1. Support Services Report Template

Report Info

Name of the person completing this report: Debbie Chaw
Title of the person completing this report: Executive Director of Adv. Svcs. & Foundations
Supervisor/dean reviewing report: Ara Serjoie
Service: Gift Records and Reporting
Division/College: University Advancement

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Federal Law: 26 U.S. Code 170(f) (8) (A) and (B)
State Law: N/A
Executive Order: N/A
Title 5: N/A
Campus Policy: N/A
Any other: N/A

Provide a brief explanation, if necessary, in < 60 words.

A donor must substantiate any gift over $1 for tax purposes if claiming a deduction. A gift receipt from the donee is an accepted document. A donor cannot claim a tax deduction for any single contribution of $250 or more unless the donor obtains a written acknowledgment of the contribution from the donee.

4. Importance of Service

Link to Scoring Rubric

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

Ensure that all cash gifts, stock donations, gifts-in-kind and pledges are accurately recorded in the Raiser’s Edge database and reconciled with Fiscal Affairs. Create and maintain constituent and fund records used to record gifts and commitments. Generate and provide proper gift receipt and acknowledgement letters to donors. Generate and provide gift reports for advancement staff, campus departments and donors. Respond to donor inquiries and special requests from staff and faculty regarding information in the donor database and gift processing procedures.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Faculty: 5%
Administrators/staff: 10%
Colleges/departments: 5%
Alumni: 55%
Community outside University: 25%
Total: 100%

Link to Scoring Rubric
2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Some gifts processed support programs which enable K-12 students to become better prepared for college.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Many gifts processed support scholarships and programs for students at Cal State East Bay.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Some gifts processed support internships for students at Cal State East Bay.</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
<td><img src="https://via.placeholder.com/15" alt="Symbol" /></td>
<td><img src="https://via.placeholder.com/15" alt="Symbol" /></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td><img src="https://via.placeholder.com/15" alt="Symbol" /></td>
<td></td>
<td><img src="https://via.placeholder.com/15" alt="Symbol" /></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Foundation and Corporate donors usually support these types of programs. Not having this services may have limited impact on whether or not they continue to give as long as they have a relationship with someone at the university.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Increased private support is one of the main ways to counteract the decrease in state funding. Not having this service will greatly hinder the university’s ability to raise private support if gifts aren’t processed properly and in a timely manner and donors acknowledged.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Internships, research opportunities and community service programs are sometimes</td>
</tr>
</tbody>
</table>
establish meaningful lifework and be socially responsible contributors to society)

funded by private support. Not having this service will hinder the university’s ability to raise private support if gifts aren’t processed properly and in a timely manner and donors acknowledged.

**Link to Scoring Rubric**

**2.4 Alignment with Shared Strategic Commitments**

How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th>SSC</th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>We process gifts and maintain gift records related to faculty excellence and distinguished scholarship.</td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>N/A</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td>We process gifts and maintain gift records related to scholarships and programs supporting students.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>N/A</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Gifts are processed, recorded and reported as efficiently as possible. Partnering with fiscal affairs, processes have been established to ensure gifts are deposited into the correct funds and that funds are properly stewarded.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td>We process gifts and maintain gift records related to community engagement and partnerships.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td>We process gifts and maintain gift records related to STEM.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

**2.5 How might the demand for this service change over the next five years? (Please choose one category below).**

Likely to increase

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

Expectation is for an increase in the number of gifts and donors due to a year-round annual fund program and once the comprehensive campaign becomes public. Gift processing is very much production oriented in that the more gifts and donors you have, the more gifts need processing, donors acknowledged and gift records maintained.

**5. Quality of Service**

**Link to Scoring Rubric**
3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

Benchmark is to process the gift and send out a gift receipt within 48 hours of receiving the gift documentation from the cashier’s office or online giving credit card web site. When properly staffed, we have been able to achieve this benchmark. Gift information requests from donors or university staff are handled in a timely manner. Gift reports are produced on a weekly and monthly basis; however, due to personnel constraints, we do not always meet the timeframes.

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

In FY 12/13, the new director discussed the best practice benchmark with her team (they were not aware of this benchmark) and implemented and revised processes to ensure the gift processing team would achieve the 48 hr. goal.

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in <120 words.

While it is possible to survey donors to ask if the timeliness of their gift receipt was acceptable and if gift information requests were handled in a timely and professional manner, I’m not sure this would be the best use of our already limited resources.

We are investigating revamping the online giving email receipt so that this is the only receipt the donor will receive for an online gift. This will reduce the volume of gift receipts produced manually which in turn will save on supplies and mailing expenses and staff time.

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

The gift reporting function can be greatly improved if additional resources were available for training and consultative services. We currently do not have a crystal report writing expert on staff and therefore are unable to easily access the data and create user-friendly reports for internal department staff and other university staff. Information is readily available with the use of queries, but the output usually needs to be reformatted for user-friendly presentations.

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Internal university advancement staff will usually voice their satisfaction or dissatisfaction with our gift reports and we will work with them to meet their requirements. There is no process to assess the level of satisfaction with the donors.
3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

N/A

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain

Standard gift processing guidelines and procedures are followed. Staff have been instructed to treat all donors with respect and gratitude when interacting with them via email, phone or in person.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

No

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

The gift receipt acknowledgment goal is not measured annually but is reviewed on an ongoing basis as we process the gifts. For example, last September, we knew that we were behind due to personnel changes so we made a conscientious effort to reprioritize work activities to catch up on the gift processing.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

No

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

The quantity of gifts processed is dependent on other units in the division (e.g., the number of gifts raised by the annual fund and development officers.) Our goal is to process and account for all gifts coming to the university during the fiscal year.

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

182413

Attach your allocated spreadsheet here.

Link to Scoring Rubric

4.2 Using the spreadsheet provided, please distribute your department's annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.
4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

Attach your allocated spreadsheet here.

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

No

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

The costs associated with this service has fluctuated over the past 3 years due to personnel changes so it is difficult to ascertain as to whether or not efficiency has been improved or not. Gift volume is currently low, we have adapted by training a student and having him help with gift processing instead of filling the open position. This contributed to lowering the cost. Last fall when gift processing was performed by the development coordinator, the executive director was then obligated to review the work and spend time on gift processing. This contributed to increasing the cost.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Revise content pertaining to online gift receipt emails so that a manually produced hard-copy receipt letter is not needed. If gift volume fluctuates due to fundraising activities, then utilize student help or temporary help when gift volume increases.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

If gift volume permanently increases, then a full-time gift processor who concentrates on processing the gifts, sending out gift receipt letters and special acknowledgement letters, and performing minor reporting will be necessary. This will allow the gift records and information coordinator to focus on her responsibilities instead of gift reporting.

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Because this service is production related, any increase in gift volume will decrease the cost/gift processed for fixed expenses.
However, the current structure cannot sustain any permanent increase in gift volume or reports. Adding personnel will be required, but at the same time this may increase productivity if the cost per gift is reduced due to the higher volume.

**Link to Scoring Rubric**

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

In FY 11/12, there were almost 2,300 gift transactions recorded. This does not include any adjustments to the records or additional transactions for soft-credits, write-offs, etc. In FY 12/13, this comparable number was 3,295.

### 7. Other

**Link to Scoring Rubric**

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

N/A

**Link to Scoring Rubric**

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

N/A

**Link to Scoring Rubric**

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

All gifts to the university must be accepted by University Advancement on behalf of the Cal State East Bay Educational Foundation and recorded accurately and properly in our donor database. This will ensure that gift receipting, acknowledgement and reporting is timely, accurate and follows best practices and IRS tax code. Additionally, the chancellor’s office requires university advancement to produce annual gift reports and to participate in the annual Voluntary Support of Education survey (e.g., a survey that tracks charitable gifts for colleges and universities.) The donor database captures the information in the categories required to complete the reports and surveys.