A COMPREHENSIVE ADVANCEMENT ASSESSMENT
FOR
EAST TENNESSEE STATE UNIVERSITY

JULY 2013

TRANSFORMING INSTITUTIONS THAT TRANSFORM LIVES

Alexander·Haas

July 23, 2013

TO: Dr. Brian Noland, President
East Tennessee State University

The following report represents the findings and recommendations of the comprehensive advancement assessment conducted for East Tennessee State University by Alexander Haas.

We are pleased to have been a part of the process of strengthening the University's development and alumni relations programs. We are grateful to you for your help in this process and especially appreciative of the work of Jeremy Ross, Karen Mann, and Katie Weinhold in arranging interviews and facilitating surveys. Dr. Richard Manahan and his staff went above and beyond to provide us an extensive and well-organized array of background materials and answers to follow-up questions.

Those interviewed as part of this process provided thoughtful, candid, and invaluable comments and genuinely wished to be helpful to the University and to us.

While it will ultimately be up to the University and the ETSU National Alumni Association, the Buccaneer Athletic Scholarship Association, and the ETSU Foundation to decide which of the report's recommendations to accept, we urge you to give careful consideration to each of them.

Respectfully submitted,

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I. BACKGROUND

East Tennessee State University (ETSU) is a remarkable institution which has evolved creatively in response to the needs of its region and Tennessee. The University celebrated its centennial in 2011 and welcomed its ninth president, Dr. Brian Noland, in January of 2012. President Noland launched ***ETSU 125*** in the fall of 2012 as a visioning process to position the University for its next century of service. ETSU engaged Alexander Haas in August of 2012 to conduct a comprehensive advancement assessment to support this planning.

II. STATEMENT OF PURPOSE

The purpose of the Comprehensive Advancement Assessment was to evaluate the systems, policies, procedures, planning, organizational structure, volunteers, staffing, and resources (financial, human, equipment, space, etc.) needed to support ETSU, and to make specific recommendations for enhancement and improvement of the University's on-going programs.

Alexander Haas performed a number of specific steps toward this end from August of 2012 through June of 2013. These activities included:

1. A series of 45 interviews including the President, former Presidents, selected Vice Presidents and Deans, Advancement staff members, and key ETSU Foundation, ETSU National Alumni Association, and Buccaneer Athletic Scholarship Association (BASA) volunteers and donors. {*See Appendix B*}

2. Conducting online surveys with all Foundation, BASA, and Alumni Board members not interviewed personally, and 200 selected major gift donors. {*See Appendix C*}

3. An examination of selected documents of the Advancement program such as yearly giving comparisons, past reports and records, etc., as well as the governing, financial,

personnel, and policy documents of the University, Foundation, BASA, and Alumni Association. {*See Appendix A*}

4. An evaluation of the ETSU Foundation structure.
5. Assessing the University Advancement, Development, Alumni, and Advancement Services structures.
6. An evaluation of the progress of the *Reaching Higher Campaign*.
7. Gauging the effectiveness of leadership at all levels – executive, professional, staff, and volunteer.
8. Reviewing performance expectations, metrics, and measurements.
9. Assessing alumni and donor relations as well as alumni giving and engagement.
10. Reviewing all areas of the Development program including major gifts, planned giving, and annual giving.
11. An examination of the resources allocated to all Advancement areas.
12. An evaluation of donor recognition policies and stewardship programs.
13. Analyzing the records and research resources and processes, including prospect identification, tracking, gift-recording procedures, and prospect-research activities including datamining, predictive modeling, and electronic screening.
14. Development of appropriate benchmarking for ETSU using measures such as the Voluntary Support of Education Survey (VSE), the Advancement Investment Metrics Study (AIMS), and the American Association of Medical Colleges (AAMC) survey data.
15. Assessing the attitudes and communication flow between and among the various advancement areas.
16. Review of the records from prior fundraising efforts.
17. Evaluation of ETSU's marketing efforts, including all electronic communications, printed publications, donor reports, solicitation materials and online messaging (including social media presence, email appeals and online giving).

III. DESCRIPTION AND APPLICATION OF METHODOLOGY

Five basic methods of program evaluation were applied to assess ETSU's Advancement programs:

1. Testimonial (personal interviews) Testimonial evidence was gathered through interviews with 45 staff members, current and past board members, and community members by Nancy Peterman, David Shufflebarger, and John Taylor. {*See Appendix B*}

2. Historical Evidence (examination of records and documents) A request was made for key documents and reports usually necessary and indicative of a well-organized development program. {*See Appendix A*} Each item and document provided to Alexander Haas was carefully examined and evaluated as to effectiveness, comprehensiveness, and appropriateness.

3. Observation (general observation and analysis of the various programs by experienced fundraising professionals) Although essentially subjective in nature, the observation method of evaluation can be the most reliable. An experienced and perceptive professional can tell a great deal about an institution and its operational effectiveness by simply observing.

4. Experimental (a hands-on, direct approach to program evaluation) Alexander Haas arranged for four test gifts to be sent to different programs at ETSU in order to observe the system of gift acknowledgment and tracking. The results, documentation, and recommendations are presented in Appendix F.

5. Surveys (SurveyMonkey) Online surveys were conducted with the ETSU National Alumni Association Board, the ETSU Foundation Board, the BASA Board, and major donors. {*See Appendix C*}

IV. SITUATIONAL ANALYSIS

American public higher education is being challenged to do more and do it better at the same time state support is flat or declining and there are pressures to limit tuition and fee increases to maintain access. Once "the margin of excellence" for public institutions, philanthropy today is becoming an essential and strategic resource if public universities are to achieve their goals. This is well illustrated by the State of Tennessee's new requirement that institutions provide 25 per cent of the first $75 million of new capital outlay projects.

While other institutional resources can be used, it seems clear that philanthropy will play a pivotal role in new projects. The same will likely be true for enhancing current programs and initiating new ones.

There are reasons to be optimistic that the University can be successful in this endeavor – strong regional support, an impressive number of able and dedicated volunteers and donors, and a new President providing vigorous and visionary leadership.

As ETSU concludes its *Reaching Higher Campaign* and seeks support for a fine and performing arts center and reviving its football program, it has a number of strengths on which to build a significantly enhanced program to secure philanthropic support. However, as this analysis details and later recommendations demonstrate, this will take a concerted effort to address some challenges that must be overcome to move the Advancement program to the new levels necessary to support the University's strategic initiatives.

A. THE UNIVERSITY

1. Leadership

- ETSU has benefited from relatively stable presidential leadership for more than 30 years thanks to Dr. Ronald E. Beller, Dr. Bert C. Bach, Dr. Roy S. Nicks, and Dr. Paul E. Stanton, Jr.

- Dr. Brian Noland began his tenure as the University's ninth president in January of 2012 as ETSU concluded its centennial celebration, and has brought energetic and forward-looking leadership to the campus.

2. Planning

- The University has compelling vision, values, and mission and purpose statements, and they are on display on its website. The vision statement is unequivocal: "To become the best regional university in the nation."

- The University's 2010-15 Strategic Plan, approved in August of 2011, includes seven strategic priorities and 35 objectives to support their achievement. One objective – Build Campus and Community Support for a New Visual and Performing Arts Facility – calls for "developing a vigorous capital campaign and implementing the campaign."

- President Noland has launched ***ETSU 125***, an inclusive visioning process involving the campus and community, to position the University for its next century of service.

B. ADVANCEMENT

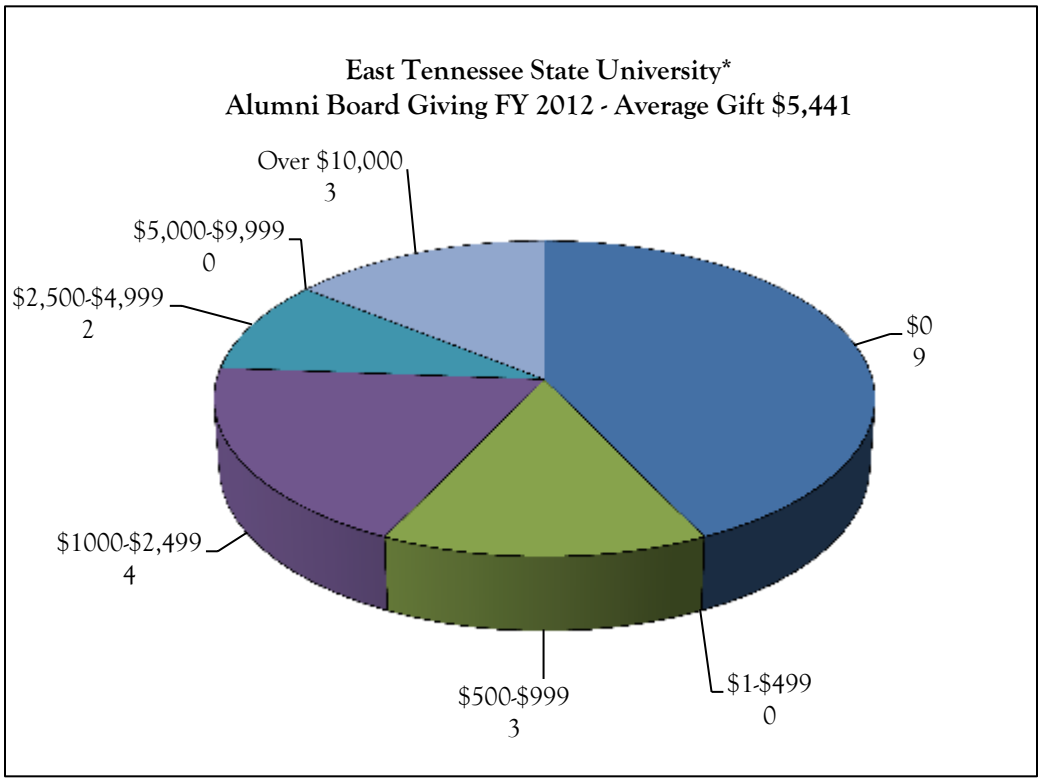
1. Leadership

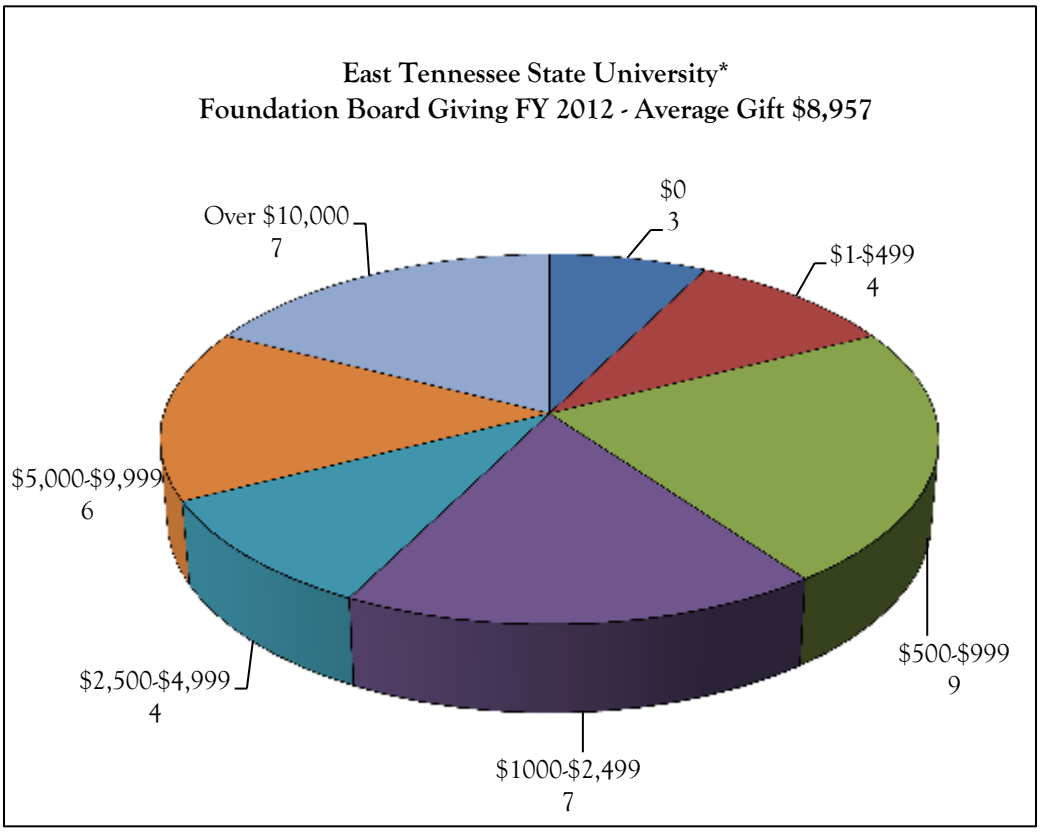
- The ETSU Foundation has an exceptionally dedicated core of volunteer leaders, many of whom became involved 30 years ago when the Foundation was struggling financially. They have guided the Foundation's financial evolution over the ensuing years and it is now on very solid footing, an enviable position compared to many of its peers.

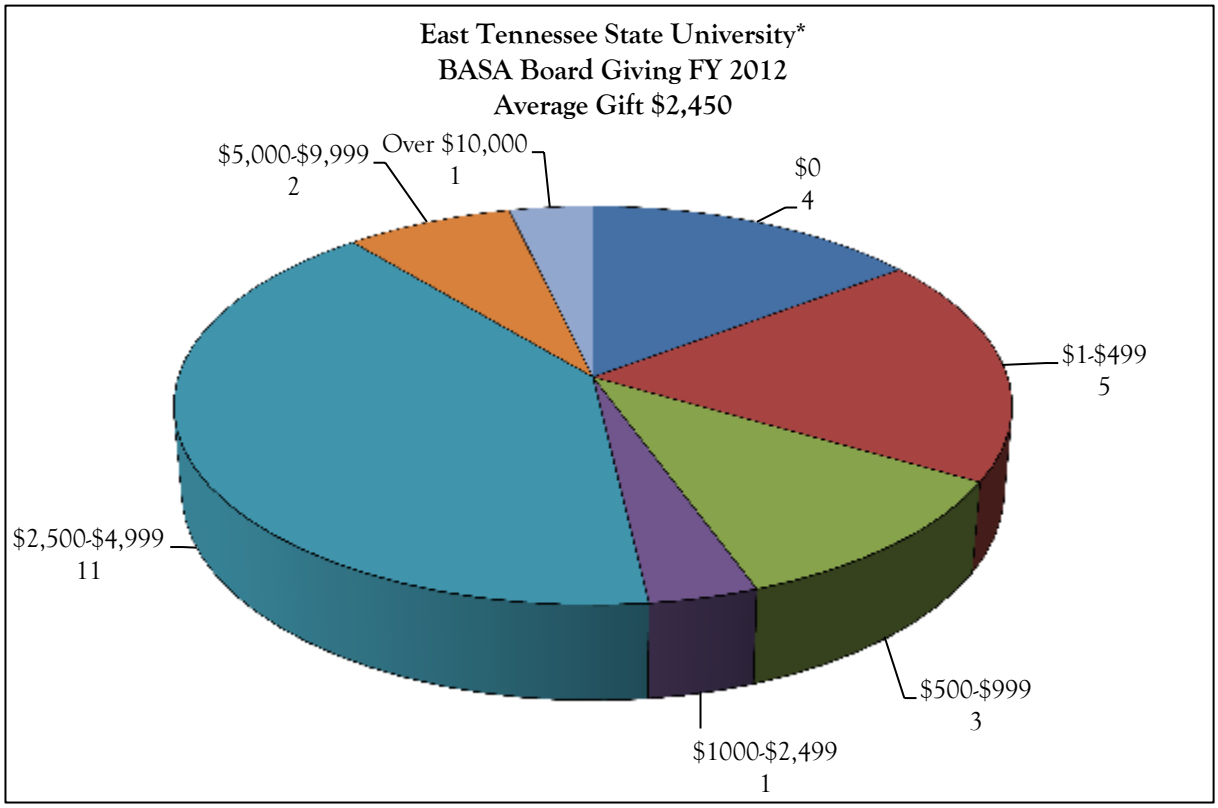
- The ETSU National Alumni Association Board has strong leadership and appears eager to become more involved in strengthening the University's alumni relations programs.

- The Buccaneer Athletic Scholarship Association (BASA) Board has been actively engaged with the Athletic Department in building a support program for the University's various sports teams.

- The University is fortunate to have many generous alumni and friends on these three key volunteer boards as the following charts based on data provided by ETSU illustrate:


East Tennessee State University*
Alumni Board Giving FY 2012 - Average Gift $5,441
Over $10,000
3
$5,000-$9,999
0
$2,500-$4,999
2
$0
9
$1000-$2,499
4
$500-$999
3
$1-$499
0


East Tennessee State University*
Foundation Board Giving FY 2012 - Average Gift $8,957
$0
3
Over $10,000
7
$1-$499
4
$5,000-$9,999
6
$2,500-$4,999
4
$500-$999
9
$1000-$2,499
7



** Includes personal gifts and other gifts assumed but not verified to be from family foundations or closely-held businesses.*

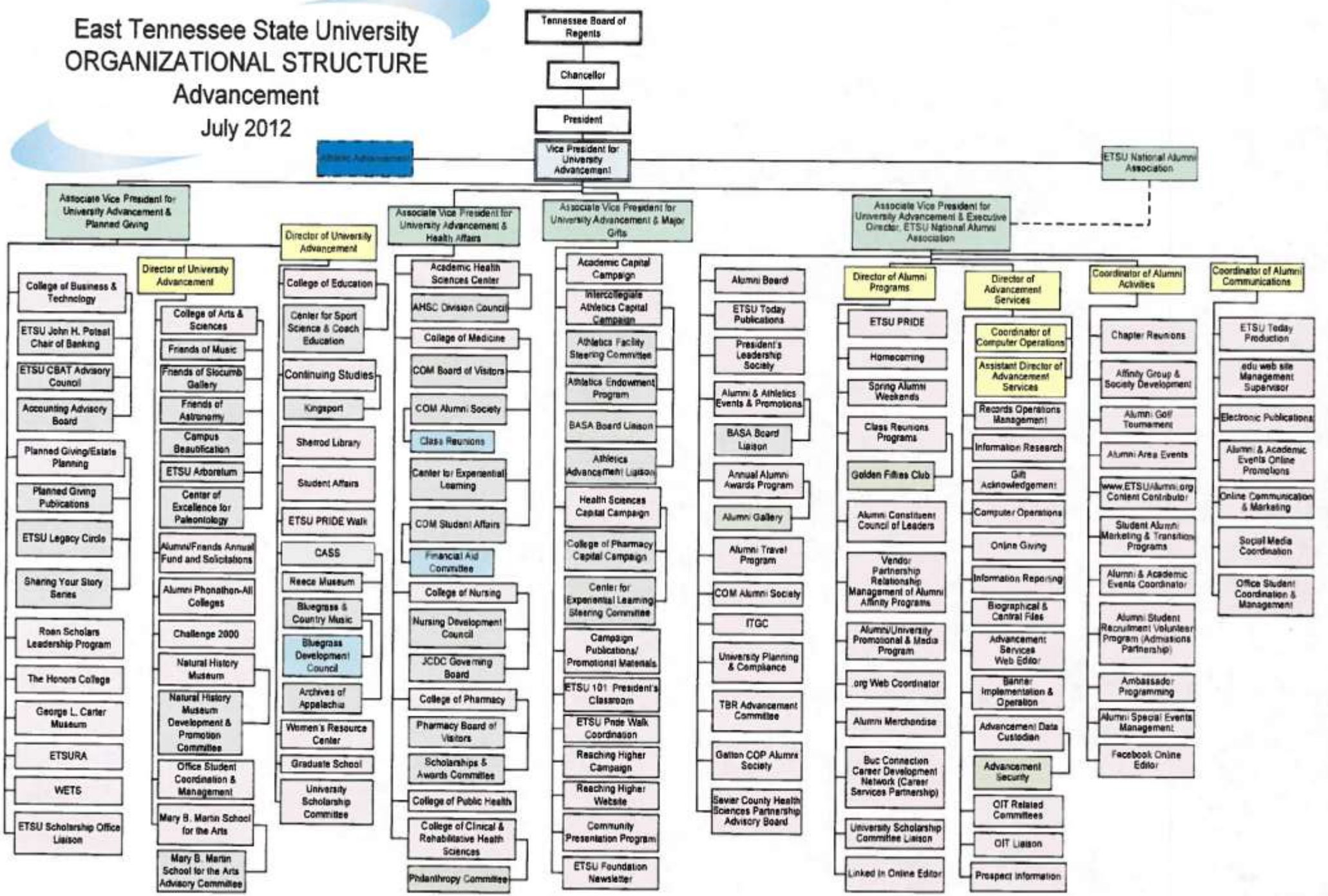
- When taken together, the volunteers on these three Boards constitute an extraordinary resource to partner with the University in moving its alumni and development programs to the next level.

2. The Vice President for University Advancement is supported by a leadership team that includes four Associate Vice Presidents who have been in place for more than eight years. This level of continuity is a vital component often lacking in development and alumni relations. There are five Directors, three reporting to the Associate Vice President for University Advancement and Planned Giving (one of which is new position and as yet unfilled), and two to the Associate Vice President for University Advancement and Executive Director of the Alumni Association.

3. **Organization, Staffing, Resources**

- There are 21 full-time positions in the Advancement Division and a number of graduate assistants and student workers.
- In addition, Athletics has 2.5 full-time equivalent development positions.
- The College of Business and Technology, the Honors College, and the Fossil Site and Museum also have dedicated staff to external relations and development work.
- As the following chart of staff functional responsibilities illustrates, many staff members have a wide array (and in some cases a daunting array) of responsibilities.

East Tennessee State University
ORGANIZATIONAL STRUCTURE
Advancement
July 2012



- Workspace and office space are at a premium in Advancement and several people are trying to function in spaces not conducive to productive work or morale.

- The University's Educational and General budget for Advancement is $2,512,930 including $107,050 from the Quillen College of Medicine. In addition, the Foundation operating budget provides $206,200 for Development Operating Support and the Athletic Department budget includes $214,000 in support of its Development program. This totals $2,933,130 and is the figure used for the benchmarking comparisons later in Section 10 of this analysis.

4. Policies

- The University has established fundraising policies and procedures, gift acceptance guidelines, recognition policies, and gift processing procedures, and they are promulgated in a document that runs to more than 100 pages.

- The minimum endowment level of $10,000, which presumably is a Foundation policy, is unusually low for an institution of ETSU's size and maturity.

- The Foundation has established sound investment, endowment spending, conflict of interest, document retention, and whistleblower policies.

5. Development

Annual Giving

- The annual giving program has focused on direct mail and telephone solicitations.

- There appears to be a significant opportunity to strengthen the program by engaging volunteer leadership and initiating leadership giving efforts.

- The following charts developed ETSU annual giving staff provide an analysis of the direct mail and phonathon solicitation programs.

Annual Fund Campaign Analysis

Covers the last five Annual Fund campaigns: FY2008 through FY2012

Campaign Totals

CAMPAIGN	TOTAL DONORS	TOTAL GIFTS
AN08	550	$71,027.94
AN09	488	$48,265.60
AN10	435	$48,260.50
AN11	367	$31,987.02
AN12	453	$55,860.31
TOTAL	**2293**	**$255,401.37**

Donor Consistency & Attrition

	AN08		AN09		AN10		AN11		AN12	
	DONORS	TOTAL	DONORS	TOTAL	DONORS	TOTAL	DONORS	TOTAL	DONORS	TOTAL
New Donors	-	-	346	$34,301.50	346	$41,738.00	301	$28,127.02	372	$49,954.79
Returning Donors	-	-	142	$13,964.10	89	$6,522.50	66	$3,860.00	81	$5,905.52
Exclusive Donors*	314	$49,995.00	233	$26,055.00	244	$33,453.00	183	$17,627.02	245	$38,054.29
Lost Donors**	-	-	408	-	399	-	369	-	286	-

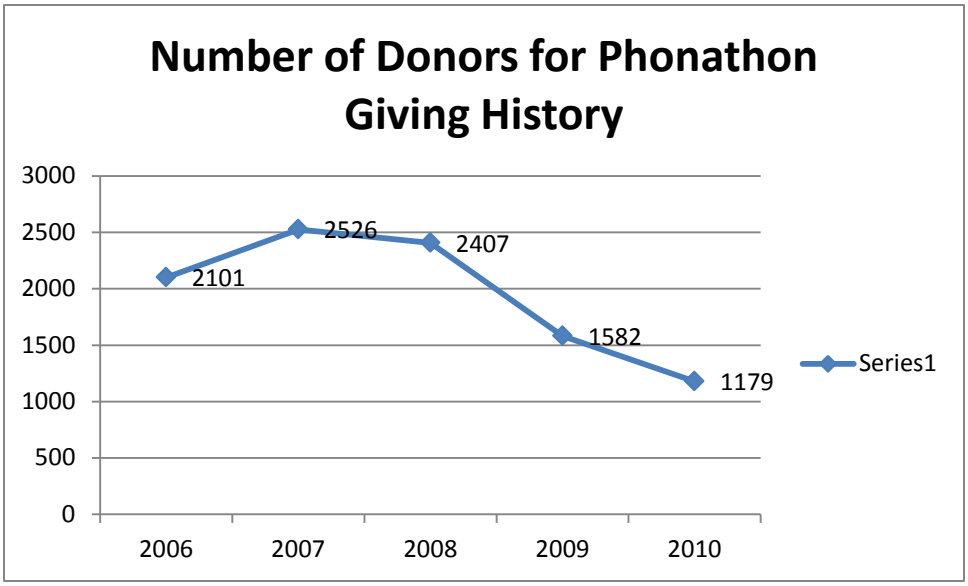
** These donors gave only in the campaign where listed.*

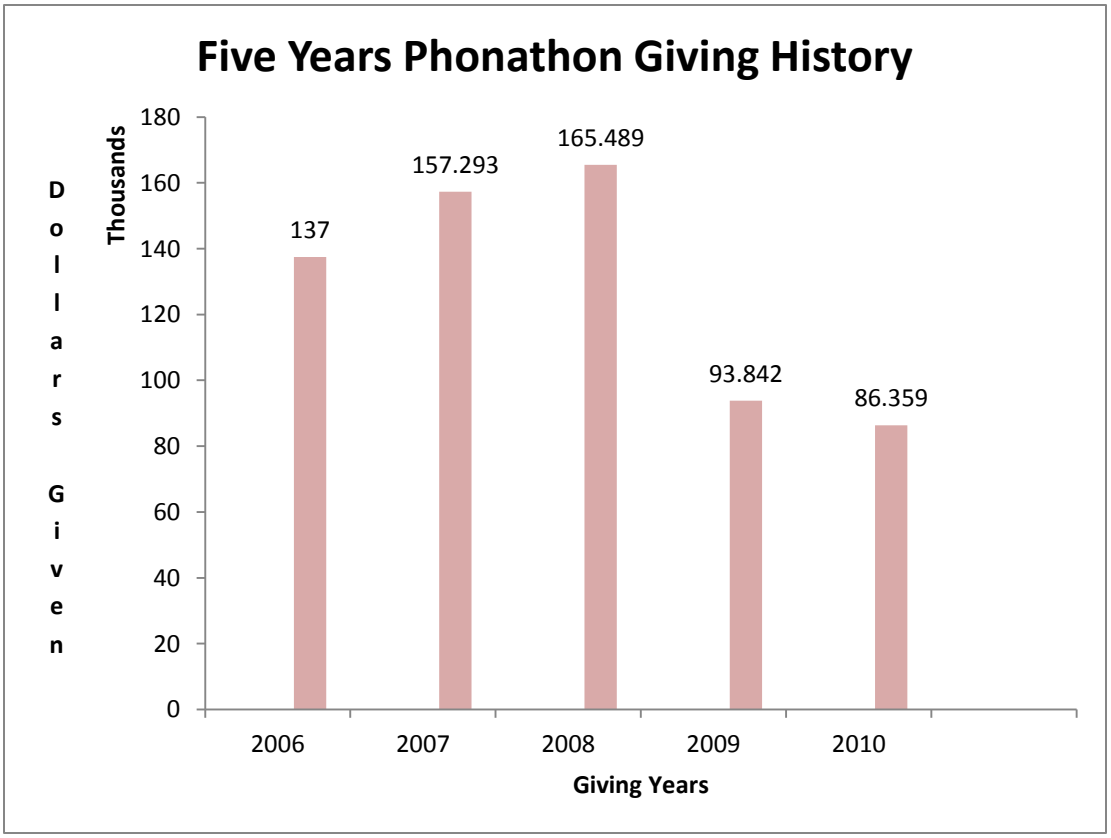
*** These donors did not return from the previous campaign, but may be represented in future campaigns.*

Donor Response

CAMPAIGN	MAILED	RESPONSES	%
AN08	72,458	550	0.76%
AN09	73,958	488	0.66%
AN10	74,285	435	0.59%
AN11	77,031	367	0.48%
AN12	78,956	453	0.57%
TOTAL	**376,688**	**2,293**	**0.61%**

**** Only 4 donors have given to every campaign since AN08, with giving that totals $635. ****


Number of Donors for Phonathon Giving History
3000
2500
2000
1500
1000
500
0
2101
2526
2407
1582
1179
2006
2007
2008
2009
2010
Series1

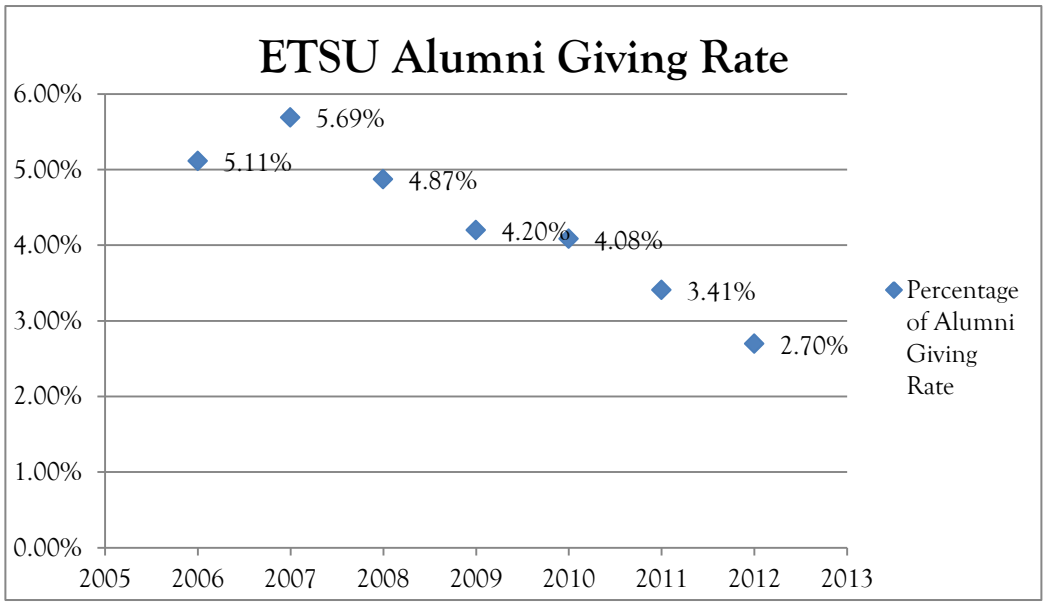

Five Years Phonathon Giving History
Dollars Given
Thousands
180
160
140
120
100
80
60
40
20
0
137
157.293
165.489
93.842
86.359
2006
2007
2008
2009
2010
Giving Years

- Online giving has fluctuated during the last three years.

	FYI 10	FY 11	FY 12
Dollars	$21,063	$52,319	$19,312
Gifts	81	135	94

- Both the total number and percentage of alumni giving are declining sharply. The drop in alumni participation is a national phenomenon, generally resulting from large graduating classes and sophisticated techniques to find lost alumni growing the denominator faster than the numerator.

Year	Donors of Record	No. of Donors	ETSU Alumni Giving Rate
2006	56,532	2890	5.11%
2007	57,774	3285	5.69%
2008	59,566	2901	4.87%
2009	61,255	2572	4.20%
2010	62,726	2562	4.08%
2011	63,930	2179	3.41%
2012	64,948	1752	2.70%



Major Gifts

- There are a number of recent examples of how major gifts are making a strategic impact at ETSU, such as the Mary B. Martin School of the Arts, the Bill Gatton College of Pharmacy, the Thomas Baseball Stadium, the Summers-Taylor Soccer Stadium, and the enduring support for the Quillen College of Medicine.

Planned Giving

- The Quillen bequest provided the largest gift in ETSU's history.
- Planned giving efforts have been remarkably successful with $4,551,600 of bequest expectancies confirmed and $40,000 of life income gifts established just in FY 12. This is despite the fact that the Associate Vice President for Advancement/Planned Giving has limited time to devote to the program given other responsibilities.
- The program includes recognition through the ETSU Legacy Circle and a sound marketing program featuring *The Vision* and some innovative events.
- State-of-the art planned giving software is utilized.
- The Foundation "generally" follows the American Council on Gift Annuities' recommended rates and reinsures its gift annuity contracts rather than investing them. The Foundation does not serve as trustee for charitable lead or remainder trusts.

Advancement Communications

- A number of attractive, high-quality publications have been developed in support of the *Reaching Higher Campaign*, annual giving, planned giving, and other initiatives by the Advancement staff.
- There is limited reliance on email communication, possibly because of the relatively low number of email addresses captured in the alumni and development database, but the Alumni program is utilizing social media.

- The Advancement website is serviceable but lacks the spotlight on exciting teasers about ETSU that can lead alumni and donors to click through for more information.

Stewardship

- ETSU's stewardship program has both strong and weak elements within its four components.
    - **Gift acknowledgment** by the Vice President is timely, but acknowledgment at the unit level is uneven.
    - **Donor recognition** is done through an extensive array of annual, cumulative, and planned giving societies and published in the donor honor roll issue of *ETSU Today*, as well as featured in an attractive display in the lobby of Burgin-Dossett Hall. Leadership donors are also invited to the President's Trust Dinner.
    - **Proper gift management and reporting** are evidenced by the Foundation's 26 years of unqualified audits, solid investment returns, and prudent endowment spending policy. In an unusual move, the Foundation includes information on each endowment fund in its financial statements and the audit report is sent to Foundation members, but not to donors who have established an endowment fund but are not current members. Donors who have established an endowment fund are not provided an annual report of the endowment's investment performance and the use of the income. Further, reports to scholarship donors rely on departments and are "hit or miss."
    - **Donor engagement** with the programs they support is also uneven and not systematic.

Colleges and Schools

- There appears to be strong support among academic units and the faculty for increasing development and alumni activities. However, there are only 6.5 full-time equivalent development officers available to support nine

colleges, three schools, and other programs such as the Fossil Site and Museum.

- In general, the Deans do not have experience in development, nor is this an expectation. In some cases they are the primary administrator for the college or school with limited staff support and thus, challenged to find time for development regardless of any desire to do so.

Athletics

- Like many athletic programs, ETSU's Athletic Department faces significant financial pressures. There is limited potential for increases from traditional funding sources such as student fees and the University's educational and general budget. While ticketing and advertising revenue have potential for growth, philanthropy is seen as the greatest source for program and facilities enhancements.

- The Athletic Department has a strategic program plan and a facilities master plan. The Associate Athletic Director for Development/ Executive Director of BASA leads a well-organized and coordinated external support program including development, sponsorships, advertising, ticket sales, and communications, each area of which has annual goals.

- The Athletic Department shares a significant challenge common to many Division I mid-major programs in dealing with unrestricted giving vs. restricted giving to individual sports. The Department needs unrestricted gifts to enhance all sports, especially those which may not have a cadre of potential donors, and to meet other objectives such as Title IX. At the same time, some more popular sports are able to attract donors who want to help move the program to more competitive levels with their gifts. The trick is to balance this without either diverting unrestricted gifts to restricted or discouraging individual sport donors who want to see their gift go "above and beyond" current support levels.

- To address this issue, BASA has focused its efforts on unrestricted giving, a sound priority points system has been developed, and when new coaches have been hired it has been with the understanding that they will not seek restricted gifts for their sports. In recent years total giving to athletics has

generally been about equally divided between unrestricted and restricted gifts. While restricted gifts accounted for almost 60 percent of the total in FY 13, unrestricted gifts exceeded restricted gifts in FY 14.

The ETSU Foundation

Organization

- University-related foundations are typically categorized as independent, interdependent, or dependent based on the sources of their operating support and as active or passive based on their involvement in leading fundraising efforts. Using this taxonomy, the ETSU Foundation would be classified as interdependent and passive.

- The Foundation is a membership organization that functions primarily through an Executive Committee. It normally meets quarterly in the fall, winter, and spring and by conference call as needed.

- In addition to the Executive Committee, there are four standing committees: Budget, Investment, Nominating, and Planned Giving, all subsumed within the Executive Committee.

- The Board of Directors meets once a year and then in conjunction with the Annual Membership meeting.

Financial Management

- As noted earlier, the Foundation has a long-standing record of unqualified audits.

- The Foundation's investment return for FY 12 was –0.8% compared to its policy index of –1.0% and –1.0% for similar-sized endowments in the National Association of College and University Business Officers (NACUBO) – Commonfund Endowment Study. For the last five years the Foundation's return was 1.0% compared to its policy index of 1.8%.

- The Foundation adopted an endowment spending policy that provides for the gradual creation of a 20% reserve as a buffer against future market

downturns at the same time many peer foundations were increasing spending rates. It has achieved 62% of its reserve objective. Elements of this approach may become a model for other foundations which have had to invade corpus or use unrestricted funds to maintain spending, or, in some cases, suspend spending.

- The Foundation is to be commended for adhering to the historic dollar value principle of the Uniform Management of Institutional Funds Act (UMIFA), even as it was superseded by the Uniform Prudent Management of Institutional Funds Act which permits the invasion of endowment corpus.

- The Foundation's accounting services are provided by staff in the University's Office of Financial Services and they appear to be serving the Foundation unusually well. ETSU's Vice President for Finance and Administration serves as the Foundation's CFO supported by an experienced Accounting Director and an Information Research Tech. Many foundations with similar assets have twice as many staff providing these services, and rarely with this high level of quality. In recognition of this the Foundation established a scholarship in honor of the Accounting Director.

- The Foundation's financial statements are prepared in conformity with the Governmental Accounting Standards Board's pronouncements rather than those of the Financial Accounting Standards Board. The vast majority of university-related foundations, like almost all not-for-profit organizations, report using Financial Accounting Standards Board (FASB) guidelines. FASB has made a concerted effort to develop statements more easily comprehensible to Board members familiar with profit and loss statements.

- Except for insurance for its real estate holdings where appropriate, the Foundation does not carry Directors and Officers liability insurance or comprehensive general liability insurance. It relies on the protection afforded not-for-profit board members under the Tennessee code and the University's surety bond, since ETSU staff handle all financial matters. The Foundation's bylaws provide for the indemnification of board members and require the Treasurer to be bonded.

BASA

- The Athletic Department is fortunate to have a strong group of active volunteers on the Board of BASA who have been proactive in developing a comprehensive strategic plan with aggressive goals for annual, capital, endowment, and planned giving by 2020 in consultation with President Noland and the Athletic Department.

Campaigns

- The University's first major campaign, *ETSU Tomorrow*, was completed 10 years ago, with $106,332,668 raised against a goal of $100,000,000. It included an extraordinarily high level of gifts-in-kind at 46%. In our experience gifts-in-kind rarely account for more than 10% of the goal and more typically are in the 5% or less range.

- The University's *Reaching Higher Campaign* is a 10-year, non-traditional campaign with an overall goal of $212,975,000, including $144,975,000 in gifts. As of June 30, 2012, $120,399,101 in gifts had been raised.

East Tennessee State University
Capital Campaigns

Fiscal Year	Cash	Foundation Planned	In-Kind	Subtotal	University Private	Total
*ETSU Tomorrow (completed 2002)**	$17,492,372	$11,047,122	$49,140,920	$ 77,680,414	$ 28,652,224	$ 106,332,638

*Note:
Original goal recommended by consultants was $35 million. ETSU President established the fund-raising goal at $40 million. The goal was increased to $50 million, $75 million, then to $100 million.

*Reaching Higher (8th year, 83% of the goal)***	$55,766,907	$24,445,435	$ 8,383,063	$ 88,595,405	$ 31,803,696	$ 120,399,101

**Note:
The Reaching Higher campaign is a non-traditional comprehensive needs-based capital campaign. It is a ten-year strategic plan consisting of both private and public funds. The campaign encompasses "an evolving list of projects."

Since University Advancement was formally est. **$194,995,461**

University & Foundation combined giving since 1994 **$284,762,934**

- The *Reaching Higher Campaign* was launched with volunteer leadership from an 11-member Executive Steering Committee, a 30-member Leadership Cabinet, and more than 280 members of the Leadership Council. Neither campaign adhered to the campaign counting standards promulgated by the Council for the Advancement and Support of Education and thus the philanthropic components are not comparable to the data on campaigns gathered by CASE in annual surveys since 1994.

6. Alumni

The Alumni Office

- The Alumni staff has focused its efforts on communications and recognition, citing the small size of its staff as the rationale.

- The recognition program is elaborate and includes an annual awards banquet and an attractive gallery in the D. P. Culp University Center.

- One staff member has half-time responsibility for communications, primarily *ETSU Today*. It is published three times a year with one issue devoted to the Donor Honor Roll. The magazine has recently shifted its content emphasis from the campus to alumni programs. There is also an electronic newsletter.

- The Alumni program is increasingly utilizing social media as another communications tool, with the support of other alumni staff members.

- An Alumni Directory is produced every five years.

- *ETSU Pride* is reportedly the most significant and successful program to engage alumni, involving more than 800 alumni volunteers in nearby communities.

- The outcry from those opposed to dropping football was cited by the alumni staff as the reason Alumni Association events to engage alumni outside of ETSU's immediate service region were discontinued in recent years, except for those sponsored by the Athletic Department.

- President Noland has championed the resumption of events for alumni outside of the region, and a significant number were held in areas ranging from Washington, D.C., to Atlanta and more are scheduled in the spring. These have been well received with more than 1,000 people attending. The Alumni Association is using $50,000 from its reserves to support these events.

- In response to a performance funding requirement of the Tennessee Higher Education Commission, the Alumni staff engaged a national firm in 2011 to conduct an email survey of alumni attitudes about programs, communication, and loyalty benchmarked against other alumni programs. Survey results were generally similar to those of other institutions. However, these results represented only a small percentage of ETSU alumni, since Advancement does not have email addresses for the vast majority of alumni and funding limitations precluded mailing surveys. Of the 19,374 surveys sent, 1,057 were completed and 1,017 were returned due to bad addresses.

The ETSU National Alumni Association

- The Board of Directors includes six officers elected for one-year terms, twelve alumni elected to staggered, four-year terms, and two students from the Student Government Association. Per its bylaws, elected Board members are limited to one term, but there are no term limits for officers, nor is there a requirement that they be alumni. There is no requirement that the Board hold a minimum number of meetings.

- The Board normally meets three times a year. Meetings appear to consist primarily of the Board receiving reports rather than actively engaging in addressing programs and issues.

- There are nine standing committees of the Board, including one for fundraising. However, only the Awards, Honors, and Nominating Committees have met in recent years.

7. Advancement Services

The Alumni – Development Records System

- Banner Advancement (BA), the constituency relationship management (CRM) component of the University's integrated database management system, is a sound program employed effectively at a number of institutions. Advancement staff selected it over other options when the Tennessee Board of Regents made it available under a system contract. Integrated database management systems offer advantages such as alumni address records being updated when alumni request transcripts from the registrar, enroll in a graduate class, or become an employee of ETSU because of the interface with other Banner systems in use at the University.

- Robust use of the system has been difficult for a variety of reasons, including missing or inaccurate data elements, minimal conversion planning and training, too few staff, and limited expertise in the management of advanced CRM systems.

- As a byproduct of this situation, a number of units have developed 'shadow' databases.

Reporting

- Reporting generally belongs in the hands of the end-user. At ETSU all report requests must go through Advancement Services – rather than helping end-users develop the knowledge and ability to run basic reports and lists themselves. BA is not that complicated.

- Advancement has installed and is using ARGOS (add-on reporting software) as an approach to deal with its reporting problems. However, there is cause for concern with the way it was implemented since there does not seem to have been representation from the end-user community – neither Development staff nor representatives from Alumni. Therefore, ARGOS does not have buy-in from the end-user community, nor meet its reporting needs.

- Typically, end-users receive 75% of what they need by way of a combination of standard, regular reports plus running their own queries, and only 25%

of reporting needs require contacting either Advancement Services or the Office of Information Technology (OIT) for highly customized reports.

Personnel/Staffing

- Advancement Services is woefully understaffed. In fact, the staffing level today is the same as it was 16 years ago. The recent departure of the Assistant Director left the current staff with serious deficiencies in experience, skills, and training in the field of Advancement Services and, more specifically, BA.

- There is not one individual in all of ETSU with the responsibility for Banner Training. New employee training is left to every department to handle and there has been minimal training in BA. That there are data integrity issues should not then be surprising.

Policies and Procedures

- Non-gift income is processed through Advancement Services, in nearly the same way that gifts are. In fact, a common receipt is used for both. Other than standard quid pro quo gifts (part gift/part non-gift), non-gifts should be handled outside of Advancement. Using the current process also renders BA completely unusable in a number of areas. Not only can an untrained eye not distinguish between gifts and non-gifts when looking at a donor record, but because of the backward way these transactions are entered, non-gifts are automatically rolled up into a donor's lifetime giving total.

- There is no formal source for the generation of official reports. Four different versions of giving summary totals for the past several years were reviewed for this report and none of the totals reconciled to each other. Attempts to compare those four to the annual Voluntary Support of Education (VSE) survey report found a fifth total. It appears that reports are saved in Excel on shared drives, and then anyone can manipulate the number for subsequent purposes. Advancement submitted its FY 2012 Voluntary Support of Education survey report with a gift total of $7,686,437 and later amended it to $8,802,680.

- Advancement Services has engaged several third-party data append services, but no process was developed to vet the data and then systematize it in order to gain full advantage of the enhanced data.

- There does not appear to be any sort of alumni engagement model employed within Advancement – a way to track over time how much – or how little – alumni are connected to the University. This a feature of BA utilized effectively by other institutions.

8. Communications and Marketing

- University Relations, ETSU's marketing and communications unit, reports directly to the President under the leadership of the Executive Assistant to the President for University Relations. While similar units are often a part of Advancement, the current structure seems most appropriate for ETSU given the emphasis being placed on branding and positioning the University, especially in light of the visioning process.

9. Governmental Relations

- Similarly, while some Advancement structures include governmental relations, the current structure outside of Advancement seems very appropriate for the University and consistent with most of ETSU's peers.

10. Benchmarking

Cautious Comparisons

- Caution should be the order of the day in using benchmarks for evaluation. Care should be taken to ensure both that appropriate benchmarks are being used and that data being compared are similar. A good illustration of that is the Foundation's investment performance and comparisons to its policy index and the NACUBO-Commonfund Endowment Study cited above. Arguably, the Foundation's policy index is the more appropriate benchmark because it is based on the Foundation's investment goals and asset allocation among other things. While comparisons to the investment performance of similar-sized college and university endowments can have value, it is important to ensure that the data are similar – in the past some

institutions have reported performance only for their endowment pool while others reported performance for all funds being invested.

Resources

- Attempts to compile comparative data on what institutions invest in their advancement programs and the return on that investment in terms of dollars raised have evolved over the last 40 years, but are still somewhat in their infancy. CASE released the results of its first Advancement Investment Metrics Study (AIMS) in March of 2012, prefaced by numerous caveats. Only 120 institutions – 50 of them public universities – participated in the study. The public institutions included the two largest in the nation, Arizona State University and the University of Central Florida, along with the University of Texas, Texas A&M, the University of Washington, and Virginia Tech. Also included were smaller institutions such as SUNY New Paltz, SUNY Potsdam, Cal State Bakersfield, Cal State San Marcos, and Cal State Stanislaus.

- Following are some comparisons of ETSU with median data from the 50 public universities with the repeated **recommendation that they be viewed with caution, mindful of the limitations of AIMS, differences in reporting periods, and the impact of very large institutions, etc**.

	ETSU	**AIMS Pub. Univ.**
Staffing	23.5	39.6
~ Development	11	22.2
~ Alumni Relations	5.0	5.0
~ Advancement Services	4.0	8.8
Budget	$2,933,130	$3,708,968
Budget as % of E&G	.8%	1.75%
Gift Dollars per Dev. Budget $1	$5.51	$6.40
Alumni Budget per Alumnus/a*	$6.39	$5.70

*Estimate using 60% of combined Alumni/Advancement Services budget.

Gift Support

- Since 1955, the Council for Aid to Education has been the accepted source of data on private support for American higher education. Its annual Voluntary Support of Education (VSE) survey is conducted in partnership with CASE.

- Following are 1) a comparison of average total giving over the last three years for ETSU and its TBR-approved peers; 2) a comparison of alumni participation in giving; 3) a comparison of total giving as a percentage of the institution's operating budget; 4) a comparison of the average board gift; and 5) a comparison of endowment per student. Note that Eastern Kentucky University and Florida A&M University did not report in any year and UNC Charlotte has not yet reported for FY 12. **These comparisons should be viewed with caution, mindful of the anomalies of ETSU's BA database and that by including governmental support and private contracts in its report, ETSU does not conform to the VSE-CASE reporting standards used by its peers**.

ETSU & TBR Peer Institutions -Total Giving Average for Three Years - VSE

Institution	Grand Total FY 2012	Grand Total FY2011	Grand Total FY 2010	3 Year Average
University of Texas at El Paso (El Paso, TX)	$26,990,709	$25,855,262	$22,172,354	$25,006,108
East Carolina University (Greenville, NC)	$18,356,809	$24,005,166	$22,820,737	$21,727,571
Appalachian State University (Boone, NC)	$15,795,936	$16,435,408	$12,400,748	$14,877,364
University of North Carolina at Greensboro (Greensboro, NC)	$7,627,705	$13,680,620	$14,400,923	$11,903,083
East Tennessee State University (Johnson City, TN)	$8,802,680	$8,823,555	$17,107,489	$11,577,908
University of Texas at Arlington (Arlington, TX)	$15,979,900	$9,711,561	$7,608,458	$11,099,973
University of South Alabama (Mobile, AL)	$9,628,267	$11,105,659	$8,739,213	$9,824,380
Old Dominion University (Norfolk, VA)	$10,256,465	$7,850,717	$8,195,270	$8,767,484
Florida Atlantic University (Boca Raton, FL)	$9,418,992	$7,830,044	$8,149,922	$8,466,319
University of Arkansas at Little Rock (Little Rock, AR)	$7,808,590	$7,557,190	$9,727,334	$8,364,371
University of North Carolina at Charlotte (Charlotte, NC)	$0	$13,231,759	$10,418,968	$7,883,576
Easter Kentucky University (Richmond, KY)	-	-	-	
Florida Agricultural and Mechanical University (Tallahassee, FL)	-	-	-	
Mean	$11,878,732	$13,280,631	$12,885,583	$12,681,649
Median	$9,942,366	$11,105,659	$10,418,968	$11,099,973

ETSU & TBR Peer Universities / FY2012 VSE Alumni Giving Participation			
Institution	# Alumni Donors	# Alumni Solicited	Alumni Giving Percentage
University of North Carolina at Greensboro (Greensboro, NC)	4,845	31,490	15.39%
East Carolina University (Greenville, NC)	12,069	132,228	9.13%
Appalachian State University (Boone, NC)	8,144	95,377	8.54%
Old Dominion University (Norfolk, VA)	4,909	68,760	7.14%
University of South Alabama (Mobile, AL)	4,809	69,763	6.89%
University of North Carolina at Charlotte (Charlotte, NC)	3,977	66,951	5.94%
University of Texas at El Paso (El Paso, TX)	5,261	92,717	5.67%
University of Texas at Arlington (Arlington, TX)	4,468	95,814	4.66%
East Tennessee State University (Johnson City, TN)	2,408	78,079	3.08%
Florida Atlantic University (Boca Raton, FL)	1,707	101,078	1.69%
University of Arkansas at Little Rock (Little Rock, AR)	1,739	218,957	0.79%
Eastern Kentucky University (Richmond, KY)	~	~	~
Florida Agricultural and Mechanical University (Tallahassee, FL)	~	~	~
Mean	4,940	95,565	6.27%
Median	4,809	92,717	5.94%

ETSU & TBR Peer Universities / FY 2012 Total Giving as a percentage of E&G Budget - VSE			
Institution	Grand Total	University Expenditures	Total Giving as a % of Expenditures (PV)
University of Texas at El Paso (El Paso, TX)	$26,990,709	$361,449,470	7.50%
Appalachian State University (Boone, NC)	$15,795,936	$230,582,524	6.90%
East Carolina University (Greenville, NC)	$18,356,809	$431,431,290	4.30%
University of Arkansas at Little Rock (Little Rock, AR)	$7,808,590	$191,179,910	4.10%
University of North Carolina at Charlotte (Charlotte, NC)	$14,284,806	$390,136,973	3.70%
University of Texas at Arlington (Arlington, TX)	$15,979,900	$462,784,318	3.50%
University of North Carolina at Greensboro (Greensboro, NC)	$9,790,769	$302,978,629	3.20%
Old Dominion University (Norfolk, VA)	$10,256,465	$430,373,632	2.40%
East Tennessee State University (Johnson City, TN)	$8,802,680	$389,610,596	2.30%
Florida Atlantic University (Boca Raton, FL)	$9,418,992	$447,392,073	2.10%
University of South Alabama (Mobile, AL)	$9,628,267	$603,032,000	1.60%
Eastern Kentucky University (Richmond, KY)	--	--	--
Florida Agricultural and Mechanical University (Tallahassee, FL)	--	--	--
Mean	$13,373,993	$385,541,038	3.78%
Median	$10,256,465	$390,136,973	3.50%

ETSU & TBR Peer Universities /FY 2012 Average Gift per Board Donor – VSE			
Institution	Total Direct Board Giving ($)*	Number of Board Donors (#)	Average Gift Per Board Donor
University of Texas at El Paso (El Paso, TX)	$1,549,600	33	$46,958
University of Texas at Arlington (Arlington, TX)	$1,382,777	30	$46,093
Old Dominion University (Norfolk, VA)	$1,638,164	139	$11,785
Appalachian State University (Boone, NC)	$504,829	43	$11,740
University of North Carolina at Charlotte (Charlotte, NC)	$727,390	94	$7,738
East Carolina University (Greenville, NC)	$39,625	7	$5,661
East Tennessee State University (Johnson City, TN)	$161,287	31	$5,203
Florida Atlantic University (Boca Raton, FL)	$188,146	48	$3,920
University of Arkansas at Little Rock (Little Rock, AR)	$291,759	96	$3,039
University of North Carolina at Greensboro (Greensboro, NC)	$495,622	213	$2,327
Eastern Kentucky University (Richmond, KY)	--	--	--
Florida Agricultural and Mechanical University (Tallahassee, FL)	--	--	--
University of South Alabama (Mobile, AL)	--	--	--
Mean	$697,920	73	$14,446
Median	$500,226	45.5	$6,700

*Does not include soft credits/other gifts

ETSU & TBR Peer Universities / FY2012 Endowment per Student - VSE			
Institution	Endowment Market Value	Enrollment: Total Headcount	Endowment Per Student
University of North Carolina at Greensboro (Greensboro, NC)	$198,047,632	18,274	$10,838
University of South Alabama (Mobile, AL)	$141,264,000	14,883	$9,492
University of Texas at El Paso (El Paso, TX)	$178,972,718	22,640	$7,905
Old Dominion University (Norfolk, VA)	$168,086,684	24,670	$6,813
East Tennessee State University (Johnson City, TN)	$100,111,731	15,250	$6,565
Florida Atlantic University (Boca Raton, FL)	$172,394,316	30,038	$5,739
University of North Carolina at Charlotte (Charlotte, NC)	$136,066,794	26,232	$5,187
East Carolina University (Greenville, NC)	$128,749,265	27,386	$4,701
University of Arkansas at Little Rock (Little Rock, AR)	$56,198,255	13,145	$4,275
Appalachian State University (Boone, NC)	$72,182,536	17,344	$4,162
University of Texas at Arlington (Arlington, TX)	$89,292,892	33,235	$2,687
Eastern Kentucky University (Richmond, KY)	--	--	--
Florida Agricultural and Mechanical University (Tallahassee, FL)	--	--	--
Mean	$131,033,348	22,100	$6,215
Median	$136,066,794	22,640	$5,739

Medical Schools

- The Association of American Medical Colleges annually collects data on its members' development programs. The Quillen College of Medicine generally ranks at the bottom on all key development metrics, whether compared to all medical schools, Teague-Cranston schools, or community-based schools.

Foundations

- CASE has begun an annual survey among institutionally-related foundations to gather comparative data for benchmarking, but the data is only available to foundations which participate. The ETSU Foundation did not participate in the initial survey but the Foundation President was encouraged to do so for the second.

V. RECOMMENDATIONS

A. THE UNIVERSITY

1. Leadership

- The University's key leaders in external relations activities – alumni, athletics, development, governmental relations, and university relations – should meet regularly with the President to plan and coordinate their work.

- The President should meet quarterly with the Presidents of the National Alumni Association and BASA and the Chairman of the ETSU Foundation, along with their respective staff leaders to review progress toward development and alumni relations goals, discuss ways to increase cooperation among these key leadership groups, and address any concerns that may arise.

2. Planning

- Based on the findings and recommendations from ***ETSU 125***, President Noland should develop a set of goals to be achieved by the end of FY 16 in Development, Alumni, and Advancement Services. As a part of this process,

the President should identify the priority objectives for philanthropy for the final phase of the *Reaching Higher Campaign*.

- The President should convene a meeting of the key volunteers from the ETSU National Alumni Association, BASA, and the ETSU Foundation and the leadership in Development, Alumni, and Athletics to ask them to develop their respective strategic plans in response to these goals. The result should be a clear road map for how the staff will partner with and support volunteers to achieve annual objectives toward these goals.

B. ADVANCEMENT

1. Leadership

- The two most immediate tasks should be to develop and implement a plan for the fine and performing arts center campaign and to develop and implement a plan to support the reinstitution of football.

2. Planning

- In support of the goals set by the President, the Vice President should lead the development of a strategic plan for Advancement and provide staff support to the ETSU Foundation and the ETSU National Alumni Association for the development of their strategic plans. The plans should include objectives for FY 14 and goals for FY 16. These plans should be closely coordinated with the Athletic Department and BASA.

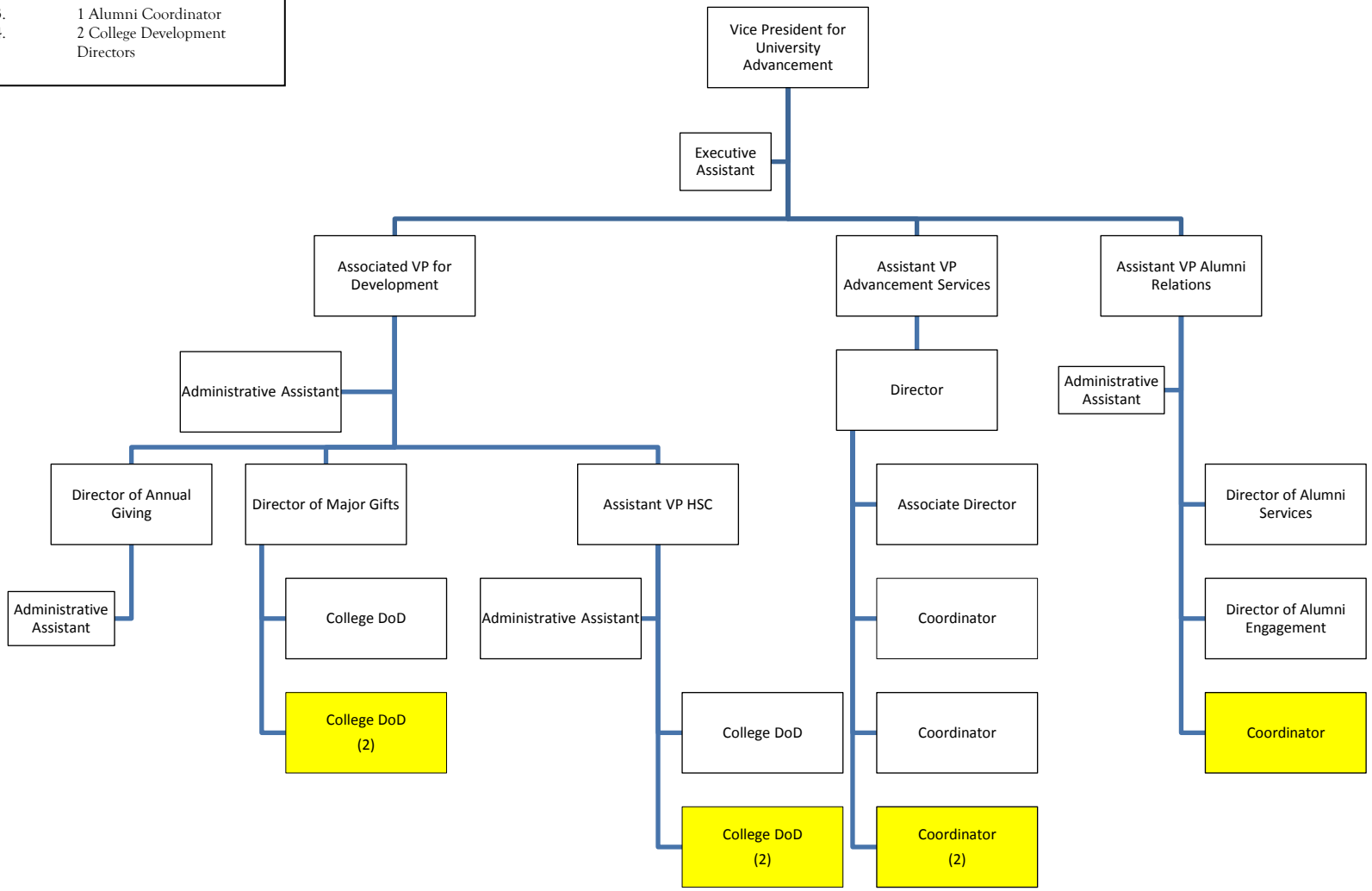
3. Organization, Staffing, Resources

- The Advancement Division should consider deploying 20 of its current positions as illustrated in the following organizational chart, transferring the alumni position in communications to University Relations, along with the responsibility and operating support for ETSU Today and the Alumni newsletter, and add the seven new positions identified in the chart over the next 18 months.

Recommended Organization

Priority for New Positions

1. 2 Coordinators in Advancement Services
2. 2 College Development Directors
3. 1 Alumni Coordinator
4. 2 College Development Directors



- This organizational approach would enable an expanded Development staff (seven imbedded in colleges or schools) to focus on a set of high priority objectives as they seek annual, major, and planned gifts; would position the Alumni Relations staff to make alumni engagement with the University its highest priority with additional staffing devoted to outreach; and bolster Advancement Services significantly with both additional staff and priority attention to tackle the major challenges that need to be overcome to provide the University with a state-of-the art CRM system.

- Working with the President, the Foundation, and academic leadership, the Vice President should develop a financial plan to fund these positions. It may be necessary initially for some colleges to share a development officer. Such a plan is likely to require:

  - additional E&G support from the University,

  - some support from colleges and schools where development officers are assigned similar to that already provided by the Quillen College of Medicine, and

  - unrestricted fund support from the ETSU Foundation.

- The transfer of the position and responsibility for *ETSU Today* to University Relations envisions the transfer as well of operating support and moving to three issues with an alternative approach to the Honor Roll as described later.

- The Division's office space should be reviewed in light of the new organizational approach recommended, conscious of the goal to imbed all development officers, except for the Associate Vice President for Development and the Director of Annual Giving, in offices within the colleges. A plan for effectively using and enhancing the current space should be developed.

- The University President and the President of the ETSU National Alumni Association should form a task force to consider the possibility of creating an Alumni House to provide visibility, pride, easy access, and more space for Alumni staff.

4. Policies

- The University's Development Policy and Procedures Manual should be reviewed by a small task force including both staff and volunteers, separated into its component parts (e.g., separating polices from procedures), and individual polices approved by the President, Foundation, or both as appropriate. All policies should be displayed on the Advancement and Foundation website.

- A prospect management policy should be developed, approved, and implemented to coordinate the assignment, cultivation, solicitation, stewardship, and qualification of prospective donors.

5. Development

Annual Giving

- The Vice President should appoint a task force including representatives from colleges, schools, and athletics, as well as volunteers from the Alumni Association, BASA, and the Foundation to review the entire annual giving program and recommend a plan for enhancing it with a new identity.

- A key component of enhancing the Annual Fund should be a volunteer-led program of leadership gifts at the $2,500 to $25,000 level.

- Special strategies should be developed to increase unrestricted giving, including annual stewardship reports about how these funds have been used to enhance the University.

- A challenge gift in the $50,000 to $100,000 range should be sought to stimulate new and increased alumni giving to a branded Annual Fund.

- Beginning in July, the Director of Annual Giving should hold a monthly meeting with all areas involved in annual giving to plan and coordinate activities and develop the FY 15 plan, which should include the solicitation of parents.

- Consideration should be given to outsourcing the phonathon and increasing email solicitations.

Major Gifts

- The Vice President should lead the Development staff in reviewing the University's top 700 to 800 donors/prospects and evaluating their major gift potential with the goal of identifying 500 qualified prospects. The top 50 should be assigned to the Vice President, including the top 25 for special attention from the President, and the remainder assigned to the development officers in Advancement and Athletics as appropriate.

- These assignments should be recorded in BA and all future interactions with these prospects recorded in contact reports posted in BA.

- A set of metrics should be developed for the number of expected visits and solicitations by all development officers, and all activity tracked in BA and reported monthly.

- The Vice President should lead a monthly major gifts prospect management meeting, where all upcoming solicitations are reviewed and coordinated, progress tracked, and new prospects assigned.

- Individual performance plans for each development officer should be developed for FY 14 to include solicitation, cultivation, and stewardship of their prospects.

- After reviewing the location of the top major gift prospects, a portion of the Division's travel budget should be allocated for visits to prospects outside of East Tennessee and Southwest Virginia.

- Additional development officers should be added when a portfolio of at least 50 qualified prospects has been identified and cannot be assigned to current development officers, because they have 100 or more current prospects.

- The Vice President should develop a plan to identify new prospects through datamining, predictive modeling, and screening and implement it with the goal of identifying 300 to 500 additional potential prospects to be assigned to development officers for qualification. At a minimum, this should produce 100 to 200 additional prospects for assignment to the additional development officers recommended.

Planned Giving

- All development officers should be trained in the basics of planned giving by the current planned giving officer, and current planned giving prospects should be distributed among the development officers. The current planned giving officer should continue to oversee marketing and recognition programs for planned giving as well as provide counsel in complex gift discussions.

- The Foundation should review its decision to reinsure gift annuities, revise its policy on gift annuities to remove the word "generally" adhere to ACGA rates, and consider the possibility of serving as trustee for charitable trusts and engaging a fiscal agent to do so.

Advancement Communications

- The Executive Assistant to the President for University Relations should work with the Vice President and his leadership team to develop a communications plan for Advancement for implementation in FY 14. Enhancing the website should be a key component of the plan.

Stewardship

- The Vice President should appoint a task force including staff and volunteers to develop a stewardship plan for FY 14. The plan should include written annual financial and program reports to donors who have established endowment funds.

Colleges and Schools

- All Deans should be trained in the basics of Development with the goal that they will partner with development officers in the cultivation, solicitation, stewardship, and qualification of 10 to 20 of their top prospective donors beginning in FY 14.

- Each Dean should identify the top priorities for philanthropy for her or his college based on the college's strategic plan. A realistic development plan for each college should then be written for approval by the Provost, Vice President for Health Affairs, and Vice President for University

Advancement. These plans should be developed in consultation with Development, mindful of the current staff limitations.

- With counsel from Development, each Dean should review her or his college advisory council against best practices in development and, where appropriate, develop a plan to strengthen its role in development or create a new entity. {*See Appendix D for a sample of one effective approach*}

- The Provost and Vice President for Health Affairs should review the Deans' job descriptions to ensure that they clearly describe the role of these key academic leaders in development and alumni relations.

- Based on each college's development plan, the Provost and Vice President for Health Affairs should include the metrics related to each Dean's role in her or his college's development plan as part of her or his performance plan.

Athletics

- The Athletic Director should update the Department's strategic plan and facilities master plan based on the goals the President establishes after the ***ETSU 125*** Committee presents its final report. Representatives from the BASA Board should be involved in this process so that the plan includes a financial model that clearly outlines the role of philanthropy in achieving the plan's goals and objectives.

- Based on the financial model, the Associate Athletic Director for Development/Executive Director of BASA should consult with the BASA Board to develop a proposal for the Athletic Director's approval that defines the role of unrestricted and restricted gifts to individual sports and includes strategies for increasing both in a comprehensive and consistent fashion.

- The Associate Athletic Director for Development should participate in the monthly major gifts prospect management meeting, and her designee should participate in the monthly annual giving staff meeting and meet monthly with the Alumni staff to plan and coordinate activities and events.

The ETSU Foundation

Organization

- The Foundation Chairman should appoint a governance task force, including two to three members of the Executive Committee and five to eight members of the Board of Directors, to develop an organizational approach that will engage all board members and increase their role in development. The task force should report its recommendations to the Board and members at the Annual Meeting.

- As part of its work, the task force should consider the pros and cons of a membership organization. On the one hand, it can be argued that this promotes a level of ownership and engagement among donors. On the other hand, it is often difficult to generate genuine ownership and engagement by membership not involved in the organization's governance other than by an annual meeting which is mostly perfunctory. Thus, many foundations have moved away from the membership model in favor of events which engage their donors as well as provide a gracious and enjoyable acknowledgment of their generosity.

- As a starting point, the task force should consider an organizational approach along these lines to focus the Foundation's efforts on the three core functions common to the most successful university-related foundations:

    - Partnering with the University in securing strategic and significant philanthropic support;

    - Meeting the Foundation's fiduciary and stewardship responsibilities; and

    - Ensuring that the Foundation attracts and engages the University's most able alumni and friends to the Board and is well-governed.

  Thus, three core committees suggest themselves in addition to an Executive Committee: Development, Finance, and Governance. Here is an outline of how these committees might function.

Development Committee

This committee ensures that the Foundation's volunteers are engaged with the University, Alumni Association, and BASA in seeking significant philanthropic support.

To do this, the committee meets at least quarterly and:

- Approves a comprehensive development plan.
- Recruits and appoints volunteer leadership for annual giving, planned giving, etc.
- Solicits all Board members for their annual gifts.
- Assists the University's and Foundation's leaders in identifying, cultivating, and soliciting top major gift prospects.
- Leads the planning for major campaigns.
- Approves a stewardship plan.
- Regularly reviews reports on fundraising progress.
- Recommends all development-related policies to the Board.

Finance Committee

This committee ensures that the Foundation's financial and business operations are conducted effectively. It has two subcommittees:

  - An Audit Subcommittee, which meets with the auditor annually to receive the initial audit report and management letter and then present them to the full committee. When audit engagements expire, it conducts the search to recommend an audit firm to the full committee.
  - An Investment Subcommittee, which meets with the Foundation's investment advisor annually to review the investment policy, annually reviews the internal investment

program, and considers any special issues assigned by the committee.

The committee meets at least quarterly to:

- Review quarterly financial statements and the operating budget.
- Review quarterly investment reports.
- Review and present the annual independent audit.
- Recommend the Foundation's operating budget.
- Monitor real estate activities.
- Review the Foundation's insurance coverages.
- Recommend all policies related to finance, investments, real estate, insurance, etc.

Governance Committee

This committee (sometimes called the Committee on the Board or Trusteeship Committee) ensures that the Foundation attracts and retains the strongest possible volunteers to the Board, that the Board functions well, and that a sound strategic plan aligned with the University's goals is in place.

To do this, the committee meets at least quarterly and:

- Sets the expectations for Board members' performance.
- Identifies, educates, cultivates, recruits, nominates, orients, mentors, and evaluates Board members.
- Reviews the bylaws and articles of incorporation annually.
- Develops and updates the Foundation's strategic plan.

Executive Committee

Consisting of the Board's four officers, the Committee Chairs, and the immediate past Chairman, the Executive Committee meets only

in the case of true emergencies and once per year to evaluate the performance of the chief staff officer.

The Board

The Foundation Board would meet at least three times a year and ideally four to review and approve committee recommendations, discuss major university and policy issues, and to have an in-depth experience with a University program.

- Once the Governance Task Force report has been approved, the Foundation should develop a statement on the role and responsibilities of Board members appropriate to its expanded mission. Consideration should be given to changing the title of Board members from Director to Trustee to emphasize the not-for-profit nature of the role. {*A sample statement is included in Appendix E.*}

- After the Governance Task Force report has been approved, the President should draft and present a new memorandum of understanding with the Foundation, appropriate to its new role and consistent with the principles in the model agreement developed by the Association of Governing Boards of Colleges and Universities (AGB) and CASE.

- Annually at least one Foundation Board member should attend either CASE's or AGB's annual conference for institutionally-related foundations to keep abreast of national trends and best practices.

- The Foundation should participate in CASE's annual foundation databook survey to gain access to benchmarking information.

Financial Management

- The Foundation should develop a financial plan for the use of unrestricted funds to provide a predictable source for funding its operating needs and to support enhancements to the development and alumni relations programs.

In essence, this would be similar to the prudent plan developed for the Foundation's long-term assets. The plan should include an operating reserve. The CASE 2010 White Paper with the results of its survey of how foundations fund their operations is recommended as a resource in developing this plan. Here is a synopsis.

Management fees on endowed gifts are the most common and significant funding sources for institutionally related foundations, according to survey results outlined in a new CASE white paper.

Emerging from the Recession: Results of the 2010 Institutionally Related Foundation Funding Survey details how public college and university foundations are funding their operations and activities. A total of 184 foundations affiliated with four-year and two-year public colleges and universities participated in the survey.

Seventy-three percent of responding foundations assess a management fee on endowed funds, contributing an average of 27 percent to their operating budgets. Sixty-three percent of respondents also indicated that their foundations rely on unrestricted gift funds to fund operations.

Other findings include:

- *Foundations appear to be taking a greater role in fundraising on behalf of their affiliated institutions.*
- *A majority of responding foundations with reserves do not plan on using reserves to cover budget shortfalls in fiscal year 2011.*
- *Foundations affiliated with master's and research/doctoral institutions were much more likely to assess gift fees than foundations affiliated with bachelor's institutions or community colleges.*

- The minimum level for establishing an endowment should be increased to $25,000.
- The Foundation should consider producing its financial statements in conformity with FASB rather than GASB to increase volunteer understanding of the reports.
- The Treasurer should be bonded or the bylaw requirement for it should be removed.

BASA

- The BASA Board should seize the unusual opportunity presented by the ***ETSU 125*** visioning process, the ensuing goals set for Athletics by the

President, and the Department's updated strategic plan to reinvent itself as a pivotal volunteer force supporting ETSU's move to the next level of athletic success.

- The BASA Board should lead the way in demonstrating the importance of a team approach in Advancement by inviting representatives from the Foundation and Alumni Boards to sit on the BASA Board and requesting reciprocal seats on theirs.

The Reaching Higher Campaign

- The President and Vice President for University Advancement should meet with the *Reaching Higher Campaign's* volunteer leadership to update them on progress, share their priorities for the remainder of the campaign, seek their advice on the strategies to complete the campaign successfully, and enlist their support with select prospective donors.

- A campaign celebration event should be planned for the fall of 2014. It should be both a reflection on the impact philanthropy has had on the University during the preceding decade, as well as a showcase for ETSU's aspirations for the future to begin to lay the groundwork for the next campaign.

- During the spring of 2014, planning should begin for the University's next campaign in conjunction with the development of the University's 2016 – 2020 strategic plan, so that the campaign priorities are grounded in the plan's strategic initiatives. FY 15 would be devoted to campaign preparations, including a feasibility study, so that the quiet phase of the campaign could begin July 1, 2015.

6. Alumni

Alumni Relations

- A small task force of staff and volunteers should evaluate and prioritize all current alumni activities in advance of the work on the strategic plans for the Alumni office and the ETSU National Alumni Association. The focus should

be shifted to engagement of alumni, notwithstanding the need to continue recognition programs and communications.

- The Vice President and Provost should meet with the appropriate Admissions, Career Planning, Student Affairs, and Alumni staff to develop a new partnership to provide services to alumni and engage alumni in supporting student recruitment and career planning. After these programs are in place, the second priority should be to develop a program to engage students in philanthropy and alumni relations.

- The Alumni staff should work with Advancement Services to develop and implement a plan to record alumni engagement in BA.

- The Alumni Office should contract with a marketing faculty member to develop and conduct a comprehensive survey with a random, stratified sample of alumni attitudes to discern such things as:

    - their perceptions of their experience at ETSU,
    - their perceptions of ETSU today,
    - the value to them of current alumni relations programs,
    - what services they would like to receive from ETSU,
    - what programs might attract them as a volunteer,
    - what information they would like to get from the University, the value to them of *ETSU Today*, and their preferred communications medium.

  The results of the survey should be used to inform and develop priorities for alumni programming as well as University and Advancement communications. The survey should be conducted every five years.

- The Alumni program should expand its use of graduate assistants and student assistants to complement existing and future staffing.

The ETSU National Alumni Association

- The Association should review its bylaws to provide for term limits for officers and require that the officers be alumni.

- The Association's committee structure should be evaluated as it develops its strategic plan, in order to ensure that committees are aligned with the core functions the Association will need to carry out in support of the plan.

- Consideration should be given to including alumni who are not members of the Board on Association committees to strengthen their work and provide an opportunity for potential Board members to become involved in the work of the Association.

7. Advancement Services

The BA Alumni – Development System

- Ellucian should be engaged to execute a BA Reimplementation Project, something which sounds more severe than it is. This process does not gut the system and reinstall it but, instead, involves breaking the system down into functional components, conducting work-flow studies, and developing new processes (and in some cases new policies) to ensure that BA is being used the way it was intended.

- A BA reimplementation would result in the opportunity to work collaboratively with the Student and Admissions areas so that the roll process from Student to Advancement is more efficient. Establishing a practice of communicating changes within the Student and Admissions areas would allow for Advancement to better capture parent data, changes to student data, and increase knowledge across the University on how the Banner product shares information and how Advancement becomes the repository for much of the data that is created by admissions and student services, and would hopefully eliminate the need for many of the 'shadow' systems across other departments.

- The reimplementation of BA would bring forth the opportunity to make changes to many business practices that were originally established and incorporate the many, many enhancements that have been added to the

module. This process should provide an opportunity for Advancement Services to create more efficient reports used by everyone, which are more meaningful and timely. A better understanding of how the data is kept and maintained, a well-documented policy and procedures manual, and global understanding by the Advancement area, would result in confidence in data integrity, ownership of business processes and the knowledge that the rules for processing data have become standard.

Reporting

- Advancement Services should use focus groups and surveys of end users to determine their needs and expectations. Part of this process must include the identification of a core set of standard reports that are pushed out to the fundraising community. This would include weekly and monthly reports of giving, prospect bios, etc. The objective should be that end-users receive 75% of what they need by way of a combination of these reports plus running their own queries, and that only 25% of reporting needs would require contacting either Advancement Services or Office of Information Technology for highly customized reports. Part of this reporting solution must include pushed reports that are automatically sent to end-users rather than forcing them to go after the data they desire.

- As Advancement Services sets about the development of the above-mentioned core standard reports, including members of the fundraising community, it should concentrate on content before cosmetics. Much time is wasted making reports look pretty, without ever actually determining what the reports should be trying to convey – and frequently never delivering a useable end product. The initial report development time should be dedicated to ensuring the right data are produced and tell the right story. Work on making the reports look pretty can be done later, usually without needing to divert programming staff from programming.

- Even with the correct implementation of reporting tools, new reporting tools do not fix bad data. A data integrity team should be formed to evaluate and correct existing bad data. This team should not only include the new positions recommended earlier, but key representatives from the fundraising community (including a representative or two from the

Colleges), as well as staff from major data origination points such as Admissions and Human Relations. At the same time, significantly more automated business rules should be created that run against the data on a nightly basis looking for suspicious or potentially incorrect data. At most institutions today, to do this effectively requires a technician who is constantly setting up these rules and testing them, and a super-user on the data entry side to review the nightly edits, correct what needs correcting, and re-train those who are responsible for creating the bad data to begin with. Both data integrity staff members would share responsibility for identifying and merging duplicate records – a huge problem for ETSU.

- For complex customized reports there seems to be a lack of communication between the requestor and the developer. More time should be spent sitting down together to work through the details before report development begins – and changes to the original request must be kept to a minimum: Do it right the first time.

- As the reimplementation project is nearing completion, the priority should be on providing training for all end users to ensure that the University is getting the full benefit of the power of a modern CRM system.

Personnel/Staffing

- For a database of ETSU's complexity and number of records, the Advancement Services unit should, at a minimum, consist of these six positions and ideally nine, including a second data integrity staffer and two prospect researchers.

    - Director
    - Assistant Director/Banner Technology Specialist
    - 2 report writers
    - 1 full-time dedicated gift processor
    - 1 full-time dedicated data/data integrity specialist

Additionally, Advancement Services should expand its use of graduate assistants and student workers.

Policies and Procedures

- An alternative approach to processing non-gift revenue should be developed so this data does not compromise the integrity of BA gift data.
- The policy for pledge write-offs should be reviewed annually against the Association of Advancement Services Professionals (AASP) best practices.
- The procedures for entering and processing WETS-FM and Athletic gifts should be reviewed and interfaces built to eliminate duplicate entry and records.
- Advancement Services should be the only office permitted to generate official reports of giving, clearly segmenting outright gifts from deferred gifts, pledges, and bequest expectancies (all separate totals), with permanent (write-protected) copies saved locally in Advancement Services for historical comparison purposes. An Advancement Services footer should be inserted on those reports, and no other report should be treated as "official."
- ETSU should adhere to the VSE/CASE counting/reporting guidelines in all its reports of giving.
- The University, as a whole, must develop institutional data entry standards and naming conventions.

8. Conclusion

In order for ETSU to achieve new levels of philanthropic support and alumni engagement, leadership at all levels of the Advancement Division will need to embrace the significant changes required to employ best practices. The changes recommended are little short of re-inventing the Division so that it can become an effective partner with the University's academic and athletic programs and with alumni and volunteers.

APPENDICES

A. List of Materials Requested for Review
B. Interviews
C. Survey Results
D. Sample College Advisory Board Description
E. Sample Statement on the Role of Board Members
F. Test Gift Results

APPENDIX A

EAST TENNESSEE STATE UNIVERSITY COMPREHENSIVE REVIEW

Materials Requested by Alexander Haas

August 20, 2012

Items and questions marked with an asterisk (*) are essential to the comprehensive review. Items not marked should be provided if they are available, but staff should not create them if they do not exist.

Please include a copy of this checklist when sending materials, and note any items that are not included on the copy of the checklist and note those that are available on a website.

Please send these items in an electronic format (if possible) to:

Kathryn Kay – kathryn.kay@fundraisingcounsel.com
Project Coordinator
Alexander Haas
3520 Piedmont Rd, NE, Suite 300
Atlanta GA 30305-1512
404-525-7575

Mission/Planning/Organization/Policies

- *Foundation articles of incorporation, bylaws
- Foundation memorandum of understanding with the University
- *Foundation board and committee minutes for last two years
- *Foundation and Alumni Association strategic plans
- *Last two Foundation audited financial statements, accompanying management letters
- *Foundation 990's last two years
- *Endowment investment and spending policies, policies for named fund minimums, number of named funds, investment returns last five years.
- Gift acceptance, conflict of interest, whistleblower, and document retention policies
- *Division and Foundation current and previous annual budgets
- *Organizational chart and roster of staff with contact information
- Last three University and Foundation annual reports and donor honor rolls
- *Current list of Foundation and Alumni Board, Officers and terms of office
- Policy or statement on expectations of Foundation and Alumni Board members
- *Report on Foundation and Alumni Board giving in last two fiscal years (see sample format)
- Copies of all Development, Alumni, and Foundation publications last two years
- Job descriptions and brief resumes for all staff

- Performance metrics for development officers and any other staff
- Policy and procedures manual

Fundraising Projects and the *Reaching Higher Campaign*

- *Are there any capital or endowment projects for which fundraising is currently being conducted in addition to the *Reaching Higher Campaign*? If so, please list project, goal, amount raised, balance left to raise and include any case statements and/or named gift opportunities for these current fundraising projects

- From the *Reaching Higher Campaign*:
    - *List of top campaign donors by level (starting at $100,000 and up), and amount of gift. If donor is deceased, please note. Also please note if any campaign gifts of $100,000 or more were gifts in kind or planned gifts.
    - *Current campaign summary report(s): gifts by donor category (alumni, friends, etc.) and by purpose/goal and range of gifts table. Include dates for campaign accounting period.
    - *List of all outstanding pledges to the campaign on gifts of $25,000 or more and balance and payment completion dates on these pledges
    - *Campaign organizational chart: volunteer structure and job descriptions
    - Copy of campaign plan, timetable, budget, accounting policies, and range of gifts table
    - Copy of case statement materials for the campaign, including named gift opportunities
    - *Was there outside counsel for the campaign? If so, who served as counsel and how long did they work with the institution?
    - *Did the campaign have a feasibility study? If so, please include a copy if available.

Fundraising Programs

- *List of top 25 influential and affluent individuals in the University's circle of alumni and friends. If any of these have not yet made a gift in the campaign, please note.
- Current and previous year fundraising plans and solicitation and marketing materials.
- Tracking reports for major and planned gift activity.
- Prospect rating categories currently used and number of prospects in each category. If this information comes from an electronic screening, please indicate the date of screening and the service used.
- Sample proposal for a major gift
- *Sample of prospect briefings, donor profiles (if there are different formats, i.e., short form, long form, volunteer sample, pls include sample of each format)
- *Sample of call contact report
- *List of 20 largest gifts ever to the University or Foundation
- *List of 10 largest gifts last fiscal year (do not include pledge payments from the campaign in these totals)
- Copy of the most recent program or fundraising audit, if done within last 5-7 years.

- Sample of endowment reports, stewardship reports sent to donors, including those used in the campaign

Systems/Procedures

- What fundraising and biographical records software programs do you use? What accounting and enterprise systems do you use? How do they interface? When were they put into place? Are you using the latest versions?
- What accounting software do you use?
- Please include sample pages of the most commonly requested reports generated from your software.
- Do you have an updated policies/procedures manual for development and alumni operations? (gift accounting, acknowledgment procedures, transfers of funds to accounting office, etc.) How frequently is this updated?
- How are new staff members trained in the use of your software? Is training available to existing staff?
- Sample gift/pledge/data maintenance work flow charts or process descriptions
- Data integrity verification reports, review process
- Output samples: gift receipt/acknowledgment; gift receipt for in-kind gifts, securities gifts, quid-quo-pro gifts; standard reports
- Pledge form, pledge reminder
- Database statistics: Number of entities, good addresses/phone numbers/email addresses; number of lost records; number of gifts/pledges recorded annually, etc.

Thank you. If you have questions, please contact David T. Shufflebarger, Managing Partner, by calling (404) 720-9533 or by email at david.shufflebarger@fundraisingcounsel.com, or Kathryn Kay at kathryn.kay@fundraisingcounsel.com or at 404-525-7575.

APPENDIX B

Interviews Conducted

Name and Title	Interviewed By	Date
Anthony Aiken, *Information Research Coordinator*	John Taylor	9/27/2012
Dr. Gordon Anderson, *Dean - College of Arts and Sciences*	Nancy Peterman	9/27/2012
Jeff Anderson, *Associate VP for University Advancement/Planned Giving*	David Shufflebarger	10/31/2012
Dr. Bert Bach, *Provost and VP for Academic Affairs*	David Shufflebarger	9/28/2012
Dr. Philip Bagnell, *Dean, College of Medicine*	David Shufflebarger	9/27/2012
Jennifer Barber, *Coordinator for Alumni Communications*	John Taylor	9/27/2012
Pat Barcel, *Office Manager - Advancement*	Nancy Peterman	9/27/2012
Brian Bennett, *Information Systems Analyst 3 - OIT*	John Taylor	9/27/2012
Dr. Wilsie Bishop, *VP for Health Affairs and University COO*	David Shufflebarger	9/28/2012
Dr. Larry Calhoun, *Dean, College of Pharmacy*	David Shufflebarger	10/31/2012
Dr. David Collins, *VP for Finance and Administration, CFO ETSU Foundation*	John Taylor	9/27/2012
Lee Ann Davis, *Director of Alumni Programs*	David Shufflebarger	10/30/2012
Dr. Linda Garceau, *Dean, College of Business and Technology*	David Shufflebarger	9/27/2012
Joe Grandy, *Past President/County Commissioner/Gen. Mgr. Ferguson Enterprises, BASA President*	Nancy Peterman	9/27/2012
Bill Greene, *BancTenn CEO/Chairman, Major Donor*	David Shufflebarger	9/27/2012
Tisha Harrison, *Director of University Advancement*	Nancy Peterman	9/27/2012
Donald Harvill, *Computer Operations Coordinator*	John Taylor	9/27/2012
Gen. Ron Hite, *President, ETSU Alumni Association*	David Shufflebarger	9/28/2012
Pat Holland, *Administrative Coordinator - University Advancement*	David Shufflebarger David Shufflebarger	9/27/2012 10/31/2012
Dr. Jane Jones, *Associate VP for Health Affairs and Chief of Staff*	David Shufflebarger	9/27/2012
Roger Kennedy, *Chairman, ETSU Foundation*	David Shufflebarger	9/27/2012
Tom Kreiger, *Vice Chairman, ETSU Foundation*	David Shufflebarger	10/30/2012
Dr. Richard Manahan, *Vice President for University Advancement and President/CEO, ETSU Foundation*	Nancy Peterman David Shufflebarger	9/28/2012 10/30/2012
Jim Martin, *Benefactor, Mary B. Martin School of the Arts*	David Shufflebarger	10/30/2012
Gary Maybrey, *Johnson City Chamber of Commerce President*	David Shufflebarger	9/27/2012
Dave Mullins, *Director of Athletics*	David Shufflebarger	10/30/2012
Dr. Roy Nicks, *Past President**	David Shufflebarger	10/30/2012
Dr. Brian Noland, *University President*	Nancy Peterman	9/28/2012
Chuck Patton, *Former Staff Senate President*	David Shufflebarger	9/28/2012
JoAnne Paty, *Executive Director, Buccaneer Athletic Scholarship Association and Associate Athletic Director for Development*	David Shufflebarger	10/31/2012

Bob Plummer, *Associate VP for University Advancement*	David Shufflebarger	10/31/2012
Jim Powell, *Major Donor/CEO Powell Companies*	David Shufflebarger	9/28/2012
Don Raber, *Investment Committee Chair, ETSU Foundation*	David Shufflebarger	10/30/2012
Cyndi Ramsey, *Coordinator of Alumni Activities**	David Shufflebarger	11/26/2012
Shea Renfro, *Director of Advancement Services*	John Taylor	9/27/2012
Jeremy Ross, *Associate VP for University Advancement*	Nancy Peterman	9/28/2012
Dr. Richard Sander, *Interim Director of Athletics**	David Shufflebarger	1/16/2013
Dr. Tom Schact, *Faculty Senate Past President*	Nancy Peterman	9/27/2012
Dr. Joe Sherlin, *Vice Provost and Dean of Students*	Nancy Peterman	9/27/2012
Carol Sloan, *Associate VP - University Advancement for Health Affairs*	Nancy Peterman	9/27/2012
Dr. Paul Stanton, *President Emeritus, ETSU*	David Shufflebarger	10/31/2012
Karen Sullivan, *Director of University Advancement*	Nancy Peterman	9/27/2012
Fred Warren, *Golf Coach*	David Shufflebarger	9/28/2012
Leisa Wiseman, *Foundation Accounting Manager*	David Shufflebarger	10/31/2012

*Telephone interview

APPENDIX C

Survey Results

Buccaneer Athletic Scholarship Association Board Survey

SurveyMonkey

1. When you joined the Board, how well did you understand your responsibilities for:

	not well at all	not very well	well	fairly well	very well	Rating Average	Response Count
Fundraising?	7.1% (1)	21.4% (3)	**28.6% (4)**	21.4% (3)	21.4% (3)	3.29	14
Giving?	0.0% (0)	7.1% (1)	**35.7% (5)**	28.6% (4)	28.6% (4)	3.79	14
Committee work?	0.0% (0)	21.4% (3)	21.4% (3)	**28.6% (4)**	**28.6% (4)**	3.64	14
Attendance?	0.0% (0)	0.0% (0)	35.7% (5)	14.3% (2)	**50.0% (7)**	4.14	14
					answered question		14
					skipped question		0

2. How effective do you feel the relationship is between BASA and the ETSU Foundation?

	Poor	Fair	Good	Excellent	Rating Average	Response Count
	28.6% (4)	**42.9% (6)**	28.6% (4)	0.0% (0)	2.00	14
				answered question		14
				skipped question		0

3. How effective do you feel the relationship is between the BASA and the ETSU Alumni Association?

	Poor	Fair	Good	Excellent	Rating Average	Response Count
	35.7% (5)	**35.7% (5)**	28.6% (4)	0.0% (0)	1.93	14
				answered question		14
				skipped question		0

ETSU Alumni Association Board Survey

SurveyMonkey

1. When you joined the Board, how well did you understand your responsibilities?

	not well at all	not very well	well	fairly well	very well	Rating Average	Response Count
	0.0% (0)	0.0% (0)	25.0% (2)	**37.5% (3)**	**37.5% (3)**	4.13	8
					answered question		**8**
					skipped question		**0**

2. How important is each of these communications methods to you in getting information about ETSU and its alumni program?

	Not important	Marginally important	Important	Very important	Critically important	Rating Average	Respons Count
Alumni Website	0.0% (0)	25.0% (2)	**50.0% (4)**	0.0% (0)	25.0% (2)	3.25	
Electronic Newsletters	0.0% (0)	12.5% (1)	**37.5% (3)**	12.5% (1)	**37.5% (3)**	3.75	
Reunion Mailings	0.0% (0)	**37.5% (3)**	25.0% (2)	12.5% (1)	25.0% (2)	3.25	
Email	0.0% (0)	0.0% (0)	0.0% (0)	**50.0% (4)**	**50.0% (4)**	4.50	
Communication regarding services and benefits	0.0% (0)	12.5% (1)	**50.0% (4)**	25.0% (2)	12.5% (1)	3.38	
Invitations to College activities	0.0% (0)	0.0% (0)	0.0% (0)	**75.0% (6)**	25.0% (2)	4.25	
The ETSU Today Magazine	0.0% (0)	12.5% (1)	0.0% (0)	25.0% (2)	**62.5% (5)**	4.38	
The ETSU Honor Roll	12.5% (1)	12.5% (1)	**25.0% (2)**	**25.0% (2)**	**25.0% (2)**	3.38	
Invitations to alumni activities	0.0% (0)	0.0% (0)	12.5% (1)	**75.0% (6)**	12.5% (1)	4.00	
Viral videos/YouTube/Online Networking	12.5% (1)	**50.0% (4)**	25.0% (2)	12.5% (1)	0.0% (0)	2.38	
Alumni job listings/career development/networking opportunities	25.0% (2)	0.0% (0)	**37.5% (3)**	25.0% (2)	12.5% (1)	3.00	
					answered question		
					skipped question		

3. How effectively does ETSU's alumni program employ these communications methods?

	Ineffectively	Not very effectively	Effectively	Somewhat effectively	Very effectively	Rating Average	Respo Cou
Alumni Website	0.0% (0)	25.0% (2)	**37.5% (3)**	25.0% (2)	12.5% (1)	3.25	
Electronic Newsletters	0.0% (0)	12.5% (1)	**37.5% (3)**	12.5% (1)	**37.5% (3)**	3.75	
Reunion Mailings	12.5% (1)	0.0% (0)	**50.0% (4)**	25.0% (2)	12.5% (1)	3.25	
Email	0.0% (0)	12.5% (1)	37.5% (3)	0.0% (0)	**50.0% (4)**	3.88	
Communication regarding services and benefits	0.0% (0)	25.0% (2)	**37.5% (3)**	12.5% (1)	25.0% (2)	3.38	
Invitations to College activities	12.5% (1)	12.5% (1)	**37.5% (3)**	12.5% (1)	25.0% (2)	3.25	
The ETSU Today Magazine	0.0% (0)	0.0% (0)	25.0% (2)	0.0% (0)	**75.0% (6)**	4.50	
The ETSU Honor Roll	0.0% (0)	0.0% (0)	12.5% (1)	37.5% (3)	**50.0% (4)**	4.38	
Invitations to alumni activities	0.0% (0)	12.5% (1)	**37.5% (3)**	12.5% (1)	**37.5% (3)**	3.75	
Viral videos/YouTube/Online Networking	12.5% (1)	37.5% (3)	**50.0% (4)**	0.0% (0)	0.0% (0)	2.38	
Alumni job listings/career development/networking opportunities	12.5% (1)	25.0% (2)	**50.0% (4)**	12.5% (1)	0.0% (0)	2.63	
					answered question		
					skipped question		

4. How effective are ETSU's strategies and goals for engaging alumni and providing services to them?

	Not applicable. I am not aware of or involved in specific strategies	Poor	Fair	Good	Excellent, I am aware and involved in determining goals and strategies	Rating Average	Response Count
	0.0% (0)	12.5% (1)	25.0% (2)	**50.0% (4)**	12.5% (1)	3.63	8
					answered question		**8**
					skipped question		**0**

5. How effectively is ETSU performing in its alumni relations program compared to its peers?

	Not applicable. I am not aware of whom we consider to be our peers	Poor	Fair	Good	Excellent, I am aware of our peers and our performance in comparison	Rating Average	Response Count
	0.0% (0)	25.0% (2)	0.0% (0)	**75.0% (6)**	0.0% (0)	3.50	8
					answered question		**8**
					skipped question		**0**

ETSU Foundation Board Survey

SurveyMonkey

1. When you joined the Board, how well did you understand your responsibilities for:

	not well at all	not very well	well	fairly well	very well	Rating Average	Response Count
a. Attendance?	0.0% (0)	8.3% (1)	8.3% (1)	33.3% (4)	**50.0% (6)**	4.25	12
b. Board and Committee work?	8.3% (1)	16.7% (2)	8.3% (1)	**33.3% (4)**	**33.3% (4)**	3.67	12
c. Fundraising?	16.7% (2)	**25.0% (3)**	8.3% (1)	**25.0% (3)**	**25.0% (3)**	3.17	12
d. Giving?	0.0% (0)	16.7% (2)	8.3% (1)	25.0% (3)	**50.0% (6)**	4.08	12
					answered question		12
					skipped question		0

2. Aside from formal Board meetings or University events, have you had a personal visit initiated by a staff member from University Advancement or the ETSU Foundation to discuss giving opportunities in the last year?

	Response Percent	Response Count
Yes	**66.7%**	8
No	33.3%	4
answered question		12
skipped question		0

3. How effective are ETSU's strategies and goals for fundraising and development?

	Not applicable. I am not aware of or involved in specific strategies	Poor	Fair	Good	Excellent, I am aware and involved in determining goals and strategies	Rating Average	Response Count
	16.7% (2)	8.3% (1)	16.7% (2)	**50.0% (6)**	8.3% (1)	3.25	12
					answered question		12
					skipped question		0

4. How effectively is ETSU in performing in fundraising in comparison to its peers?

	Not applicable. I am not aware of whom we consider to be our peers	Poor	Fair	Good	Excellent, I am aware of our peers and our performance in comparison	Rating Average	Response Count
	16.7% (2)	0.0% (0)	16.7% (2)	25.0% (3)	**41.7% (5)**	3.75	12
						answered question	**12**
						skipped question	**0**

ETSU Major Donors Survey

SurveyMonkey

1. Who invited you to give your last gift to ETSU?

	Response Percent	Response Count
A Volunteer?	6.7%	1
President?	6.7%	1
Vice President?	6.7%	1
Dean?	6.7%	1
University Advancement Staff?	73.3%	11
Other (please specify)		14
answered question		15
skipped question		13

2. Was your gift acknowledged promptly and properly?

	Response Percent	Response Count
Yes	85.7%	24
No	14.3%	4
If no, explain:		4
answered question		28
skipped question		0

3. Do you believe your gift is being used effectively?

	Response Percent	Response Count
Yes	100.0%	27
No	0.0%	0
	If no, why not?	2
	answered question	27
	skipped question	1

4. On a scale of 1(not at all) to 5(very well), how well does the University keep you informed about its programs?

	Response Percent	Response Count
1	3.6%	1
2	10.7%	3
3	7.1%	2
4	17.9%	5
5	60.7%	17
	answered question	28
	skipped question	0

5. Aside from University functions and meetings, has a visit been initiated by a staff member from University Advancement or the ETSU Foundation to discuss giving opportunities in the last year?

	Response Percent	Response Count
Yes	55.6%	15
No	44.4%	12
answered question		27
skipped question		1

APPENDIX D

Sample College Advisory Board Description

EAST TENNESSEE STATE UNIVERSITY

College of Knowledge

BOARD OF VISITORS

I. **Mission** – The Board of Visitors exists to enable the College of Knowledge to secure the understanding and philanthropic support necessary to achieve its vision. Through the Board of Visitors the Dean engages the College's ablest alumni and friends in a genuine partnership dedicated to enhancing the College.

II. **Organization** – The Board consists of 15 to 24 alumni and friends elected by the Board to serve staggered three-year terms with a limit of two terms. The Board's elected leaders are a Chair, Chair-Elect, and Vice Chair serving one-year terms with a limit of two terms.

III. **Role and Responsibilities of Board Members** – The College seeks leaders from among its alumni and friends who are able to support the College with their time, talent, and treasure.

Time – The Board meets three to four times each year, usually on campus, and meetings are scheduled a year in advance. Each Board member is expected to attend a majority of the meetings. In addition, Board members may be asked to serve on a task force to address such issues as new programs, career planning and placement, and campaign planning. To facilitate members' schedules, the work of the task forces may employ teleconferencing where appropriate. Individually, Board members may be invited to conduct seminars or lecture for selected student groups or speak to alumni groups.

Talent – The Board seeks members who are able to engage in dialogue with the Dean about the future of the College and provide counsel on key issues confronting the College. Board members should be able to articulate the College's vision and plans and have the skills to engage alumni and friends in supporting the College with their gifts.

Treasure – Board members are expected to make an Annual Fund gift to the College of at least $1,000, to support the College's capital and endowment campaigns with a leadership gift, and to include provision for the College in their estate plans.

APPENDIX E

Sample Statement on the Role of Trustees

THE IDEAL STATE UNIVERITY FOUNDATION

ROLE AND RESPONSIBILITIES OF TRUSTEES

(Adopted by the Board of Trustees _____)

The Ideal State University Foundation exists to assist Ideal State University in carrying out its mission with excellence. It does so by attracting distinguished friends to lead the effort to raise private support for the margin of excellence that gifts make possible. In addition, it provides responsible stewardship for these gift funds and other Foundation assets which total more than $100 million.

Foundation trusteeship is one of the two highest forms of service to the University. Elected members of the Board of Trustees are expected to support the Foundation with their time, talent, and treasure.

Time -- The Board of Trustees meets four times a year and all trustees are expected to attend at least three of these meetings. The meetings are scheduled when possible in conjunction with special events and provide an opportunity for trustees to learn about the University, engage in dialogue with the President about its future direction, and shape the fundraising program to achieve the University's objectives.

In addition, all trustees will be actively involved throughout the year in some aspect of the University's development program. This most frequently will take the form of making calls on prospective individual, corporate, or foundation donors. However, it may also involve providing leadership in identifying and cultivating potential supporters with whom the trustee is familiar.

Talent -- Trustees will be invited to join the Board because of their desire to enhance the University and their ability to interest others in doing so with their gift support. In addition, each trustee will be asked to serve on one Foundation committee related to his or her special skills.

Treasure -- All trustees are expected to support the Foundation through leadership gifts consistent with their means to the Annual Fund. At a minimum, trustees are expected to make annual gifts at a level which will qualify for membership in the Fellows Society (presently a minimum of $5,000). Trustees play a leadership role in annual giving and the average trustee gift is $10,000.

In addition, as plans for capital fundraising are developed, trustees are expected to give serious consideration to supporting endowment and facilities programs of special interest to them. And, each trustee will be encouraged to make provision for the Foundation in his or her estate plan.

Finally, as the stewards of others' gifts, all trustees are expected to meet their fiduciary obligations as trustees by ensuring that the Foundation has an appropriate financial management program in place.

The Trusteeship Committee annually will invite each trustee to conduct a self-evaluation to ensure that every trustee has a fulfilling involvement with the Foundation.

APPENDIX F

Test Gift Results

Test Gifts

Four test gifts were made by individuals not previously known to ETSU because they were not alumni nor had they made any other gifts to the institution. **The following pages show documentation for each of the test gifts.*

Foundation Gift

On October 4, Barry Dodd mailed a check for $50 to the ETSU Foundation. He received a thank you letter October 26 from Dr. Richard Manahan, Vice President for University Advancement, along with an envelope for additional giving and an insert for purchasing photographs celebrating ETSU's centennial. On November 9 he received a solicitation from the SCA President including personalized address labels.

Online Gift

On October 4, 2012, Brad Wright made an online gift of $50.00 restricted to the ETSU College of Business and Technology. He received an email that day, confirming his gift and received a thank you letter from Dr. Richard Manahan, Vice President for University Advancement., October 10, along with an envelope for additional giving.

Athletic Gift

On October 11, Sherry Young mailed a check for $100 for Men's Golf at the ETSU Athletics Foundation. She received a thank you letter October 20th, from Dr. Richard Manahan, Vice President for University Advancement.

Radio Station Gift

On October 14, Abby Miko mailed a check for $100 to the WETS-FM Radio Station. She received a thank you letter October 25, from Dr. Richard Manahan, Vice President for University Advancement, along with an envelope for additional giving and an insert for purchasing photographs celebrating ETSU's centennial.

Alexander Haas Recommendations

- Revise the thank you letter to incorporate the receipt information and eliminate that form.
- Have units follow up with their own acknowledgment of gifts restricted to them.
- Do not include a gift business reply envelope with each acknowledgment.
- Do not solicit a new donor for at least six months.

ETSU PRIDE
EAST TENNESSEE STATE UNIVERSITY
Vice President for University Advancement • President/CEO of the Foundation
Professor of Accountancy • Professor of Educational Leadership & Policy Analysis
Box 70712 • Johnson City, Tennessee 37614-1710 • (423) 439-5381

Thank You !

Name(s) _____

City _____ State ____ Zip _____

Address _____

☐ VISA ☐ MasterCard ☐ American Express ☐ Discover Exp. Date _____

Account # _____ Security Code _____

Donor's Signature _____

My/Our pledge of $ _____ is payable over _____ (1-5 yrs)

NO POSTAG
NECESSAR'
IF MAILED
IN THE
UNITED STAT

BUSINESS REPLY MAIL

FIRST-CLASS MAIL PERMIT NO. 230 JOHNSON CITY TN

POSTAGE WILL BE PAID BY ADDRESSEE

VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
EAST TENNESSEE STATE UNIVERSITY
PO BOX 70721
807 UNIVERSITY PKWY
JOHNSON CITY TN 37604-9902

East Tennessee State University
Office of University Advancement • Box 70721 • Johnson City, Tennessee 37614-1710 • (423) 439-4210 • Fax (423) 439-6454
www.etsu.edu

49103 **********AUTO**3-DIGIT 300
Mr Barry E. Dodd
276 Sequoia Dr Ne
Marietta, GA 30060-7255

November 9, 2012

Dear Mr Barry E. Dodd,

Our Annual Fund theme this year is "ETSU PRIDE: Proud to be a Buccaneer!" and it has a very special meaning in my life. As the Student Government Association President (SGA) this year, I have witnessed firsthand how "ETSU Pride" has brought our university and alumni closer together and the tremendous impact it has had over the years on fellow students, both current and past!

The SGA has a long history of making sure that the students of ETSU are represented both in the university community and in the surrounding region. The SGA is an official line of communication among faculty, staff, and administration. To that end, we are dedicated to making sure that students' interests are served and represented in all university decisions.

We begin a new academic year with an enrollment of 15,407. Our ETSU students need your support to reach their goals. Your gift to the Annual Fund will have an immediate impact on the lives of these students through scholarships, faculty support, or designated for the college, department, or program of your choice.

With all of this in mind and in conjunction with the "ETSU PRIDE: Proud to be a Buccaneer!" celebration, we have provided you with a set of personalized address labels to demonstrate your "ETSU PRIDE". Please show "ETSU PRIDE" by placing the first label on the return envelope along with your gift!

As the SGA President, I have personally seen the many ways that giving has directly benefited our university. Now you can help launch the dreams of today's students. Your gift will set an inspiring example for my generation to give back when it is our turn and allow us to continue the "ETSU PRIDE: Proud to be a Buccaneer!" tradition. Thank you!

Sincerely,

Iqra Ahmad, '13
Student Government Association President (SGA)

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PRIDE
EAST TENNESSEE STATE UNIVERSITY
Vice President for University Advancement • President/CEO of the Foundation
Professor of Accountancy • Professor of Educational Leadership & Policy Analysis
Box 70712 • Johnson City, Tennessee 37614-1710 • (423) 439-5381

Mr. Bradley Wright
4111 Lakeshore Xing NE
Atlanta, GA 30324-5505

Dear Mr. Wright:

On behalf of the ETSU Foundation, I would like to thank you for your gift of $50.00 for the College of Business and Technology.

We are proud of our many programs and services at East Tennessee State University. Your generosity places the university in a better position to meet the challenges to provide critically-needed resources to support our faculty and students.

We are very grateful for your loyalty and commitment as you help the ETSU Foundation provide the "Margin of Excellence" for our students and those we serve in so many ways in the region, nation, and world. Again, thank you for this gift and for your continued support of East Tennessee State University and the ETSU Foundation.

Sincerely,

Richard A. Manahan
Vice President for University Advancement

Official Receipt

The ETSU Foundation is a 501(c)3 tax exempt organization. The ETSU Foundation has not provided any goods or services to the donor in consideration for the charitable gift(s) indicated herein. The amount of the contribution that is deductible for federal income tax purposes is limited to the extent that the contribution exceeds the fair market value of goods or services received by the contributor.

Designations noted as "non-gift" are not tax deductible.

If you have any questions regarding this gift, or need assistance with another fundraising matter, please contact the ETSU Office of University Advancement at (423) 439-4242.

Please retain this receipt for your federal tax return records. Always consult your tax advisor concerning gift deductibility.

Banner ID#: E00399269 **Gift #:** 353221 **Gift Date:** October 5, 2012

VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
EAST TENNESSEE STATE UNIVERSITY
PO BOX 70721
807 UNIVERSITY PKWY

BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 230 JOHNSON CITY TN

POSTAGE WILL BE PAID BY ADDRESSEE

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

Thank you!

Name(s)_____

Address_____

City _____ State ___ Zip _____

Telephone (____) _____ E-mail _____

Enclosed is my/our gift of $_____ My/Our pledge of $_____ is payable over _____ (1-5 yrs)

Check or money order, payable to: ETSU FOUNDATION Remind me: ☐ Semi-Annually ☐ Annually ☐ Quarterly

☐ VISA ☐ MasterCard ☐ Discover ☐ *I and/or my spouse work for a matching gift company.*

Account #_____ Exp. Date _____ ☐ *My company's matching gift documents are enclosed.*

Donor's Signature _____ 3-digit Security Code _____

☐ College of Arts & Sciences
☐ College of Business & Technology
☐ Claudius G. Clemmer College of Education
☐ College of Clinical and Rehabilitative Health Sciences
☐ ETSU Honors College
☐ James H. Quillen College of Medicine
☐ College of Nursing
☐ Bill Gatton College of Pharmacy
☐ College of Public Health
☐ School of Continuing Studies
☐ School of Graduate Studies

☐ ETSU - Kingsport
☐ Challenge 2000 Scholarship Endowment
☐ Center for Excellence in Paleontology
☐ Non-traditional Student Scholarships
☐ ETSU Sherrod Library
☐ Buccaneer Athletic Scholarship Assoc. (BASA)
☐ University School (K-12)
☐ Adult Re-entry Scholarship
☐ Alumni Programs & Services
☐ WETS-FM
☐ Women's Resource Center

☐ Campus Beautification
☐ Roan Scholars Leadership Program
☐ Residence Hall Life Program
☐ Unrestricted (For use where the need is greatest)
☐ Natural History Museum at Gray Fossil Site
☐ Student Leadership House
☐ Other _____

Please provide me information on the following:
☐ How to include the ETSU Foundation in my estate plans
☐ Charitable Gift Annuity / A Lifetime Income

☐ Ways to join the Distinguished President's Trust
☐ How to create a scholarship/professorship
☐ ETSU Pride Walk

For office use only	**RCPT**

Gmail by Google

Brad Wright< bwright08@gmail.com>

Giving to ETSU

1 message

etsualumni.org < alumni@etsu.edu> Thu, Oct 4, 2012 at 4:37 PM
To: Bradley Wright <bwright08@gmail.com>

We have received your response for Giving to ETSU. The details are below.

Confirmation Number: 267413

Description	Subtotal
Donation Amount:	Subtotal: $50.00
	Total: $50.00

Billing Address

Full Name: Bradley Wright
Billing Email: bwright08@gmail.com
Billing Phone: 8643573462
Billing Address: 4111 Lakeshore Xing NE
Address 2:
City: Atlanta
State: GA
Zip/Postal Code: 30324
Country: US

Credit Card Information

Type of card: American Express
Credit Card Number: ****1003

Campaign Form Data:

Donation Amount:
$50.00

Designations
College of Business and Technology: $50.00 (100%)

First Name:
Bradley

Last Name:
Wright

Primary E-mail:
bwright08@gmail.com

Address 1:
4111 Lakeshore Xing NE

City:
Atlanta

State:
Georgia

Zip:
30324

Phone Area Code:
864

Phone Number:
3573462

Matching Gift Information (Optional):

My employer matches my gift:
No

Giving to ETSU

Primary Contact:
,
Phone:
Fax:

Secondary Contact:
,
Phone:
Fax:

East Tennessee State University
Office of Alumni
P.O. Box 70709
Johnson City, TN 37614

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Professor of Accountancy • Professor of Educational Leadership & Policy Analysis
Box 70712 • Johnson City, Tennessee 37614-1710 • (423) 439-5381

Mr. and Mrs. Tony R. Young
29 Bryson St
Auburntown, TN 37016-6046

Dear Mr. and Mrs. Young:

On behalf of the ETSU Foundation, I would like to thank you for your gift of $100.00 for the Mens Golf.

We are proud of our many programs and services at East Tennessee State University. Your generosity places the university in a better position to meet the challenges to provide critically-needed resources to support our faculty and students.

We are very grateful for your loyalty and commitment as you help the ETSU Foundation provide the "Margin of Excellence" for our students and those we serve in so many ways in the region, nation, and world. Again, thank you for this gift and for your continued support of East Tennessee State University and the ETSU Foundation.

Sincerely,

Richard A. Manahan
Vice President for University Advancement

Official Receipt

The ETSU Foundation is a 501(c)3 tax exempt organization. The ETSU Foundation has not provided any goods or services to the donor in consideration for the charitable gift(s) indicated herein. The amount of the contribution that is deductible for federal income tax purposes is limited to the extent that the contribution exceeds the fair market value of goods or services received by the contributor.

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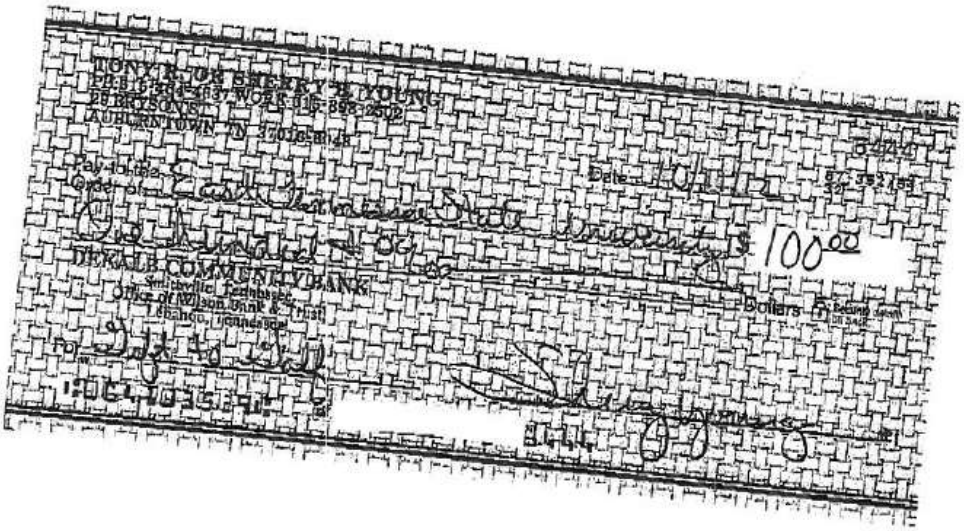
Please retain this receipt for your federal tax return records. Always consult your tax advisor concerning gift deductibility.

Banner ID#: E00400492 **Gift #:** 354727 **Gift Date:** October 18, 2012



TONY R. OR SHERRY B. YOUNG
PH: 615-464-4637 WORK: 615-898-2502
29 BRYSON ST.
AUBURNTOWN, TN 37016-8048

Date 10/1/12

Pay to the Order of East Tennessee State University $ 100.00

One hundred & 00/100 Dollars

DEKALB COMMUNITY BANK
Smithville, Tennessee
Office of Wilson Bank & Trust
Lebanon, Tennessee

For Gift to Staff

Sherry Young

ETSU
PRIDE

EAST TENNESSEE STATE UNIVERSITY
Vice President for University Advancement • President/CEO of the Foundation
Professor of Accountancy • Professor of Educational Leadership & Policy Analysis
Box 70712 • Johnson City, Tennessee 37614-1710 • (423) 439-5381

Mr. and Mrs. Joseph Miko
126 Sunnybrook Dr
Bristol, TN 37620-6452

Dear Mr. and Mrs. Miko:

On behalf of the ETSU Foundation, I would like to thank you for your gift of $100.00 for the WETS FM Radio Station.

We are proud of our many programs and services at East Tennessee State University. Your generosity places the university in a better position to meet the challenges to provide critically-needed resources to support our faculty and students.

We are very grateful for your loyalty and commitment as you help the ETSU Foundation provide the "Margin of Excellence" for our students and those we serve in so many ways in the region, nation, and world. Again, thank you for this gift and for your continued support of East Tennessee State University and the ETSU Foundation.

Sincerely,

Richard A. Manahan
Vice President for University Advancement

Official Receipt

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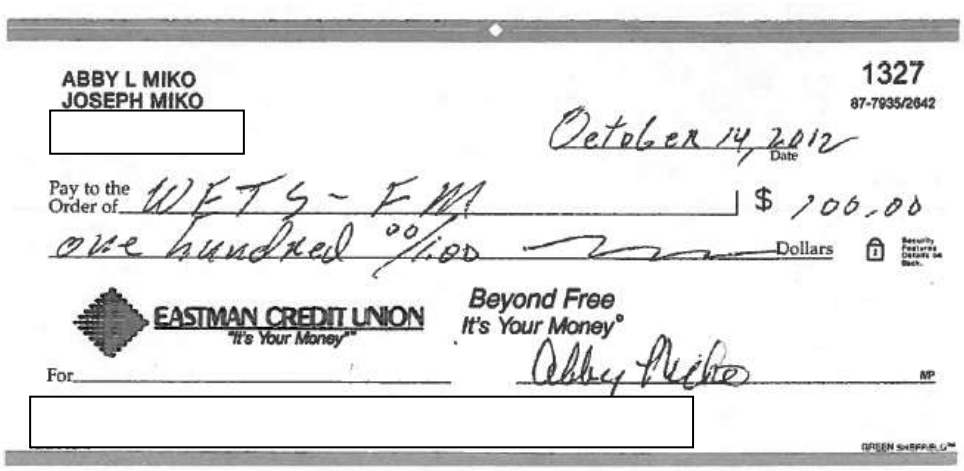
Please retain this receipt for your federal tax return records. Always consult your tax advisor concerning gift deductibility.

Banner ID#: E00400487 **Gift #:** 354703 **Gift Date:** October 18, 2012



ABBY L MIKO
JOSEPH MIKO

1327
87-7935/2642

October 14, 2012
Date

Pay to the Order of WETS - FM $ 100.00

one hundred 00/100 Dollars

EASTMAN CREDIT UNION
"It's Your Money"

Beyond Free
It's Your Money®

For

Abby Miko

MP