of being just kids. For Gen Z, this makes more sense as many individuals in this population are under 18. Gen Y, on the other hand, is already in the adulthood stage. Many millennials have young kids of their own. She explains that Gen Y is considered lazy and entitled; however, research shows that this assumption is not true at all. Unlike other generations, Gen Y grew up in a time of prosperity that came to a “screeching halt” as they reached adulthood (P. Roer, personal communication, February 27, 2019). The result is a delay

in life stage progressions (i.e. getting married). Gen Y wants more control than other generations but is more than willing to put in the work. When I ask about characteristics of Gen X, Roer responds that this group is perceived as cynical but skeptical is a more accurate term (personal communication, February 27, 2109). Gen X is pragmatic but approaches decision-making with a wary eye. Boomers are stereotyped as being narcissistic and all about themselves. She points out that this is an exaggeration. Roer believes Boomers are more self-focused because they grew up in a time of prosperity. They assume they deserve the American Dream and tend to enjoy life.

Roer emphasizes that millennials have core values that are very different than Baby Boomers (personal communication, February 27, 2019). This affects how each group gives their resources. She says that Boomers will “give a percentage of their paycheck if asked to check a box” (P. Roer, personal communication, February 27, 2019). In contrast, millennials seek more information on where their support is going. They value ownership and want to understand the impact being made. When I asked Roer if she had any advice for nonprofit organizations seeking to engage the Next Generation, she said yes. First, she maintains that organizations should not neglect high level donors. The Next Generation is “future focused” and takes years of engagement. Because generations can share attributes, there are things that nonprofits can do that will engage multiple generations at once. There is no need to reinvent the wheel. There are ways to tie segmentation into existing efforts, to redefine direct mail and database management, and to expand digital marketing efforts. When it comes down to it, Roer says nonprofits should, “optimize current things they are already doing” (personal communication, February 27, 2019).

In terms of values, Kantar Consulting has specific research on values that occur within and across generations. Roer says that, “these values serve as a compass for the way that they navigate their lives and the decisions they make” (personal communication, February 27, 2019). For Gen Z, key values include openness, resilience, and realism. Their motto is “you do you”. Because Gen Z came of age at very polarizing and divided times, they have been forced to be resilience while having expectations grounded in pragmatism. Kantar defines Gen Y as having a sense of authorship. Roer states that this generation defines how they interactive with brands. They want to invest their own solutions (P. Roer, personal communication, February 27, 2019). Millennials strive to be true to themselves (authenticity) and demand integrity and transparency. Lastly, millennials value autonomy and are “comfortable carving their own path” (P. Roer, personal communication, February 27, 2019). Gen Xers are pragmatic and self-reliant. Since they grew up during times of uncertainty, they have been forced to be adaptable and entrepreneurial. Gen X is also skeptical and savvy. This group will do a cost-benefit analysis before moving forward with things. Lastly, Roer describes specific values and traits of Boomers. Boomers are youthful despite their age. They are also self-absorbed and have a unique need to feel that they matter (P. Roer, personal communication, February 27, 2019).

Roer feels that generational segmentation is extremely beneficial for nonprofit organizations. She asserts, “We’ve seen it in our work with several of the largest national nonprofit organizations who have applied MindBase, an attitudinal segmentation that is grounded in generations, to their databases of constituents and broader markets” (P. Roer, personal communication, February 27, 2019). She urges nonprofits to take a different approach to engage younger generations. This approach should “...appeal to their unique generational values and motivations.” Roer highlights the importance of targeted engagement and messaging— “...deliver the right message to the right people” (personal communication, February 27, 2019).

Michael Stein, Senior Director of Partnerships, EveryAction

Michael Stein is currently the Senior Director of Partnerships at EveryAction, an innovative CRM company that specializes in digital donor management. In addition, Stein is also a Board Member of the Association of Fundraising Professionals, Golden Gate Chapter as well as an author. Stein began the interview by discussing the retention rates for donors. He says that retention is so low (around 40 percent) that it puts pressure on fundraisers to find new donors. In his view, the current paradigm or “fundraising industrial complex” and pipeline methods fundraisers use may not be the best to engage new donors, especially the Next Generation. According to Stein, the Next Generation signifies “a group of individuals in which previous rules and models of engagement do not generate the desired effect” (personal communication, February 28, 2019). The Next Generation of individuals is *cause* focused. They are the “generation of engagement” (M. Stein, personal communication, February 28, 2019). Fundraisers that choose to make their end goal a monetary gift, will not necessarily be successful with this generation. After all, Gen Y and Z “...grew up in front of a digital medium” Stein says (personal communication, February 28, 2019). This requires that nonprofits measure all kinds of engagement and not simply money in the door. Stein says that the notion of a fundraising pipeline, a common term in development work, is flawed. Engagement is not a direct ladder but rather a “jungle gym.” The present and future includes measuring engagement across all digital platforms from email to Snapchat and everything in between.

Stein argues that fundraising professionals are constantly challenged with disruptors. He gives the example of the Facebook donate button. Although fundraisers are grateful that Facebook has helped organizations raise money, they are forced to learn a new constantly evolving system. Due to this, he mentions that fundraisers must be versed in multichannel fundraising (M. Stein, personal communication, February 28, 2019). In that same vein, fundraising should work closely with marketing and communications departments to make this happen. I asked Stein how development professionals can be more successful with this generation. He urges fundraisers to get out of their silos and learn more about digital mediums. Metrics should not simply be about dollars in the door. They should include advocacy, volunteering, and digital engagement. Stein says that fundraisers need to get more creative

(personal communication, February 28, 2019). Furthermore, fundraisers want to cling to what they know and are constantly struggling for answers. However, he notes that “the behaviors and habits of the Next Generation are clues to what the future of fundraising holds” (M. Stein, personal communication, February 28, 2019).

Stein explains that the Next Generation is giving in different ways than future generations; however, these methods are just as impactful. He shared an example with me. His teenage kids worked with their class to raise money for a national nonprofit. The class raised \$7,000 in coins and petty cash. For the staff of this organization, there was some confusion on how to acknowledge this gift. Even though the gift was given by multiple donors via coins, Stein argues this is a major gift (M. Stein, personal communication, February 28, 2019). He emphasizes that this crowdfunding effort was a huge feat and should not be ignored because the money was raised in a nontraditional way. New generations “set their own rules”, and we must respond proactively to this. Sometimes this requires that we break away from tradition in favor of innovation (M. Stein, personal communication, February 28, 2019).

Mark Medeiros, Senior Manager of Community Outreach, Peninsula Open Space Trust

Medeiros is the Senior Manager of Community Outreach at the Bay Area’s premier nonprofit land trust, Peninsula Open Space Trust (POST). The first thought that comes to Medeiros’ mind when he thinks of the Next Generation is millennials although he mentions a critical caveat. The Next Generation also “...means applying a diversity, equity, and inclusion lens to community engagement” (M. Medeiros, personal communication, February 25, 2019). He emphasizes that ethnicity and class should also be considered. He makes that point that millennials and younger generations “...would say that they face more challenging circumstances than prior generations and are more educated and technologically savvy than any prior generation” (M. Medeiros, personal communication, February 25, 2019). He considers millennials to be very busy and emphasizes the importance of engaging via online content to accommodate this.

For POST, an equal emphasis is put on engaging millennials and attracting people of various cultural backgrounds (although there is of course, overlap). The organization offers a plethora of events targeted at a various age groups. The same goes for POST’s content. POST has specific events that target millennials and Gen Z. Medeiros says, “...we’re trying to host more free or low-cost urban events on weekend nights that are fun and concise. Millennials are often time limited so reducing barriers to participation is key” (personal communication, February 25, 2019). In terms of digital tools, POST uses Facebook and Instagram heavily. When asked how to ensure that the Next Generation of donors gives back to the community, Medeiros mentions a few key points. The first is that “Communications need to be concise and efficient.” Secondly, he mentions that events must also be “fun” (Medeiros, personal communication, February 25, 2019). Lastly, giving expectations should be moderate. The goals should be less

about obtaining revenue from this group now, but rather “...building a pipeline of supporters for the future” (Medeiros, personal communication, February 25, 2019).

Michael Moody, PhD, Frey Foundation Chair for Family Philanthropy, Grand Valley State University

Moody is the Frey Foundation Chair for Family Philanthropy at the Johnson Center for Philanthropy at Grand Valley State University in Michigan. He focuses on applied research in philanthropy and providing guidance, teaches, and speaks at events. According to Moody, the Johnson Center defines philanthropy very broadly. In addition to foundations, the definition also encompasses nonprofit organizations and donors. When I asked him how he defines the Next Generation, Moody told me that the answer varies depending on what perspective you look at it from. He chose to answer it from the perspective of Next Generation donors. He cautions that age is not the limiting factor. A more accurate definition is, “...new people coming into a role as a donor that want to do things and strategize in a different way than what has been done before” (M. Moody, personal communication, March 23, 2019). That being said, his most influential study on the Next Generation of philanthropy—which was featured in a book he co-authored called *Generation Impact*—specifically interviewed millennials and Gen X.

Moody’s research finds that certain values of the Next Generation are similar to previous generations while others deviate from the norm. He notes that the Next Generation tends to adopt their values primarily from their parents. The Next Generation also likes to work in multigenerational teams. However, the Next Generation is also unique in many ways. They are obsessed with impact, especially those with high net worth. They prefer to give to less causes but want to make a deep investment in the causes that catch their eye. In addition, they are more interested in peer giving than previous generations. Lastly, the Next Generation—especially Millennials—are very hands-on. They want to volunteer and serve their community. Time and talent are key. Moody says that this is true for high net worth Next Generation members as well. Even if they have means, they still want to offer their skills. This group seeks to be engaged on a personal level. Moody recalls a saying that was popular with the Boomer generation called “spray, pray, and walk away.” He explained that with older generations, fundraisers and foundations could simply “spray” individuals with information and pray (in a religious sense) that they would get a gift. The fundraiser could simply “walk away” after that. However, this approach is not effective with the Next Generation because it is not hands-on or particularly thoughtful.

Moody discusses various implications of this shift in philanthropy. Nonprofit organizations should look to hands-on opportunities (ex. volunteering) that offer meaning. Social events can be successful as well but not for the same reasons they are popular with the older generations. Events are successful with the Next Generation when they provide peer experiences and engagement. Another great hands-on opportunity is board involvement. However, Moody

cautions to avoid tokenism (personal communication, March 22, 2019). He suggests multiple board seats for Next Generation individuals. I asked him his opinion on Next Generation advisory boards. He said that they can be effective or disastrous. Organizations need to avoid these boards as “kids’ tables.” These committees should not be a dead-end (aka when members never end up on the Board of Directors). A Next Generation advisory committee should not revolve around simple tasks like getting more Twitter followers. For a Next Generation advisory board to be successful, it needs to afford members the opportunity to build strategy and be innovative. The work should be meaningful and important. Moody emphasizes that members’ abilities, talents, and energies need to be utilized and valued (personal communication, March 22, 2019).

Moody’s research mainly revolves around Next Generation donors with the capacity to give a major gift. Because my research is broader in this respect, I asked him about the impact of wealth on the Next Generation in philanthropy. His response was that there are more similarities among wealthy and non-wealthy Next Generation members than differences. For example, peer giving is consistent. The way it is carried out is what is different. Wealthy Next Gens may pool together to give a large gift to a cause. Non-wealthy individuals will turn to a different outlet for social giving—online crowdfunding. He calls the Next Generation the “Do Something” Generation. Regardless of wealth, this generation wants meaningful engagement. They are generally not interested in working with middle men (ex. United Way) to create impact. They want to hear impact stories and see that their investment made a difference. Moody discusses other values that are present among all Next Gen individuals regardless of wealth. The Next Generation wants to give in ways that align with their values. This goes beyond nonprofit organizations. These individuals look for employers and retirement funds that have values that mean something to them. As consumers, they aim to be socially responsible and eco-conscious. He gives the example of business schools. When Moody attended business school in the 80s, the goal was to make as much money as possible. In contrast, business school students today are more interested in green business and the triple bottom line. Further, they want to change the world with their work. The Next Generation has the same expectations for the governmental sector as well.

I asked Moody about Generation Z. He said that there is not much research about this group at this point in time. He speculates that older Gen Zers tend to have very similar values to younger millennials. Gen Z are digital natives like Gen X and Gen Y. He expects that the current political climate will have a major effect on this generation. It is unclear what that will be though. He notes that the current political climate is the most divisive it has been in history. Because Gen Z is coming of age at this time, it will have a profound effect on how they view the world and ultimately live their lives. In other words, it will define their “formative years” (M. Moody, personal communication, March 22, 2019).

Figure 3.1 NextGen Themes from Expert Interviews

Characteristics	Key Values	Implications
<ul style="list-style-type: none"> • Prioritize impact • Meaningful work and engagement • Cause focused • Digital/tech savvy 	<ul style="list-style-type: none"> • Tied to coming of age • Socially conscious • Value transparency 	<ul style="list-style-type: none"> • Meaningful volunteer opportunities • Digital, multi-channel approach • Appeal and align with values and behaviors • Events that are fun and allow for peer engagement

NextGen Advisory Board Interviews

Kristin Wentzel, LifeMoves NextGen Advisory Board

Wentzel is the current president of the NextGen Advisory Board at LifeMoves. When I asked her why she joined the board, she said she was recruited by a fellow board member and colleague of hers. She goes on to say, “I had helped out with the annual charity bike ride and found it to be very rewarding. When they asked if I wanted to join full time, I was super excited to accept” (K. Wentzel, personal communication, March 3, 2019).

According to Wentzel, LifeMoves considers the Next Generation to be young, working professionals. She says that there are specific events the committee is tasked with because those activities have proven to be something that “...individuals in our demographic like to participate in and subsequently, we get a good turnout” (K. Wentzel, personal communication, March 3, 2019). These events include a charity annual bike ride and happy hour fundraisers. These activities are different than other generations involved with LifeMoves. Older generations host luncheons and tend to be more involved on the “financial planning side of LifeMoves” (K. Wentzel, personal communication, March 3, 2019). However, the end goal remains the same regardless of the generation. The board focuses on a few specific goals to attract and retain Next Generation support. These goals include designing innovative projects that target the Next Generation, spreading the word about the mission and work of LifeMoves to the community, fundraising, and preparing Next Generation advisory board members for future board positions (K. Wentzel, personal communication, March 3, 2019).

The most rewarding experience of being on the board according to Wentzel is the ability to hear directly from beneficiaries. Wentzel notes, “Each month we have a client speaker attend the board meetings. In my opinion, that’s the most motivating way to kick off a meeting because it’s one thing to sit in a room talking about how you can give back and how we can help, and it’s quite another to have the population you’re hoping to help be in the room with you and tell you what they need” (K. Wentzel, personal communication, March 3, 2019). Wentzel repeatedly cites impact as an essential ingredient to getting the next generation involved in giving back. She notes, “Fundraising and promoting LifeMoves externally is very important, but by connecting with the clients and actively engaging with them, that’s where we can have the biggest impact” (K. Wentzel, personal communication, March 3, 2019).

Mat Jachim, LifeMoves NextGen Advisory Board

The birth of Jachim’s son inspired him to join the board of LifeMoves. He recalls that it made him realize how expensive it is to raise a child in the Bay Area. He wanted to make a difference for homeless families. He joined the Next Gen advisory board of LifeMoves in 2017 and is now the Vice President. His definition of what LifeMoves considers Next Gen is similar to Wentzel’s. He says that it includes millennials for the most part. In contrast to Mederios at POST, Jachim views the Next Generation as having *more* free time than other generations. He also states this group has less disposable income. Thus, “this makes them great at getting involved with various volunteer actives or fundraisers” (M. Jachim, personal communication, March 2, 2019).

Jachim emphasizes that the Next Generation is more interested in a happy hour fundraiser than other more traditional types of campaigns. The happy hours that his advisory board hosts tend to raise \$1,000 per event (M. Jachim, personal communication, March 2, 2019). The advisory committee also plans and annual bike race and volunteer events at the shelter. That said, he remarks that planning can be difficult. “The challenge with a volunteer group that meets 1x month after work is it’s hard to drive consistency and strategy. We’re trying to drive more of that but it’s challenging” (M. Jachim, personal communication, March 2, 2019). Jachim’s most rewarding experience on the board aligns with Wentzel’s comments. He also enjoys seeing the direct impact of the work. By hearing stories from clients, “...it helps paint a better picture of the challenges and complexity of homelessness that most people don’t understand” (M. Jachim, personal communication, March 2, 2019). Jachim emphasizes that a strong plan and strategy are essential elements in engaging the Next Generation.

Figure 4.1 NextGen Themes from Advisory Board Members

Advisory Board Successes	Most Meaningful Experiences
--------------------------	-----------------------------

<ul style="list-style-type: none"> • Events that allow for peer networking and bonding • Training and professional development opportunities 	<ul style="list-style-type: none"> • Show impact • Directly see the benefit from the beneficiaries
----------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------

Generational Survey

A survey called “Generational Survey” was used to measure the differences in attitudes and values between generations in a philanthropic context. The survey received a total of 504 responses. All questions were mandatory. As a result, all questions were answered. Randomization of multiple-choice questions was implemented to yield more reliable results. Participants were asked to identify which generation they identified with. Age ranges were included to assist in making an accurate choice. The Gen X, Gen Y, and Baby Boomer categories received over 100 results each. 165 participants identified with Gen Y (32.74%), 150 participants identified with Gen X (29.76%), and 133 identified with Baby Boomers (26.39%). Gen Z (n=44, 8.73%) and the Silent Generation (n=12, 2.38%) were least represented. This makes sense for three reasons. First, my networks are primarily Gen X, Y, and Baby Boomers. Second, because this survey is on philanthropy, it naturally targets adults. Many Gen Z individuals are not 18 years old yet. Lastly, the survey was digital and many individuals that fall under the Silent Generation tend to use non-digital methods of communication relatively speaking. In terms of respondents of the survey, the age ranged from 15-83. However, six individuals declined to state their age. The average age was 55.3. The median age was 57.5 and the most common age was 45. Most respondents identified themselves as female (n=365, 72.42%). 25.2% identified themselves as male (n=127) and 1.19% identified themselves as Gender Variant/Non-Conforming (n=6). In terms of race/ethnicity, the largest group of participants identified as Caucasian (72.82%, n=367). 55 participants identified as Asian or Asian American (10.91%), 32 identified as Hispanic/Latino (6.35%), 28 identified as other (6.35%), 14 identified as Black or African American (2.78%), 5 identified as Native Hawaiian or Pacific Islander (.099%), and 3 identified as Middle Eastern (.06%). The most common household income range identified was \$90,000-\$129,000 (23.21%, n=17) followed by less than \$60,000 (22.02%, n=11), \$60,000-\$89,000 (19.25%, n=97), and \$130,000-\$199,999 (19.05%, n=96). Less identified options include the two highest salary ranges: \$250,000+ (8.33%, n=42) and \$200,000-\$249,000 (8.13%, n=41).

Philanthropic Decision-Making

The survey included four statements on philanthropic decision-making. Participants were asked to state how much they agreed with these statements. A four-point scale was used. Strongly Agree was coded as a 1 and Strongly Disagree was coded as a 4. The amount of agreement was the dependent variable. A One-way ANOVA test was used to look at whether

generations differed with their respect to various aspects of philanthropic decision-making. Appendix B displays the findings from PSPP. The null hypothesis was that the group means—agreement of the statement—for all generations are equal.

The first statement was, “I conduct due diligence (research and analysis of a company or organization done in preparation for a business transaction) on an organization I give a donation to.” The One-way ANOVA informed that the results were not statistically significant ($F(4, 499) = 1.62, p >.05$); therefore, the null hypothesis was supported. Generally, all generations agreed or strongly agreed that they do conduct due diligence when it comes to nonprofit organizations. The statement that “I review an organization’s website before I make a donation” was also not statistically significant ($F(4, 499) = 3.69, p =.06$), albeit less so than the due diligence question. The majority of all generations either agreed or strongly agreed that they do this. Next Generation cohorts (Gen Z, Gen Y, and Gen X) were more likely to strongly agree with the statement but not enough to be statistically significant.

Two of the philanthropic decision-making statements yielded statistical significance; thus, refuting the null hypothesis. The statement, “I collaborate with friends when it comes to giving back” revealed statistical significance ($F(4, 499) = 4.48, p =.001$). An interesting finding was that 51.33% of Gen Xers disagreed and another 12.67% strongly disagreed. These percentages were higher than baby boomers considerably. A possible explanation could be that Gen Xers are characterized by being skeptical and more driven by facts. Perhaps the group sampled puts more weight on hard facts than a recommendation from friends. Baby boomers were split almost evenly between the two agree categories and the two disagree categories. This was surprising because the literature tends to emphasize that collaboration among peer groups is most pronounced with the Next Generation v. older generations. Findings from this sample did not strongly support this claim. Lastly, respondents were asked the extent they agree with, “User reviews of an organization (ex. Yelp, Glassdoor, Facebook) influence my giving choices.” The findings showed statistical significance $F(4, 499) = 10.22, p <.001$). Gen Z chose the agree options the most (47.73% agree and 29.55% strongly agree). Roughly half of Gen Y agreed, and the other half disagreed. The majority of Gen X, Boomers, and the Silent Generation tended to disagree or strongly disagree more. These findings make sense as companies like Glassdoor (launched in 2008) are relatively new and may be less influential with generations that did not grow up with access to online user reviews.

Philanthropic Viewpoints

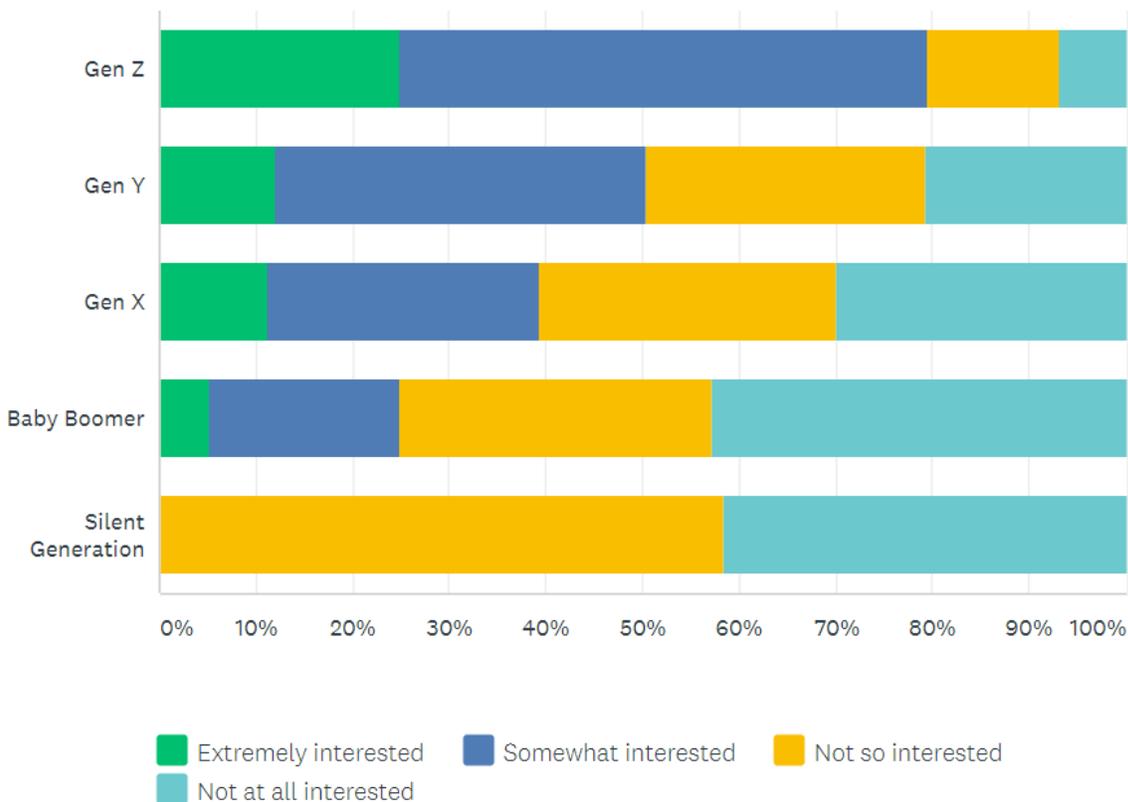
Four questions examined philanthropic viewpoints using key words from the literature: tradition, impact, mission, and duty. The expectation was that these views would resonate more or less for each generation based on their unique values. For example, the literature focuses on impact as being a key way to show the Next Generation your organization is doing good work. A

One-way ANOVA test was used to examine these questions, and three of the four findings were statistically significant. Appendix C shows the findings from PSPP. The first statement, “An organization’s long history and tradition of working for the community is important to me” yielded statistical significance ($F(4, 499) = 5.25, p < .001$). Baby Boomers and Silent Generation individuals were more prone to strongly agree with this statement than the younger generations and less prone to disagree. This fits well with findings from the literature that note the importance of tradition for older generations. The statements, “I care about the organization’s mission” ($F(4, 499) = 4.19, p = .002$) and “It is my duty to give back the community” ($F(4, 499) = 5.81, p < .001$) were also statistically significant. In the case of duty, many Boomers and Silent Generation individuals picked strongly agree with 0% of either group choosing strongly disagree. Although the younger generations mostly agreed with this statement, their sentiments were not as strong in favor, especially Gen X with the highest disagree percentage of 15.33%. Duty is a key value associated with Boomers, so this finding is expected. The majority of all generations except Gen Z felt that the mission of an organization is important to them. However, the amount of strongly agrees was most pronounced with the Silent Generation (100%) and Boomers (68.42%). The statement regarding the importance of impact was the only one in this section in which the null hypothesis was supported ($F(4, 499) = .88, p = .477$). Impact was very important for all age groups. The majority of every group selected “strongly agree” suggesting that for this population, organizational impact is important to all ages.

Philanthropic Activities

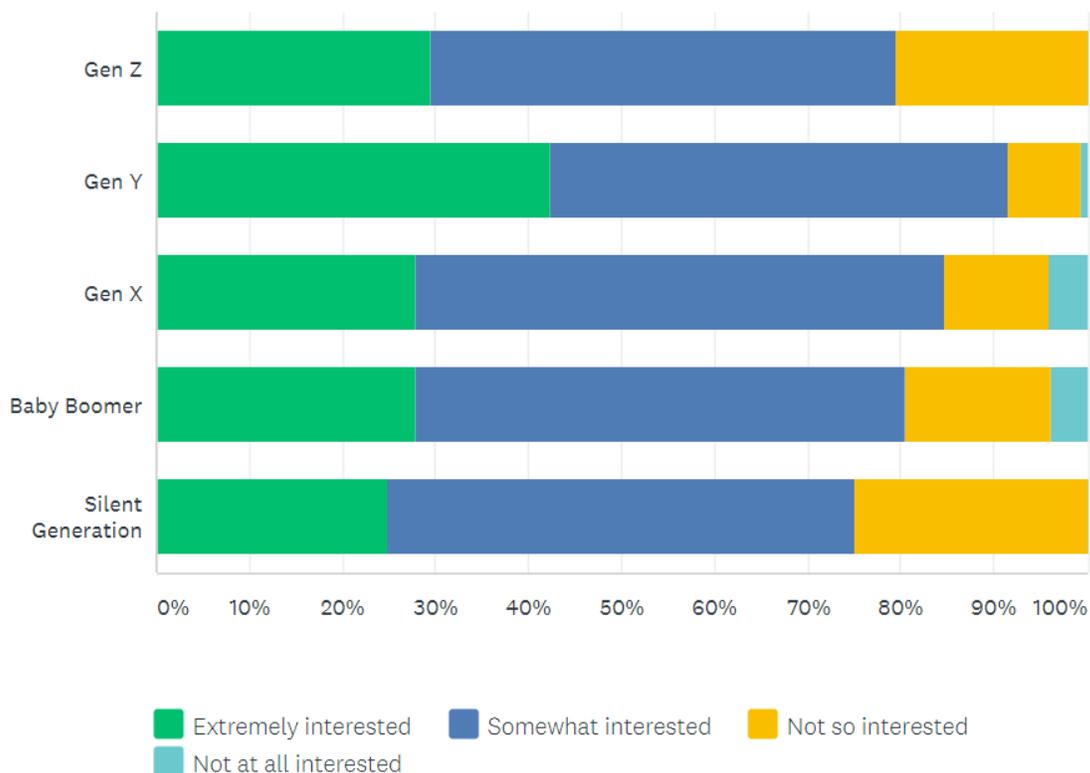
Events and games were two philanthropic activities that were cited throughout the literature as ways to engage the Next Generation. In the survey, one question was about games and the other about a nonprofit community event. Participants were asked to rate their interested from Strongly Interested (coded as 1) to Not at All Interested (coded as 4). PSPP data on philanthropic activities is included in Appendix D. The null hypothesis for each of these tests was: the group means—interest in the event/game—for all generations are equal. The statement regarding GameNPO, a mobile app to challenge friends and raise money in the process yielded statistically significant results ($F(4, 499) = 14.97, p < .001$) thus rejecting the null hypothesis. Figure 5.1 shows the results from SurveyMonkey. The results indicate a linear pattern with Gen Z the most interested, least disinterested and Silent Generation individuals the exact reverse of this finding. Thus, based on this sample, gamification seems to be a trend with the Next Generation, picking up more interest the younger a person is. This finding is in line with current literature on said topic.

Figure 5.1 Generational Interest in GameNPO



In contrast, the statement about a nonprofit event with food trucks, wine, beer, and speakers showed weak significance ($F(4, 499) = 3.79, p=.005$). Figure 6.1 displays the results from SurveyMonkey. Results were generally comparable, although Gen Y picked “extremely interested” more often than the other cohorts. Nonprofits attempting to engage this particular group can take this into consideration when drafting a millennial-focused engagement plan.

Figure 6.1 Generational Interest in Engagement Event



Communication Preferences

Three questions were included in the survey to better understand the communication methods between the generations. The first question asked participants what method they would use to make a financial donation to a nonprofit organization. Participants could only select one of the following responses: Face-to-face, over the phone, send a check via mail, the donate button on a Facebook page, the organization's website via laptop or desktop, and the organization's website via mobile phone. The majority of Gen Z, Gen Y, Gen X, and Boomers selected the organization's website via laptop or desktop. As would be expected, the Silent Generation selected sending a check via mail for their top choice (50%) and Boomers selected this option as their second choice (36.84%). The second preferred choice for younger cohorts (Z, Y, and X) was website via mobile phone. The findings that the Next Generation prefers digital options over mail, phone, and face-to-face are supported by the literature and expert interviews.

Another question asked participants to imagine a nonprofit organization that is hoping to alleviate poverty in the local community. The question posed was, “What do you think would be the best way to engage community members?” Participants could only select one of the following responses: in-person event, radio announcement, paper brochure that is mailed out, blog post on website, and email blast. Gen Z, Gen Y, and Gen X had very similar responses that were split relatively evenly between an in-person event and a social media post. A social media post was most popular with Gen Zers (43.18%). Baby Boomers chose the same top two results but an event (51.88%) was much more preferred over a social media post (19.55%). The Silent Generation was most in favor of an in-person event (58.33%) with a paper brochure as the second most chosen option (25%). Since events can include a vast array of things, it is difficult to interpret these results other than to concluding that community events are generally thought to be a good way for initial engagement. Further research is needed to examine exactly what type of event is best for each generation. As expected from the literature, social media posts are seen as effective community engagement methods more often by the Next Generation than older generations. A caveat of this finding is that some individuals who took this survey currently work in nonprofits, which may have skewed the results (best practices of their organization v. what someone outside the sector would think).

The final question on communication preferences inquired about the first place a participant goes to learn more about a nonprofit organization. Participants could only select one of the following responses: The organization’s website, web search, in-person event, my peer group, social media, blogs, newspaper, family, and charity review site. The majority of Gen Y (54.55%), Gen X (58.67%), Baby Boomer (48.12%), and Silent Generation (58.33%) chose the organization’s website the most often. 36.36% of Gen Z also chose this, but much of this group (52.25%) chose web search. Web search was the second most popular option for all other generations. Based on this finding, many participants prefer to learn about an organization on the web regardless of their age. That being said, the amount of time and/or what they do while on the website may vary. This would make an interesting follow up question to explore in future research.

Values

The survey included a question on personal values. The question was phrased as such: “Out of the below values, which resonates the most for you in terms of a personal trait you value?” Participants could select only one option. The values included: integrity, loyalty, transparency, responsibility, and tolerance. Figure 7.1 depicts the data from SurveyMonkey. The most chosen value for every generation was integrity. As the generations got older, the percentage increased. For example, 66.67% of Gen X and 67.67% of Boomers chose integrity. Responsibility was the second most chosen option for Gen X, Boomers, and the Silent Generation. The Silent Generation had a tie between responsibility and transparency. For Gen Y

(11.52%) and Gen Z (18.18%), transparency was the second most chosen option. Overlap in values is not surprising based on Dr. Moody’s research that found that younger generations tend to share the same values as their parents. Figure 7.2 depicts the top three values among the generations. One takeaway is that this particular population of Gen Y, Gen X, and Gen Z individuals place importance on the value of integrity than other values. Transparency appears to be slightly more important to younger generations, while responsibility does for older generations. The latter could be due to older generations generally having more things to be responsible for. Whether this is more of a cohort effect or lifecycle effect is difficult to discern.

Figure 7.1 Generational Values

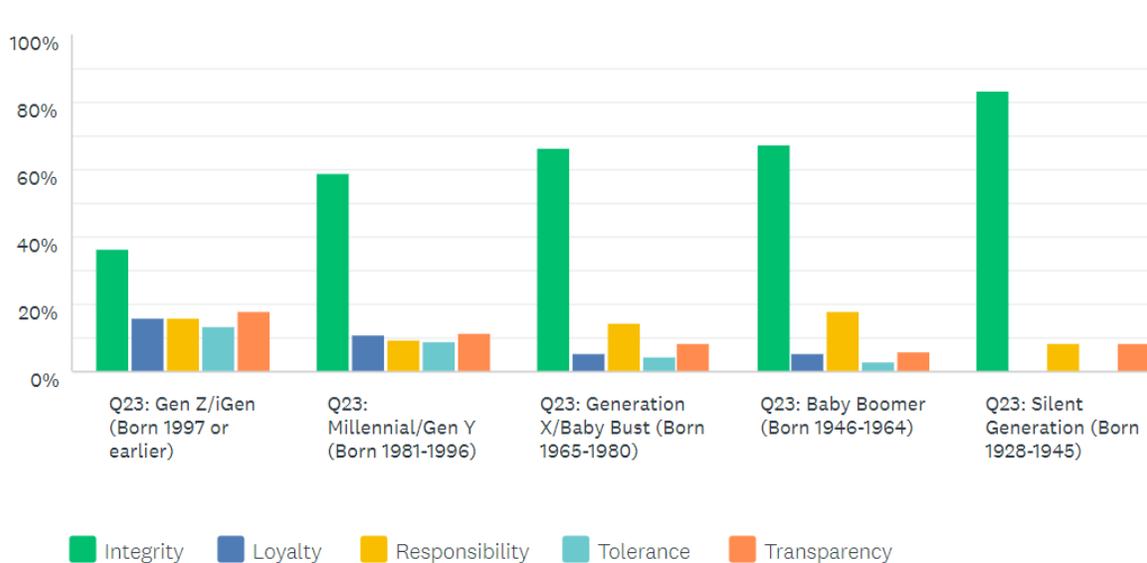
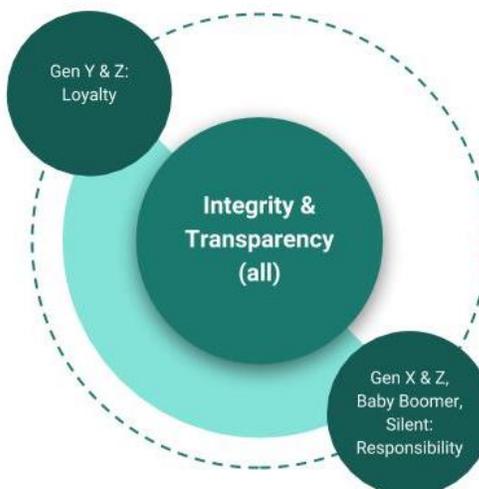


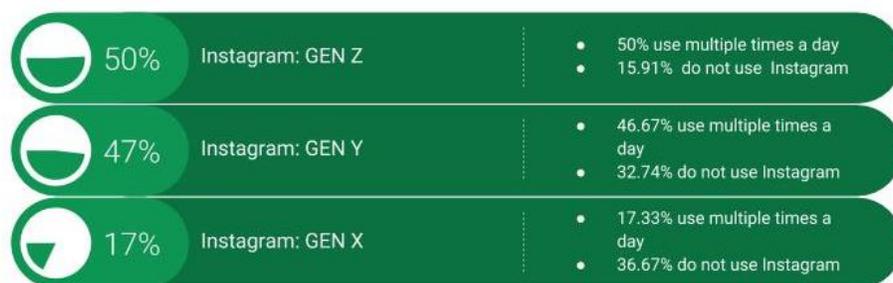
Figure 7.2 Top 3 Values



Digital Outlet Usage

A series of questions asked participants to rate how often they use Facebook, Instagram, Twitter, and their mobile device (to view web pages). A One-way ANOVA test was used to examine the question of whether generations differed with respect to their usage of these outlets. The dependent variable was the frequency with 1 being coded as using the outlet “multiple times a day” and 8 being coded as “I don’t use this outlet.” See Appendix E for the detailed chart of the results. The null hypothesis for each of these tests was: the group means—frequency of Facebook/Instagram/Twitter/mobile usage—for all generations are equal. The One-way ANOVA on frequency of Instagram usage revealed statistical significance ($F(4, 499) = 26.78, p < .001$), meaning that the average mean scores for the various generations were not the same. Therefore, the null hypothesis was rejected. This is not surprising, as many of the experts I interviewed noted that Instagram usage is most frequent with younger generations, specifically Gen Z, and tends to decline with age. Older generations rarely use this outlet. The results validate this assumption for this population. Figure 7.3 compares Instagram usage of Gen Z, Gen Y, and Gen X.

Figure 7.3 Next Generation Instagram Usage



Results for mobile use mirrored these findings, with Gen Z the most frequent users and Silent the least frequent. For mobile, the One-way ANOVA showed statistical significance ($F(4, 499) = 11.99, p < .001$). For Twitter usage, the One-way ANOVA showed statistical significance as well ($F(4, 499) = 8.33, p < .001$). Again, the null hypothesis was rejected. Next Generation groups (Gen Z, Gen Y, and Gen X) check Twitter more frequently. More Boomers (65.41%) and Silent Generation (100%) participants reported that they do not have a Twitter, in contrast to Gen Z (36.36%), Gen Y (50.91%), and Gen X (45.33%). Lastly, Facebook usage yielded a rejection of the null hypothesis, but the statistical significance was not as great ($F(4, 499) = 4.06, p = .003$). 79% or more of all the participants use Facebook to some extent with the majority of all groups checking it at least one a day. A noteworthy finding is that a higher percentage of Gen X and

Gen Y check Facebook multiple times a day than Gen Z. This contrasts with Twitter, Instagram, and mobile usage indicating that Facebook may be less of a priority for this group.

Effective Fundraising

The first short answer question asked participants to list “effective” methods of giving back to the community. Data was exported from SurveyMonkey and imported via TagCloud to create word clouds. All word clouds can be found in Appendix F. Similar words were grouped. The minimum frequency for a word appearing was two words. The maximum number of words to show was set at 20. Figures 8.1, 8.2, 8.3, 8.4, and 8.5 list out the top 5 words that appeared in the data and their frequency. Among all five groups, volunteering and donating were top choices for the most effective way to give back to the community. The top word cited for Gen Y, Gen X, and Baby Boomers was volunteering. Silent Generation’s top word was “donating” (over volunteering by one vote). The most frequent word for Gen Z was “community” followed by a tie between “donating” and “volunteering.” “Money” and “community” were also popular terms with all generations except for the Silent Generation, which is likely due to the small sample size.

Figure 8.1 Gen Z Effective Methods for Giving Back

Term	Frequency
Community	19
Donating	17
Volunteering	17
Money	12
Giving	9

Figure 8.2 Gen Y Effective Methods for Giving Back

Term	Frequency
Volunteering	92
Donating	86
Money	40
Community	35
Organization	21

Figure 8.3 Gen X Effective Methods for Giving Back

Term	Frequency
Volunteering	77
Donations	58
Money	38
Community	24
Organization	18

Figure 8.4 Baby Boomers Effective Methods for Giving Back

Term	Frequency
Volunteering	73
Donations	62
Money	36
Community	15
Support and Giving	13

Figure 8.5 Silent Generation Effective Methods for Giving Back

Term	Frequency
Donations	8
Volunteer	7

Preferred Ways to Give Back

Another short answer question asked respondents what their preferred ways to give back to the community are. Below is a chart that outlines the top three ways per each generation. I used a coding method to code responses on whether the response included corporate philanthropy, advocacy, in-kind donation, money, talent, and volunteering, as these were the primary categories. If a person noted two or more preferred ways, I counted each way. Figure 9.1 displays the results.

Money v. Volunteering

Many Gen Xers listed money over volunteering due to their busy schedule. For example, one person responded, “Cash because I am extremely busy.” Another Gen Xer answered, “I don’t have much time, so I prefer to write a check and be done with it.” Yet another Gen Xer

said, “These days I tend to just write checks. You either have time or money, and right now I have more money than time to volunteer/participate on boards or committees.” Baby Boomers showed a similar result, although the difference between money and volunteering was less extreme. Boomers that chose to explain why they volunteer but do not give money shared that they too are busy with work. For example, one Boomer said, “I am busy and don’t have the ability to donate time, so I donate money.” Another shared, “Right now financial support is the easiest due to time constraints with working.” Although volunteering was less cited than giving money in these two groups, the acknowledgement that volunteering is effective was evident. Several respondents in these groups noted that importance of volunteering. For example, one Boomer said, “By volunteering you can see impact you make first hand.” These results indicate that life stage plays an important role in whether an individual chooses to give time. Time, like money, is a resource and Gen Z, Gen Y, and the Silent Generation arguably have more of it due to their current life stage.

Figure 9.1 Top 3 Preferred Ways to Give Back by Generation

Gen Z	Gen Y	Gen X	Baby Boomers	Silent
Volunteer (19)	Volunteer (88)	Money (101)	Money (73)	Volunteer (7)
Money (10)	Money (68)	Volunteer (66)	Volunteer (71)	Money (3)
Advocacy (3)	Talent (14)	Talent (7)		Talent (2)

Causes and Organizations

For the short answer question—do you give to causes or organizations—results were coded in a few different ways. First, I coded whether a response was yes, no, or a no response. Next, I reviewed which respondents specifically cited causes only, organizations only, or used the term “both” to imply that they give to both. If a response did not include this information, I did not record it. I also coded whether a respondent listed volunteering, giving money, or giving their talent as a way that they give back. If an individual listed both volunteering and giving money, I counted it once for each code.

Gen Z

Figure 10.1 outlines the responses for Gen Z. An important note is that for people who answered that they do not give to causes or organizations, the number one reason was because of lack of resources. Thus, indicating that they may be more philanthropic later in their lives (an effect of life stage rather than cohort). Many respondents (75%) said that they do give to causes

or organizations. A surprising finding was that those that specifically said “causes” v. “organizations” were about the same, whereas research tends to suggest that younger generations relate more with the word “cause.” Since most Gen Zers are still in high school and college, it makes sense that they note volunteering more often than giving back via financial means. Lastly, the word that was noted the most on responses was “give” (12 responses) indicating that this word resonates with this demographic of the sample.

Figure 10.1 Gen Z Causes v. Organizations

Response Code	Number of Responses	Percentage Based on Total
NO	10	23%
YES	33	75%
No Response or N/A	1	2%
CAUSE	9	20%
ORGANIZATION	8	18%
BOTH	1	2%
VOLUNTEER	8	18%
MONEY	3	7%
TALENT	0	0%

Gen Y

More Gen Y (94%) than Gen Z (75%) individuals say that they give to organizations and causes. This makes sense as Gen Y is older and more established in their careers than Gen Z. Gen Y’s responses are below in Figure 10.2. Like Gen Z, the top reason that individuals do not give that was stated is lack of finances. Responses included “No. I’m poor,” “I am not currently in a financial position to do so,” and “No, I’m a college student with no money.” Again, this points to a life stage effect rather than a cohort affect. It was surprising to see that more millennials say they specifically give to organization’s over causes. In fact, the top word used throughout the responses was “organizations” (57 responses). Reasons for this included transparency about the use of funds, specificity and the trust an organization can bring v. a cause. However, the vast majority of respondents said that both are important and that they prefer to

support a cause but from an organization that they trust. Based on the research and the interviews conducted, the finding that more Gen Y individuals cite volunteering as their way to give back makes sense. This hands-on approach is described in the research as a signature characteristic of millennials.

Figure 10.2 Gen Y Causes v. Organizations

Response Code	Number of Responses	Percentage Based on Total
NO	10	6%
YES	155	94%
No Response or N/A	0	0%
CAUSE	16	11%
ORGANIZATION	28	17%
BOTH	73	44%
VOLUNTEER	15	9%
MONEY	10	6%
TALENT	1	.06%

Gen X

As Figure 10.3 shows, 97% of Gen X respondents said that they give to causes or organizations. This is a higher percentage than Gen Y and Gen Z. This makes sense, as the top word in this data set was “yes” (64 responses). More respondents said they give to both causes and organizations than one specifically. Giving via volunteering and money were listed around the same amount of times. Talent was listed on the most in this group, albeit only 3 times. A potential explanation for this is because Gen Xers generally have established careers by this point, many of whom are in leadership roles. Thus, they are equipped to pass on years of knowledge and skills to organizations.

Figure 10.3 Gen X Causes v. Organizations

Response Code	Number of Responses	Percentage Based on Total
NO	3	2%
YES	146	97%
No Response or N/A	1	1%
CAUSE	12	8%
ORGANIZATION	14	9%
BOTH	25	17%
VOLUNTEER	16	11%
MONEY	15	10%
TALENT	3	2%

Baby Boomers

Figure 10.4 illustrates that a whopping 99% of respondents confirmed that they give to causes or organizations. Baby Boomers, similar to Gen X, used the word “yes” the most in their responses (67 responses). More Boomers said they specifically give to organizations v. causes. Baby boomer responses yield findings that parallel with millennials. For example, one respondent said, “[I] give to organizations that I have a first-hand relationship with and have trusted over the years.” Another respondent says they prefer organizations because, “There are many great causes but not every organization is well run or makes a good use of resources to help thus causes.” Thus, inferring that trust of the organization is a critical factor in the decision to give back. Even more respondents (26) explicitly said that they give to both causes and organizations. The results of “volunteer” and “money” were similar yet the inverse of Gen X. However, both are generally given similar importance as vehicles to give back.

Figure 10.4 Baby Boomers Causes v. Organizations

Response Code	Number of Responses	Percentage Based on Total
NO	0	0%
YES	132	99%
No Response or N/A	1	1%
CAUSE	7	5%
ORGANIZATION	22	12%
BOTH	26	20%
VOLUNTEER	15	11%
MONEY	16	12%
TALENT	2	2%

Silent Generation

100% of Silent Generation individuals said that they give back (see Figure 10.5 below). The top word used for this group was “Yes” (7 responses). One out of four respondents said that they give to both causes and organizations. No respondents specifically noted one as being more influential than the other. Two respondents specifically said they give money whereas only one noted volunteering. These individuals are older, and it is likely that certain forms of volunteering that require physical exertion may be too much, thus making it a less popular option. That being said, the sample size is too small for this group to make specific assumptions.

Figure 10.5 Silent Generation Causes v. Organizations

Response Code	Number of Responses	Percentage Based on Total
NO	0	0%
YES	12	100%
No Response or N/A	0	0%
CAUSE	0	0%
ORGANIZATION	0	0%
BOTH	3	25%
VOLUNTEER	1	9%
MONEY	2	17%
TALENT	0	0%

The Next Generation

Below, I have displayed the data to reflect two groups instead of five. One figure shows the Next Generation, as defined by Gen X, Y, and Z (Figure 11.1). The other shows data for Baby Boomers and Silent. Total responses for Gen X, Y, and Z were 259 (Figure 11.2). Total responses for Baby Boomers and Silent were 145.

Figure 11.1 Gen X, Y, and Z Causes v. Organizations

Response Code	Number of Responses	Percentage Based on Total
NO	23	6%
YES	334	93%

No Response or N/A	2	1%
CAUSE	37	10%
ORGANIZATION	50	14%
BOTH	99	27.5%
VOLUNTEER	38	11%
MONEY	29	8%
TALENT	4	1%

Figure 11.2 Baby Boomers and Silent Generation

Response Code	Number of Responses	Percentage Based on Total
NO	0	0%
YES	144	99%
No Response or N/A	1	1%
CAUSE	7	5%
ORGANIZATION	22	15%
BOTH	29	20%
VOLUNTEER	16	11%
MONEY	18	12%
TALENT	3	1%

The green shaded boxes indicate some key differences between the Next Generation and older generations. The Next Generation is very philanthropic although less so than older

generations. However, this is less about the desire to give and more about the capacity to give. In this Next Generation sample, “cause” is used 10% of the time as a preference when compared to organizations. This is double the amount that it is used for older generations, indicating that it may resonate more. However, most participants in both groups chose to indicate both cause and organizations rather than picking one over the other. This may indicate that the majority of all generational cohorts in the sample see the value of a trusted, nonprofit organization in solving society’s problems. Lastly, financial contributions were noted in the Next Generation 4% less than with older generations. This makes sense as older generations tend to be more established in their careers indicating higher paychecks and more assets. Volunteering, however, was consistently cited among both groups.

Section 5: Implications and Recommendations

The literature review, expert interviews, and survey results shed light on important aspects of the Next Generation. I have arranged by recommendations into two sections. The first includes steps and guiding questions for formulating an overall Next Generation strategy. The second includes elements of an effective engagement plan for the Next Generation.

1) **Define Next Generation:** As the project results confirmed, the definition of Next Generation is not definitive. For your generation, who is your Next Generation and why? This will depend on your organization’s overall goals, donor makeup, and who your beneficiaries are. As the data suggests, there are nuances both between and within generations and it is important to be mindful of this when creating an engagement plan.

2) **Discuss Implications of Research:** What do the findings of this study and similar studies mean for your plan? How can key values such as integrity and transparency be implemented into your efforts? There are many guiding documents that can be adjusted to adapt to this shift such as updating the strategic plan, theory of change, and branding, communications, and marketing guidelines.

3) **Set SMART Goals and Metrics:** An understanding of what you hope to accomplish by engaging this group is critical. This project suggests two items related to this. First, Marketing, Communications, and Fundraising staff need to work together since much of this work relies on a strong partnership. Silos should be discouraged. Secondly, because the Next Generation currently has fewer financial means and values volunteering, non-financial engagement goals need to be implemented and supported by leadership. A conversation around what it means to be

a donor or supporter is essential. Based on the results of this study, it is recommended that the term “supporter” also include talent, time, and ties.

4) **Customize Efforts:** Language, vehicles of engagements, and ways to ask for support should be tailored for the Next Generation. This level of segmentation will depend on an organization’s capacity.

5) **Revisit and Update:** It is critical to track progress on goals. Strategies like A/B testing, focus groups, and surveys can be great ways to collect feedback. For more trusted and involved Next Generation members, 1:1 conversations about what is working and what is not can be a great way to gain feedback and serve as an engagement point. Once feedback is collected, the strategy and goals should be adjusted if need-be. Another tool to consider is benchmarking your success with the Next Generation with other similar organizations.

Figure 12.1 Formulating a Next Generation Strategy

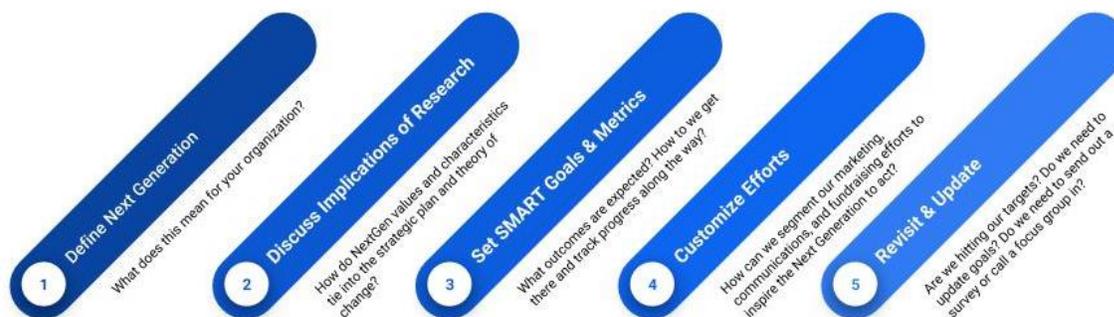


Figure 13.1 Next Generation Engagement Cycle

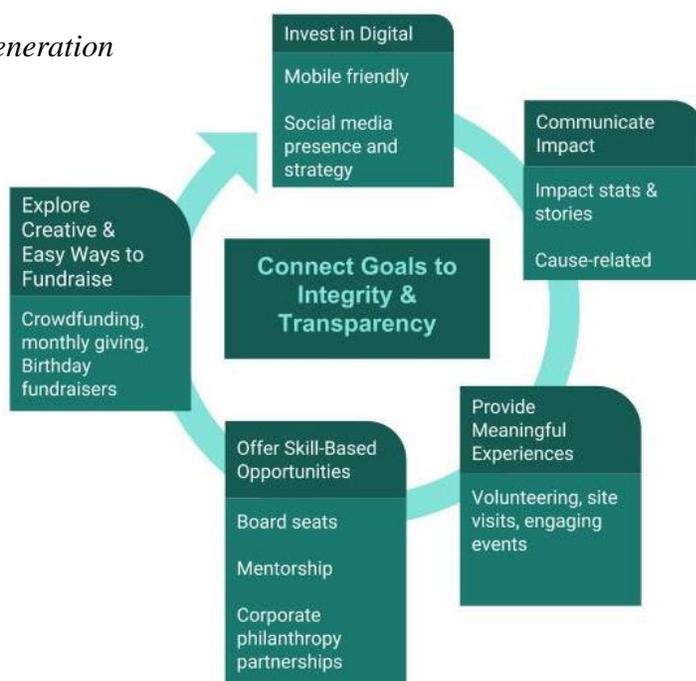


Figure 13.1 depicts a proposed engagement cycle for the Next Generation based on the findings of this report. Recommendations are included below.

1) **Connect goals to integrity and transparency:** Since these are key values to the Next Generation, all forms of engagement as well as the overarching goals should take these values into consideration. For example, if an organization does not meet their fundraising target, it should consider honest communications about this and how it will course-correct in the future to align with the value of integrity. This connection to values should be the crux of the cycle.

2) **Invest in digital:** It is essential to meet the Next Generation where they are—online. Investments should be considered for building a mobile-friendly, easy-to-use website with SEO. A social media strategy should be implemented that allocates necessary resources to updating and maintaining these pages. Special consideration should be taken for campaigns targeting specific cohorts within the Next Generation. For example, a campaign targeting Gen Z should take advantage of social media outlets they use the most like Instagram.

3) **Communicate impact:** When tailoring communication and marketing efforts toward this group, nonprofit organizations need to find ways to show they can make an impact. This can include statistics and stories of beneficiaries. The organization should find a way to communicate their cause while also fostering trust in why they are a good choice to invest resources in.

4) **Provide meaningful experiences:** The Next Generation wants meaningful work. Volunteer tasks that are far removed from the mission may be an incredibly hard sell. Opportunities that allow the Next Generation to engage with beneficiaries and staff are essential. They should be both meaningful and fun. Focus groups and surveys can help an organization tailor its volunteering efforts. That being said, volunteer opportunities should not be created for the sake of meeting the needs of this group necessarily. The opportunities need balance the wants of the Next Generation with what your organization actually needs.

6) **Skill-Based opportunities:** The Next Generation wants to be able to give their talents to organizations as well. Board seats and Next Generation committees can be great engagement tools if they offer meaningful work around strategy and provide leadership skills. Again, these opportunities must provide meaning. Because Next Generation members in the corporate world seek out companies that give back to the community, it is essential to consider partnerships with corporations.

7) **Creative ways to fundraise:** Although direct mail is not dead, it is becoming less and less relevant and effective. For Next Generation annual fund prospects and donors, a multi-channel approach must be taken. This approach should consider innovative, peer-focused ways of giving back such as crowdfunding and Facebook birthday fundraisers. Fundraisers need to keep up with these trends and work closely with Marketing and Communications staff members to provide the most effective appeals.

Section 6: Conclusions and Limitations

Conclusions

The resources of the Next Generation (time, talent, ties, and treasure) will affect the fate of nonprofit organizations in the coming years. The way that nonprofits are operating, specifically regarding fundraising, is not sustainable and does not always appeal to younger generations. These generations have specific values and characteristics that are important to understand because they provide clues for a successful engagement framework and strategy. As such, strategy should be infused with communicating impact in a transparent way. Opportunities for engagement must be meaningful. For organizations with large resources, specific segmentation strategies can be used to not only target the Next Generation as a whole but specific generations. Organizations with tighter budgets can optimize current projects without “reinventing the wheel.”

It is important to note that the Next Generation may not give financial resources as much or at all in the short-term. However, by building trust and brand awareness, organizations can

create ambassadors and future supporters for life. It is important to set goals and expectations that reflect this. This report indicates that a traditional pipeline-focused fundraising approach with a financial gift as the sole end goal is too narrow for up and coming generations. The Next Generation expects a novel approach to giving back, and it is our duty as fundraisers, communicators, and marketers to adapt to and thrive in these changing times.

Limitations

Because the research study conducted used a convenience sample, findings cannot be extrapolated to the general population. The sample may overrepresent middle-class, Caucasian individuals and underrepresent minority populations. Since the survey was distributed online, the sample may have been skewed toward tech-savvy individuals. In addition, a true random sample would have provided generalizable results. Due to the relatively short timeframe of this project, expert interviews were limited in amount and scope. I would have conducted additional interviews including more Next Generation donors and volunteers if allowed more time. Expanded research could include a deeper look into each generation as well as how other factors such as gender, race/ethnicity, class, etc. affect views and values.

List of References

- Achieve. (2017). The 2017 millennial impact report. Retrieved from http://www.themillennialimpact.com/sites/default/files/reports/FinalReport_MIR2017_030618-v4.pdf
- Anderson, J. and Rainie, L. (2012). The future of gamification. Retrieved from <http://www.pewinternet.org/2012/05/18/the-future-of-gamification/>
- Arnett, A. A. (2015). Giving grows. *Diverse Issues in Higher Education*, 32(11), 12-13.
- Blohm, I. and Leimeister, J.M. (2013). Gamification. Design of IT-based enhancing services for motivational support and behavioral change. *Business and Information Systems Engineering*, 5(4), 275-278.
- Blum, D.E. (2012). 'Not Your Grandmother's Audubon' seeks to woo young supporters. *Chronicle of Philanthropy*, 24(10), 12.
- Bures, F. (2016). Next generation philanthropy. Retrieved from <http://www.minnesotamonthly.com/Lifestyle/Minnesota-Culture/Next-Generation-Philanthropy/>
- Castillo, M., Petrie, R., and Wardell, C. (2014). Fundraising through online social networks: A field experiment on peer-to-peer solicitation. *Journal of Public Economics*, 114, 29-35.
- Cennamo, L. and Gardner, D. (2008). Generational differences in work values, outcomes and person-organisation values fit. *Journal of Managerial Psychology*, 23(8), 891-906. <https://doi.org/10.1108/02683940810904385>
- Dabija, D., Brandusa, B., and Tipi, N.S. (2018). Generation X versus millennials communication behaviour on social media when purchasing food versus tourist services. *E a M: Economie a Management*, 21(1), 191-205.
- DeBoskey, B. (2017). Next-Generation donors will revolutionize giving. Retrieved from <https://www.wealthmanagement.com/philanthropy/next-generation-donors-will-revolutionize-giving>
- DiMento, M. (2017). Young, wealthy donors want to give more than money. *Chronicle of Philanthropy*, 29(12), 44.

- Drew, L. (2017). Texas two-step: the 100-year-old Dallas United Way dances to a new tune as it courts big donors and millennials, shaking up its legacy image. *Chronicle of Philanthropy*, 29(8), 5.
- Engaging students and young alumni: The importance of cultivating the next generation of donors. (2011). *ASHE Higher Education Report*, 37(2), 1–16.
<https://doi.org/10.1002/aehe.3702>
- Fine, A. (2018). It's time to focus on a new generation. *Chronicle of Philanthropy*, 20(21).
- Goldseker, S. and Moody, M. (2018). Engaging generation impact: Best practices for nonprofits and fundraisers. Retrieved from <https://2164.net/resources/nonprofit-guide-free-download/>.
- Hassan, S. H., Masron, T. A., Mohamed, N., and Thurasamy, R. (2018). Antecedents of trust towards the attitude of charitable organisation in monetary philanthropic donation among Generation-Y. *Asian Academy of Management Journal*, 23(1), 53–78.
<https://doi.org/10.21315/aamj2018.23.1.3>
- Hyllgard, K.H., Yan, R., Ogle, J.P., Attmann, J. (2011). The influence of gender, social cause, charitable support, and message appeal on Gen Y's responses to cause-related marketing. *Journal of Marketing Management*, 27(1-2), 100-123.
- Goldseker, S. (2009). Beyond duty and obligation: Engaging the next generation. *Journal of Jewish Communal Service*, 84(1-2), 115-120.
- Gorczyca, M., and Hartman, R. L. (2017). The New Face of Philanthropy: The role of intrinsic motivation in millennials' attitudes and intent to donate to charitable organizations. *Journal of Nonprofit and Public Sector Marketing*, 29(4), 415–433.
<https://doi.org/10.1080/10495142.2017.1326349>
- Graywood, M. (2018) How brand loyalty differs among generations. Retrieved from <https://www.modernrestaurantmanagement.com/how-brand-loyalty-differs-among-the-generations/>
- Joslyn, H. (2018). Extreme makeover: A social-service giant needed younger donors and greater impact. *Chronicle of Philanthropy*, 31(1), 2.
- Joslyn, H. (2018). Gen X and younger donors poised to step up in 2018. *Chronicle of Philanthropy*, 30(8), 1.
- Kamber, T. (2017). Gen X: The Cro-Magnon of digital natives. *Journal of the American Society on Aging*, 41(3), 48-54.

- Koenig, R. (2016). Games add competition, urgency, and fun to nonprofit fundraising. *Chronicle of Philanthropy*, (12).
- Kugler, L. (2016). Smartphone apps for social good. *Communications of the ACM*, 59(8), 18-20.
- Leonhardt, M. (2018). 75% of millennial couples talk about money at least once a week—and it seems to be working for them. Retrieved from <https://www.cnbc.com/2018/07/27/75-percent-of-millennial-couples-talk-about-money-at-least-once-a-week.html>
- Lerner, S. (2011). Next-Generation philanthropy: Examining a Next-Generation Jewish philanthropic network. *Foundation Review*, 3(4), 82–95.
<https://doi.org/10.4087/FOUNDATIONREVIEW-D-11-00014>
- Lutz, J. (2017). Millennials are slowly killing salary secrecy-and that’s a good thing. Retrieved from <https://www.forbes.com/sites/jessicalutz/2017/11/30/millennials-are-slowly-killing-salary-secrecy-and-thats-a-good-thing/#76ff0df6015b>
- McAlexander, J.H., Koeing, H., and DuFault, B. (2016). Millennials and Boomers: Increasing alumni affinity and intent to give by target market segmentation. *International Journal of Nonprofit and Voluntary Sector Marketing*, (21), 82-95. DOI: 10.1002/nvsm
- McGougan, N. (2018) Gen X poised to be the next big giver in philanthropy. Retrieved from <https://www.blackbaud.com/newsroom/article/2018/04/24/generation-x-poised-to-be-the-next-big-giver-in-philanthropy>
- Milde, K. and Yawsom, R.M. (2017). Strategies for social media use in nonprofits. *Journal of Management Policy and Practice*, 18(1), 20-27.
- Miller, K.L. (2013). *Content Marketing for Nonprofits*. San Francisco, CA: John Wiley and Sons.
- “Mission.” (2019). Retrieved from <https://lifemoves.org/home/mission/>.
- Nonprofits Source. (2018). The ultimate list of charitable giving statistics for 2018. Retrieved from <https://nonprofitssource.com/online-giving-statistics/>
- Paulin, M., Ferguson, R.J., Jost, N., and Fallu, J. (2014). Motivating Millennials to engage in charitable causes through social media. *Journal of Service Management*, 25(3), 334-338. DOI: 10.1108/JOSM-05-2013-0122

- Pew Research Center. (2019). Defining generations: Where Millennials end and Gen Z begins. Retrieved from <http://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>
- Pew Research Center. (2018). Millennials are the largest generation in the U.S. labor force. Retrieved from http://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/ft_18-04-02_generationsdefined2017_working-age/
- Pomroy, G. D. (2018). Stewardship: What the Church can learn from Millennials. *Currents in Theology and Mission*, 45(2), 11–15.
- Procopie, R., Bumbac, R., Giusca, S., and Vasilcovschi, A. (2015). The game of innovation. Is gamification a new trendsetter? *Amfiteatru Economic*, 17(9), 1142-1155.
- Rockefeller Philanthropy Advisors. (n.d.) Next Gen philanthropy. Retrieved from <https://www.rockpa.org/guide/next-gen-philanthropy/>
- Rooney, P.M. (2018). The growth in total household giving is camouflaging a decline in giving by small and medium donors: What can we do about it? Retrieved from <https://nonprofitquarterly.org/2018/11/21/total-household-growth-decline-small-medium-donors/>
- Rooney, P.M., Wang, X., and Ottoni-Wilhelm, M. (2018). Generational succession in American giving: Donors down, dollars per donor holding steady but signs that it is starting to slip. *Nonprofit and Voluntary Sector Quarterly*, 47(5), 918–938. <https://doi.org/10.1177/0899764018770281>
- Rounds, D. (2017). Millennials and the death of loyalty. Retrieved from <https://www.forbes.com/sites/forbescoachescouncil/2017/04/04/millennials-and-the-death-of-loyalty/#6cab1a756745>
- Rovner, M. (2018). The next generation of American giving. Retrieved from the Blackbaud Institute website: <https://institute.blackbaud.com/asset/the-next-generation-of-american-giving-2018/>
- Tempel, E., Seiler, T. and Burlingame, D.F. (2016). *Achieving Excellence in Fundraising* (4th ed.). Hoboken, NJ: John Wiley and Sons.
- Transparency. (2019). In *Merriam-Webster online*. Retrieved from <https://www.merriam-webster.com/dictionary/transparency>.
- Urbain, C., Gonzalez, C., and Gall-Ely, M. (2013). What does the future hold for giving? An approach using the social representations of Generation Y. *International Journal of*

Nonprofit and Voluntary Sector Marketing, 18(3), 159-171.
<https://doi.org/10.1002/nvsm.1448>

Vokic, N.P. and Vidovic, M. (2017). *Generation HRM Preferences--Motivating Xers and Yers*.
New York: Nova Science Publishers.

Williams, B. (2017). The next chapter in giving. Two client segments-Millennials and women-
are ahead of the curve. Retrieved from <https://www.wealthmanagement.com/estate-planning/next-chapter-giving>

Appendix A: Generational Survey Questionnaire

1. If you were to make a financial donation to a nonprofit organization, what method would you use? (choose one)

Answers: Face-to-Face, over the phone, send a check via mail, the Donate button on their Facebook page, the organization's website via laptop or desktop, or the organization's website via mobile phone.

2. I conduct due diligence (research and analysis of a company or organization done in preparation for a business transaction) on an organization I give a donation to.

Answers: Strongly agree, agree, disagree, strongly disagree

3. I review an organization's website before I make a donation.

Answers: Strongly agree, agree, disagree, strongly disagree

4. I collaborate with friends when it comes to giving back (volunteering, donating, etc.).

Answers: Strongly agree, agree, disagree, strongly disagree

5. User reviews of an organization (ex. Yelp, Glassdoor, Facebook) influence my giving choices.

Answers: Strongly agree, agree, disagree, strongly disagree

6. An organization's long history and tradition of working for the community is important to me.

Answers: Strongly agree, agree, disagree, strongly disagree

7. I can about a nonprofit organization's impact.

Answers: Strongly agree, agree, disagree, strongly disagree

8. I care about a nonprofit organization's mission.

Answers: Strongly agree, agree, disagree, strongly disagree

9. It is my duty to give back to the community.

Answers: Strongly agree, agree, disagree, strongly disagree

10. Out of the below values, which resonates the most for you in terms of a personal trait you value? Choose only one.

Answers: Integrity, Loyalty, Transparency, Tolerance, Responsibility

11. The DoGood Society is a new organization. It has a mission of helping to alleviate poverty in the local community. Staff are looking to engage community members in their work. What do you think would be the best way to engage community members?

Answers: In-person event, radio announcement, paper brochure that is mailed out, social media post, blog post on website, email blast

12. A nonprofit organization you want to learn more about is hosting a free event nearby with food trucks, wine/beer, and guest speakers. How interested are you in attending this event?

Answers: Extremely interested, somewhat interested, not so interested, not interested at all

13. GameNPO is a competition-based mobile app that allows you to play against your friends. You can challenge friends to whatever you like. The loser pays for a donation to a charity of your choice. The donation amount can be as small as \$1 and you can challenge your friends to a race, a game of dominos, etc. How interested are you in participating in this?

Answers: Extremely interested, somewhat interested, not so interested, not interested at all

14. How many times do you check Facebook?

Answers: Multiple times a day, daily, a few times a week, a few times a month, once a month, less than once a month, I don't use Facebook

15. How many times do you check Instagram?

Answers: Multiple times a day, daily, a few times a week, a few times a month, once a month, less than once a month, I don't use Instagram

16. How many times do you check Twitter?

Answers: Multiple times a day, daily, a few times a week, a few times a month, once a month, less than once a month, I don't use Twitter

17. How many times do you use your mobile phone to access websites and/or apps?

Answers: Multiple times a day, daily, a few times a week, a few times a month, once a month, less than once a month

18. The first place I go to in order to learn more about a nonprofit is

Answers: The organization's website, web search, in-person event, my peer group, social media, blogs, newspapers, family, charity review site (ex. Charity Navigator)

19. What do you consider effective ways to give back to the community? (short answer)

20. Please explain your preferred way to give back to the community. (short answer)

21. Do you give to causes or organizations? Please explain. (short answer)

22. What is your age? (fill in the blank)

23. What generation do you consider yourself a member of?

Answers: Gen Z/iGen, Millennial/Gen Y, Generation X/Baby Bust, Baby Boomer, Silent Generation

24. What race/ethnicity best describes you?

Answers: Asian or Asian American, American Indian or Alaska Native, Black or African American, Hispanic or Latino, Middle Eastern, Native Hawaiian or other Pacific Islander, White or Caucasian, and other.

25. What is your household yearly income?

Answers: Less than \$60,000, \$60,000-\$89,000, \$90,000-129,000, \$130,000-\$199,999, \$200,000-\$249,999, or \$250,000+

26. To what gender do you most identify?

Answers: Female, Male, Gender Variant/Non-conforming, transgender female, transgender male, prefer not to answer

Appendix B: PSPP Data on Generational Decision-Making

Descriptives

		<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>95% Confidence Interval for Mean</i>		<i>Minimum</i>	<i>Maximum</i>
						<i>Lower Bound</i>	<i>Upper Bound</i>		
<i>CONDUCT</i>	<i>Boomers</i>	133	3.23	.66	.06	3.11	3.34	1	4
	<i>Gen X</i>	150	3.24	.59	.05	3.15	3.33	2	4
	<i>Gen Y</i>	165	3.29	.62	.05	3.19	3.39	2	4
	<i>Gen Z</i>	44	3.48	.55	.08	3.31	3.64	2	4
	<i>Silent</i>	12	3.17	.72	.21	2.71	3.62	2	4
	<i>Total</i>	504	3.27	.62	.03	3.22	3.33	1	4
<i>WEBSITE</i>	<i>Boomers</i>	133	3.25	.63	.05	3.14	3.36	2	4
	<i>Gen X</i>	150	3.39	.64	.05	3.29	3.50	1	4
	<i>Gen Y</i>	165	3.44	.57	.04	3.36	3.53	2	4
	<i>Gen Z</i>	44	3.61	.49	.07	3.46	3.76	3	4
	<i>Silent</i>	12	3.42	.51	.15	3.09	3.74	3	4
	<i>Total</i>	504	3.39	.61	.03	3.34	3.44	1	4
<i>COLLAB</i>	<i>Boomers</i>	133	2.62	.82	.07	2.48	2.76	1	4
	<i>Gen X</i>	150	2.31	.79	.06	2.18	2.43	1	4
	<i>Gen Y</i>	165	2.60	.76	.06	2.48	2.72	1	4
	<i>Gen Z</i>	44	2.70	.85	.13	2.45	2.96	1	4
	<i>Silent</i>	12	2.25	1.06	.30	1.58	2.92	1	4
	<i>Total</i>	504	2.52	.81	.04	2.45	2.59	1	4
<i>REVIEW</i>	<i>Boomers</i>	133	2.25	.75	.07	2.12	2.38	1	4
	<i>Gen X</i>	150	2.22	.77	.06	2.10	2.34	1	4
	<i>Gen Y</i>	165	2.42	.77	.06	2.31	2.54	1	4
	<i>Gen Z</i>	44	3.00	.86	.13	2.74	3.26	1	4
	<i>Silent</i>	12	2.08	.67	.19	1.66	2.51	1	3
	<i>Total</i>	504	2.36	.80	.04	2.29	2.43	1	4

Test of Homogeneity of Variances

	<i>Levene Statistic</i>	<i>df1</i>	<i>df2</i>	<i>Sig.</i>
<i>CONDUCT</i>	.68	4	499	.607
<i>WEBSITE</i>	1.54	4	499	.190
<i>COLLAB</i>	.83	4	499	.504
<i>REVIEW</i>	.89	4	499	.470

ANOVA

		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>CONDUCT</i>	<i>Between Groups</i>	2.49	4	.62	1.62	.167
	<i>Within Groups</i>	191.27	499	.38		
	<i>Total</i>	193.76	503			
<i>WEBSITE</i>	<i>Between Groups</i>	5.34	4	1.34	3.69	.006
	<i>Within Groups</i>	180.66	499	.36		
	<i>Total</i>	186.00	503			
<i>COLLAB</i>	<i>Between Groups</i>	11.49	4	2.87	4.48	.001
	<i>Within Groups</i>	320.35	499	.64		
	<i>Total</i>	331.84	503			
<i>REVIEW</i>	<i>Between Groups</i>	24.23	4	6.06	10.22	.000
	<i>Within Groups</i>	295.77	499	.59		
	<i>Total</i>	320.00	503			

Appendix C: PSPP Data on Philanthropic Viewpoints

Descriptives		<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>95% Confidence Interval for Mean</i>		<i>Minimum</i>	<i>Maximum</i>
						<i>Lower Bound</i>	<i>Upper Bound</i>		
<i>TRADITION</i>	<i>Boomers</i>	133	3.59	.54	.05	3.50	3.69	2	4
	<i>Gen X</i>	150	3.32	.63	.05	3.22	3.42	2	4
	<i>Gen Y</i>	165	3.32	.73	.06	3.21	3.43	1	4
	<i>Gen Z</i>	44	3.48	.63	.09	3.29	3.67	2	4
	<i>Silent</i>	12	3.75	.45	.13	3.46	4.04	3	4
	<i>Total</i>	504	3.42	.65	.03	3.36	3.47	1	4
	<i>IMPACT</i>	<i>Boomers</i>	133	3.70	.48	.04	3.62	3.78	2
	<i>Gen X</i>	150	3.62	.53	.04	3.54	3.70	2	4
	<i>Gen Y</i>	165	3.68	.49	.04	3.60	3.75	2	4
	<i>Gen Z</i>	44	3.64	.49	.07	3.49	3.78	3	4
	<i>Silent</i>	12	3.83	.39	.11	3.59	4.08	3	4
	<i>Total</i>	504	3.67	.50	.02	3.62	3.71	2	4
<i>MISSION</i>	<i>Boomers</i>	133	3.68	.49	.04	3.59	3.76	2	4
	<i>Gen X</i>	150	3.54	.55	.05	3.45	3.63	2	4
	<i>Gen Y</i>	165	3.55	.56	.04	3.47	3.64	2	4
	<i>Gen Z</i>	44	3.43	.55	.08	3.27	3.60	2	4
	<i>Silent</i>	12	4.00	.00	.00	4.00	4.00	4	4
	<i>Total</i>	504	3.58	.54	.02	3.53	3.63	2	4
	<i>DUTY</i>	<i>Boomers</i>	133	3.55	.57	.05	3.45	3.65	2
	<i>Gen X</i>	150	3.21	.77	.06	3.08	3.33	1	4
	<i>Gen Y</i>	165	3.28	.73	.06	3.17	3.40	1	4
	<i>Gen Z</i>	44	3.16	.81	.12	2.91	3.40	1	4
	<i>Silent</i>	12	3.67	.49	.14	3.35	3.98	3	4
	<i>Total</i>	504	3.33	.72	.03	3.27	3.39	1	4

Test of Homogeneity of Variances

	<i>Levene Statistic</i>	<i>df1</i>	<i>df2</i>	<i>Sig.</i>
<i>TRADITION</i>	5.23	4	499	.000
<i>IMPACT</i>	3.91	4	499	.004
<i>MISSION</i>	26.68	4	499	.000
<i>DUTY</i>	2.06	4	499	.085

ANOVA

		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>TRADITION</i>	<i>Between Groups</i>	8.58	4	2.15	5.25	.000
	<i>Within Groups</i>	203.92	499	.41		
	<i>Total</i>	212.50	503			
<i>IMPACT</i>	<i>Between Groups</i>	.87	4	.22	.88	.477
	<i>Within Groups</i>	123.13	499	.25		
	<i>Total</i>	124.00	503			
<i>MISSION</i>	<i>Between Groups</i>	4.70	4	1.17	4.19	.002
	<i>Within Groups</i>	139.97	499	.28		
	<i>Total</i>	144.66	503			
<i>DUTY</i>	<i>Between Groups</i>	11.63	4	2.91	5.81	.000
	<i>Within Groups</i>	249.69	499	.50		
	<i>Total</i>	261.33	503			

Appendix D: PSPP Data on Philanthropic Activities

Descriptives

		<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>95% Confidence Interval for Mean</i>		<i>Minimum</i>	<i>Maximum</i>
						<i>Lower Bound</i>	<i>Upper Bound</i>		
<i>EVENT</i>	<i>Boomers</i>	133	3.05	.77	.07	2.92	3.19	1	4
	<i>Gen X</i>	150	3.09	.74	.06	2.97	3.21	1	4
	<i>Gen Y</i>	165	3.33	.65	.05	3.23	3.43	1	4
	<i>Gen Z</i>	44	3.09	.71	.11	2.88	3.31	2	4
	<i>Silent</i>	12	3.00	.74	.21	2.53	3.47	2	4
	<i>Total</i>	504	3.16	.73	.03	3.09	3.22	1	4
<i>GAME</i>	<i>Boomers</i>	133	1.87	.91	.08	1.72	2.03	1	4
	<i>Gen X</i>	150	2.21	1.00	.08	2.05	2.37	1	4
	<i>Gen Y</i>	165	2.42	.95	.07	2.27	2.56	1	4
	<i>Gen Z</i>	44	2.98	.82	.12	2.73	3.23	1	4
	<i>Silent</i>	12	1.58	.51	.15	1.26	1.91	1	2
	<i>Total</i>	504	2.24	.99	.04	2.15	2.33	1	4

Test of Homogeneity of Variances

	<i>Levene Statistic</i>	<i>df1</i>	<i>df2</i>	<i>Sig.</i>
<i>EVENT</i>	.28	4	499	.889
<i>GAME</i>	4.87	4	499	.001

ANOVA

		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>EVENT</i>	<i>Between Groups</i>	7.81	4	1.95	3.79	.005
	<i>Within Groups</i>	256.81	499	.51		
	<i>Total</i>	264.62	503			
<i>GAME</i>	<i>Between Groups</i>	52.49	4	13.12	14.97	.000
	<i>Within Groups</i>	437.46	499	.88		
	<i>Total</i>	489.95	503			

Appendix E: PSPP Data on Digital Outlet Usage

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Fbk	GenZ	44	3.95	2.78	.42	3.11	4.80	1.00	8.00
	GenY	165	2.79	2.43	.19	2.42	3.17	1.00	8.00
	GenX	150	3.09	2.54	.21	2.68	3.50	1.00	8.00
	Boomers	133	3.75	2.70	.23	3.29	4.21	1.00	8.00
	Silent	12	2.25	1.14	.33	1.53	2.97	1.00	5.00
	Total	504	3.22	2.58	.11	3.00	3.45	1.00	8.00
Insta	GenZ	44	3.02	2.75	.41	2.19	3.86	1.00	8.00
	GenY	165	3.07	2.76	.21	2.65	3.50	1.00	8.00
	GenX	150	4.80	2.86	.23	4.34	5.26	1.00	8.00
	Boomers	133	5.95	2.66	.23	5.49	6.40	1.00	8.00
	Silent	12	7.17	1.99	.58	5.90	8.43	2.00	8.00
	Total	504	4.44	3.01	.13	4.17	4.70	1.00	8.00
Twit	GenZ	44	4.34	3.14	.47	3.39	5.30	1.00	8.00
	GenY	165	6.04	2.57	.20	5.64	6.43	1.00	8.00
	GenX	150	5.48	2.75	.22	5.04	5.92	1.00	8.00
	Boomers	133	6.45	2.47	.21	6.03	6.88	1.00	8.00
	Silent	12	8.00	.00	.00	8.00	8.00	8.00	8.00
	Total	504	5.88	2.70	.12	5.64	6.12	1.00	8.00
Mobile	GenZ	44	1.25	.58	.09	1.07	1.43	1.00	3.00
	GenY	165	1.32	.96	.07	1.17	1.47	1.00	7.00
	GenX	150	1.45	1.09	.09	1.28	1.63	1.00	7.00
	Boomers	133	2.11	1.59	.14	1.83	2.38	1.00	7.00
	Silent	12	2.58	1.38	.40	1.71	3.46	1.00	5.00
	Total	504	1.59	1.23	.05	1.48	1.70	1.00	7.00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Fbk	Between Groups	105.27	4	26.32	4.06	.003
	Within Groups	3235.84	499	6.48		
	Total	3341.11	503			
Insta	Between Groups	807.69	4	201.92	26.78	.000
	Within Groups	3762.40	499	7.54		
	Total	4570.09	503			
Twit	Between Groups	229.58	4	57.39	8.33	.000
	Within Groups	3438.04	499	6.89		
	Total	3667.62	503			
Mobile	Between Groups	66.96	4	16.74	11.99	.000
	Within Groups	696.84	499	1.40		
	Total	763.80	503			

Appendix F: Word Clouds

Gen Z

building (3) businesses (3) charity (5) **community** (19)
donating (17) effective (3) etc (5) events (4) fund (3) **giving** (9)
 helping (8) **money** (12) needs (5) organizations (6)
 people (5) picking (3) providing (5) **volunteering** (17)
 ways (3) **work** (6)

Gen Y

causes (8) **community** (35) **donating** (86)
 effective (10) etc (7) events (15) **giving** (27) help (19) local (12)
money (40) organization (21) people (9) person (13) resources (11)
 service (14) support (12) think (10) **volunteering** (92)
 ways (8) **work** (18)

Gen X



Baby Boomers



Silent

Author's Biography



Claire Lewis, Master of Nonprofit Administration (MNA), is a seasoned and strategic fundraising professional with eight years of experience in the nonprofit sector. She possesses expertise in strategic fund development, ethical decision-making, and innovative leadership. She was drawn to the nonprofit sector in college when she completed an inspiring internship with the American Heart Association. Lewis is currently the Development Manager at the Foundation of the American Academy of Ophthalmology (FAAO) where she manages special events, crafts donor communications and appeals, and works with key stakeholders to further the Foundation's mission. Under her leadership, the 2018 Orbital Gala raised a net revenue of over \$130,000 for the Foundation's educational and quality-of-care programming. Before joining FAAO, Lewis oversaw the annual fund and stewardship programs at the University of San Francisco. Lewis significantly increased the number of donors and dollars raised for the law school during the University's annual day of giving, Day of the Dons. She also worked at the premier land trust in the Bay Area, the Peninsula Open Space Trust (POST). There, Lewis planned and executed numerous donor events, oversaw aspects of the stewardship, major, and planned giving programs, and served as a liaison for the board of directors. Prior to POST, Lewis served as an AmeriCorps VISTA for the HandsOn Tech and helped provide free and low-cost technology trainings and support to hundreds of local nonprofits in the Bay Area. Lewis received her Master of Nonprofit Administration from the University of San Francisco. She holds a Bachelor of Arts in Psychology and Social Behavior and a Bachelor of Arts in Dance from the University of California, Irvine.