



# Millennials, Xers, and Boomers: Multi-Generational Parent Prospects for Admission and Development

**Phil Higginson., IAP-L**  
*Asst. Head of School for Institutional  
Advancement  
Ravenscroft*



## Workshop Goals

- ◆ The Shifting Generational Orientation to Constituent Management
- ◆ The Shifting Generational Orientation to the Culture of Philanthropy
- ◆ The Implications for Your Long Term Planning

# How Millennial are You?

Link to Pew Generational Quiz

[www.PewResearch.org/quiz/how-millennial-are-you/](http://www.PewResearch.org/quiz/how-millennial-are-you/)

# How are we defining the generations?

Birth Year	Generation
1928 - 1945	The Silent Generation
1946 - 1964	The Boomers
1965-1980	The Xers
1981 - 1997	The Millennials

# How mighty is the coming generational shift?

According to the “Generational Media Study,” there are 79 million Millennials compared to only 48 million Gen Xers. This is the largest generation of young people since the baby boomers. They already spend \$170 billion a year—of their own and their parents’ money. Whether you are interested in marketing to them, managing them, or simply getting along with them, it is important to understand a few basic beliefs of the Next Generation.

*Cara Newman, YOUNG MONEY Editor, YoungMoney.com*

# Opportunity: Millennial Birth Rate

*9,000 babies are born every day to  
Millennial parents*

# How the generations think about things

Criteria	Boomers	Xers	Millennials
Trust toward authority	Confident of self, not authority	Low level of trust toward authority	High level of trust toward authority, and yet less likely to trust individuals
Their view of “the ultimate reward”	Prestigious title; the corner office	Freedom <i>not</i> to have to do something	Meaningful work
How their parents were with them	Parents were controlling	Parents were distant	Parents were intruding (helicopters)
Views toward having children	Boomers are controlled; their children were planned	Doubtful about the prospect of becoming parents	Certain about parenthood; in fact marriage and family are more important than career and success

# How the generations think about things

Criteria	Boomers	Xers	Millennials
Views on family life	Indulged as children	Alienated as children	Protected as children
Views toward education	Value freedom of expression	Pragmatic	Want / need an accountability structure
Political orientation	Want to attack oppression	Apathetic and more worried about the individual	Crave community (they crowd source everything)
“The big question”	“What does it mean?”	“Does it work?”	“How do we build it?”

*Cara Newman, YOUNG MONEY Editor, YoungMoney.com*





## Essential Questions

- ◆ What is the generational distribution of your constituents?
- ◆ What, if any, shifts are you seeing among your constituent population, in terms of their expectations?
- ◆ Are your families comforted by the status quo—or does the status quo challenge your value proposition?
- ◆ What's your membership story?
- ◆ What's your philanthropic story?
- ◆ How are these changes beginning to shape your long range plans?

# The Economic Implications of the Generational Shift



*U.S. students' \$1.3 trillion in loan debt grows by \$2,726 a second, according to MarketWatch's "student debt clock."*

# The economics of generational change

*Survey of 1,600 employees of all ages nationwide revealed that 42% are paying off student loans.*

# The economics of generational change

*Millennials are delaying life's big decisions because of crushing student loan debt.*

## The economics of generational change

*College borrowing affects Boomers, too. One in three employees (32%) have spent money earmarked for retirement on student loans.*

*57% predict they'll do so in the future.*

# Marketing Paradigm Change

20 <sup>th</sup> Century Marketing	Innovation Era Marketing
The school is the brand	The student is the brand
Parent is a passive consumer	Parent is an active consumer
Parent is easily satisfied	Parent has high expectations
Parent trusts authority	Parent mistrusts authority
Admission Director is the frontline storyteller	Social media / website messaging is the frontline storyteller
Inquiry and application are key metrics	Re-enrollment is key metric
Marketing a product (school & curriculum)	Marketing an experience
Word-of-mouth drives initial inquiry	Word-of-mouth still drives initial inquiry
Of course they'll come, and they'll stay	They may not come, and they may not stay
One person or no-one responsible for marketing	Everyone is responsible for marketing
Internal marketing not critical	Internal marketing critical
Schools comfortable with the status quo	Status quo challenges your value proposition

# MILLENNIALS

A PORTRAIT OF GENERATION NEXT

**Confident.  
Connected.  
Open to Change.**

- ◆ Confident
- ◆ Self-expressive
- ◆ Liberal
- ◆ Upbeat
- ◆ Open to change
- ◆ More ethnically and racially diverse
- ◆ Less religious
- ◆ Less likely to have served in the military
- ◆ On track to be the most educated generation in American history

*Pew Research* <http://www.pewresearch.org/topics/millennials/>



Marketing is not about what you say;  
it's about what you *do*



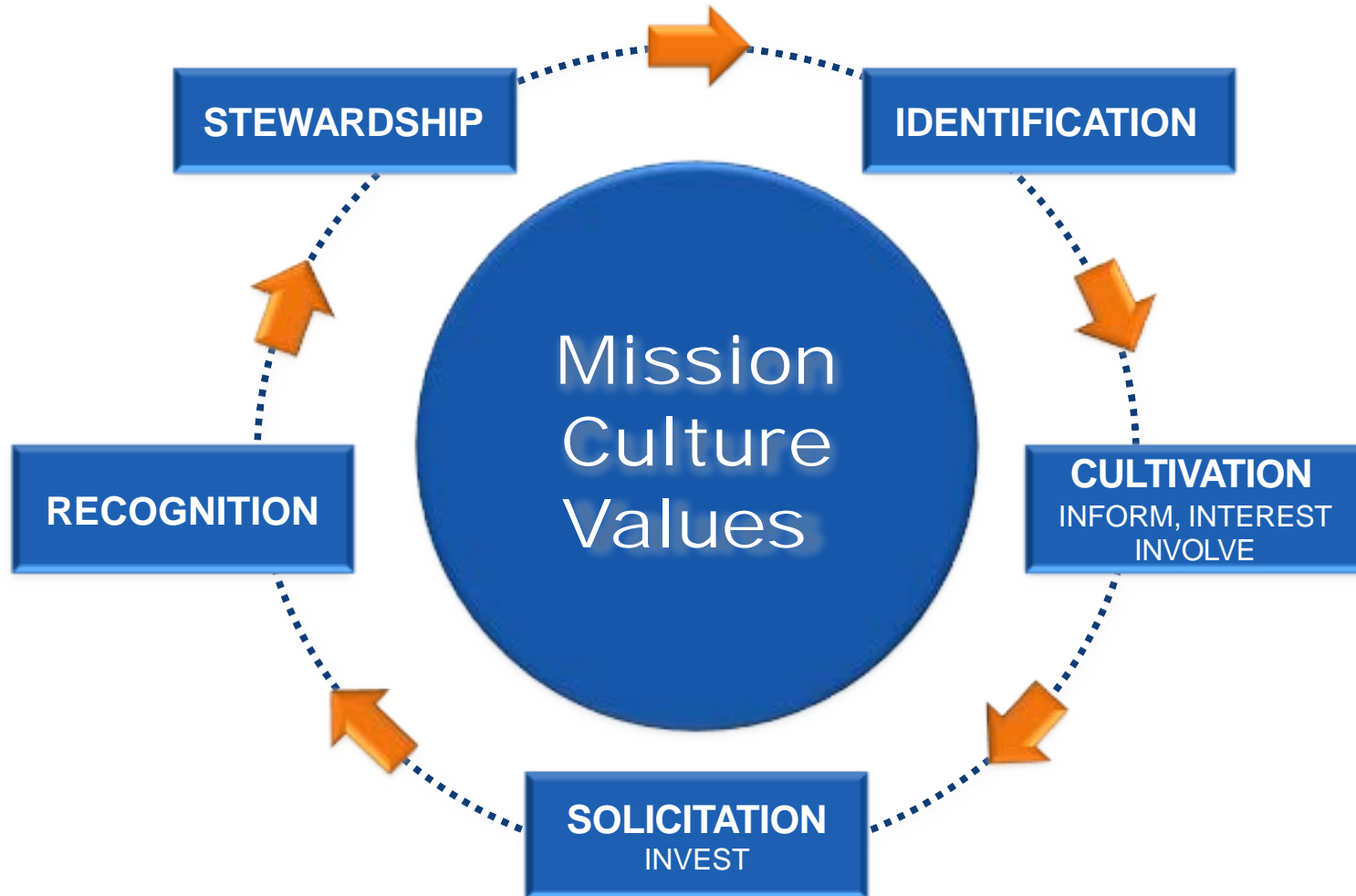
**What evidence do you see of the  
marketing paradigm shift  
at your organization?**

# How Might This Impact Your Marketing Outcomes? Group Discussion



# Generational Orientation to Culture of Philanthropy

# Donor Cultivation Cycle



# Millennials' Philanthropic Orientation

Millennials are the first generation to grow up alongside corporate social responsibility (CSR), and time and again, studies have shown they're passionate about causes and motivated to connect, get involved, and contribute to the greater good.

At the end of 2015, Millennials exceeded Baby Boomers as the nation's largest living generation, and now make up the largest percentage of the professional workforce.

*YOU Caring, Millennial Impact Report, YouCaring.com*

# Trends observed in Forbes' Millennial Report

- ◆ Millennials support issues rather than organizations
- ◆ Millennials prefer to perform smaller actions before fully committing to a cause
- ◆ Millennials are influenced by the decisions and behaviors of their peers
- ◆ Millennials treat all their assets (time, money, network, etc.) as having equal value
- ◆ Millennials need to experience an organization's work without having to be on site

*Based on trends observed in Forbes' Millennial Report <http://www.forbes.com/>*

## Profile of Millennials

*“One in four millennials are more likely to pay for an experience rather than a product, and that mindset is not limited to just the consumer market.”*

<http://www.forbes.com/>



## Profile of Millennials

*“Millennials are not just participating because they believe in the cause (even though they do); they are not just participating because their friends are doing it (even though they are); they are participating to make a memory.”*

<http://www.forbes.com/>

# Millennials' Philanthropic Orientation

- ◆ Eighty-four percent of employed Millennials made a charitable donation in 2015
- ◆ Millennials regard their resources, such as time, networks, and money, as having equal values, resulting in individuals seeking ways to become personally invested in a cause
- ◆ Millennials prefer technology to find volunteer opportunities or donate online.
- ◆ When inspired, Millennials share in micro ways, from small donations to short volunteer stints.

*YOU Caring, Millennial Impact Report, Survey of 2,500 Millennial Employees, YouCaring.com*

# Millennials' Philanthropic Orientation

- ◆ Peer influence plays an important part in motivating Millennials to volunteer, donate, and raise funds for causes they care about.
- ◆ Millennials are most likely to get involved with causes when organizations offer a range of volunteer opportunities, from short- to long-term projects, especially those that allow them to lend their knowledge and expertise
- ◆ Millennials give to make an impact. They want their contributions to have tangible results; they want to know exactly who and how they helped.

*YOU Caring, Millennial Impact Report, YouCaring.com*

# Getting Millennials Involved

- ◆ The power of peers
- ◆ Remain transparent
- ◆ Establish emotional ties
- ◆ New types of resources



*YOU Caring, Millennial Impact Report, YouCaring.com*

# Getting Millennials Involved

## *Leverage the power of peers*

Millennials are influenced by the decisions and actions of their peers, especially in the workforce.

- ◆ Sixty-five percent of employed Millennials said they would be more likely to volunteer if their colleagues also participated
- ◆ Encourage fundraising activities as a way to get an entire office to get involved. Millennials will view this as an opportunity for teambuilding

*YOU Caring, Millennial Impact Report, YouCaring.com*

# Getting Millennials Involved

## *Remain transparent*

Millennials want transparency and feedback when it comes to trusting a nonprofit, and they want to see tangible results in order to measure their contribution.

- ◆ Be clear in communications by outlining how donations are being utilized
- ◆ Outline where the funds will go in the campaign story, and update the campaign page with progress reports

*YOU Caring, Millennial Impact Report, YouCaring.com*

# Getting Millennials Involved

## *Establish emotional ties*

A Millennial's philanthropic endeavors aren't fueled by big incentives. Instead, they become involved in nonprofits, both inside and outside of work, for mostly altruistic intentions. They desire to establish connections with their "causes."

- ◆ Highlight the emotional aspects of volunteering
- ◆ Provide evidence of their success in the form of appealing and intimate stories that reveal visible and lasting change

*YOU Caring, Millennial Impact Report, YouCaring.com*

# How Does This Impact Your Culture of Philanthropy and Philanthropic Outcomes?





**Challenge versus Opportunity**  
**Failure versus Success**

# **Addendum: Working with Millennials**

# The Secret to Teamwork Across the Generations

## 5 Tactics for Working with Cross-Generational Teams

### Rethink the Boring Stuff

Explore new technology offered up by tech-savvy younger employees to reduce repetitive and rote work for everyone.

### Flex the Hours

No matter their age, employees want a life outside work, so balance off-hours coverage so no one has to work 24/7.

### Help Them Learn

Older & younger employees can mentor each other in different ways (eg, being organizationally vs. technologically savvy).

### Give Good Reasons

Don't insist on doing something just because that's the way it's always been done.

### Learn From Each Other

Both age groups can offer wisdom to one another, if they're open to hearing it.



*Center for Creative Leadership, [insights.ccl.org](https://insights.ccl.org)*

# The Secret to Teamwork Across the Generations

## *Rethink the boring stuff*

Millennials are influenced by the decisions and actions of their peers, especially in the workforce.

- ◆ Millennials resist when the assigned task is perceived as boring, redundant, or of low impact
- ◆ Millennials may know of efficiency solutions not yet explored

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# The Secret to Teamwork Across the Generations

## *Flex the hours*

Millennials are willing to work long hours, and they want to have a life outside of work.

- ◆ Encourage the team to come up with a solution
- ◆ Consider outside coverage as alternative to expectation to be “on” 24/7

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# The Secret to Teamwork Across the Generations

## *Help them learn, but don't be a parent*

Millennials would appreciate a helpful mentor who can provide feedback on how they are doing and how to be more organizationally savvy.

- ◆ Millennials recognize you have knowledge that can't be learned in school
- ◆ They appreciate the information, but don't want you to have an expectation of what they'll do with it

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# The Secret to Teamwork Across the Generations

## *Give good reasons*

Millennials will be challenged by being told that a task needs to be done a particular way just because it's the established way.

- ◆ Attach the observations you've made to hard data and express the possible advantages
- ◆ But acknowledge it's their choice as to the selected "means" to the "end"

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# The Secret to Teamwork Across the Generations

## *Learn from each other*

Millennials want to learn new things, which means that they are likely to want to learn about what you're doing and help you with it.

- ◆ Help millennials understand what they don't know
- ◆ Identify things they can teach you, and ask them to do it

*Center for Creative Leadership, [insights.ccl.org](http://insights.ccl.org)*