Inputs vs. Outcomes

A 21st–Century Engagement Strategy

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switchboard

Inputs vs. Outcomes

Career Services Funnel
1. Awareness
2. Engagement
3. Positive career outcome
4. Giving back

Higher Ed = Economic Mobility for Millennials and Generation Z

Students want:
- Education as a vehicle for economic stability
- "A better job" (86%)
- A network = connections to information, people, places, opportunities
- "Training for a specific career" (77%)
- A bridge to the working world
- "To make more money" (73%)

Alumni want:
- Help continuing their professional development
- Financial stability as student loan payments and cost of living increases are significant challenges
- Community = connections to information, people, places, opportunities, strong tie to the institution based on their unique college experience

The Missing Middle: An opportunity for critical support during a period of high need

Incoming Students	Current Students	Recent Graduates	Young Alumni	Experienced Alumni

- $37, 172= Average student loan debt
- Still establishing a career and economic stability
- 60% of millennials are open to a different job

Diploma ➝ Lifetime Support

- Only 50% of US alumni agree their education was worth the cost
- 50% decline in alumni giving rates from '90 to '15
- 44% of grads work in jobs that do not require a degree
- 1 in 3 students will fail to graduate within 6 years

However...
Supportive relationships doubled graduates' perception that education was worth the cost.

Those that did feel supported and mentored are six times more likely to be emotionally attached to their alma mater.

A community that drives continued engagement allows members to easily ask for what they need and offer what they have to give.

By facilitating connections based on meeting the needs of your constituents, you invest in the growth of an altruistic community that is connected and loyal to your institution.

Ask

Offer

Alumni Engagement Strategies that Scale

- Rely on cooperation across alumni-facing teams.
- Start with a clear, joint vision for success.
- Provide offerings that meet alumni needs.
- Track relevant outcomes, not just inputs.
- Funnel alumni through a continuum of engagement across teams seamlessly.

Challenges across Alumni Engagement Teams

- Relevance: Is what we're offering relevant to our audience?
- Data (collection, integrity): Can we contact people, via mail, email?
- Metrics: How do we assess our effectiveness beyond "they seemed happy"?
- Resources: Budgets and staffing continue to be squeezed, while demands from alumni are increasing

Current Development & Fundraising Challenges

- Hitting targets (ambitious campaigns galore)
- Competition (crowdfunding, e.g., makes everyone a fundraiser)
- Data (you have to be able to communicate to ask for gifts!)
- Donor retention (in higher ed, annual giving participation continues to slide – in the US, the average for alumni participation in giving across all institutions last year was 8.3%, per the Council for Aid to Education)

Ideas for alumni engagement continuums across departments:

- Alumni recruiting and networking
- Career Education
- Skill-based professional development initiatives
- Funding for career exploration and internship programs

Alumni Recruiting Funnel

- Alumni host groups of students for career treks (in conjunction with alumni engagement/development)
- Alumni participate in panels hosted by academic departments (in conjunction with faculty)
- Alumni advise students and other alumni in a virtual community

Career Fairs/OCR → Career Education → Hiring → Recruit Alumni Volunteers → Giving $
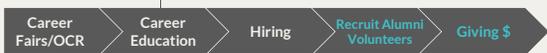
- Alumni representing employers at career fairs or information sessions/interviews
- Commit to hiring interns every year

Outcomes

- Our staff feel cared for, not stretched thin
- Our community feels heard
- We've created personal and authentic relationships
- Our constituents have a roadmap for deeper investment
- Constituents become activated, empowered ambassadors and helpers

Millennial Trends: Careers & Giving Back

OLD MODEL:	NEW MODEL:
40 hour week	Flexibility
Work	Creativity
Hierarchical	Transparent
Resumes	Networks
Job	Purpose
Siloed	Collaborative
Passive	Activated
Power "over"	Power "with"

"One big thing I've seen is millennials are shifting from outputs to outcomes."

"They're not down for being a cog in a machine."

"Millennial leaders are looking to each other. They're really eager to connect across sectors — business, government, nonprofits. We're realizing that all these issues are deeply linked, and we need each other."

"How Millennials Lead," *Chronicle of Philanthropy*, 1/9/18

Checklist

- Have we asked our community what they need?
- Have we leveraged existing resources and talents?
- Have we created a personal and authentic experience?
- Have we activated our community for deeper, next level engagement?
- Have we given our community tools they need to amplify and share these resources?

Signs of Success

Your alumni & students feel:

Home
Healed
Helpful
Helped
Hopeful
Heard

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Learn more about making the switch from inputs to outcomes at www.switchboardhq.com/make-the-switch