

Developing a State of Minds

RESOLUTION

concerning

ACCEPTANCE OF
DEVELOPMENT PLANS
FOR

SOUTHERN CONNECTICUT STATE UNIVERSITY
WESTERN CONNECTICUT STATE UNIVERSITY
CONNECTICUT STATE UNIVERSITY SYSTEM

October 7, 1999

WHEREAS, The Board of Trustees for the Connecticut State University System is committed to the significant expansion of endowments in order to benefit the students of the Connecticut State University System, and

WHEREAS, That, in accordance with Board Resolution 98-49, the four universities and the System Office were requested to submit development plans for Board approval, and

WHEREAS, Upon approval of such plans, authorization was given to the universities and the System Office to expend specific amounts from their fund balances to support personnel to implement the plans even though such expenditures may cause the fund balance to become less than required by Board policy, and be it further

WHEREAS, A Development Committee of the Board of Trustees was created to facilitate preparation of the development plans by establishing fundraising goals, and the Committee has reviewed the development plans with the Presidents and the Chancellor, therefore be it

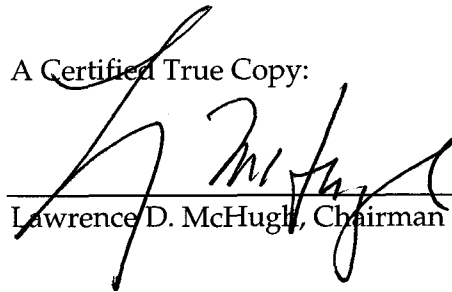
RESOLVED, That to achieve the systemwide goal of raising \$120 million for endowments which would maximize state matching funds available through 2008, the two larger universities in the CSU System should seek to raise \$40 million over a ten-year period and the two smaller universities should seek to raise \$20 million, and be it further

RESOLVED, That the appropriate ratio of staff to funds raised over the ten-year period should not exceed 30%, and be it further

RESOLVED, That the Board of Trustees for the Connecticut State University System accept the development plans for Southern Connecticut State University and Western Connecticut State University and Development Support Plan for the Connecticut State University System, and be it further

RESOLVED, That the Development Committee is directed to monitor the progress of these plans, recommending adjustments as necessary from time to time and reporting same to the Board of Trustees.

A Certified True Copy:



Lawrence D. McHugh, Chairman

ITEM

Development Plans for Southern Connecticut State University, Western Connecticut State University and the Development Support Plan for the Connecticut State University System.

BACKGROUND

The Board of Trustees for the Connecticut State University System is committed to the significant expansion of endowments in order to benefit the students of the Connecticut State University System and in accordance with Board Resolution 98-49, the four universities were requested to submit development plans for Board approval.

Upon approval of such plans, authorization was given to the universities to expend specific amounts from their fund balances to support personnel to implement their plans even though such expenditures might cause the fund balances to become less than required by Board policy.

In February 1999 an Ad Hoc Development Committee of the Board was formed to facilitate preparation of the development plans by establishing fundraising goals. The Committee, now established as a standing committee of the Board, has conducted a series of meetings with the presidents and the Chancellor. Meetings were held in May, June and September to review their draft plans and discuss the best approach to take advantage of state matching funds over a ten-year period and achieve the goal for a potential \$120 million.

In its meetings with the presidents and the Chancellor, the Committee focused on the how well the draft plans responded to the following questions:

1. What are the broad development goals of your university, and how are they defined in light of growing knowledge of your prospect pool?
2. What are the key themes of your development program and how are the cases evolving to gain support for those themes?
3. What are the key activities that you will undertake to develop prospects and raise fund?
4. What are the required staff and budget needed to accomplish your plan?
5. What do you need and expect from the Board of Trustees and the CSU System Office to support your development work?

Additionally, the Committee requested that each university identify costs of activities related solely to fundraising activities other than development which have an impact on fundraising and can be "charged-back" to development efforts, and to distinguish current or new spending from costs in the prior year (1998-99). It also asked that each plan identify the source of funds needed to fund the budget that was developed, specifically how much would come from operating funds and how much from reserves.

Finally, the committee sought to identify any impediments faced by the universities in meeting their established goals.

ANALYSIS

Southern Connecticut State University

Southern Connecticut State University serves as a model for the development of a long-term development strategy. Its draft plan is centered on the questions posed by the Committee. Institutional Development at Southern Connecticut University provides a textbook analysis of fundraising potential and issues at SCSU. Carefully set forth and comprehensive in its treatment of key themes and strategic activities, the plan amply describes the resources and approaches needed for a serious \$40 million campaign. Its gift table is reasonable and reflects a working comprehension of the targets necessary for success. The five themes for development that are proposed fit the SCSU mission well and reflect the insight to frame fundraising within the framework of SCSU's historic role and areas of present or future distinction. On a more empirical level, SCSU recognizes the need to restructure its Foundation Board to provide the necessary leadership support for successful fundraising.

The initial cost for building a core staff is high, but not unreasonable. The critical issue is how the ratio of 18 staff to raise \$1.5 million changes over the later years of fundraising. Worthy of discussion is the fact that nearly \$90 million in staff and expenses are proposed to raise \$40 million over ten years. There are universities where \$40 million was raised with slightly more than half of the proposed staff. This is not to say that SCSU's proposal is high, but to note that it is generous.

Western Connecticut State University

Western Connecticut State University presents in its draft plan well-articulated responses to the Committee's questions. The University's Ten-Year Strategic Plan is a thoughtful presentation of the issues attending its development activities. WCSU sees promise in developing donor loyalty and recognizes growth in event fundraising. At the same time, WCSU is sanguine about the fact that an event-based strategy is not a good base for long-term major fundraising.

The plan presents obtainable goals, especially for the immediate future. It has performed a needs analysis which is serving as the base for case-building. In its initial strategy for fundraising, it has identified 150 promising cases and recognizes that for these to come to fruition prospect development for major gifts is critical. This is reflected in the sample gift table appended to the report.

WCSU is hampered by inconsistent records and data in its effort to develop the analyses a coherent fundraising strategy requires. Banner and the Grenzbach-Glier Prospect Development Profile should help remedy this over the long run. Overall, the plan represents a serious effort to get off to a good start, has obtainable goals, and includes reasonable annual budgets for the ten-year period. While the 1999-2000 cost exceeds the fundraising goal, the budget is the core minimum for success at WCSU. With effort, WCSU could break even in the next year. Regardless, the issue of note in this plan is

how effective the core staff will be in laying the groundwork for effective presidential leadership.

Development Support Plan for the CSU System

The Committee also considered the role and responsibility of the System Office in advancing the CSU's development efforts. While the Committee agreed that the role should be to: support university budget requests for adequate staffing to implement the approved plans, to provide access to information and to offer technical assistance, the Committee will further define the System Office role as it benchmarks other public higher education efforts. University development plans are supported through a System Office partnership. To that end the System will:

- Facilitate a retreat with the Board of Trustees and the Presidents to assist in clarifying the supportive role of the Board and the System Office in university fundraising.
- Appoint appropriate staff to provide assistance to the universities, maintain databases, and offer assistance in data usage.
- Staff and support the Board's Development Committee assisting in the coordination and reporting of individual university reports on the status of their development efforts.
- Work with the universities to develop a systemwide marketing plan that will support and enhance development efforts at each of the universities.

Other Recommendations

The Committee also recognized the need to establish the appropriate ratio of staff to funds raised. It has been noted that the national average during initial efforts is typically approximately 25-30%. The Committee will benchmark what the appropriate ratios should be over the course of a ten-year strategy and make a specific recommendation to the Board. The Committee also expects presidents to begin the process of creating a culture at each university that will enable successful implementation of their plans.

Development Plans for Central Connecticut State University and Eastern Connecticut State University will be brought to the Board pending further discussion and review of additional information.

CHANCELLOR'S RECOMMENDATION

Approve the development plans for Southern Connecticut State University, Western Connecticut State University and the Development Support Plan for the Connecticut State University System.

Institutional Development at Southern Connecticut State University 1999-2000 through 2001-2002

This plan for institutional advancement at Southern Connecticut State University will address the following major issues:

- 1. What are the broad development goals of Southern Connecticut State University, and how are they defined and refined in the light of growing knowledge of our prospect pool?**
- 2. What are the key themes of our development program and how are cases evolving to gain support for these themes?**
- 3. What are the key activities that we will undertake to develop prospects and raise funds?**
- 4. What are the required staff and budget needed to accomplish our plans?**
- 5. What do we need and expect from the Board of Trustees and the CSU System Office to support our development work at SCSU?**

Our answers to these questions have been in formation for the past three years. They have come into sharper focus in the past six months, as we completed a wide-ranging and successful search for a seasoned professional development officer to manage our efforts, and as we have carefully considered both the challenges and opportunities that lie before us. This report is a distillation of our recent reflections and a point of departure for action and for continuous future refinement of our plans. It is intended to inform both our Board of Trustees and our faculty and staff about the direction we are taking.

- 1. What are the broad development goals of Southern Connecticut State University, and how are they defined and refined in the light of growing knowledge of our prospect pool?**

Institutional advancement refers to all activities by which University representatives seek and obtain material resources to support the University's mission from discretionary contributions of individual, foundation, corporate and governmental donors. Institutional advancement work throughout higher education has become highly professionalized in recent decades and has extended dramatically into the managerial mission of public institutions – institutions that did not, in the past, make significant efforts at development.

Today, Southern's strategic plans recognize the need to find sources of material support beyond the traditional forms of legislative funding and student fees. And today, Southern's administrative structures have adapted to incorporate a new division of Institutional Advancement, where our development effort is planned and managed.

The CSU Board of Trustees and the System Office have actively promoted our strategic commitment to institutional advancement. All CSU institutions need to expand development efforts to offset the proportional decline of state operational funding, from 79% of operating budgets in 1970 to 37% in 1999, and to ease the burden on students, who have experienced substantial increases in fees over the past decade. We also need to expand development because our competitors in higher education, both public and private, are themselves actively engaged in development. In this competitive environment, to stand still is to fall behind in our efforts to provide students, faculty and staff with the resources to support our mission and our aspirations.

In the pages below we have set forth budget and goal estimates for the next nine years. The budgets, and the staffing model that lies behind it, are derived from standard approaches to institutional advancement in university environments across the country. They represent the experienced judgment of our development professionals, as well as the recommendations of Grenzebach Glier and Associates, the consulting firm that has worked with, and carefully studied, CSU and our development offices for the past three years. The budgets and staff are expected to rise during this period. The effective and efficient expansion of a professional staff is itself a challenging task for the leadership of institutional advancement, and one we have no choice but to accomplish if substantial fundraising goals are to be attained..

While the *budget and staffing* models presented below derive from consultant and in-house professional judgments, the *fundraising goals* have been presented to us as a challenge from the Legislature and our Board of Trustees. Specifically, at Southern Connecticut State University, we have been asked to set our sights on a nine-year fundraising goal of \$40 million dollars in new endowment funds, so that we can claim the full \$20 million amount of a matching offer from the Legislature, which has enacted legislation to provide one additional dollar in endowment for every two dollars we raise.

These are ambitious goals. Sixty million dollars in endowment, with most of its earnings reinvested to grow by compounding each year, can generate an expanding stream of revenue to support several million dollars of operational costs for University projects, scholarships, and functions that can substantially serve the public interest. We are determined to make our best effort in support of this goal. A part of that effort must be to assess the possibilities and probabilities of success.

It is entirely *possible* that we can raise \$40 million dollars, or even \$75 million, in endowment. It is also entirely possible that the best efforts of a superb development team, including the University president along with development staff and an expanding army of dedicated volunteers, will generate less than the desired goal. Whatever our desires, "possibility" is not enough of a ground for optimism, nor is it a sound basis for planning. What, then, are the *probabilities*? How likely is it that the development office at Southern will be able in nine years to identify and cultivate enough donors with both the commitment *and* the resources to achieve a \$40 million dollar endowment goal?

We have approached this question straightforwardly. Fundraising is not an exact science, but there are well-established standards and methodologies. One such standard is to base fundraising goals on a painstakingly researched knowledge of the giving potential of an institution's prospect pool. The methods are well known for identifying the pool, measuring potential and – more important – changing the potential for giving in a favorable direction, by

cultivation and stewardship of prospects. The problem confronting CSU institutions is that *we do not presently know the potential of our prospect pools*. We therefore cannot presently estimate the probability of reaching the proposed goal as either high or low or somewhere in between. What we can do, and have done here, is to indicate what is entailed in achieving the proposed goal for the SCSU endowment campaign.

Spelling out the implications of a \$40 million goal is a very worthwhile exercise at this time, when a sophisticated fundraising operation is being put in place at Southern. As it becomes clear what must happen to reach the goal, and as we learn more about our prospect pool through intensive prospect screening, cultivation and actual fundraising results, we will be in a position to give ever more realistic and well-supported estimates of fundraising potential. Thus the milestone goals provided below, while *necessary* if the proposed goal is to be achieved, may need to be *revised* in the future as evidence mounts regarding the actual potential of the donor and prospect pools. It will be our responsibility to report the need for revisions when and if evidence supporting them arises. By the time our efforts move from the "quiet campaign" phase to the "public campaign," we will all need to be confident that our goal is highly probable, since the credibility of a goal in the donor community is a significant factor in donors' confidence in the University and, thus, in the campaign's success. In the mean time, we hereby offer our assessment of how the proposed goal will need to be achieved.

An Overview of Budget and Goal Estimates:

The First Three Years:

Many of the projections here are based on faith. Faith that the long history of support from friends and alumni will translate into larger gifts. Faith that the resources promised to the development effort for this campaign will be provided as needed. The return on our initial investment of funds for fundraising will be realized after the first three years, as we make the major shift in paradigms and move from an annual giving model to one of a comprehensive integrated fundraising program, with strong emphasis on major gifts and planned giving programs. The 1999-2000 year is the first year that a fully integrated fundraising program is being implemented.

It will be three years, given available resources, before most of the staff is fully trained and hired to conduct the campaign; however, most of our staff will be on board by the middle of year two and by year three we predict increased productivity and gift solicitation. Familiarizing the expanded staff with the institution, learning to work as a team, and training them to solicit based on our planned goals are but a few tasks we need to work on intensively in the start-up phase of this effort.

Our plans center on the need to reorient our efforts toward securing major gifts. Because our major gift fundraising efforts in the past have been episodic and annual-fund focused, and have not been part of organized campaigns, we must factor in time to start-up an organized major gift program. We must also reckon with the well-established fact that, using standard development tools, a major gift traditionally takes 2 years and 13 appropriate relationship-building events and solicitations to generate a sizable gift.

The overall goal we are being asked to raise is an endowment goal, because the state's match is for endowment money only. While we will naturally focus our efforts on raising endowment funds, our larger goal must be to increase overall giving to Southern, which may include large immediate or planned gifts that donors do not wish to be counted toward endowment. We cannot estimate how many of \$40 million in gifts will be for endowment, but an industry rule of thumb would normally expect endowment gifts to constitute one-third of fundraising results.

In development terms the first three years of this campaign would be called the "quiet" phase of the campaign, where major gift donors and prospects are identified, major gift activities are developed and implemented, a "moves management" plan is put into place to identify donors, solicitation techniques are developed, and assignments are made to staff and volunteers. Such a phase, which will also include continuous overt fundraising activities, increasing in intensity, would be followed by a full-scale concentrated effort of all staff and volunteers to reach the outlined campaign goal for a six-year period. This is a reasonable professional approach, and a model which was recommended by Grenzebach Glier & Associates.

For the first three years, then, we project the following overall budgets and fundraising goals. It should be kept in mind that the work of staff during this time is heavily focused on the quiet phase of the larger campaign, which will not generate major gifts until the next period.

Year I 1999-2000	
Staffing expenses	\$ 429,189
Operating expenses	\$ 119,500
Total expenses	\$ 548,689
Fundraising goal	\$ 650,000
Year II 2000-2001	
Staffing expenses	\$ 859,339
Operating expenses	\$ 145,000
Total expenses	\$1,004,339
Fundraising goal	\$1,250,000
Year III 2001-2002	
Staffing expenses	\$ 937,339
Operating expenses	\$ 142,000
Total expenses	\$1,079,339
Fundraising goal	\$1,500,000

Fundraising Expense Comparison to the Previous Year

As we project the expenses and gift goals of the future, it is important to compare the results of the current program to the proposed models.

Development Department 1998-99

\$183,000 = Expenses
 \$134,000 = Income from gifts
 (\$49,000) = Negative income

Alumni Affairs Department 1998-99

\$180,000 = Expenses
 \$300,000 = Income from Annual Fund gifts
 \$120,000 = Net income primarily from
 annual fund gifts

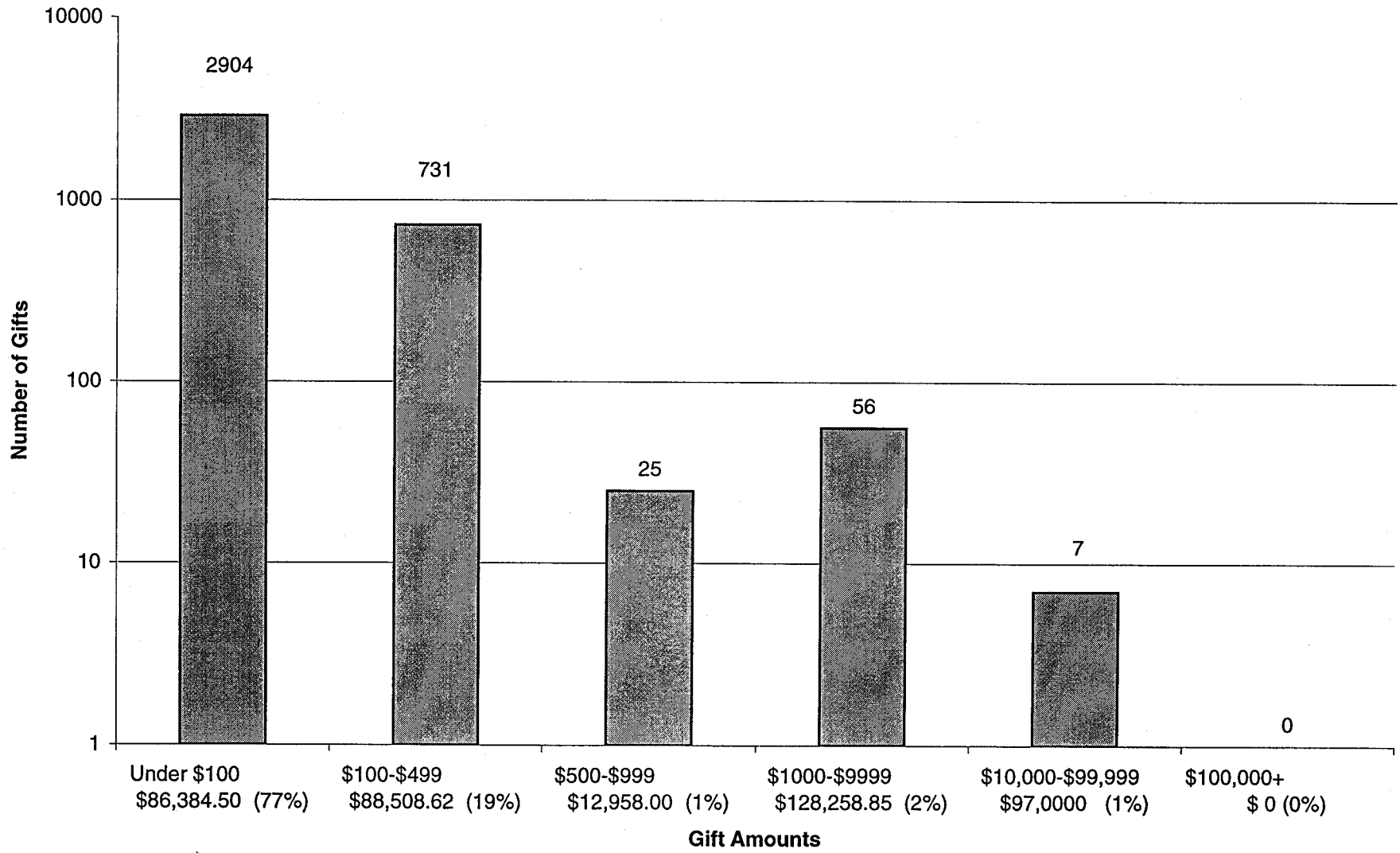
NET TOTAL RECEIVED \$71,000

During this period, we are working on an additional major endowment gift. Recent developments have led to much stronger ties between the Alumni Association and Foundation at SCSU. While more work is needed to firm up this cooperative effort, the Alumni Association is in the final stages of negotiating a pledge of more than \$2 million to the Foundation. When added to the projections above, the Alumni Association gift would bring our estimates for funds, generated through years one, two, and three to \$5.65 million.

The Final Six Years:

As mentioned earlier, we have decided to look at the last six years of this plan on a campaign model, not an annual fund model, which means that the resources needed and the goals projected are considered as an aggregate of the entire time-frame rather than annually. An examination of the giving patterns at SCSU in the fiscal year 1998-99 clearly indicates the need to increase the number of gifts and the importance of moving current donors to increased giving levels.

Gifts to SCSU during the 1998-1999 Fiscal Year



The projections that follow, for funds to be raised in the final six years, entail a number of assumptions:

- In the near future the resources we have requested for this nine-year campaign have been allocated
- Staff are hired and trained
- Prospects are identified
- Solicitations are ongoing
- The President's time commitment to the effort is 30%
- The SCSU Foundation board members are in place
- Volunteers are recruited and trained

On these assumptions, the last six years of the effort will pay off with consistent income from major gifts. Additionally, a long lasting, effective, fundraising program will be in place for the future of SCSU. What will follow is an increase in:

- the number of gifts
- the level of gifts
- the number of programs and facilities that will benefit from increased giving

The following gift chart projects the shift in giving we are working toward to achieve the fundraising goals of this campaign.

Six-year gift table for SCSU's Development Plan 2002-2008

Gift size	Number of gifts to be raised over six years	Total amount of gifts raised over six years
Under \$100	20,000	\$ 500,000
\$100-\$499	6,000	\$ 600,000
\$500-\$999	2,500	\$ 1,250,000
\$1,000-\$9,999	500	\$ 500,000
\$10,000-\$24,999	40	\$ 400,000
\$25,000-\$49,999	35	\$ 875,000
\$50,000-\$99,999	30	\$ 1,500,000
\$100,000-\$249,999	25	\$ 2,500,000
\$250,000-\$499,999	25	\$ 6,250,000
\$500,000-\$999,999	15	\$ 7,500,000
\$1,000,000-\$2,499,999	4	\$ 4,000,000
\$2,500,000-\$4,999,999	2	\$ 5,000,000
\$5,000,000+	1	\$ 5,000,000
Totals		\$35,875,000

Achievement of the target numbers and sizes of gifts on this table is an implicit necessity in the final six years if the goal of \$40 million is to be reached. Comparison with the fundraising results of 1998-99 will show that both the numbers and sizes of gifts to be sought greatly exceed the pace of the past year. The next page includes a comparison chart for your reference.

Indeed, over \$30 million of the total must be raised from 72 projected gifts in the range of over \$100,000 during the last six years. At no time in Southern's past have any gifts of such magnitude been generated. The task before us is immense.

2. What are the key themes of our development program and how are cases evolving to gain support for these themes?

While the size of the goal proposed by the Board is extremely challenging, Southern enters a new era of development effort with substantial resources in place. Development opportunities exist for Southern as the sole comprehensive public university in the southern third of Connecticut, offering high quality, subsidized graduate and undergraduate education in liberal arts, pre-professional and professional studies. Here are some of the institutional features and circumstances that support development efforts:

SCSU is distinguished among other area colleges and universities by its emphasis on teacher and school administrator **education**; on **human service** fields, including social work, nursing, public health, communication disorders, and family counseling; on **business specialties** at the undergraduate and MBA levels; and on the developing **information sciences/services** fields, including journalism, library science, computer science and communications.

SCSU has a strong faculty, drawn from major graduate schools, and strong major programs in the foundational disciplines of the liberal arts and sciences, representing a major regional resource to support partnerships with regional institutions and communities in all fields of endeavor.

Southern has built an extensive network of relations with regional businesses, agencies and organizations through its annual placement of hundreds of student interns and its education of current and future employees. These relationships can, with mutual benefit, grow to include larger financial gifts to the university to support more effective preparation of the future regional workforce.

Demographic and economic trends promise to increase the demand for new employees in all of the distinctive fields studied at Southern. Data gathered by the University indicate that recent graduates have competed successfully in the regional workforce. A survey of alumni five years after graduation testifies to the strength of their preparation for careers at Southern.

The Governor has primed the pump of development by committing to support \$230 million of new buildings, and the Legislature has followed by offering to match each gift to the SCSU Foundation endowment with one additional dollar for every two dollars raised, up to a potential maximum for SCSU of about \$20 million in state matching funds over the next nine years. These commitments provide a promising tool, serving to increase the impact of private gifts and the occasions for giving by others.

Southern has refocused its planning and leadership processes to improve service to our students and stakeholders. Academic schools and deans have been articulating themes for development that can serve their missions well. Now a professional fundraising operation will be in place to capture these themes and develop cases for support tailored to particular prospective donors.

Themes for Development:

Southern's strategic goals focus on meeting the needs of students for an education that prepares them to be life-long learners, critical thinkers, collaborative workers, and articulate participants in their culture and communities. Southern is striving with equal determination to identify and meet the needs of regional communities, including business, educational, human service and cultural communities and institutions. While this goal is primarily addressed by preparing students for their future roles, Southern has important opportunities to engage in direct partnerships with regional entities, for mutual benefit. In both our work with current students and our developing partnerships, the University now anticipates the creation of substantial new facilities and the renovation of older spaces to better support our work in the years just ahead. We expect to link our themes and cases for support closely to the acquisition of enhanced facilities that house emergent programs to serve our students and regional stakeholders.

Current opportunities and aspirations at Southern can be distilled into five major themes, arranged in concentric circles of concern, radiating outward from the campus to embrace the region:

1. Service to Connecticut's sons and daughters in their college years:

Southern's alumni have historically focused their giving on meeting the needs of the students who followed them, especially in the form of scholarship aid. The further expansion of financial aid to students, both graduate and undergraduate, in the form of scholarships, loans and work/study funds, will remain a significant theme, with increased effort to direct alumni giving toward the scholarship needs of the programs they previously attended.

Alumni will also be a prime focus of fundraising for support of the long-needed Campus Student Center building and its associated programming. As with other buildings, the Campus Student Center building will offer numerous naming opportunities, and its programmatic focus will provide many cases for support to enhance the co-curricular elements of a Southern education.

Two of the most rapidly changing elements of contemporary higher education are direct responses to the revolutions taking place in information technologies.

One of these is the emergence of new forms of information storage, retrieval and processing in modern research libraries. As we expand the physical library, we will be seeking prospective donors to support the enhancement of library services to support academic users of emerging resources in the new information age.

A second rapid technological change has been the introduction of diverse new information technologies into instructional areas, with capacity to support varied modes of instruction. Our facilities projects will give us an opportunity to complete the technological redesign of our classrooms and other teaching spaces. We will seek funding for the continuous support of faculty as they integrate these rapidly developing information resources into the process of teaching and learning.

2. *Focused contributions to creation of the 21st Century workforce:*

Whether we focus on our current students, on pre-college students in Connecticut communities, or on current members of the Connecticut workforce, Southern has faculty and staff who are contributing directly to Connecticut's workforce development, and the state's competitiveness in the global marketplace. Enhanced partnerships with business, foundations, and local communities can enable our expertise to be more fully tapped for programs that deliver guidance and instruction for life-long learning and adult literacy, access to education through distance learning, partnerships with secondary schools and businesses for improvement of high school reading and writing instruction; services to workers that promote wellness and human performance, and services to students and workers with disabilities to enhance their productivity and independence. In each of these activities there are opportunities for support via corporate or individual giving to supplement or subsidize direct payments for services.

3. *Business-focused services*

Southern's School of Business has developed an MBA program that is highly valued by the employers whose personnel have completed it. Opportunities have grown for expanded collaborations between SCSU and regional businesses. As the School of Business and the School of Computer, Information and Library Science contemplate the development of targeted information services for business and a regionally focused Quality Center, the focused attention of SCSU faculty and students on regional business needs will undergird a case for corporate support through major gifts.

4. *Partnerships for Regional Education, Health and Human Services*

Southern's well established programs in education, health and human service fields have historically produced clinical service projects that serve the community while preparing future professionals. As enhanced facilities are developed, opportunities abound to:

- Support a multidisciplinary clinical services center that serves community-based clients
- Expand existing Elderly Services programs
- Develop a focal point for clinical services/research dealing with post-stroke and traumatic brain injury patients
- Develop a charter school that models best practices in the integration of instructional and developmental services within a school setting

Each of these undertakings warrants solicitation of support from the social services donor community.

5. Programs to Advance Arts and Culture in Southern Connecticut

Southern has a pivotal role in the education of future audiences for the arts in the southern part of Connecticut. From preparation of elementary and secondary arts educators, to liberal arts education and professional training of undergraduates, to the energetic promotion of arts events in campus galleries and performance spaces, the development of future Connecticut audiences is Southern's most vital contribution to the arts world of the state. Enhanced facilities will enable us to extend and deepen our efforts, funded in part by regional support from Connecticut's established arts patrons.

Southern has also been a benefactor of several Connecticut historical collections documenting particular ethnic heritage groups. Possibilities for further engagement with Connecticut's ethnic heritage are to be found in some faculty research interests, and may lead to fund solicitation to support cultural/historical studies.

Elaboration of all these themes is not far advanced. It remains one of the priorities for the new leadership of institutional development to work closely and rapidly with Southern's academic leaders to refine themes and develop cases during this initial year.

3. What are the key activities that we will undertake to develop prospects and raise funds?

Process Goals: To advance the major aspirations of the University, development efforts must concentrate on

- expanding the **annual giving** program, both to reach more alumni and to reach beyond alumni
- seeking and securing **major gifts**
- promoting **planned giving**
- **cultivation and stewardship** of "suspects", prospects, and donors
- creating a **support services** unit to relieve fund-raisers of distracting administrative duties

A long-term perspective must be established to set and achieve goals for growth of endowment and of gifts to the endowment. Both donors and the university community must be educated to the benefits of compounded earnings from long-term re-investment of funds. By such a strategy, Southern and its benefactors can anticipate a day when their gifts make an ever-expanding contribution to supporting our mission

An indispensable and continuous task is "moves management" a process to identify and evaluate potential donors of major gifts, planned gifts or increased annual donations, and to move potential donors along a path through cultivation, stewardship, recognition, and successful solicitation of progressively larger gifts, based on research into their capacities and on the increase of their sense of affiliation.

Goals for Funds to be Raised: A critical need is to continuously review what is currently a realistic level of funds to be raised in particular periods of time. Past practices at Southern have not provided any basis for expecting levels to grow significantly. Awareness of sound development practices and their proven capacity to increase fund-raising strongly suggests that our efforts at this time should be focused on analyzing the donor base and building the development capacity. As this is accomplished, a realistic projection of future dollar potential can be identified and refined in each major area of fundraising during the next two years. Consultants from Grenzbach Glier and Associates, who have assessed the current state of development at Southern, endorse the notion that fundraising projections are only as good as the methods that generate them, and that implementation of those methods takes time and appropriate staffing. Fortunately, as the consultants also recognize, Southern is now set on a course to be able to make sound fundraising projections at the earliest possible time. And fortunately, the steps required to project realistically are also the steps required to maximize Southern's fundraising potential.

As key activities are carried out, three important shifts will be seen to occur:

- Annual Giving will become less predominant and Major Gift Giving will grow
- The number of volunteer solicitations will increase as we enlist the assistance of more volunteers in our major gift solicitation. Staff will provide volunteers will appropriate information and support.
- The prospect database will shift from being largely unknown to being very well known, even as it gets bigger.

Key strategies and tactics:

This section of the report will present in tabular form, with brief comment, our planned approach to the five key components of our comprehensive development effort:

- Annual Giving
- Major Gifts
- Planned Giving
- Cultivation and Stewardship
- Support Services.

Each of these components has goals, strategies and tactical approaches, as reflected in the tables. Following the tables, there is a brief discussion of fundraising events and their place in the total effort.

A. ANNUAL APPEAL

GOAL	<ul style="list-style-type: none">• Increase totals received from all sources (alumni particularly): Gift size Participation rate• Expand marketing beyond alumni
STRATEGY	<ul style="list-style-type: none">• Market segmentation Alumni affiliations with schools/majors/clubs SCSU Foundation list Parents Class gift• Warm up segment members for major gifts
TACTICS	<ul style="list-style-type: none">• Utilize support services (especially Banner data base) to Segment contacts Personalize contacts• Event tie-ins• Gift clubs and premiums• Mailings (segmented and increased number)• Phonathons• SCAN

The annual appeal is the bedrock level of development. Other components build on the donor base that supports annual giving. This is the part of Southern's development effort that is currently most evolved. The new Banner information system and its Prospect Management component will substantially increase our ability to segment and manage our donor base, and refer individuals who have potential for major gifts to other components of the development program.

B. MAJOR GIFTS: to be solicited from

- ALUMNI
- FRIENDS (SCSU FOUNDATION)
- CORPORATE
- OUTSIDE FOUNDATIONS

GOAL	<ul style="list-style-type: none"> • Increase the number and size of gifts • Maximize potential to benefit from state matching grant • Increase return on invested portfolio
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	Alumni	Friends	Corporate	Foundations
STRATEGY	<ul style="list-style-type: none"> • Match donor interests to SCSU needs • Screen for gift potential • Develop volunteers • Segment alumni with athletic focus • Consult with President • Pursue presidential prospects 	<ul style="list-style-type: none"> • Restructure Foundation • Increase return on investment of members' time and effort • Increase fund flow back to SCSU • Improve communication with Foundation list • Consult with President 	<ul style="list-style-type: none"> • Target: Vendors Employers Intern Receivers • Consult with President • Pursue Presidential prospects 	<ul style="list-style-type: none"> • Match SCSU initiatives to foundations and vice versa • Increase contacts • Consult with President and Academic VP • Pursue Presidential prospects
TACTICS	<ul style="list-style-type: none"> • Identify donor interests • Rating and soliciting by volunteers • Create an umbrella organization for athletics • "Moves" management • President's dinners with themes • Nominations to Chamber of Commerce breakfasts 	<ul style="list-style-type: none"> • Increase events and mailings • Personal contacts by SCSU personnel • "Moves" management • President's dinners with themes • Nominations to Chamber of Commerce breakfasts 	<ul style="list-style-type: none"> • Sponsorship opportunities • In-house campaigns • "Moves" management • President's dinners with themes • Nominations to Chamber of Commerce breakfasts 	<ul style="list-style-type: none"> • Build relationships • Visiting • "Moves" management

A key element of Major Gifts and Planned Giving components is the creation of an effective program of "moves management," whereby cultivation and research efforts are coordinated at regular staff meetings that position prospects and donors on a continuum, moving them toward higher levels of giving. The Banner system's prospect management component is the critical technology required to support moves management. Banner will provide us with an integrated approach to prospect solicitation, and will handle a much larger range of searchable variables than existing data systems. The development staff is now learning this system and loading Southern's database into it. It will be fully up and running by the end of 1999. The key staff position to support moves management will be the prospect researcher, now being recruited.

It will be noted that in the Major Gifts effort, as in Planned Giving and Cultivation and Stewardship, below, the strategic use of the President's time to cultivate and solicit key prospects is fundamental.

A strategic goal in Major Gifts is outreach to the business community and foundations, based on cultivation of long-term relationships that attract them to areas of institutional excellence and also satisfy the quid pro quo interests or mission of the funder.

C. PLANNED GIVING

GOAL	<ul style="list-style-type: none"> • Identify potential donors and encourage planned gifts to SCSU
STRATEGY	<ul style="list-style-type: none"> • Identify segments and individuals • Contact prospects with regularity, consistency, and content • Solicit prospects with regularity, consistency, and content • Develop staff capacity • Review status of current planned giving donors regularly • Presidential prospects
TACTICS	<ul style="list-style-type: none"> • 3 to 4 mailings/year to a segmented population with response capability • Seminars • Advisory group • Establish Heritage Society gift club • General information distributed through SCAN, Heritage Society, gift clubs, and so on • "Moves" management

Planned Giving has never been developed previously as a major mode of giving to Southern. Like Major Gifts, this component of a development effort requires long term cultivation and stewardship, especially of alumni who may one day be motivated to turn over substantial appreciated securities or property to the University. We will dramatically increase these activities targeted toward friends and alumni who appear able and willing to make significant contributions in this form. A Planned Giving program also provides a very promising pool of donors for large gifts. Prospect screening will help us segment the prospects

appropriately so that we can visit prospects and have regular informative mailings. We have already established a donor recognition society exclusively for this segment of donors, the Heritage Society, and we are increasing publicity in SCAN (Southern Connecticut Alumni News), the University web page, and Southern Life, an on-campus publication, which will help us in this area.

D. CULTIVATION AND STEWARDSHIP

GOAL	<ul style="list-style-type: none"> • Enhance and build prospect and donor affiliation
STRATEGY	<ul style="list-style-type: none"> • Regular communications • Segmentation of interactions • Plan and develop events to support Annual Appeal, Major Gifts, and Planned Giving • Continue and build alumni program
TACTICS	<ul style="list-style-type: none"> • Particular events, segmented • Invitations to on-campus events • Acknowledgments in one week • Presidential presence at events

Cultivation and Stewardship is directed at all prospects and donors, whatever their type or level of engagement with our fund-seeking. It is heavily, but not exclusively, focused on alumni, and it is the primary locus of the many events that punctuate the fundraising year and build relationships with prospects and donors.

The final functional category is Support Services. Establishment of a Support Services group within the Institutional Advancement division is critical for two reasons. First, the tasks performed by this group are essential to meeting fiduciary responsibilities, maintaining awareness of our performance, utilizing the most effective tools and methods for development, and sustaining relationships with donors and prospects. Second, these tasks are currently performed or overseen by staff whose most important role needs to be direct work with prospects and donors. Support Services will release these fund-raisers for their more vital tasks.

E. SUPPORT SERVICES

GOAL	<ul style="list-style-type: none">• Provide support to other components
STRATEGY	Provide <ul style="list-style-type: none">• Data base support• Information• Research• Reporting services• Publication services• Events management services
TACTICS	<ul style="list-style-type: none">• Develop staff with expertise in each strategic area• Maintain two-way consultation with other component leaders• Be aware of and responsive to University themes and cases• Support the Vice President's efforts to benchmark• Provide timely informational support on existing and potential prospects• Maintain awareness of emerging prospecting tools• Scan/monitor external information sources• Maintain the "moves management" data base• Ensure accurate and timely receiving, reporting and acknowledging of gifts• Maintain a library and central file of donors, prospects and suspects• Facilitate events that support other components• Produce material for publications and/or reports issued by other components

EVENTS

All components except Support Services are served by annual or special events. This is especially true of Cultivation and Stewardship, but the effects of events in this area will ultimately be felt in Annual Giving, Major Gifts and Planned Giving programs. Anticipated events are listed below in relation to the components they affect most directly.

Events and Components

COMPONENT	EVENTS and TIMETABLE
ANNUAL GIVING	<ul style="list-style-type: none"> • June Banquet – (Ongoing) • Distinguished Lecture Series – (Ongoing) • Lyman events – (Start in 99-00) • Corporate In-House campaigns – (Start in 01-02) • On-campus recognition marquee event – (Start in 00-01) • Campus cultural events (e.g., music) – (Start in 00-01) • Long Wharf relationship – (Begin maximizing in 99-00) • Athletic events – (Increase participation immediately) • Scholarship reception – (Ongoing)
MAJOR GIFTS	<ul style="list-style-type: none"> • SCSU Foundation Board (Being formed) • Ground breakings, building dedications – (As planned)
CULTIVATION AND STEWARDSHIP	<ul style="list-style-type: none"> • Homecoming – (Ongoing) • Reunions – (Ongoing) • Cruises – (Year 2000 events) • 75th Anniversary – (Multiple events in 2000) • Commencements – (Ongoing) • Career fairs – (Ongoing twice annually) • Regional chapters – (Increase activity immediately) • New Student Orientation; new faculty/staff orientation – (Ongoing) • Petrucci lectureship – (Re-energize in 00-01) • Community recognition – (Do more in 00-01) • President's breakfasts – (Begin in 00-01) • Foundation meetings – (Ongoing) • President's dinner – (Begin in 00-01) • On-campus marquee event (recognition) – (See above) • Campus cultural events (e.g., music) – (See above) • Long Wharf relationship – (See above) • Chamber breakfasts – (Maximize relationships) • Scholarship reception – (See above)

4. What are the required staff and budget needed to accomplish our plans?

Total budgetary estimates for staff and other expenses have been provided for the first three years in the first section above. A more detailed view of the individual staff members and their salaries and related cost estimates follows in a staffing chart. At this point, however, it may be useful to view the relationship between some key development staff and organizational functions on the grid that follows.

SCSU DEVELOPMENT PLAN: STRUCTURAL/FUNCTIONAL GRID

	DIRECTOR OF DEVELOPMENT	DIRECTOR OF ADVANCEMENT INITIATIVES	ADVANCEMENT SERVICES OFFICER
ANNUAL APPEAL	<u>Annual Giving Officer:</u> general strategic responsibility <u>Special Events Officer:</u> events		Gift recording, receiving, acknowledging Reports Maintain data base
MAJOR GIFTS	MGO: solicitations, identifications, strategic cultivation SEO: Support MG events Athletics Foundations MG Planning Team	DAI: Focus on Foundation Friends, Corporate gifts, capital project solicitations DO: publications editing, etc. MG Planning Team	[Same as above]
PLANNED GIVING	Source of information and referral to Advancement Initiatives Officer.	Regular mailings that are personalized Heritage Society maintained	[Same as above]
CULTIVATION & STEWARDSHIP	Major focus on special events/recognition Less targeted cultivation Increased emphasis on athletics	Targeted cultivation Board cultivation	Database maintenance
SUPPORT SERVICES	Prospect Researcher		Database maintenance

***NOTE:** The Office of Sponsored Research also reports to the Vice President for Advancement. This office will supplement the development effort by looking for grant-based support of major University themes and goals, writing proposals, building relationships with funders, and providing post-award reports as needed.

It should be apparent that the Directors of Development, Advancement Initiatives and Advancement Services, each supervise staffs who contribute to different components of the development effort. A premium is placed on the capacity of the staff to work collaboratively across departmental lines.

5. What do we need and expect from the Board of Trustees and the CSU System Office to support our development work at SCSU?

Fundraising at SCSU has been complicated in the past by the parallel existence of two key boards, one for the foundation and one for the Alumni Association. These complications are declining rapidly in a new season of collaboration, which extends so far as the decision of the Alumni Association to make a more than \$2 million gift to the SCSU Foundation's endowment fund. A great deal of work remains to be done to rebuild the Board of the Foundation and define positive roles for each Board over the next nine years. Normally, the mission of a board would be to both "get" funds through extensive contacts with potential donors, but also to "give" directly to the campus campaign.

To date, the trustees of CSU have had a major role in setting a strategic fundraising direction for the campuses. But they do not serve as primary contributors. Nor have they as yet been a major source of prospects or volunteers. Their involvement in both capacities is welcome to enhance the success of the initiatives.

The BOT and CSU System Office have significantly assisted all the campuses by promoting the introduction of Banner software, which supports extensive database and research functions. The Board has also pressed the campuses to set high goals for fund-raising to take advantage of the state's offer to match contributions for nine years.

The SCSU fund-raising staff may want to benefit from the advice of individual board members about the giving potential or interests of particular individuals known to them. From this point on, there may be a need for additional resources that we will want to bring to the Board for consideration.

The CSU Board can be a valuable resource for this effort and we look forward to working with them in a way that enables us to achieve the goals set forth for our program.

Role of the President in the SCSU Development Plan

The ambitious goals of the Southern Connecticut State University development plan are tied to a simple strategy – the persistent identification and cultivation of alumni and friends with the capacity to become donors of major gifts, with a priority emphasis on endowment giving. These are new goals for our public university, and they require significant adjustments in our practices. Nowhere is this more evident than in the changed role of the university President. We expect that President Adanti's time spent on development will grow over the next six to twelve months from an estimated 5 percent to an estimated 30 percent, as he assumes the critical development task of attending to prospective major donors.

The development plan details the contexts and purposes of the President's involvement in each aspect of the development program. The rapid creation of the professionally staffed development office will ensure that the President's development work is well supported, so that his own investment of time and attention will have maximum impact.

This evolution of the presidential role on all CSU campuses is necessary in an era when traditional development work must fulfill a growing share of the University's resource needs. However, the effect of shifting presidential time commitments poses a challenge to the non-development aspects of the President's job. At SCSU, President Adanti has pursued a "hands on" style of leadership. He has always been available to meet and consult with students, faculty and other employees, community leaders and visitors, in addition to leading the cabinet and the quality council, participating in the CSU Council of Presidents, and maintaining effective liaison with the Board of Trustees. It is imperative that the shift of his time toward development be achieved without compromising the values of a "hands on" leadership style.

To this end, the President has begun to consult with cabinet members to identify ways to sustain his availability to all SCSU constituencies while saving time whenever possible. Southern has already begun to deploy the use of quality councils at the divisional and school levels to improve two-way leadership communication across all elements of the campus. As these councils begin to function as planning and monitoring bodies, well aligned with the University's strategic and operational plans, some of the ad hoc demands on the President's time should be lessened, while his contacts and communications with students, faculty and staff will remain highly visible and productive.

An important support for these changes will need to be a modest expansion of the President's office to incorporate an Assistant to the President, who will be able to provide timely staff support as issues are prepared for presidential attention. The Assistant to the President will gather relevant information before individuals or groups meet with the President, will assist them as well as the President to make such meetings productive, and will follow up on matters decided during or after such meetings. The Assistant will also be able to gather information the president needs to know, and communicate the President's needs to others, when he is away from campus. An effective Assistant to the President will need to serve at the President's pleasure and will need to have excellent skills at listening to, and accurately reporting, the concerns of all campus constituencies. Above all, the Assistant must be able to support the President's "hands on" approach to leadership by bringing issues to him more fully staffed out and ready for action, while avoiding the creation of a barrier that would prevent the President from maintaining his accessibility to all constituencies.

Development Expenses for Southern Connecticut State University

1988-89			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund-raising only			
1. VP for Advancement	\$55,100.00	\$27,500.00	
2. Director of Development	\$90,300.00	\$45,150.00	
3. Administrative Assistant	\$42,000.00	\$21,000.00	
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising)			
1. Director of Alumni	\$34,000.00	\$17,000.00	
2. Assoc. Director, Alumni	\$28,000.00	\$14,000.00	
3. Assistant to Director	\$17,000.00	\$8,500.00	
4. Secretary	\$15,000.00	\$7,500.00	
5. University Assistant	\$4,650.00	\$0.00	
6. Student Labor	\$7,000.00	\$0.00	
Total Personnel Costs:	\$406,100.00		
Other Expenses			
(list by functional area)	Amount		Comments
(non-personnel costs)			
(Fund-raising only)			
Prospect Research			
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Other: (detail)			
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):			
Total Other Expenses:	\$26,400.00		
Total Development Expenses:	\$432,500.00		
Total Fund-Raising Goal:	\$441,879.00		
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses
Alumni Relations			
Public Relations			
etc.			

Development Expenses for Southern Connecticut State University

1999-2000			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund-raising only			
Total for Last Year's Positions continued:	\$406,100.00		
New Positions this year			
1. Prospect Researcher	\$25,000.00	\$7,500.00	(This position funded for only 50% of year.)
2. Annual Giving Officer	\$20,000.00	\$6,000.00	(This position funded for only 40% of year.)
3. Major Gifts Officer	\$24,000.00	\$7,200.00	(This position funded for only 40% of year.)
4. Development Officer I	\$17,500.00	\$5,250.00	(This position funded for only 50% of year.)
5. Dir. Adv. Initiatives & Principal Gifts	\$37,500.00	\$11,250.00	(This position funded for only 50% of year.)
6. Secretary	\$9,000.00	\$2,700.00	(This position funded for only 30% of year.)
7. Secretary	\$9,000.00	\$2,700.00	(This position funded for only 30% of year.)
8. Secretary	\$9,000.00	\$2,700.00	(This position funded for only 30% of year.)
9. Development Officer II	\$8,750.00	\$2,625.00	(This position funded for only 25% of year.)
Total for Last Year's partial positions continued:			
New Personnel this year in other activities who work part-time in fund-raising:			
1. Special Events Coordinator	\$1,000.00	\$300.00	(This position hired for 10% as fund raising.)
2. Advancement Services	\$15,000.00	\$4,500.00	(This position hired for 50% as fund raising.)
Total Personnel Costs:	\$634,575.00		
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments
(Fund-raising only)			
Total OE from prior year continuing:	\$26,400.00		
New OE this year (detail below)			
1. Gift Club Premiums	\$15,000.00		
2. Prospect Research	\$10,000.00		
3. Events	\$6,000.00		
4. Publications	\$10,000.00		
5. Mailings	\$18,500.00		
6. Travel & Entertainment	\$20,000.00		
7. Office Supplies	\$4,000.00		
8. Conferences	\$5,000.00		
Total partial OE from other activities from prior year continuing:			
Total OE from other activities related to fund-raising, new this year:			
Total Other Expenses:	\$114,900.00		
Total Development Expenses:	\$749,475.00		
Total Fund-Raising Goal:	\$650,000.00		
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses
Alumni Relations			
Public Relations			

Development Expenses for Southern Connecticut State University

2001-2002			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund-raising only			
Total for Last Year's Positions continued:	\$814,575.00		
New Positions this year			
1. Corporate & Foundation Relations	\$60,000.00	\$20,000.00	
2.			
3.			
Total for Last Year's partial positions continued:			
New Personnel this year in other activities who work part-time in fund-raising:			
1			
2			
Total Personnel Costs:	\$894,575.00		
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments
(Fund-raising only)			
Total OE from prior year continuing:	\$158,900.00		
New OE this year (detail below)			
1. Travel & Entertainment	\$2,000.00		
2. Mailings	\$5,000.00		
3. Equipment	\$5,000.00		
4. Brochures	\$3,000.00		
Total partial OE from other activities from prior year continuing:			
Total OE from other activities related to fund-raising, new this year:	\$171,900.00		
Total Other Expenses:			
Total Development Expenses:	\$1,066,475.00		
Total Fund-Raising Goal:	\$1,300,000.00		
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses
Alumni Relations			
Public Relations			
etc.			

Development Expenses for Southern Connecticut State University

2000-2001			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund-raising only			
Total for Last Year's Positions continued:	\$634,675.00		
New Positions this year			
1. University Assistant	\$20,000.00		
2. Additional cost for full year of staff hired last year	\$120,000.00	\$40,000.00	
Total for Last Year's partial positions continued:			
New Personnel this year in other activities who work part-time in fund-raising:			
1			
2			
Total Personnel Costs:	\$814,575.00		
Other Expenses			
(list by functional area)	Amount		Comments
(non-personnel costs)			
(Fund-raising only)			
Total OE from prior year continuing:	\$114,900.00		
New OE this year (detail below)			
1. Consultant	\$5,000.00		
2. Events	\$12,000.00		
3. Publications	\$20,000.00		
4. Travel	\$5,000.00		
Total partial OE from other activities from prior year continuing:			
Total OE from other activities related to fund-raising, new this year:			
Total Other Expenses:	\$156,900.00		
Total Development Expenses:	\$971,475.00		
Total Fund-Raising Goal:	\$1,200,000.00		
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses
Alumni Relations			
Public Relations			
etc.			

WESTERN CONNECTICUT STATE UNIVERSITY



Office of Institutional Advancement

Ten-Year Strategic Plan 1999-2009

Prepared for the
Connecticut State University System Development Committee

September 8, 1999

**WESTERN CONNECTICUT STATE UNIVERSITY
TEN YEAR PLAN FOR CSUS DEVELOPMENT COMMITTEE**

Overview

Many signs exist that Western can attract more and larger donations, gradually building donor loyalty. This will take time. Comparing Western to similar institutions (see Attachment #1) we see great potential if the proper strategies are implemented and budgetary support is increased.

Fundraising forecasts at WCSU are difficult because of inconsistent record keeping and because we are in the initial growth phase of development. Donations were recorded accurately, yet not categorized uniformly. For example, we have alumni giving for the Annual Fund, Phonathon, and Golf Outing mixed together one year but not the next.

Consequently, projections in this report are based on total funds received rather than specific successes or failures with one segment of the fundraising milieu.

Overall fundraising has increased from both alumni and non-alumni. University Ball net profits have increased dramatically, from approximately \$22,000 in 1996 to \$61,000 in 1999.

Major gifts are on the rise, thanks in part to the matching gift program from the State. A stellar example is the recent \$100,000 scholarship endowment. This is the third largest philanthropic gift at Western, and it came from a local business family that had no affiliation with Western.

Gifts-in-kind are another impressive indicator. In 1998-99 we received several gifts-in-kind worth \$1,000 and more, one of which is valued at \$250,000. More encouraging news is the four \$1,000 gifts from Alumni for the Annual Fund. Even one alumni gift of \$1,000 has been rare in past years.

Are these larger gifts an aberration? We think not, but only time will tell.

The required report format

1. Goals

- General 10-year goals (see Attachment #2 for details)
- Annual 3-year goals:
 - FY99 \$250,000
 - FY00 \$350,000* (beginning of capital campaign pre-public phase)
 - FY01 \$500,000*
- Annual goals for the remaining six years
 - FY02 \$700,000*
 - FY03 \$1 million* (capital campaign announced)
 - FY04 \$1.3 million*
 - FY05 \$1.8 million
 - FY06 \$2.3 million
 - FY07 \$3.1 million
 - FY08 \$8.7 million

*campaign in conjunction with 2003 centenary, goal \$3,850,000 (see Attachment #3)

2. Themes and Major Cases

Western has identified more than 150 needs that can be supported by fundraising representing a wide range of interests and dollar goals (see Attachment #4). We have also targeted three primary areas to promote: student scholarships, the library, and athletics (see Attachment #5). We believe that a majority of prospective donors can relate to these needs.

A sample case statement draft for scholarship endowments is attached (see Attachment #6).
A sample leadership gift table is attached (see Attachment #7).

3. Key Activities

- Fundraising Activities

The emphasis in fundraising activity should be on major gifts and research to achieve them. Essentially, all other programs are secondary other than they provide some income and help in identifying major gift candidates.

An annual fund is important, as are a planned giving program, memorial and tribute gifts, reunion giving, and a parents program (see Attachment #8).

One area that we have approached cautiously is special event fundraising. We are continuing our three annual events, the University Ball, WestConn Society Luncheon and Alumni Golf Classic. We expect to add a fourth in 2000 with the Athletic Hall of Fame induction ceremony. Special events are labor intensive and oftentimes produce little net profit.

- Prospect Development

Major gift prospect identification, cultivation and solicitation is the primary mission. When found, major gift prospects must be encouraged to participate in university endeavors in order to create and strengthen their connection to the university. Ultimately this will lead to financial support.

4. Required Staff and Budget (see Attachment #2)

5. Expectations and Role of the Board and System Office

The CSUS Board can take a leadership role to encourage others to support Western. Board members at other institutions are routinely called upon for significant personal gifts, to encourage their colleagues to make gifts and to open doors for development staff to make additional solicitations.

Key excerpts from the Grenzebach Glier & Associates Report of October 1996 are also attached. They emphasize the magnitude and complexity of development for the CSU System (see Attachment #9). Also attached is a letter from Dick Carter regarding the difficulties of a capital campaign for Western (see Attachment #10).

Following are comments from several grizzled fundraising veterans:

On Leadership Gifts...

- In major campaigns most dollars come from a small number of people.
- Leadership gifts normally come from key people related to the institution: trustees, top administrators, long-term donors, and the people they know.
- The board of trustees is at once the key to, and the measure of, an institution's leadership strength at any given moment.

On Long-term Planning and Cultivation...

- If all you want is alfalfa, you can have three crops a year, but if you want an oak tree, you have to allow more time.
- There are no real shortcuts in fund raising.
- The average cultivation period for a truly significant gift is about seven years.
- Virtually every major gift donor has a long-standing, carefully nurtured relationship with the institution or cause—and, by extension, the people who represent it.

On Staff Experience and Longevity...

- Experience is essential, but results are not immediate when adding new people.
- Institutions must maintain a critical mass of staff known by the prospect community.
- Each fundraising year is exponentially more successful than the one before, mainly because important relationships develop and grow over time.

Attachments:

1. Paradigm Institutions
2. Spreadsheet, format from Dr. Cibes
3. Centennial Capital Campaign outline
4. WCSU Needs Assessment
5. Targeted Endowment Needs
6. Sample case statement
7. Sample gift table
8. Annual Fund plan 1999-2000
9. Grenzebach Glier & Associates excerpts
10. Letter from Dick Carter

PARADIGM INSTITUTIONS

These are schools similar to Western, we have personal knowledge of their development efforts, and they have demonstrated success.

Note: All numbers are approximate.

Name: William Paterson University (former Paterson State College)
Location: Wayne, NJ
Students: 9,500
Alumni: 45,000
Founded: 1855 as a Normal School
Development began: late 1970s
Total annual giving: \$900,000
Average gift: \$150
Largest gift: \$1 million, 1999 (multi-year pledge)
Staff: 13 FT: 6 Fundraising, 2 Alumni, 5 PR

Name: Kean University (former Newark State College)
Location: Union, NJ
Students: 11,500
Alumni: 52,000
Founded: 1855 as a Normal School
Development began: late 1980s
Total annual giving: \$700,000
Average gift: \$75
Largest gift: \$100,000, 1997 (multi-year pledge)
Staff: 12 FTE

Name: Mass. College of Liberal Arts (former North Adams State)
Location: North Adams, MA
Students: 1,500
Alumni: 9,500
Founded: 1897 as a Normal School
Development began: late 1970s
Total annual giving: \$1.5 million
Average gift: \$150
Largest gift: \$735,000, 1999
Staff: 5 FTE

Actual and Projected Develop..xls

WCSU Development Plan			
1998-99			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. Director of Institutional Advancement	60,800	18,200	75% dev
2. Administrative Assistant	33,600	10,000	75% dev
3. Secretary	25,000	7,500	75% dev
4. University Assistant	2,500		50% dev
Total Personnel Costs:	121,900	35,700	
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments
Prospect Research			
Events	30,000		
Publications			
Mailing			
Travel & Entertainment	5,000		
Office Expense			
Consultant Costs			
Other outsourced functions:			
Phonathon	20,000		
Direct Main	8,000		
Other: (detail)			
Donor recognition	2,000		
Total Other Expenses:	\$ 65,000.00		
Total Development Expenses:	\$ 186,900.00		
Target Fund-raising goal:	\$ 250,000.00		

1999-2000			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement	75,000	22,500	75% dev
2. Director of Institutional Advancement	62,600	19,000	75% dev
3. Coordinator Annual Giving	35,000	10,500	100% dev Ann. Fund/Misc
4. Major Gifts Coordinator	35,000	10,500	100% dev Major/Planned Gifts
5. Development Assistant	35,000	10,500	100% dev Research/Misc
6. Administrative Assistant	34,600	10,400	75% dev
7. Clerk-Typist	18,900	5,700	75% dev
8. University Assistant	3,800	0	75% dev
Total Personnel Costs:	299,900	89,100	
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments
Prospect Research	5,000		
Events	35,000		
Publications	5,000		
Mailing	5,000		
Travel & Entertainment	7,000		
Office Expense			
Consultant Costs	15,000		
Other outsourced functions:			
Phonathon	35,000		
Direct Mail	12,000		
Capital Campaign	20,000		
Other: (detail)			
Donor recognition	3,000		
Total Other Expenses:	\$ 142,000.00		
Total Development Expenses:	\$ 441,900.00		
Target Fund-raising goal:	\$ 350,000.00		

2000-2001			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement	77,300	23,200	75% dev
2. Director of Institutional Advancement	64,500	19,400	75% dev
3. Coordinator of Annual Giving	36,000	10,800	100% dev Ann. Fund/Misc
4. Major Gifts Coordinator	36,000	10,800	100% dev Major/Planned Gifts
5. Development Assistant	36,000	10,800	100% dev Capital Campaign
6. Development Assistant	36,000	10,800	100% dev Research/misc
7. Administrative Assistant	35,600	10,600	75% dev
8. Clerk-Typist	19,500	5,800	75% dev
9. University Assistant	3,800	0	75% dev
Total Personnel Costs:	344,700	102,200	
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments
Prospect Research	10,000		
Events	40,000		
Publications	7,000		
Mailing	5,000		
Travel & Entertainment	12,000		
Office Expense			
Consultant Costs	15,000		
Other outsourced functions:			
Phonathon	37,000		
Direct Mail	15,000		
Capital Campaign	25,000		
Other: (detail)			
Donor recognition	4,000		
Total Other Expenses:	\$ 170,000.00		
Total Development Expenses:	\$ 514,700.00		
Target Fund-raising goal:	\$ 500,000.00		

2001-2002			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement	80,000	23,900	75 % dev
2. Director of Institutional Advancement	66,400	20,000	75% dev
3. Coordinator of Annual Giving	37,000	11,100	100% dev Ann. Fund/misc
4. Major Gift Coordinator	37,000	11,100	100% dev Major/Planned Gifts
5. Development Assistant	37,000	11,100	100% dev Research/Misc
6. Development Assistant	37,000	11,100	100% dev Capital Campaign
7. Administrative Assistant	37,500	11,300	75% dev
8. Clerk Typist	20,300	6,100	75% dev
9. University Assistant	3,800		75% dev
Total Personnel Costs:	356,000	105,700	
	Amount		Comments
(list by functional area)			
(non-personnel costs)			
Prospect Research	5,000		
Events	45,000		
Publications	7,000		
Mailing	5,000		
Travel & Entertainment	15,000		
Office Expense			
Consultant Costs	15,000		
Other outsourced functions:			
Phonathon	38,000		
Direct Mail	17,000		
Capital Campaign	25,000		
Other: (detail)			
Donor recognition	5,000		
Total Other Expenses:	\$ 177,000.00		
Total Development Expenses:	\$ 533,000.00		
Target Fund-raising goal:	\$ 700,000.00		

WCSU Development Plan 2002-2003			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement			75 % dev
2. Director of Institutional Advancement			75% dev
3. Coordinator of Annual Giving			100% dev Ann. Fund/misc
4. Major Gift Coordinator			100% dev Major/Planned Gifts
5. Development Assistant			100% dev Research/Misc
6. Development Assistant			100% dev Capital Campaign
7. Administrative Assistant			75% dev
8. Clerk Typist			75% dev
9. University Assistant			75% dev
Total Personnel Costs:			
	Amount		Comments
(list by functional area)			
(non-personnel costs)			
Prospect Research			
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Phonathon			
Direct Mail			
Capital Campaign			
Other: (detail)			
Donor recognition			
Total Other Expenses:			
Total Development Expenses:			
Target Fund-raising goal: \$1 million			

WCSU Development Plan			
2003-2004			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement			75 % dev
2. Director of Institutional Advancement			75% dev
3. Coordinator of Annual Giving			100% dev Ann. Fund/misc
4. Major Gift Coordinator			100% dev Major/Planned Gifts
5. Development Assistant			100% dev Research/Misc
6. Development Assistant			100% dev Capital Campaign
7. Administrative Assistant			75% dev
8. Clerk Typist			75% dev
9. University Assistant			75% dev
Total Personnel Costs:			
	Amount		Comments
(list by functional area) (non-personnel costs)			
Prospect Research			
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Phonathon			
Direct Mail			
Capital Campaign			
Other: (detail)			
Donor recognition			
Total Other Expenses:			
Total Development Expenses:			
Target Fund-raising goal:	\$1.3 million		

WCSU Development Plan 2004-2005			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement			75 % dev
2. Director of Institutional Advancement			75% dev
3. Coordinator of Annual Giving			100% dev Ann. Fund/misc
4. Major Gift Coordinator			100% dev Major/Planned Gifts
5. Development Assistant			100% dev Research/Misc
6. Development Assistant			100% dev Capital Campaign
7. Administrative Assistant			75% dev
8. Clerk Typist			75% dev
9. University Assistant			75% dev
Total Personnel Costs:			
	Amount		Comments
(list by functional area) (non-personnel costs)			
Prospect Research			
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Phonathon			
Direct Mail			
Capital Campaign			
Other: (detail)			
Donor recognition			
Total Other Expenses:			
Total Development Expenses:			
Target Fund-raising goal:	\$1.8 million		

WCSU Development Plan 2005-2006			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement			75 % dev
2. Director of Institutional Advancement			75% dev
3. Coordinator of Annual Giving			100% dev Ann. Fund/misc
4. Major Gift Coordinator			100% dev Major/Planned Gifts
5. Development Assistant			100% dev Research/Misc
6. Development Assistant			100% dev Capital Campaign
7. Administrative Assistant			75% dev
8. Clerk Typist			75% dev
9. University Assistant			75% dev
Total Personnel Costs:			
	Amount		Comments
(list by functional area)			
(non-personnel costs)			
Prospect Research			
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Phonathon			
Direct Mail			
Capital Campaign			
Other: (detail)			
Donor recognition			
Total Other Expenses:			
Total Development Expenses:			
Target Fund-raising goal:	\$2.3 million		

WCSU Development Plan 2006-2007			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement			75 % dev
2. Director of Institutional Advancement			75% dev
3. Coordinator of Annual Giving			100% dev Ann. Fund/misc
4. Major Gift Coordinator			100% dev Major/Planned Gifts
5. Development Assistant			100% dev Research/Misc
6. Development Assistant			100% dev Capital Campaign
7. Administrative Assistant			75% dev
8. Clerk-Typist			75% dev
9. University Assistant			75% dev
Total Personnel Costs:			
	Amount		Comments
(list by functional area)			
(non-personnel costs)			
Prospect Research			
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Phonathon			
Direct Mail			
Capital Campaign			
Other: (detail)			
Donor recognition			
Total Other Expenses:			
Total Development Expenses:			
Target Fund-raising goal:	\$3.1 million		

WCSU Development Plan 2007-2008			
Personnel (list by position)	Salary (dev. portion)	Fringes @ 30%	Primary Responsibility
1. VP for Institutional Advancement			75 % dev
2. Director of Institutional Advancement			75% dev
3. Coordinator of Annual Giving			100% dev Ann. Fund/misc
4. Major Gift Coordinator			100% dev Major/Planned Gifts
5. Development Assistant			100% dev Research/Misc
6. Development Assistant			100% dev Capital Campaign
7. Administrative Assistant			75% dev
8. Clerk Typist			75% dev
9. University Assistant			75% dev
Total Personnel Costs:			
	Amount		Comments
(list by functional area)			
(non-personnel costs)			
Prospect Research			
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Phonathon			
Direct Mail			
Capital Campaign			
Other: (detail)			
Donor recognition			
Total Other Expenses:			
Total Development Expenses:			
Target Fund-raising goal:	\$8.7 million		

Centennial Fund Raising
Overall Fundraising goal 1999-2000 through 2003-04 (Five Years)

	1999-00	2000-01	2001-02	2002-03	2003-04	5 Year Total
Library Endowments						
Special Books Collections	75,000	100,000	150,000	150,000	150,000	\$675,000
Athletic Department Endowments						
Athletic Hall of Fame	75,000	100,000	150,000	150,000	200,000	\$675,000
Other University Endowments						
Student scholarships & grants	200,000	300,000	400,000	700,000	900,000	\$2,500,000
Dollar Totals	350,000	500,000	700,000	1,000,000	1,300,000	\$3,850,000

**WESTERN CONNECTICUT STATE UNIVERSITY
NEEDS ASSESSMENT - REVISED**

Ongoing review of capital and program needs which, fundable through private resources.
(all are naming opportunities, even when *done*)

DEPARTMENT/BUILDINGS/COST

Athletic Department

- Athletic Hall of Fame ceremony @ \$1,000 p/yr. pledged
- Athletic Hall of Fame display @ \$5,000 - 25,000+ pledged
- Display cases for awards @ \$5,000 (more for built-in) donated
- Alumni Association banner for O'Neill Center @ \$1,000 donated
- VIP/press box for football field @ \$75 - 100,000

Alumni Hall

- Third floor living quarters @ \$10,000
(revised, much more expensive, per Sullivan and Carlone, 10/29/97)
- Lighting and sound @ \$25,000
- Cupola and weathervane @ \$11,000

Memorial Hall - Student Center

- Clock in cafeteria @ \$500 - 1,500
- Display cases for student awards and activities @ \$5,000 (more for built-in)
- Additional gallery space @ \$10,000

Haas Library

- Investment for expansion @ \$15,000,000
- Developing and maintaining a multicultural collection @ \$50,000
- High Technology Center @ \$35,000
- Conference Room @ \$30,000
- Special Collection Room @ \$50,000
- Art Gallery @ \$100,000
- Special book collections @ \$1,000 - 50,000
- Computer Workstations @ \$4,000

Financial Aid Office

- Revolving student loan program
- Student scholarships and grants

SCHOOL OF PROFESSIONAL STUDIES

- Sponsored cultural events
 - Spring Arts Festival @ \$10,000 - 15,000
 - Opera Series @ \$15,000 (2 events)
- Student scholarships and grants
- Faculty grants
- Display cases @ \$5,000 (more for built-in)
- **Music Department**
 - Electronic Piano Lab/Classroom @ \$40,000
 - Digital Recording Equipment for Ives Concert Hall @ \$15,000
 - Wenger music stands, 50 @ \$25 each (\$1,250)
 - Instruments @ \$350 - \$1,800 each
 - Performing Ensembles Expenses @ \$800 - 2,500 each
 - Ives Hall sound system @ \$30,000
 - Fine Arts Center @ \$15,000,000
 - Health and Wellness Center @ \$75,000
 - Western Connecticut Symphony Orchestra @ \$150,000 per year

SCHOOL OF ARTS AND SCIENCES

- Student scholarships and grants
- Faculty grants
- Create an Advanced Technology Classroom for science @ \$50,000
- Student travel to conferences and research facilities @ \$10-15,000 p/yr
 - **Art Department**
 - Outdoor sculpture @ \$5,000 each (avg.)
 - Visiting Artists Series @ \$8,000 -10,000 per year
 - Exhibition Fund @ \$1,500 per year
 - Speakers Series
 - Computer Graphics Laboratory @ \$50,000
 - Four electric ceramic wheels @ \$4,000 each
 - Secure display cases for art, in Student Center and Westside
 - **Biology & Environmental Science Department**
 - Nature Preserve @ \$2,000
 - Equipment (autoclaves to microscopes) @ \$8,000 - 45,000
 - Millique water purification system @ \$10,000
 - Stereo microscope with fiber-optic illuminator @ \$3,000
 - Wiley mill @ \$2,000
 - Replace old microscopes, 10 @ \$1,000 each (\$10,000)
 - Replace old dissecting scopes, 20 @ \$800 each (\$16,000)
 - Department van @ \$25,000
 - **Chemistry Department**
 - Gas Chromatograph/Mass Spectrometer @ \$75,000
 - Electronic top-loading balances, 3 @ \$1,800 each (\$5,400)
 - Analytical electronic balances, 3 @ \$3,000 each (\$9,000)
 - pH meters 7 @ \$600 each (\$4,200)
 - Digital spectrophotometers 4 @ \$1,800 each (\$7,200)
 - Xenon bulb for spectrofluorimeter @ \$720
 - Fourier nuclear magnetic resonance spectrophotometer @ \$100,000
 - Inductively-coupled plasma spectrophotometer @ \$70,000
 - UV/visible recording spectrophotometer @ \$14,000
 - Graphite furnace atomic absorption spectrophotometer @ \$70,000
 - Microwave drying oven @ \$700

- CALS/LIMS Lab upgrades @ \$60,000
 - CALS/LIMS Lab conversion @ \$36,000
- Pre-med Program support
- **Communications and Theatre Arts**
 - Media Arts facility upgrade @ \$250,000
 - Student/professional theater visits @ \$3,000 per year
 - Sony Hi8 EVO-9100 camcorders, 3 @ \$2,950 each (\$8,850)
 - Sony Hi8 EVO 9100 edit systems, 3 @ \$7,665 each (\$23,000)
 - Light system for Reimold Studio Theatre @ \$12,500
 - Media editing suites @ \$50,000
 - Endowment for major theatre productions @ \$100,000
- **English Department**
 - Student Writing Lab @ \$40,000
 - Writers Speaker Series @ \$10,000 per year
- **Foreign Languages & Literature Department**
 - Experiential Learning Program @ \$25,000 per year
- **History Department**
 - Center for Regional History @ \$50,000
- **Mathematics and Computer Science Department**
 - Two classrooms for computer demonstrations @ \$30,000
 - Math Lab @ \$40,000
 - Computer Science upgrades @ \$5,000
- **Philosophy & Humanistic Studies**
 - Center for Ethical Studies @ \$5,000 per year
- **Physics/Astronomy/Meteorology Department**
 - Observatory upgrades and classroom @ \$300,000-500,000
 - Autodome Dome Control System for observatory @ \$3,000
 - CCD camera (large format 2kx2k) @ \$9,000
 - Palomer Survey CD ROMS (set) @ \$1,000 - 13,000
 - High technology for real time analysis @ \$75,500
 - Basic Electronics Laboratory @ \$1,980
 - Oscilloscope @ \$4,396
 - Electrometer @ \$1,680
 - Variable capacitor @ \$1,240
 - Weather Center upgrades @ \$100,000
 - Net Radiometer @ \$1,100
 - TR525 precipitation collector with data logger @ \$1,400
 - Yankee Scattering Apparatus @ \$4,000-6,500
- **Psychology Department**
 - Learning Center @ \$100,000 per year
- **Social Sciences Department**
 - Field Work Fund @ \$7,000 per year
 - Women's Studies Speaker Series @ \$8,000 per year

SCHOOL OF BUSINESS

- Student scholarships and grants
- Faculty grants
- Assistance for programs:
 - Direct Marketing
 - Moot Court
 - Information Security
 - Finance

- Accounting
- Health Care
- Economic Development
- Small Business Management
- Retail Management
- Classroom renovations
- Newsletter (3 issues @ \$1,000 each)
- Ansell brochures @ \$3,000
- Ansell PR booklet @ \$5-10,000
- Ansell web site @ \$5,000
- Student research assistants
- Teaching materials
- Seminars and workshops
- Academic Advisement Center
- Furniture
- Lecture Series
- Conference center @ \$250,000
- Transform auditorium into multi-media presentation mode @ \$100,000
- Executive in Residence Program @ \$65,000

WESTSIDE CLASSROOM BUILDING

- Faculty Lounge improvements @ \$10,000

OTHER UNIVERSITY NEEDS

- Day Care Center endowment @ \$150,000
- Restoration of Armory @ \$350,000 - 500,000
- Pedestrian entrance gate on White Street @ \$50,000
- Repair and replacement of computers, long term
- Campus Pride: landscaping & signage @ \$10,000 per building (avg.)
- Quad brick work @ \$200,000
- Osborne Street property @ \$2,300,000
- Upgrades to the Advanced Technology Classroom @ \$100,000
- Center for Technology Research and Productivity @\$500,000?
- Scholars in Technology Program @\$?
- Multi-directional satellite downlink @\$10,000
- Instructional Technology Lab for Faculty @ \$10,000
- Creating master classrooms @ \$10,000
- Enhanced Advanced Technology Classroom @ \$10,000
- Women's Studies Lecture Series @ \$5,000
- Fencing/brickwork on White Street developing project
- Podiums in all presentation venues
- Galley of WCSU Presidents (oil or photos?)
- Endowment to cover hotel/housing expenses for a visiting professor/lecturer
- Endowed President's Lecture Series: "Reinventing..."
- Jane Goodall Institute
- Property across from Old Main @\$150,000 purchased by Foundation
- Outdoor sculpture exhibit and brochure @\$10,000+
- Outdoor pedestal clock for Midtown campus @ \$8,000 donated by Alumni Assoc.
4/99
- Outdoor pedestal clock for Westside campus @ \$10,000 pledged by Alumni Assoc.

TARGETED ENDOWMENT NEEDS

Library Endowments		\$2,500,000
Multicultural collection	\$100,000	
High Technology Center	\$300,000	
Special Collection Room	\$500,000	
Art Gallery	\$1 million	
Special book collections	\$500,000	
Computer Workstations	\$100,000	
Athletic Department Endowments		\$2,500,000
Athletic Hall of Fame	\$500,000	
Equipment Fund	\$500,000	
Travel, Recruitment fund	\$500,000	
Fields and facilities fund	\$1 million	
Other University Endowments		\$15,000,000
Student scholarships and grants	\$5 million	
Faculty grants	\$1 million	
Endowed Professorships	\$3 million	
Advanced Technology Classroom	\$1 million	
Center for Technology Research & Productivity	\$1 million	
Institute for Small/Family Business	\$1 million	
Scholars in Technology Program	\$1 million	
Property acquisition	\$1 million	
Endowed President's Lecture Series	\$500,000	
Outdoor sculpture	\$500,000	
	TOTAL	<u>\$20,000,000</u>

INSTITUTIONAL ADVANCEMENT OFFICE & ALUMNI ASSOCIATION

- Undergraduate Assistants @ \$7,000
- WCSU Alumni Association Grants Program @ \$10,000 (minimum) per year
- WCSU Foundation Grants Program @ \$10,000 (minimum) per year
- Regional Alumni Network @ \$5,000 per year
- Constituent newsletter/magazine

SPECIAL CONSIDERATION

As of January 1, 1998, endowment gifts of \$10,000 and above will be matched by the State of Connecticut, fifty cents on the dollar. These can be restricted to a specific department, program, scholarship, and much more.

FOR MORE INFORMATION

*Contact Michael Driscoll, WCSU Director of Institutional Advancement.
Phone: 203-837-8419 FAX: 203-837-8530*

DRAFT

CASE STATEMENT FOR WCSU SCHOLARSHIP CAMPAIGN

Western's Second Century Campaign

ENDOWMENT FOR SCHOLARSHIPS

Investing in Students and the Future

Western's Second Century Campaign

Planning for the university's second century of growth in 2003, is an exciting opportunity to reflect on the significant accomplishments of the university and its many family members. The university has graduated more than 22,000 alumni since 1903.

Many thousands of teachers, administrators and support staff have retired, all of whom are alumni in their own respect. All alumni, retirees, and current employees are the heritage of the university, and we are all members of the same extended family.

Endowment for Scholarships...Investing in Students and the Future

Western Connecticut State University takes pride in preparing its students for the real world. As we approach the university's centennial in 2003, we are preparing students to make contributions to a global society. We begin by recruiting — and keeping — the most talented and promising students.

Attracting the best students is competitive, and scholarship support is a major consideration when a student and a family select a university. Most of Western's students come from families with modest income levels. While the cost of attending WCSU is less than private institutions, it is still a deterrent to many families.

- Half of our student body works full-time, and another thirty percent works part-time, in order to make ends meet.

The number of applicants to Western who qualify for financial aid has been increasing, and the university has increased its scholarship budget dramatically. Yet the need has outpaced our resources.

- The vast number of our students are first-generation college students, from families with limited resources.

Recent bequests of \$25,000 for political science majors and \$50,000 for music majors improved our scholarship funds. Outright gifts of \$10,000 to \$100,000 were earmarked for chemistry, nursing, and business majors.

Other gifts restricted to specific academic majors or departments are always welcome. An unrestricted gift for scholarships gives the university maximum flexibility when distributing funds to the most qualified students.

Academic excellence is also a focus when distributing scholarships. For example, the Music Department conducts auditions for incoming musicians. The ability to immediately offer the best students even a partial scholarship is a significant incentive for them, even compared to a full scholarship to a more expensive school.

An endowed scholarship fund enables young men and women to study at Western Connecticut State University regardless of personal or family financial circumstances. The generous donor of a fund creates a living and permanent connection between the university, the student, and themselves.

How You Can Make a Difference

A \$10,000 commitment to the *Western's Second Century Campaign* will establish an endowed scholarship fund in your name or someone you wish to honor. Smaller individual donations are also welcome, which can be added together to create an expanded scholarship endowment.

- *As a special incentive through the State of Connecticut, an additional amount equal to fifty percent of your gift will be added to your endowment.*

Your gift and the fifty percent match will all remain with your endowment fund, and scholarships will be awarded in perpetuity. You can add additional gifts at anytime to increase your endowment even further.

Security and continued growth of your endowment fund are assured under the university's investment policy, which stipulates that the designated principal (usually a large portion or the total sum of your initial gift) will remain untouched, and scholarships will be awarded only from a portion of the interest earned each year. The balance of the interest is reinvested in your endowment fund, to assure growth and to outpace inflation.

Connecticut State University System Mission Statement

The four comprehensive universities of the CSU System — Central Connecticut State University, Eastern Connecticut State University, Southern Connecticut State University and Western Connecticut State University — educate students of all ages and socio-economic backgrounds from all racial and ethnic communities in Connecticut. We provide affordable, geographically accessible opportunities for active learning, leading to baccalaureate, graduate and professional degrees, as well as career advancement. Our graduates meet outcome standards which embody the competencies necessary for success in the workplace and in life.

To fulfill this mission, we will implement our Strategic Plans to meet the academic and support needs of our students. We will provide education which is economically accessible to all Connecticut residents. We will particularly seek to acquaint those for whom higher education is not seen as a viable economic option with the benefits of study at CSU.

We will provide students an array of learning opportunities for achievement of measurable competencies and skills. In both classroom and experiential learning, we will emphasize problem solving, critical thinking and the ability to analyze data, use information technology and communicate clearly. Our graduates will possess content knowledge specific to their discipline or career and competencies that include the ability to work in teams, lead and manage, interact with people from different backgrounds and adhere to ethical standards. Our students will learn strategies for adapting to change and develop a commitment to lifelong learning.

The Connecticut State University System will forge strategic relationships with businesses and community organizations to develop fully the human capital within CSU and Connecticut. We will also develop partnerships to assist in the improvement of K-12 education and maintain our commitment to high standards as we fulfill our historic role and statutory responsibility to prepare educators for elementary and secondary schools.

(approved 12/12/97)

WCSU Mission Statement

Western Connecticut State University serves an accessible, responsive and creative intellectual resource for the people and the institutions of Connecticut. We strive to meet the educational needs of a diversified student body through instruction, scholarship and public service. Our mission as a public comprehensive University is given life through the principles and values which guide us.

Principles

- Empowering students to attain the highest standards of academic achievement, public and professional services, personal development, and ethical conduct is our fundamental responsibility.
- Facilitating student learning is our primary function and it requires that our faculty has an active scholarship life, a lasting interest in enhancing instruction, and a dynamic curriculum including advanced instructional technologies.
- Preparing students for enlightened and productive participation in a global society is our obligation and its best fulfilled by developing the best possible academic programs and learning experiences.
- Promoting a rich and diverse cultural environment that allows freedom of expression within a spirit of civility and mutual respect.
- Strengthening our partnership with the people and institutions of Connecticut is a benefit to both the University and the State, and endows our teaching and scholarship with a special vitality and dedication.

Values

- **Quality** in all that we do, and a commitment to continuous improvement.
- **Integrity** in the process of teaching and learning.
- **Respect** for the dignity and rights of each member of our University community.

New Vision

Western aspires to be the State's public University of choice for programs of excellence leading to success in the professions by providing:

- A strong liberal arts foundation
- Strong skills in communication, problem solving, and critical thinking
- A strong background in information technologies
- Interdisciplinary programs
- A strong sense of commitment to public service

SAMPLE CAMPAIGN GIFT TABLE
FOR A \$20 MILLION ENDOWMENT GOAL
AT WCSU

In major campaigns most dollars come from a small number of people. A gift table helps to put the goal in perspective.

The table for Western's \$20 million goal might be:

Size of Gift	Donors	Avg. Gift	Amount
\$1 million or more	5	\$1.4 million	\$7 million
\$100,000 or more	30	\$133,000	\$4 million
\$10,000 or more	400	\$12,500	\$5 million
\$1,000 or more	1,500	\$1,300	\$2 million
Under \$1,000	6,000	\$300	<u>\$2 million</u>
			\$20 million

Given the donor history at Western, a \$20 million goal specifically for endowment is challenging but not impossible. While the potential for more and larger gifts is strong, the three largest gifts ever made to Western are \$600,000, \$376,000 and \$100,000.

WCSU Annual Fund Campaign 1999-2000

An annual giving campaign is a year-round effort that involves many people and techniques. The various strategies should be well coordinated to avoid duplication of effort and to build on each other toward the established goals. Strategies include several solicitation methodologies with variations designed for the different target audiences.

Gift Constituencies to be Solicited in Fall '99:

- Governing Boards
 - President's Cabinet
 - Foundation Board Members
 - Alumni Association Board Members
- Alumni
 - Former Donors
 - \$100 and above
 - Less than \$100
 - Never Donors
 - Affinity and Class Segmentation (most will wait until 2000-2001)
 - Class (prior to circa 1960)
 - Reunion classes
 - Other (e.g. majors, sports, student clubs)
- Employees
 - Current employees
 - Retirees
- Senior Class Gift (proposed to Senior Class advisor 9/3/99)
- Parents (probably wait until 2000-2001 or later)
- Community Organizations
 - Former Donors
 - Never Donors
- Corporations/Foundations

Methodologies:

- Research and networking
- Face-to-face contacts
- Personal telephoning
- Handwritten notes
- Direct Mail
- Telemarketing

Brief Description of Appeal Packages

Letter will focus on a significant issue (e.g. institutional pride, importance of higher education, etc.) and an enticing equipment/program need which bridges all academic majors and special interest groups. It should have immediate public recognition as a valuable service or unmet need. Will consider student and alumni testimonials, and benefits of a WCSU degree. Appeal to need for a strong WCSU to continue serving the community, students and alumni through difficult times.

A specific gift amount (or a range) will be suggested, based on their prior gifts (e.g. \$25 for never donors, \$100 for \$50 donors, et al.) Letters to community organizations will emphasize the quid pro quo relationship which does/can exist. Senior Class letters will target a gift to be presented from the class at commencement.

Letters and mailing envelopes to past donors with gifts \$100 or greater will be personalized and mailed first class. Others will be mass produced and mailed third class bulk rate.

Special Considerations for Constituencies

- **Governing Boards:**

Personalized letters will be signed in Colonial Blue ink by President Roach. No specified gift amount will be included. Refer to the importance of a leadership gift and the average board gift at similar institutions (ones that have a successful fund raising program in place.) Mailing scheduled for September will refer to the personal request to come from Dr. Roach. Donors will receive solicitations later in the year requesting an additional gift. End-of-the-year letters to all Board members (former donors and never donors) and individual former donors. Personal and telephone follow-up by peers to be coordinated with phonathon.

Corporate gift possibilities will be discussed with Board members. They may wish to give from both personal and business resources.

- **Alumni**

Major donor letters will be personalized and signed in Colonial Blue ink, by the most influential and respected person available. All 20,000 alumni will receive an October solicitation with a reminder about the new Alumni Benefits arrangement. Might include premium.

- **Employees:**

A campaign targeting WCSU employees, started in 1998, will continue, with new segmentation:

- a. Former donors
- b. New employees who started after the previous solicitation
- c. Never givers

Select a theme such as "I Joined the Team!!" "You Can Count On Me!!" or "WestConn Pride" and give a button to each donor, whatever the gift. (Add "II" and "III" to the button each year the person gives.)

Donor recognition will include naming employees in alumni newsletter and employee bulletin, and receptions at various venues throughout the year.

- Senior Gift:

Must be coordinated through student activities. Students select one or more gifts to the University (e.g. marble benches, large wall clock, sundial)

- Retirees:

Dean Emeritus John Jakabauski and Professor Emeritus Harriet Tax agreed to co-chair the future WCSU Retirees Association. Retirees will be honorary alumni, receiving the alumni newspaper and invitations.

- Individuals/Community:

All donors and prospects will receive an appeal package.

For those special donors with gifts \$100 or greater, a mention of past gift amount will be included with request to consider repeating their gift from 1998-99.

Also for \$100 plus past donors, telephone calls will continue to be used for acknowledgments. Calls will also be incorporated into cultivation/follow up approximately three to four weeks after the mailing.

For other donors who do not make a gift in response to mailing, a brief follow-up letter will be sent approximately 3 to 4 weeks after initial appeal letter.

President Roach or other significant person may sign letters.

- Corporations:

When communicating with companies refer to their affiliations with WCSU, e.g. significant number of WCSU alumni, proximity to WCSU, etc.

Lists of such companies will be given to Committee members for review and determination if personal contacts are known.

Attempt will be made to personally meet with decision-makers. Joint visits may be made with Committee members when possible for above companies and also for those with past gifts \$500 or greater but with no significant connection. Mailing to above group planned for October. Mailing to lower gift donors will be sent November.

Committee members will be instrumental in rating past donors and prospects, as well as determining if they have contacts in any businesses. The corporate prospect list needs to be expanded and added to computer files.

- Foundations:

Past foundation donors will be solicited according to their individual requirements and timetables.

Foundations, which have made pledge commitments will not be likely to entertain additional grant requests prior to completing their pledge payments.

Research will be ongoing to expand the list of foundation prospects. Appropriate cultivation activities will be employed, such as inviting representatives to tour campus facilities and adding prospects to our informational mailing lists (i.e., alumni news, annual report.)

Lists of foundation prospects and their officers will be distributed to Committee members to determine if anyone has contacts that would aid our appeal.

- Special Events:

Committee members involved with the major events will be asked for their input regarding annual giving efforts, such as major gift prospect identification, upgrading donors and donor cultivation.

Donor Acquisition:

Acquisition of new donors and reactivation of lapsed donors is a necessary component of a comprehensive development program, as it aids in replacing donors who are lost by attrition.

Analysis report of the acquisition mailings will include number of solicitations, number of gifts, response rate, average gift, cost per donor, total cost and total dollars raised.

Lapsed Donor Renewal:

TBD

Telephone campaign:

Telemarketing is a valuable tool to gain new donors, renew lapsed donors, and upgrade current donors. The effectiveness of mass mailings to households within an organization's service area, or based on other criteria, has decreased drastically over the past several years. The use of this method for fundraising is no longer cost effective in most cases. It also establishes or reestablishes direct contact with alumni which results in several benefits in addition to fund-raising: opportunity to update bio-demo information...

The use of an outside firm for telemarketing was continued in 1996-97 and 1997-98. In-house calls were made in 1998-99. Options for 1999-2000 are being studied.

Donor Cultivation:

Announcements and printed recognition at public programs whenever possible

Recognition party for Black-tie dinner, Ad Journal committee

Ask for their advice via telephone and mailed surveys, and focus groups

Small corporate prospects luncheon meeting with CEO; short program on topic of interest

Dinners and/or receptions for: Foundation Board, Alumni Board, major donors, volunteers.
Appropriate recognition items (e.g. personal awards such as plaques or paperweights, and a permanent recognition display in a prominent campus location.)

Tours of campus for donors and prospects

Celebration of National Philanthropy Day, November 16, 1999

Donor Recognition:

News releases, photo opportunities

Donor listing in the annual report

Employee listing also in the campus publication

Public thanks to individuals, groups at golf outing, Black-tie dinner, meetings, etc.

Volunteers

Evaluate the volunteer network and committees for all necessary functions, particularly development and special events

Continuing Education and Sharing:

Maintain frequent contact with appropriate volunteers.

Excerpts from
Grenzebach Glier & Associates Report of October 1996

Status and future potential of CSUS

- "In large measure, development and alumni relations programming across the Connecticut State University System is in the fluid state of defining itself."
- "Fund raising is the least developed aspect of this agenda and also the least successful, largely because it has not been guided by a "process" that clearly distinguishes fund raising (the act of asking for support) from development (the process by which an institution systematically and continuously nurtures a growing base of prospective donors and long-term stakeholders.)"

Need for resources

- "Currently, the limited resources available for development, juxtaposed with the desire to more from an almost exclusive dependence on public funding to increased private investment (particularly from alumni) poses a formidable challenge."
- "...each advancement program also shares certain qualities in common (including) a limited resource capacity, both human and material, to realize appreciable gains in gift income."

Time

- "The absence of a well-established culture of giving, one that is clearly understood and directly felt throughout the University community, will take time and patience to develop."
- "...CSUS must be totally realistic about its future funding prospects and expectations. Instantaneous or dramatic increases in gift income are unlikely."

Comparative Institutions

- Grenzebach Glier compared the four CSU institutions with other schools, providing total giving figures for six of them for the FY95.
- Total giving ranged from only \$1.4 million to \$2.9 million. All of these schools are considerably larger than Western, and they began to emphasize development years earlier.

GRENZEBACH GLIER & ASSOCIATES, INC.
MEMORANDUM

Via Facsimile

To: Michael Driscoll
Director of Institutional Advancement
Western Connecticut State University

From: Richard M. Carter
Senior Vice President and Managing Director
Grenzebach Glier & Associates, Inc.

Subject: Observations Regarding a Future Fund-Raising Campaign at Western Connecticut State University

Date: August 19, 1999

Based on our recent discussion regarding a proposed fund-raising campaign at Western Connecticut State University, I would offer the following observations:

1. While significant University milestones — e.g., centennial year, etc. — are deserving of celebration and do offer opportunities to rekindle alumni interest and, ideally, project a forward-looking vision of institutional potential, they are not a sturdy platform for inviting serious philanthropic investment. The fact that you have been around for 100 years is not a magnet for giving at inspirational levels, and this, of course, is what a campaign is all about.

More often than not, the anniversary theme, if orchestrated properly, can be a stimulus to annual giving — both upgrading and attracting new donors at this level.

2. It is important to understand that successful campaigns are a by-product of successful development programs. Indeed a campaign is extremely difficult to execute when the rudiments of a sound development plan and process have yet to be established.

The impetus for a campaign should derive from the fact that an institution's development program has reached the stage where a well-organized, properly staffed, volunteer-led outreach for support can be practically considered. It also presupposes that the institution's actual and prospective donor constituencies have matured to the point where a campaign can be reasonably viewed as a strategically advantageous way to capitalize on a demonstrable giving potential.

3. Obviously, the development program at Western has not progressed to this point, so any attempt to fashion a campaign design for fund raising must be appropriately scaled and defined in ways that donors and volunteers alike can readily comprehend and embrace. In other words, the campaign must be perceived as necessary, plausible, tightly focused, and within the institution's grasp.
4. I would suggest that the case for support present a vision of the institution that cannot be fully realized without a steady and growing infusion of private gift support. In other words, how can philanthropy deliver a distinctive institutional edge that state funding alone cannot provide? Gift opportunities should validate this important correlation between private gift support and outcomes not easily achieved through state funding.

5. The state endowment challenge is, of course, a potentially potent inducement to giving, but I would not build a campaign around it. Not all donors are interested in directing gifts to endowment, and in addition, there will likely be a number of attractive programs and/or capital projects that, through private sector nurturing, could substantially enhance the University's performance. The campaign should draw attention to the core values and mission of Western — not the existence of a unique vehicle for giving (challenge fund) which might be inappropriately construed as justification for the campaign.

Once a compelling and persuasive case for support of Western is established, the challenge fund becomes another arrow in your quiver — a value-added dimension to the cultivation of a major gift donor. It is not the "idea" of the gift, but the outcome one can produce through it that drives major gift donor decisions. The challenge fund is a nice incentive, but it is not the primary reason why a donor may choose to establish an endowed chair.

6. While the threshold for challenge fund participation is a \$10,000 gift, I would not recommend that a substantial amount of time be devoted to pursuing gifts at this level, particularly in the context of a campaign. Rather, I would focus on six-figure prospects or higher. Gifts at this level will be absolutely essential to validating the potential of a campaign. Moreover, it is simply a more cost-efficient way to conduct business.

For example, it is often no more difficult or time consuming to cultivate and close a \$100,000 gift than a \$10,000 gift. Moreover, the prospect who can make a gift of \$10,000 in a single payment is probably capable of a \$50,000 to \$100,000 commitment over the life of a five-year campaign.

There are also those who would say a non-endowed gift of \$10,000 is more valuable than a \$10,000 endowed gift (plus \$5,000 match). Presumably the latter gift would only generate \$750 a year in spendable income. The principal point is that endowment gifts tend to make more sense (both their short- and long-term financial consequences) when they are committed in large amounts.

Needless to say, I would be happy to work with you, Dr. Roach, and other members of the University administration to develop a sensible approach and plan for elevating the productivity of Western's fundraising program.

RMC:jso

**WESTERN CONNECTICUT STATE UNIVERSITY**

DANBURY, CONNECTICUT 06810

• TELEPHONE 203 / 837-8300

• FAX 203 / 837-8283

JAMES R. ROACH, PH.D.
PRESIDENT

To: Dr. William Cibes
From: James R. Roach
Date: September 27, 1999
Subject: Development Plans

In response to your memo of September 20, I believe our plan previously submitted answered your questions 1 through 5. We also covered them thoroughly at our meeting on September 20.

1. Information on the new budget template is attached.
2. Most funding for this budget will come from reserves. The position of Vice President for Institutional Advancement is from this year's reserves.
3. Action steps to move forward each year in accordance with our plan will require budgeting to be in place; for new hiring to take place and for new people to acclimate themselves to new responsibilities. We will need to approach fund raising goals using basic fund raising strategies as outlined in our report, and to follow recommendations from Grenzebach Glier and Pocock.

At the committee meeting we discussed a number of steps needed to allow the President more time for fund raising. While I am already taking a very active approach, obviously, new structures may be needed, such as an executive vice president, and many tasks now done by the President and required by the auditors need to be reevaluated. I will begin working closely with Mr. Richard Gerber, my new Vice President for Institutional Advancement, when he arrives in October 4. I am sure that he will want to review the plan and very possibly have some positive suggestions.

Development Expenses for Western Connecticut State University			
1998-1999			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund Raising Only			
1. Director of Institutional Advancement	60,800	18,200	75% development
2. Administrative Assistant	33,600	10,000	75% development
3. Secretary	25,000	7,500	75% development
4. University Assistant	2,500		50% development
Personnel in other activities who will also perform fund raising duties (here list only the portion of salary related to fund raising)			
1. P.R. Director	9,300	2,790	15% development
2. Alumni Director	5,900	1,770	10% development
Total Personnel Costs:	137,100	40,260	
Other Expenses (list by functional area) (non-personnel costs) (Fund raising only)	Amount		Comments
Prospect Research			
Events	30,000		
Publications			
Mailing			
Travel & Entertainment	5,000		
Office Expense			
Consultant Costs			
Other outsourced functions:			
Phonathon	20,000		
Direct Mail	8,000		
Other: (detail)			
Donor Recognition	2,000		
Portion of Other Expenses related to fund raising			
Mailing, photos, receptions, etc.	20,000		
Total Other Expenses:	85,000		
Total Development Expenses:	222,100	40,260	
Total Fund-Raising Goal:	250,000		
Total for other activities related to fund raising	PS	Fringe	Other Expenses
Alumni Relations	5,900	1,770	10,000
Public Relations	9,300	2,790	10,000

Development Expenses for Western Connecticut State University			
1999-2000			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund Raising Only			
Total for Last Year's Positions continued:	121,900	35,700	
New Positions this year			
1. VP for Advancement	75,000	22,500	75% development
2. Coordinator of Annual Giving	35,000	10,500	75% annual fund/misc.
3. Major Gifts Coordinator	35,000	10,500	75% major/planned
4. Development Assistant	35,000	10,500	100% research/misc.
Salary increments for last year's personnel	(2,000)	(600)	
Total for Last Year's partial positions continued:	15,200	4,560	
New Personnel this year in other activities who work part-time in fund raising			
1.			
2.			
Total Personnel Costs:	315,100	93,660	
Other Expenses (list by functional area) (non-personnel costs) (Fund raising only)	Amount		Comments
Total OE from prior year continuing:	65,000		
New OE this year (detail below)			
Prospect Research	5,000		
Publications	5,000		
Mailing	5,000		
Consultant Costs	15,000		
Additional Events, Phonathon, Dir. Mail, etc.	27,000		
Capital Campaign	20,000		
Total partial OE from other activities from prior year continuing	20,000		
Total OE from other activities related to fund raising new this year:	10,000		
Total Other Expenses:	172,000		
Total Development Expenses	487,100	93,660	
Total Fund Raising Goal:	350,000		
Total for other activities related to fundraising	PS	Fringe	Other Expenses
Alumni Relations	6,000	1,800	15,000
Public Relations	9,450	2,835	15,000

Development Expenses for Western Connecticut State University			
2000-2001			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund Raising Only			
Total for Last Year's Positions continued:	299,900	89,100	
New Positions this year			
1. Development Assistant	36,000	10,800	Capital Campaign
Salary increments	8,800	2,600	
Total for Last Year's partial positions continued:	15,450	4,635	
New Personnel this year in other activities who work part-time in fund raising			
1.			
2.			
Total Personnel Costs:	360,150	107,135	
Other Expenses (list by functional area) (non-personnel costs) (Fund raising only)	Amount		Comments
Total OE from prior year continuing:	142,000		
New OE this year (detail below) Addl Prospect Research, Events, Publics. Travel & Enter, Phonathon, Dir. Mail, Capital Campaign	28,000		
Total partial OE from other activities from prior year continuing	30,000		
Total OE from other activities related to fund raising new this year:	10,000		
Total Other Expenses:	210,000		
Total Development Expenses	570,150	107,135	
Total Fund Raising Goal:	500,000		
Total for other activities related to fundraising	PS	Fringe	Other Expenses
Alumni Relations	6,200	1,860	20,000
Public Relations	9,600	2,880	20,000

Development Expenses for Western Connecticut State University			
2001-2002			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund Raising Only			
Total for Last Year's Positions continued:	344,700	102,200	
New Positions this year			
Salary increments	11,300	3,200	
2.			
3.			
Total for Last Year's partial positions continued:	15,800	4,740	
New Personnel this year in other activities who work part-time in fund raising			
1.			
2.			
Total Personnel Costs:	371,800	110,140	
Other Expenses (list by functional area) (non-personnel costs) (Fund raising only)	Amount		Comments
Total OE from prior year continuing:	170,000		
New OE this year (detail below)			
Additional OE	7,000		
Total partial OE from other activities from prior year continuing	40,000		
Total OE from other activities related to fund raising new this year:	10,000		
Total Other Expenses:	227,000	110,140	
Total Development Expenses	598,800	110,440	
Total Fund Raising Goal:	700,000		
Total for other activities related to fundraising	PS	Fringe	Other Expenses
Alumni Relations	6,400	1,920	25,000
Public Relations	9,900	2,970	25,000

A Development Support Plan for the CSU System

Introduction

In 1996, Grenzebach, Glier and Associates undertook a study of the development and advancement capacity of the CSU System and its member universities. According to the consultant's analysis, the key elements for successful advancement efforts at CSU are building a culture of giving around the four universities, providing advancement leadership at the highest levels, and providing a framework for developing cases and themes which attract support.

This is a proposed plan for the Connecticut State University System, which defines the role and responsibility of the System Office in supporting the development efforts of the universities.

Helping Universities Build Capacity

The basic role of the CSU System in institutional advancement is to support the development activities of each individual university. This requires:

- supporting university spending plan requests for adequate staff levels and related funding to implement institutional advancement plans;
- providing access to information and expertise for those Presidents interested in assistance as they establish university fundraising and development goals;
- offering technical assistance.

Specifically, the System Office may provide a menu of potential support activities including:

1. TECHNICAL ASSISTANCE

1. Update and upgrade regularly the university databases of alumni, other individuals, institutions, corporations and foundations:
 - Use national change-of-address files to find current addresses
 - Upgrading zip code information
 - Attach valid current telephone numbers
 - Define geographic boundaries for legislative districts, towns and other relevant units or locations
 - Secure and providing geographic information
 - Locate "lost" alumni
 - Identify current employers of alumni

2. Develop (or use a vendor to develop) prospect profiles for alumni and other potential donors.
3. Train university staff members on request, in data use and updating techniques.
4. Support universities through economy-of-scale services, as requested:
 - Phonathons
 - Alumni surveys and updates
 - Bulk mailing
 - Gift processing
 - Data entry
 - Information Technology services
5. Coordinate benchmarking of realistic goals.
6. Coordinate sharing of best practices, both within and outside the system:

2. THE SYSTEM ROLE IN ADVANCEMENT

In addition the System Office may also be helpful in the following areas, if requested:

1. Provide support to universities, if requested to:
 - Provide introduction to prospective donors
 - Help build constituencies of participants on visiting committees to advise, advocate and support specific programs
 - Help develop cases.
2. Implement a communications system for coordinating and providing information to prospective donors, among individual universities, and between the System Office and the universities.

The CSU System has attributes that enhance its potential for support. Grenzebach, Glier and Associates point out that 42% of the families in the state indicate that a family member has attended a CSU university. CSU universities are universities of access, serving those for whom education would never have occurred without the CSU universities. These attributes exemplify the CSU universities as institutions of opportunity for mainstream citizens and for first

generation college graduates. This image portrays a system and its institutions providing access to education critical in the information age, including the role of technology in extending education to lifelong learners; providing continuous enrollment to graduates in the workplace in order to update them on the latest skills; innovative online courses with related degrees, licensures or certifications; innovative programs for addressing the economic, political and social issues of the global marketplace; on-site support of in-service and pre-service teachers to improve the learning of basic skills; or a niche partnership in a highly relevant area for cutting-edge education.

Next Steps for the System

University development plans are supported through a System Office partnership. The role of the System is to:

- Facilitate a retreat with the Board of Trustees and the Presidents to assist in clarifying the supportive role of the Board and the System Office in university fundraising.
- Appoint appropriate staff to provide assistance to the universities, maintain databases, and offer assistance in data usage.
- Staff and support the Board's Development Committee assisting in the coordination and reporting of individual university reports on the status of their development efforts.
- Work with the universities to develop a systemwide marketing plan that will support and enhance development efforts at each of the universities.

This Plan is the first step in linking the university development plans to the recommendations of Grenzebach, Glier and Associates, and the December 1996 Preliminary Implementation Plan adopted by the Board of Trustees in December, 1996. It is designed to focus on supporting the four universities in their fundraising efforts through providing assistance, data and the resources necessary for viable fundraising at each university.

System Office Development Support Plan

1998-99			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
etc.			
Total Personnel Costs:	0		
Other Expenses (list by functional area (non-personnel costs)	Amount		Comments
Prospect Research			
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Other: (detail)			
Grenzebach & Glier	\$25,000		
Total Other Expenses:	\$25,000		
Total Development Expenses:	\$25,000		
Total Fund-Raising Goal:			

System Office Development Support Plan

1999-2000			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
etc.			
Total Personnel Costs:			
Other Expenses (list by functional area) (non-personnel costs)	Amount	Comments	
Prospect Research	\$18,000		
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Other: (detail)			
Grenzebach & Glier consulting	\$7,000		
Total Other Expenses:	\$25,000		
Total Development Expenses:	\$25,000		
Total Fund-Raising Goal:			

System Office Development Support Plan

2000-2001			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
1. Web-page Developer	\$47,000	\$14,100	
2. Data Entry Assistant	\$30,000	\$9,000	
3.			
4.			
5.			
6.			
7.			
8.			
9.			
etc.			
Total Personnel Costs:	\$77,000	\$23,100	
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments
Consultant & Prospect Research	\$25,000		
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Geographic District Profile	\$30,000		
Other: (detail)			
Total Other Expenses:	\$55,000		
Total Development Expenses:	\$155,100		
Total Fund-Raising Goal:			

System Office Development Support Plan

2001-2002			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
1. Web-page Developer	\$48,880	\$14,664	
2. Data Entry Assistant	\$31,200	\$9,360	
3.			
4.			
5.			
6.			
7.			
8.			
9.			
etc.			
Total Personnel Costs:	\$80,080	\$24,024	
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments
Consultant & Prospect Research	\$25,000		
Events			
Publications			
Mailing			
Travel & Entertainment			
Office Expense			
Consultant Costs			
Other outsourced functions:			
Geographic District Profile	\$30,000		
Other: (detail)			
Total Other Expenses:	\$55,000		
Total Development Expenses:	\$159,104		
Total Fund-Raising Goal:			