

millennial donors

report 2011

#giving

#ENGAGING

#motivators

#COMMUNICATION

#volunteering

a research project of

JCA Johnson
Grossnickle+
Associates


Achieve

millennial donors

report **2011**

This study was designed to complement the 2010 Millennial Donor Study while providing new insights and deeper understanding of Millennial donor interests, engagement and motivations.

a research project of



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[#MILLENNIALDONORS](https://twitter.com/MILLENNIALDONORS)

millennial donors

A LETTER FROM THE RESEARCH PARTNERS

Last year, when we released our first Millennial Donors Survey, we recognized that the donors in the up-and-coming generation are generous people who appreciate technological tools but make their philanthropic decisions based more on personal connections than virtual ones.

This year we saw more evidence of these giving approaches, along with new indications that this progressive generation has some very traditional notions. Most notably, we saw that trust plays a huge role in their giving decisions, and that they are most likely to volunteer for organizations if they have already donated to them.

As we were last year, we are left with one overriding impression: That, while the Millennial generation has often been characterized as being a one-dimensional, technologically plugged-in and personally disconnected group, the fact is, this group is diverse, human and ready to give.

For nonprofits, one of the biggest lessons here is that we cannot make assumptions about Millennial donors. Instead, we need to embrace both their progressive ideas and deeply rooted values. We need to listen to them and respond, rather than making assumptions and reaching out to them according to those assumptions.

Nonprofit organizations that succeed in the future will succeed in engaging Millennial donors on their terms – and then reaping the benefits.



Derrick Feldmann
Achieve



Ted Grossnickle
Johnson, Grossnickle and Associates

#SurveyOverview

METHODOLOGY

For the 2011 Millennial Donor survey, Achieve and Johnson, Grossnickle and Associates (JGA) partnered with seven institutions. Each institution was provided a unique online survey link and the survey questions were identical across all partner institutions. The online survey was targeted at partner constituents between the ages of 20-35. The final findings from this survey represent responses from 2,953 survey participants age 20-35. Survey responses received from individuals outside the specified age category were segmented and omitted from the final survey findings and results.

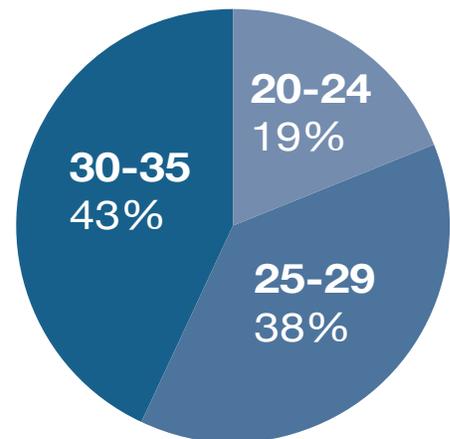
Survey partner institutions included four higher education institutions (university/college), one national fraternal organization, one arts organization, and one human service organization. All partner institutions promoted the survey online, in e-newsletters, through social media, and print between January 1, 2011, and February 28, 2011. The survey link was deactivated March 1, 2011. All survey data was compiled and analyzed in aggregate form.

THE NEXT GENERATION OF GIVERS

This year's survey – the second Millennial Donors Survey conducted by these partners – features a respondent pool that's 33% larger than last year, but it focuses on a smaller age range (ages 20-35, compared to 20-40 for the 2010 survey).

Nearly all of the study participants are college-educated: More than 90% have college degrees, and nearly half of all respondents have at least pursued graduate studies. Thirty-seven percent hold graduate degrees.

AGE OF SURVEY PARTICIPANTS



RESEARCH TEAM:

The 2010 Millennial Donor Survey Research Team consists of the following JGA and Achieve staff.



Ted Grossnickle, *Senior Managing Consultant*
Angela White, *Senior Consultant and Chief Operating Officer*
Andy Canada, *Consultant*
Deanna Lepsky, *Marketing Associate*



Derrick Feldmann, *CEO*
Joanna Nixon, *Consultant*
Justin Brady, *Consulting Associate*
Ross Smith, *New Media Assistant*

Complete bios for the research team can be found at www.jgacounsel.com and www.achieveguidance.com

#ExecutiveSummary

The more we establish the differences between Millennials and other donors, the more we also reveal the consistencies those two groups share. Last year, we recognized that, while donors want to be engaged in different ways, they still value personal contact over high-tech approaches. **This year, Millennial donors once again blended their preference for technology with a desire for something truly time-honored: trust.**

For the 2011 Millennial Donors Study, Achieve and Johnson, Grossnickle and Associates (JGA) received survey responses from nearly 3,000 people between the ages of 20 and 35 from across the United States about their giving habits and volunteer preferences. This year's survey echoed a number of questions from last year's, but also delved into new areas and offered more detail in an effort to provide new insights into the giving habits of Millennials.

The results of this year's survey support last year's thesis that, in many ways, Millennial donors want to be approached differently than their predecessors and yet with the same level of respect and the same kind of connections to leadership.

In 2010, Millennials continued to demonstrate their generosity, with 93% of respondents giving to nonprofit organizations. However, they also revealed that they are more likely to give to multiple organizations than to focus their giving on any one recipient. Like last year, Millennials said they gave most often as a result of personal, traditional giving requests, with popular technologies such as online and email giving coming in at lower percentages. However, the respondents also suggested that they prefer to give primarily through online tools. The message here? They might give more often through personal asks because many organizations have not caught up with technological giving options.

Millennials are most often motivated to give by a compelling mission or cause, and they dedicate most of their generosity to education, human services, faith-based causes or arts and culture. Trust plays a big role in giver motivation – and an even bigger role in de-motivation, it would seem, as nine out of ten donors said they would stop giving to an organization if it for some reason lost their trust.

Search engines continue to play a big role as Millennials gather information about organizations, with email and peer-contact also being favored. Once they reach an organization's website, Millennials expect to find specific information and details about the organization's history and mission, as well as a giver's guide that explains how a gift could make a difference. Young professional groups are still evolving as an option for givers, it seems, as interest in them was lukewarm, and a Millennial's interest in membership likely would rely heavily on the cost of membership.

Nearly eight out of ten survey respondents volunteered for nonprofits last year, and nearly 90 percent of those volunteered more than once. When it comes to giving of their time, Millennials' generosity can be predicted in part by the way they give their money: Those who give the most cash also give the most time. As for those who don't volunteer, the primary obstacle to giving time is a lack of time, although nearly half of those who didn't volunteer said it was because they simply weren't asked.

So, having completed our second Millennial Donors Survey, what do we think the results mean to nonprofit organizations?

Organizations must:

- Work to establish and maintain the trust of their donors
- Develop personal relationships and opportunities for donors to connect with their peers and with people from the organization
- Focus on the way the organization appears in search engines
- Help those donors who find them to understand the organization thoroughly, appreciate how a gift would help, and know how to give

millennial donors

93% OF MILLENNIALS
GAVE TO NONPROFITS

IN 2010

58% Said Their Single
Largest Gift Was Less
Than \$150



63% gave to 3+ orgs

Motivated to give by:

1. Compelling Mission/Cause
2. Personal Connection with leadership
3. Friend or peer endorsement

65% want to know how \$
makes a difference

57% gave in response
to a personal ask



#TRUST

90% WOULD STOP
GIVING IF THEY DID NOT
TRUST THE ORGANIZATION



How do we earn Millennials trust?

1. Friends or family endorsement
2. Report financial condition
3. Opportunities to meet leadership

#ONLINE

WEB SEARCH IS
WAY TO FIND INFO ON
NONPROFIT ORGANIZATIONS

#1

33% got info
about orgs
on facebook



49% gave online BUT

58% preferred
to give online



#VOLUNTEER

79% OF MILLENNIALS
VOLUNTEERED IN 2010



#1 reason
they wouldn't
volunteer
is lack of time

#KeyFindings

#GIVING

- 93% of surveyed Millennials gave to nonprofit organizations in 2010, with 21% giving \$1,000 or more during the course of the year, but the bulk of giving was distributed in small increments to many organizations. 58% of respondents said their single largest gift was less than \$150.
- 59% of Millennials gave in response to a personal ask and 49% gave online. However, when Millennials were asked how they prefer to give, online giving took the top spot, being identified as the method of choice by 58% of respondents, with personal requests dropping to 48%.
- 84% of Millennials said they are most likely to donate when they fully trust an organization, and 90% said they would stop giving if they do not trust an organization.
- 85% of Millennials are motivated to give by a compelling mission or cause, and 56% by a personal connection or trust in the leadership of the organization. Only 2% of Millennials were motivated to give by celebrity endorsements.

#COMMUNICATING

- 71% of respondents get information about nonprofit organizations through web searches, 62% want to receive information by email, and 56% get information from peers. 33% of Millennials said they use Facebook to gather information on an organization.
- On an organization's website, 70% of Millennials want to find information about the organization's mission and history, and 56% want to learn about the organization's financial condition.
- 65% want an organization's website to provide giving guides that explain how support will make a difference, and 52% want to learn about volunteer opportunities.

#ENGAGING

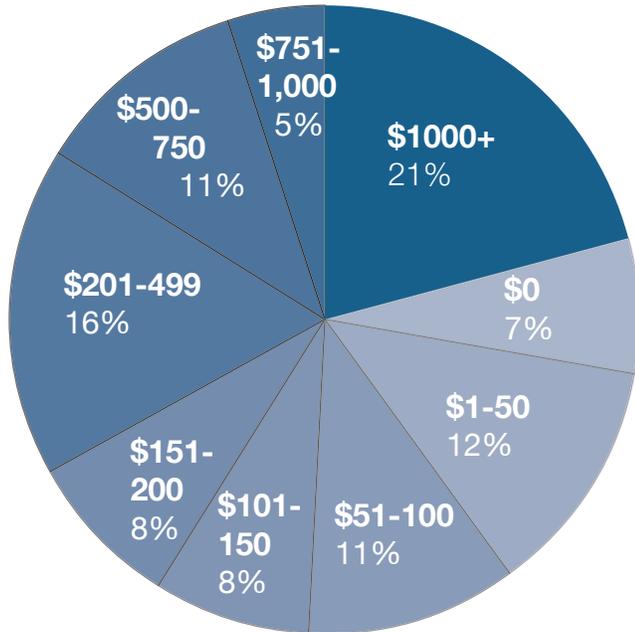
- 79% of respondents volunteered for organizations in 2010, with the primary obstacle to volunteering being a lack of time, which was noted by 85% of participants who did not volunteer in 2010. 45% of the non-volunteers said they simply weren't asked to volunteer.
- 19% of people who gave \$1,000 or more volunteered once a week or more, while only 11% of people who donated less than \$1,000 volunteered that often.
- 40% said they would be interested in joining a young professional organization, and 44% were unsure. Of those interested in joining such groups, only 40% said they would be willing to pay a fee or donate to join.

#Giving

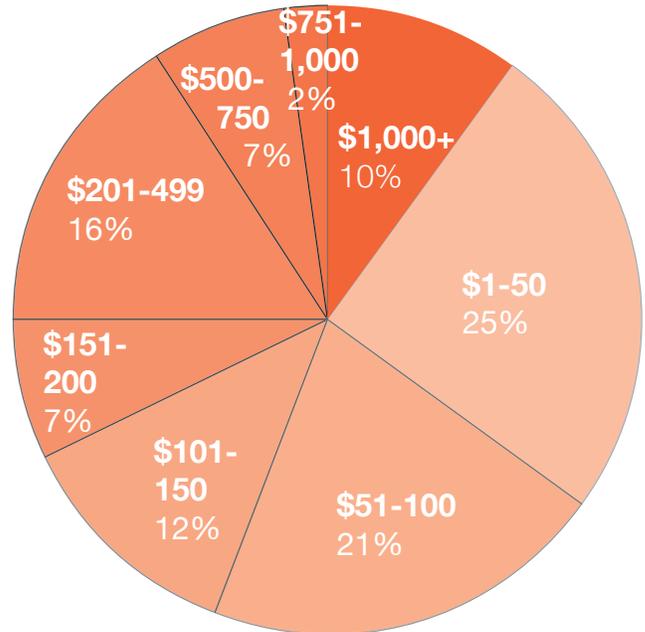
MILLENNIALS GIVE (AND SOMETIMES BIG!)

Overall, the survey respondents are generous: 93% of them donated to nonprofit organizations in 2010, with 21% of them giving \$1,000 or more over the course of the year, and another 16% giving between \$500 and \$1,000.

TOTAL DONATED IN 2010

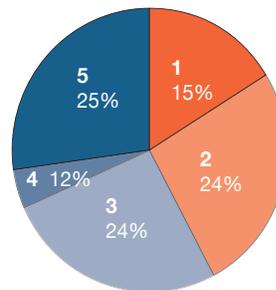


LARGEST SINGLE GIFT



However, that giving was distributed mostly in small increments to many organizations. While 62% of respondents donated more than \$150 to nonprofits in 2010, more than half of all respondents – 58% – said their largest single gift was less than \$150.

QUANTITY OF ORGANIZATIONS SUPPORTED



Overall, only 10% gave single gifts of \$1,000 or more, and **61% of all donors gave to three organizations or more.**

START ENGAGING MILLENNIALS NOW TO MAKE GAINS LATER

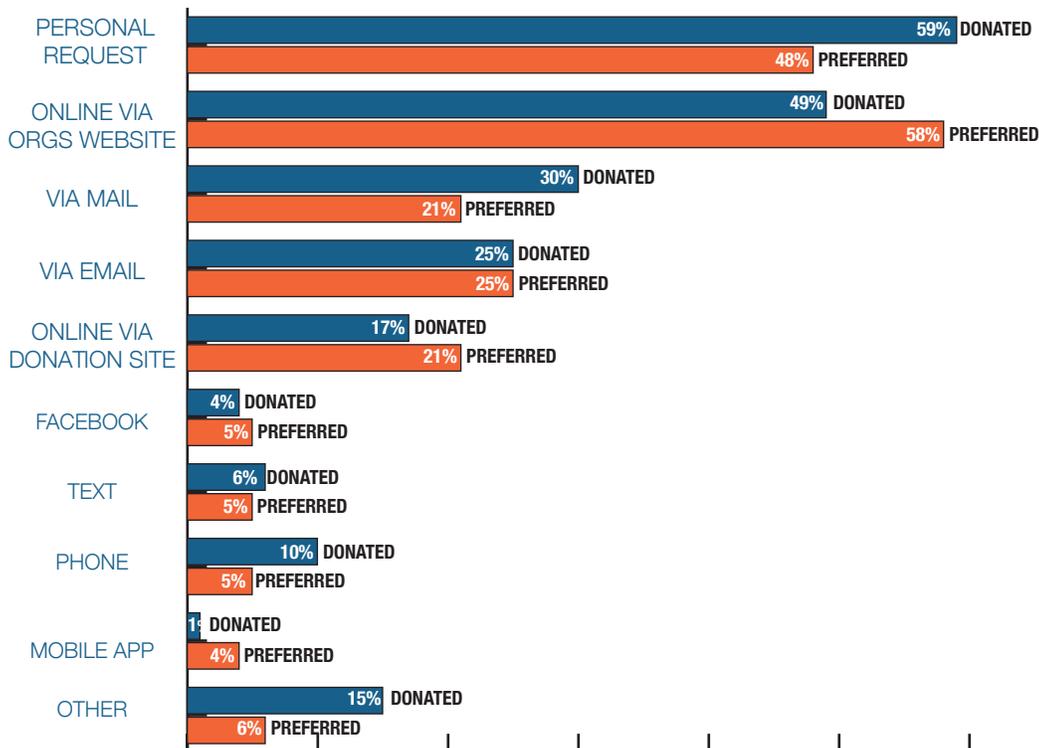
While that generosity is good news to nonprofits, the results would hint that the future holds even **better news.** If trends suggested by this study hold true, Millennials will become even more generous over time. Forty percent of respondents said they expect to give more in 2011 than in 2010, and 54% said they would give the same in 2011 as in the past year. Of the remaining respondents, 5% said they would give less than in 2010, and only 1% said they do not plan to give to charitable organizations at all in 2011.

Providing further support to this budding trend is the fact that increases in giving correlate to age, as the survey results show higher levels of giving and numbers of organizations supported as donors age: Millennials falling into the 30-35 age range gave significantly more in 2010 than donors aged 20-24 or 25-29.

DON'T GUESS, KNOW MILLENNIALS DONATION PREFERENCES

Millennials' giving showed a preference for personal, traditional requests over any single technological approach. Fifty-nine percent of respondents gave in response to a personal ask and 30% gave after receiving a letter via the mail, compared to the 49% that gave online and the 25% that gave via email. However, this doesn't necessarily reflect how they *prefer to give*.

HOW DONATIONS WERE MADE VS PREFERENCES



While this preference for personal contact is consistent with last year's survey, new information suggests that it doesn't reflect how Millennials would prefer to give. When asked how they prefer to give, 58% of them pointed to online giving as their preferred method. Still, 48% do prefer to give as a result of a personal request. A similar action-preference split appeared again when it came to giving via mail and email: While 30% of respondents gave after receiving a letter in the mail, only 21% said they prefer to give in response to a mailed solicitation. In verbatim comments, many respondents suggested they would like to give regularly through payroll deductions, and several would prefer to maximize their giving through company matches.

While social media and text remains a favorite of Millennials for communicating, they do not seem ready to jump into donating via those methods. Only a small number of Millennials donated via text (6%), Facebook (4%), phone (10%) or mobile apps (1%), and none of those vehicles was heavily preferred.

IMPLICATIONS: Organizations need to continue to pursue a multi-channel approach to attracting Millennial donors, but they will need to be patient as "entry-level" givers focus on small gifts to multiple organizations and more mature donors give larger gifts. Furthermore, the disconnect between the ways Millennials give and the ways they would prefer to give might suggest that organizations are not offering Millennials the giving tools they would prefer. While it seems that Millennials are dedicated enough to giving that they'll use whatever methods are available, organizations would be wise to embrace giving methods their targeted donors prefer – failing to do so might mean losing donors to organizations that do.

#GivingMotivators

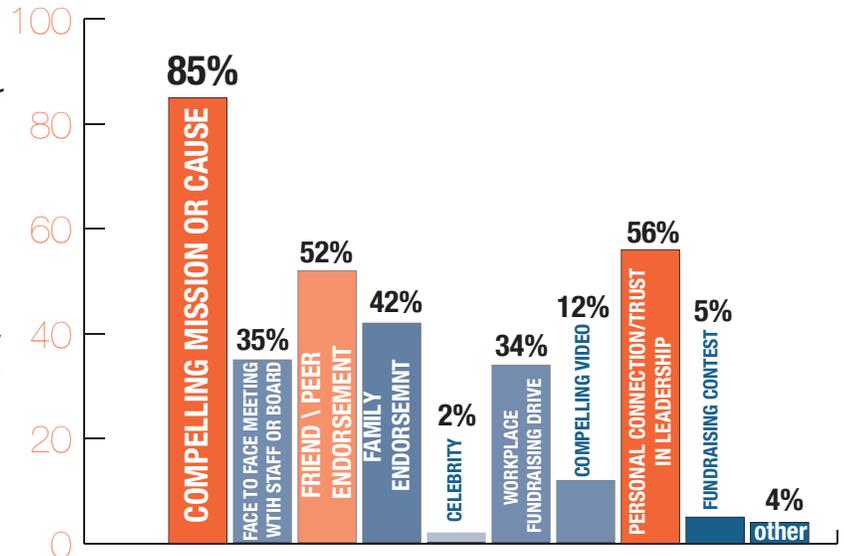
GIVERS WHO FOLLOW THEIR HEARTS

When it comes to motivating a Millennial to give, successful nonprofits should focus on clearly communicating their mission and trustworthiness – and skip the celebrity endorsements.

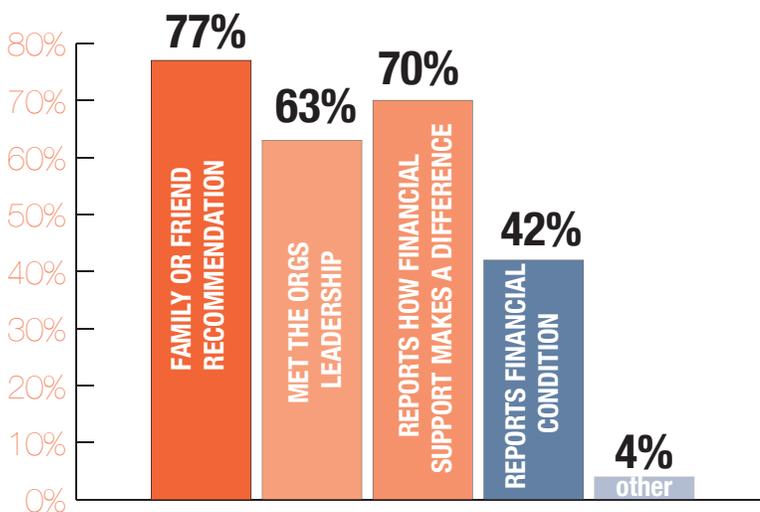
Two-thirds of respondents said they supported education organizations in 2010, with 59% giving to human services organizations, 40% contributing to faith-based causes and 39% supporting arts and culture organizations.

When asked to describe what motivates them to give, 85% of Millennials pointed to a compelling mission or cause, and 56% cited a personal connection or trust in the leadership of the organization. A friend or peer endorsement compelled 52% to give, while a nudge from a family member prompted 42% to give. Slightly more than a third (34%) gave as a result of a workplace fundraising drive. A compelling video won over 12% of donors, while fundraising contests only inspired 5% to give. That high-profile celebrity or influential leader endorsement? Apparently it's not worth the effort from a strictly fundraising standpoint: Only 2% of Millennials said they were motivated to give by such endorsements.

FACTORS THAT MOTIVATE GIVING



FACTORS THAT INFLUENCE TRUST



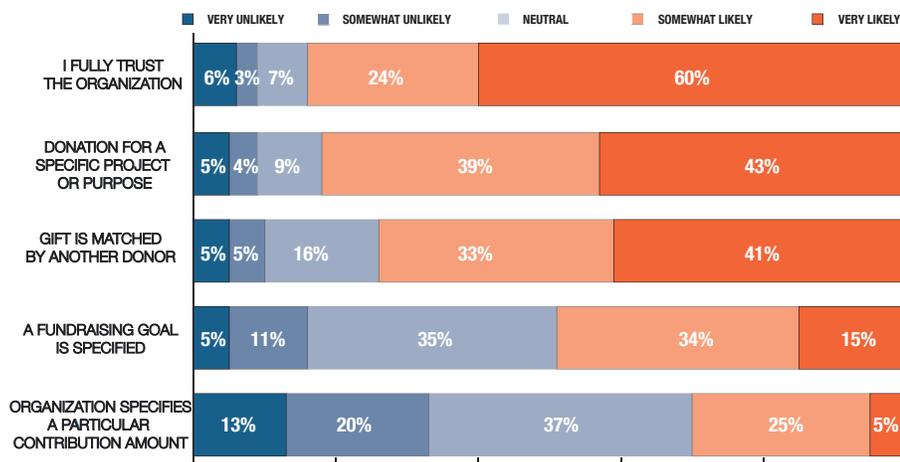
MATTER OF TRUST

When making decisions to give, Millennials value trust above all other factors. In fact, they put such value on trust that 84% said they would be somewhat or very likely to donate to organizations that they can fully trust, and 90% said they would stop giving to an organization that they could not trust.

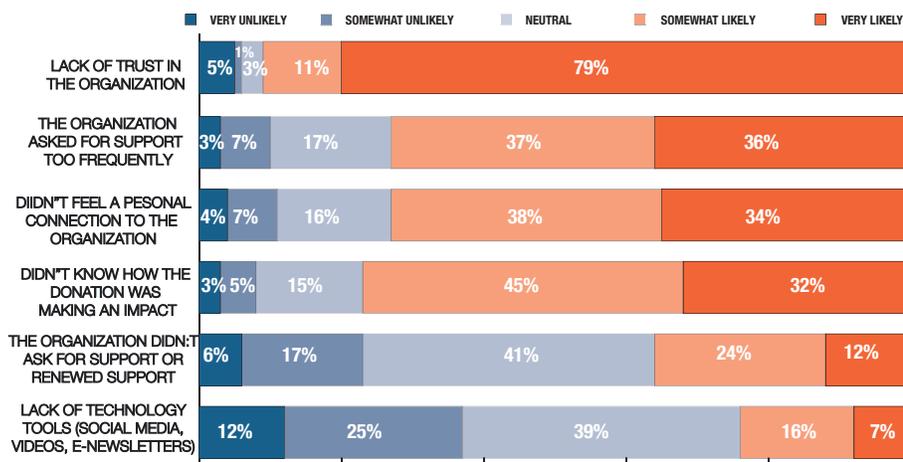
To gain givers' trust, organizations should network strategically. More than three-quarters of Millennials (77%) said they would trust organizations endorsed by friends or family members, and 64% said they would trust an organization if they have met its leadership. Transparency also is a key factor in trust, as 70% of respondents said they trust organizations that report how financial support makes a difference.

WANT A DONATION? BE SPECIFIC ON HOW YOU WILL USE IT.

INSTANCES YOU WOULD LIKELY DONATE



INSTANCES YOU WOULD LIKELY STOP DONATING



While trust is crucial, other factors play a key role in Millennials' decisions to donate or worse stop donating. Eighty-two percent said they would be very or somewhat likely to donate to organizations that describe the specific purpose for which the money will be used, and 82% would give if the organization specifies where the money will be going. Finally, 71% said they would be likely to give if they could increase their impact by seeing their gifts matched by another donor. Millennials are very likely or somewhat likely to stop donating if they didn't know how the donation was making an impact (78%), the organization asked for support too frequently (73%), or they didn't feel a personal connection with the organization (72%).

As for the emerging trend of giving circles, Millennials are uncertain about the concept. Only 28% said they would participate in a giving circle. On the other hand, only 22% rejected the notion outright, with half of all respondents saying they simply are unsure about the idea – suggesting that, while the idea has not caught on yet, it might be worth exploring in the future.

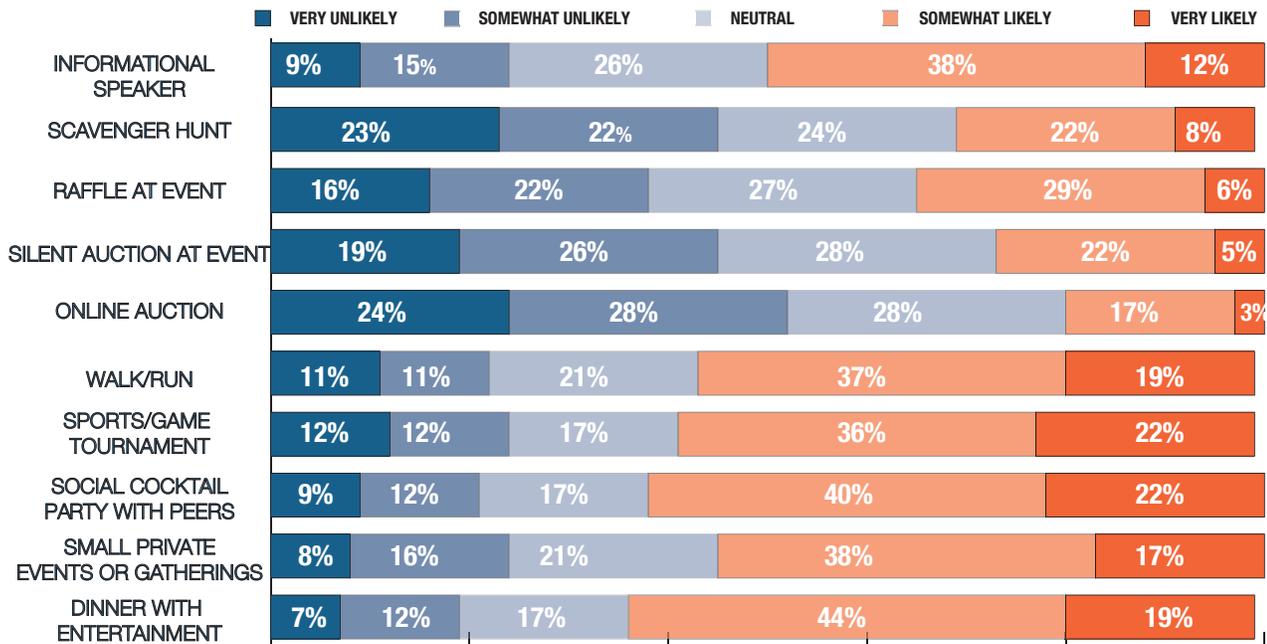
IMPLICATIONS: Clearly, organizations must work to make their messages as compelling as possible and be specific as to how donations will be used. Millennials may not always have a lot to give, so they want to make sure they use it wisely. At the same time, though, organizations must acknowledge that no cause will win Millennials' hearts or dollars if it fails to win their trust. Therefore, as they work to hone message and fundraising efforts, they also must work to win and protect donors' trust.

#SpecialEvents

MAKE THE MOST OF FUNDRAISING EVENTS

While our survey questions did not focus heavily on special events, they did shed light on what types of events would be best to attract Millennials. Sports and game related activities and opportunities to mingle with peers rate high with Millennials; events that require further donation beyond an entry cost rate low.

FUNDRAISING SPECIAL EVENT PREFERENCES



Dinner parties with entertainment appealed to 63% of donors, while social cocktail parties with peers drew positive answers from 62% of respondents, and 55% said they were somewhat or very likely to attend a small private event or gathering. Half of all respondents said they would be somewhat or very likely to attend an event with an informational speaker or presentation.

Asked if a fundraising activity including a sports event or game tournament would appeal to them, 58% of respondents said they would be somewhat or very likely to attend; 56% responded positively to questions about a fundraising walk or run.

Asking for money at an event is frowned on by Millennials. Less than a third of respondents said they would be likely to attend or participate in events including a silent auction, with similar numbers saying they would be attracted to raffles or scavenger hunts.

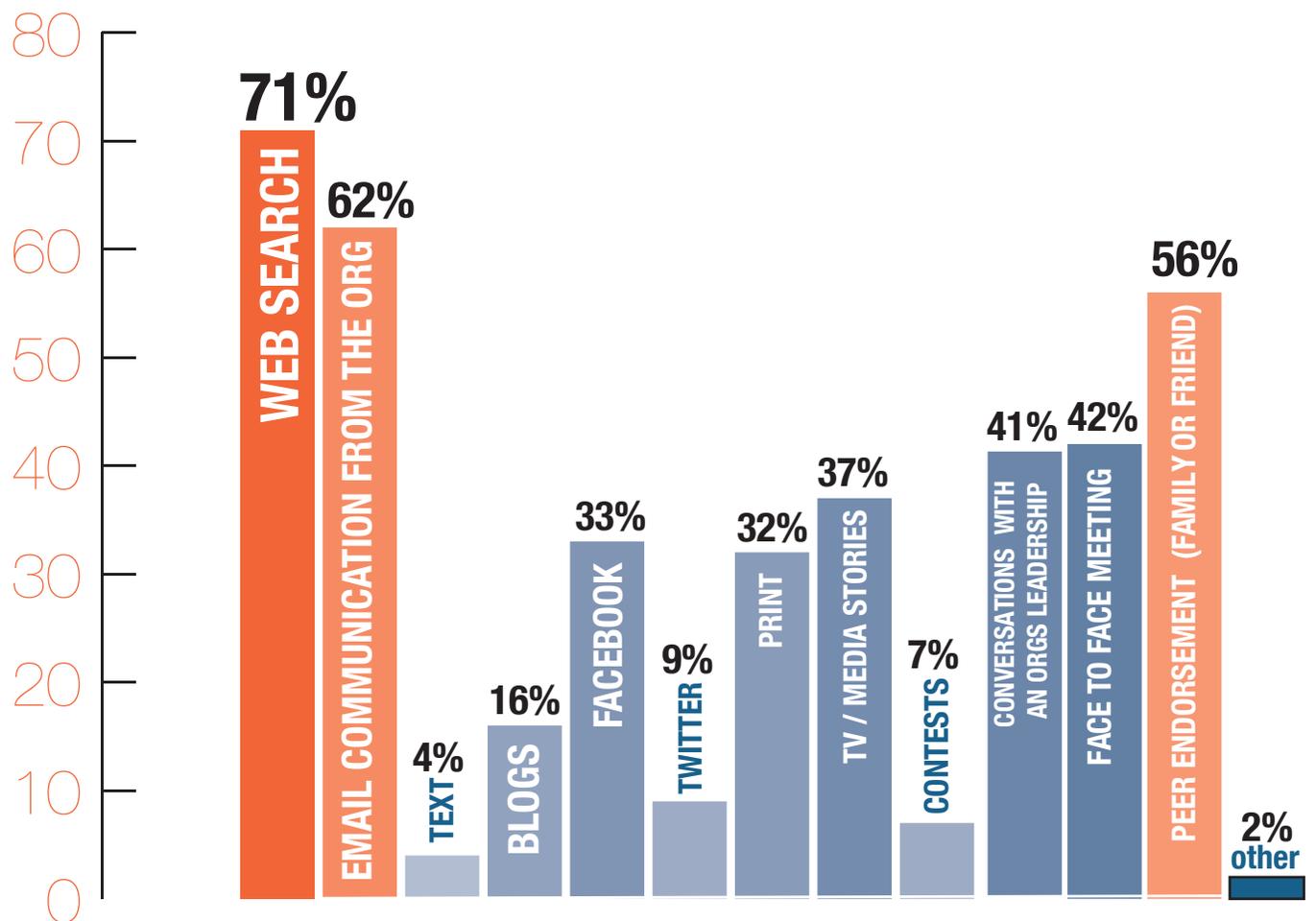
IMPLICATIONS: If nonprofit organizations aim to attract a younger generation at events, they should choose carefully, focusing on opportunities for donors to connect, and eschewing those that would attempt to get more money from donors after they've walked through the door.

#Communication

STICKING TO THE WEB: GIVERS GOOGLING FOR INFORMATION

Make it easy for Millennials to find you, give them what they want, and reach out on their terms. Those might be the best rules for nonprofits to embrace when seeking to communicate with Millennials.

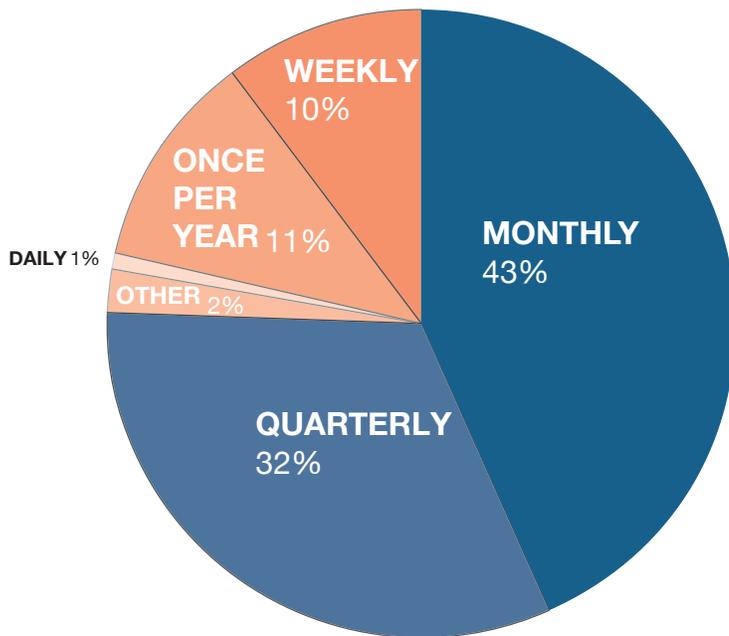
PREFERRED WAY TO LEARN ABOUT AN ORGANIZATION



Millennials who want to learn about organizations continue to turn first to the web, with 71% getting information through web searches, and the vast majority of those using Google. The next largest group (62%) relies on email for information, with another 56% turning to peers for information. While social media has not emerged as a powerful force for giving, it does provide an important avenue for information. Thirty-three percent of Millennials said they use Facebook to gather information on an organization. More traditional media posted similar results, with 37% of Millennials saying they prefer to get information through TV and media stories or promotions, and 32% saying they get their information from printed materials.

Once they reach an organization's website, Millennials want basic information and tools for action. In terms of information about the organization, 70% want to learn about mission and history, and 56% want to know about the organization's financial condition. Once they've gathered information, they want to know how they can act, with 65% wanting to find giving guides that explain how their support will make a difference, and 52% wanting to learn about volunteer opportunities.

COMMUNICATION PREFERENCES



Once they've connected with an organization, Millennials want regular communications, with 43% of them saying they want to hear from the organization monthly, and 32% saying they would prefer quarterly contact. Most of them want that contact to come in the form of email, although many said they would welcome social media contact if they have established that connection. Surveying your audience's communication preferences and segmenting can pay off - while most may prefer monthly, you don't want to risk losing a donor that only wants communicated with once a year.

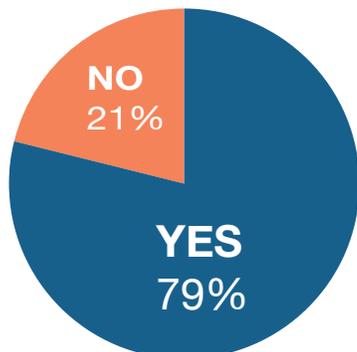
When they are contacted, Millennials prefer specific information: 79% want updates on programs and services, 70% want to know about volunteer opportunities, 56% welcome information about fundraising events, and an equal number said they want to know about activities and events for young professionals.

IMPLICATIONS: In light of these findings, nonprofit organizations are advised to study and sharpen their search-engine results, and to gather information from donors about their preferences for receiving information. After all, if Millennials can't find or connect with an organization the way they want to, they'll probably go out and find a different organization with which to engage.

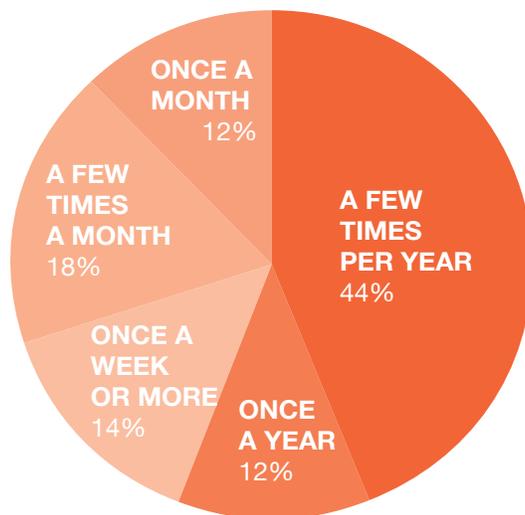
#Volunteering

MILLENNIALS WANT TO VOLUNTEER, BUT TIME IS OF THE ESSENCE

DID YOU VOLUNTEER IN 2010?



HOW OFTEN DID YOU VOLUNTEER?



Of all the Millennials responding to the survey, 79% volunteered for nonprofit organizations in 2010, and 88% of those respondents volunteered at last a few times a year. Nearly half of all respondents (46%) said they expect to volunteer in 2011 as much as they did in 2010, and 37% said they expect to volunteer more often.

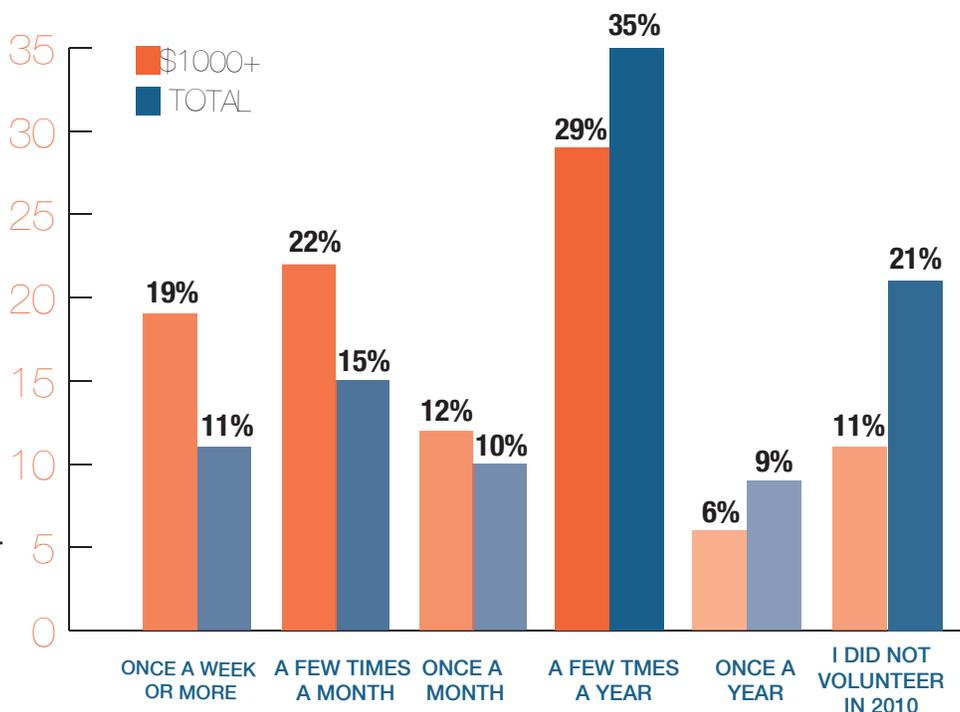
Among survey respondents who did not volunteer in 2010, the primary obstacle to giving was a lack of time – noted by 85% of survey participants – but nearly half (45%) said they simply weren't asked to volunteer. Other obstacles mentioned in verbatim response were starting a new family, being new to an area, a bad previous experience, scheduling issues or a perception that the organization did not need more volunteers.

MILLENNIALS WHO VOLUNTEER MORE, GIVE MORE

When searching for the greatest indicators of volunteerism, organizations should look to giving levels. While 93% of survey participants donated money to nonprofit organizations in 2010, only 79% gave of their time. However, the more money people gave, the more time they gave, as well.

For example, while 21% did not volunteer in 2010, only 11% of people who gave \$1,000 or more did not volunteer. On the other end of the spectrum, 19% of people who gave \$1,000 or more volunteered once a week or more, while only 11% of people who donated less than \$1,000 volunteered that often.

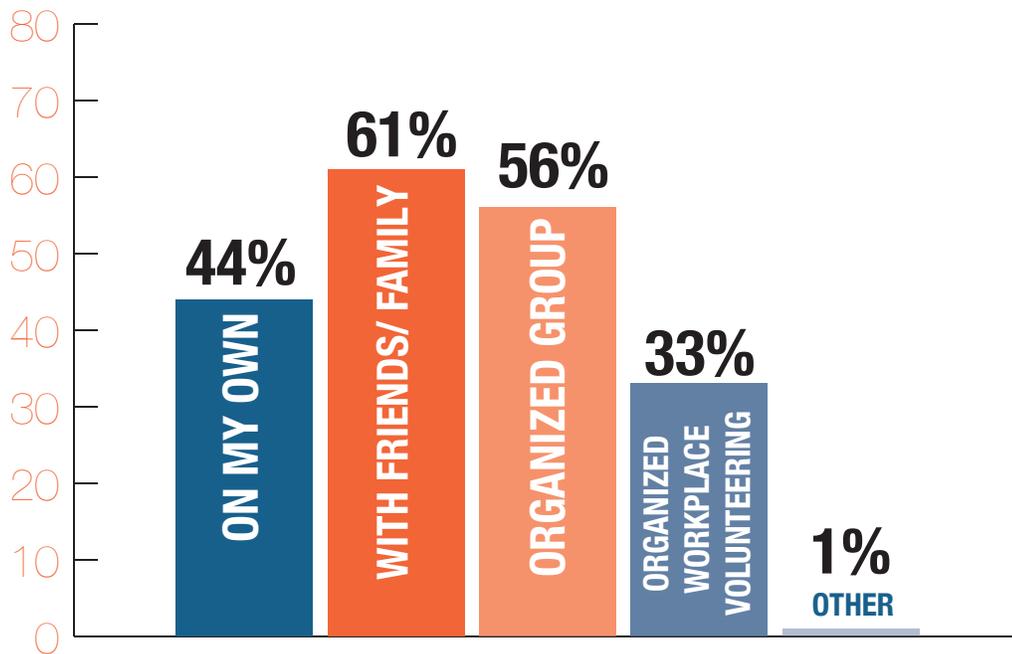
\$1000+ DONORS VOLUNTEER TIME VS TOTAL DONORS



WANTED: GROUP VOLUNTEERING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES

Volunteering is most appealing in groups to Millennials. Sixty-one percent of surveyed Millennials said they prefer to volunteer with family and friends, and 56% said they prefer to volunteer with organized groups. Only 44% said they preferred to volunteer individually.

VOLUNTEER PREFERENCES



The greatest motivator for volunteering is a compelling mission or cause, which was cited by 84% of respondents, while 55% said friend or family involvement motivated them, and 40% said they were moved to volunteer by networking or professional development opportunities. The least compelling reason to volunteer? Again, celebrities bring up the rear, with only 2% of respondents saying a volunteer pitch from a big-name celeb or influential leader would motivate them to volunteer.

As for what survey respondents like to do when they volunteer, one-time projects and opportunities to offer professional expertise appealed to most Millennials, while ongoing volunteer commitments and committee or leadership opportunities attracted mostly mild or negative responses. The types of organizations that inspire Millennials to volunteer mirror those that inspire them to give financially: 52% said they are most likely to volunteer in support of education, 50% for human services, 35% for religious causes and 33% for arts and culture.

IMPLICATIONS: Organizations that succeed in attracting volunteers will do so by thinking beyond traditional volunteer opportunities, creating meaningful and convenient experiences, and then simply asking people to get onboard. Opportunities that can be done with family, friends or organized groups are even more likely to attract Millennials. They'll also do well to focus the greatest energy on their most generous givers, because the people who are most willing to show devotion to the organizations they support by taking time out of their days are the same ones who are most likely to take the most out of their wallets.

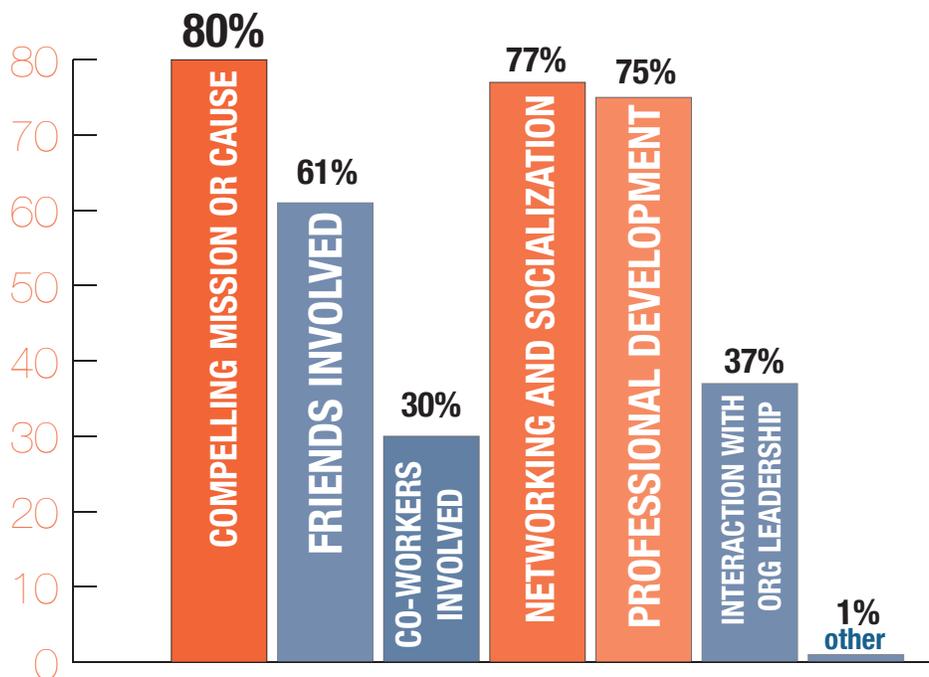
#YoungProfessionalGroups

GROUP MENTALITY: EVOLVING OPTIONS

Given that Millennials have shared a desire to volunteer in groups, and highly value their peers when making decisions to give, young professional groups may seem like a great option to engage Millennials. However, these relatively new options on the fundraising and volunteering scene are still evolving and, therefore, it is too soon to measure their impact and lasting value.

When asked if they were involved in a young professional group, 43% said either yes they were involved or had interest in getting involved, but 57% were not. Of those who said they would be interested in joining a young professional group, only 40% said they would be willing to pay a fee or donation to join. Another 44% said they were unsure whether they would pay to join, and anecdotal comments suggest that their involvement would depend on the amount required for participation.

REASONS TO JOIN A YOUNG PROFESSIONAL GROUP



Networking (77%) and professional development (75%) was a key factor for Millennials to join these groups. Once joined, Millennials showed willingness to advocate for a cause (66%), organize educational events about the cause (61%) and volunteer (54%). They were less interested in fundraising (47%) and serving as social media ambassadors (31%).

IMPLICATIONS: Millennials are at least intrigued by young professional clubs, and would consider joining if they strongly believed in the cause and fees were not a barrier to entry. If such groups are to succeed, they need to demonstrate the value they can deliver to donors' lives, careers and philanthropic experiences.

#TakingAction

NOW THAT YOU KNOW WHAT MILLENNIALS WANT, WHAT'S NEXT?

When we looked at one of the key findings from this survey, we were at once reassured and a little surprised. It's not that we didn't think Millennials value trust; it's just that we had no idea how much they value it, and how important it is to nonprofits as a result.

How should nonprofits respond? Judging by the results of this survey – most notably, that 90% of donors say they would stop giving to an organization if they stopped trusting it – they need to focus on efforts to build and maintain donors' trust.

However, the results suggest that nonprofits shouldn't focus so much on trust that they ignore basic tools and opportunities. Millennials continue to value face-to-face contact with organizations and their leaders, and they want basic information about organizations. They rely heavily on search engines to gather information on organizations, and once they learn about an organization, they want to understand the best way to give and engage. And, finally, they value all of their resources and share them in similar ways: Those who are most generous with their money are also generous with their volunteer time.

In light of these findings, we think a few basic steps will help organizations establish, strengthen and maintain relationships with Millennial donors. These steps include:

GIVING

- Build and maintain trust, by developing personal connections with donors, showing clearly how support can make a difference, articulating where dollars go, and creating opportunities for Millennials to get involved, through volunteering, participating in conversations related to strategic direction and helping to spread the word about the cause.
- Connect real and specific stories of impact to gifts.
- Create opportunities for face-to-face requests and peer fundraising.
- Recognizing that Millennials tend to give many small gifts – rather than single large donations – consider retooling development efforts to create multiple contacts throughout the course of the year rather than focusing on one annual campaign.

COMMUNICATING

- Put new and increased emphasis on how your organization shows up in online searches and, specifically, Google searches, and on what donors will find when they do arrive at your site. Because Millennials use search engines to gather information, a Google search often sparks a potential donor's first impression of the organization – and a bad first impression could end the relationship before it begins.
- Consider the website to be a part of your fundraising efforts, making sure its look and messaging is consistent with your overall development efforts.
- Know when and how your supporters want to be communicated with and segment communications by their preferences.

ENGAGING

- As Millennials begin to develop their professional career and start families, time can be an issue. Continue to engage them through opportunities to volunteer in short doses, with their families and friends, and that utilize their professional expertise.
- If you create giving circles and young professional groups, do not take a “If you build it they will come” attitude.
- Millennials are still unsure about the value of such opportunities, so be sure you provide substance and value for donors when you create these opportunities.

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