1. Support Services Report Template

Report Info

Name of the person completing this report: Susan Wageman
Title of the person completing this report: Director of Development, Corporate & Foundation Relations
Supervisor/dean reviewing report: Ara Serjoie
Service: Corporate & Foundation Relations (CFR)
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: none
State Law: none
Executive Order: none
Title 5: none
Campus Policy: none
Any other: CSU Board of Trustees Resolutions

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

1991 - CSU Board of Trustees resolution (RPG-09-91) hold presidents accountable for advancement work.
March 2005 - BOT resolves to adopt guiding principles for institutional advancement based on Ketchum Report. Campuses should 1) ensure that the advancement enterprise has sufficient resources to achieve goals, 2) establish/evaluate annual goals, 3) operate a well-rounded development program, and 4) nurture a culture of philanthropy.

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

The role of Corporate & Foundation Relations (CFR) is to nurture and promote corporate and foundation philanthropy that enables these organizations to help transform the lives of students and life-long learners—increasing opportunity and success locally, regionally and globally for this generation and those to come. CFR staffs provide leadership in developing and deepening corporate and foundation relationships in collaboration with faculty, staff, and community leaders. Working in collaboration with University Advancement Major Gifts Officers, the Office of Research and Sponsored Programs, and the Cal State Educational Foundation, CFR staffs serve as a resource for CSUEB faculty & staff, encouraging, facilitating, and assisting in submitting corporate and foundation funding proposals and stewarding grants and gifts.

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

Faculty: 50%
Colleges/departments: 20%
Students: 30%
Total: 100%
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>
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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>CFR-secured grants support multiple programs that prepare students to be ready for college including MESA (Mathematics-Engineering-Science-Achievement), Mathematics Achievement Academies (MAA), Hayward Promise Neighborhood, Gateways East Bay STEM Network, the Center for Financial Literacy, and the Education Summit.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Recent CFR-secured grants have enabled increased undergraduate research utilizing a confocal microscope, honors student mentoring experiences, service learning through the Business Opportunities Program (BOP), coordination and development of the STEM Institute for Education, and academic and life skills support for former foster youth (Renaissance Scholars), diverse students in the speech–language pathology program, and students who are on the autism spectrum.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>CFR leveraged its relationships to secure presenters for the 2013 industry panels which helped students understand opportunities and connect with professionals in their fields of interest. Alumni have the opportunity to contribute to society, develop their fields, and identify talent for their companies through engagement with CFR.</td>
</tr>
</tbody>
</table>

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>
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<td>Pre-college (helping students to enter the system)</td>
<td>Many of the college pathways programs supported by CFR-secured grants receive all or a significant portion of their funding from that source. The loss of this service and the funding it provides will result in the cessation of some of these programs. In some cases, private funding matches public funding. In these cases, the loss of private funding could result in the loss or reduction of public funding.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Without private funding, some on-campus programs would cease or be scaled back. Private funding often provides support for pilot programs or higher quality experiences that are not supported by public funding. Loss of this service also would eliminate corporate and foundation relationships that can be leveraged to secure guest speakers, internships, and advisors.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The lack of CFR to engage alumni who are in the workforce would reduce their ability to support the university and its programs through facilitating corporate and foundation giving.</td>
</tr>
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**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?**

| Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship | CFR activities help secure funding for faculty and student research and curriculum improvement efforts. For example, grants supported purchase of a confocal microscope for the College of Science and development of long-term and critical thinking components in communications classes. |
| Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development | Many potential funders engaged by CFR are interested in diversity and support for underserved population segments. CFR works with faculty/staff to clearly articulate how their work aligns with these priorities. Recent grants supported a departmental diversity initiative and programs for former foster youth and students on the autism spectrum. CFR has facilitated collaborations among diversity projects to leverage limited resources. |
| Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner | CFR has utilizes its relationships to secure career panel presenters, expert speakers for classes, and internships for students. CFR-secured grants have supported service learning through the University Honors Program and the Business Opportunity Program. |
| Foster a vibrant community through enriched student services and student life that support student engagement and learning | Many students rely on supportive services to enable academic success. For example, CFR-secured funding has enabled the Renaissance Scholars and College Link programs to provide both academic and life skills supports that help their students engage fully in CSUEB academic and campus life. |
| Contribute to a sustainable planet through our academic programs, university operations, and individual behavior | CFR has identified potential funders for sustainability projects that are in the planning stage. CFR tapped its network of relationships to connect students studying communications and long-term planning with professional planners. |
| Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University | Since establishment of the CFR team, processes to improve tracking of proposals and stewardship have been established. Flexible roles have enabled CFR staff to support engagement, grant preparation, and reporting on short timelines. Improved communication with the Office of Research and Sponsored Programs helps ensure that the entire system is prepared to deliver quality service on time. |
| Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility | CFR supports fundraising for CSUEB efforts to strengthen the PK-20 pipeline. Funded projects have helped coordinate regional efforts to improve STEM education, provide out-of-school time STEM educational activities for youth, and educated parents about parenting, child development, and the educational system. |
| Demonstrate our continuing record of leadership and innovation in... | The STEM Institute and Gateways East Bay STEM network, which were launched with... |
corporate and foundation investments have enabled CSUEB to increase its visibility and impact as a leader in STEM and regional collective impact efforts. The early childhood work in Hayward Promise Neighborhood has been recognized as exemplary by the national foundation that CFR engaged in funding the work.

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.

The trend of reduced public support for higher education seems likely to continue. Demand for service from faculty/staff already exceeds capacity. System's changes under discussion and already in process will increase demand further. Faculty/staff will be more interested in pursuing outside funding when there are clear, transparent processes and easy-to-access support for the entire grants process. The proposed process for vetting projects to be promoted to external funders will raise consciousness about the changes and opportunities. As more individual alumni and friends become engaged through the work of the major gifts officers, more connections with CFR prospects will emerge. As university communications and development functions align, funders will be attracted to exemplary programs that currently are not on their radar.

5. Quality of Service

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.

Currently, we assess quality of service indirectly. Tracking numbers of solicitation proposals submitted is an indicator of collaboration with faculty/staff, timeliness, and effort to meet our annual fundraising goal. Although the number of funded proposals is, to some degree, an indicator of quality, many high quality proposals do not result in funding due to factors beyond our control and the highly competitive nature of the process. Tracking contacts with constituents, cultivation and stewardship actions measures efforts to cultivate potential donors and steward their gifts. Cultivation and stewardship are best practices for developing corporate and foundation donors.

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

CFR has implemented systemic processes for tracking proposals and stewardship in the Raiser's Edge database. These processes help staff keep track of opportunities and obligations so that appropriate requests are submitted in a timely manner and reporting occurs as specified in the grant agreement. Improved coordination and communication with the Office of Research and Sponsored (ORSP) programs has reduced the potential for conflicting grant requests and lapses in stewardship due to lack of information about new grants and their requirements. CFR is in the process of implementing more rigorous external contact tracking.

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.
A significant CFR trend is to track internal contacts with faculty/staff, as these are just as critical to successful CFR fundraising as external contacts with potential funders. Better coordination with ORSP, utilizing a common database, clarifying roles, and eliminating duplicative functions would reduce the overhead involved in solicitation and stewardship—and, perhaps, free up some resources that would further enable higher quality service. A system for vetting projects prior to research, cultivation, and solicitation will enable finer targeting of potential funders, informed cultivation, and higher quality solicitations because projects will have clear plans and budgets at the beginning of the process.

**Link to Scoring Rubric**

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.

Investing in staff to conduct comprehensive prospect research, data management, and analysis, and facilitate funder stewardship and communications activities will increase the time that CFR Directors of Development have to initiate new relationships, collaborate with faculty/staff on engaging and cultivating potential funders, prepare solicitations and proposals, and steward donors.

**Link to Scoring Rubric**

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

No

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

CFR staffs individually ask for feedback from the faculty/staff they work with and from external constituents when the opportunity arises. However, there is no formal system for satisfaction assessment.

**Link to Scoring Rubric**

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.

CFR was not included.

**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

CFR staffs follow professional guidelines, including the industry-wide “Donor Bill of Rights” and Council for Advancement and Support of Education (CASE) “Statement of Ethics” and “Principles of Practice for Fundraising Professionals at Educational Institutions.”

**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.

Annual goals for quality of service do not exist at this time. Given the resources and capacity, would conduct annual anonymous
surveys of the staff and faculty we work with internally and the funders we work with externally. This process will likely reveal information that would not emerge from the informal conversations that we currently have. Thoughtful use of the results and follow-up could also serve as a valuable cultivation and stewardship tool.

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

Yes

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 primary annual goal for CFR has been an annual fundraising target, which has been based primarily on need, rather than opportunity and capacity. CFR also tracks numbers of proposals and amounts of requests and the numbers of reports submitted. In 2012-2013, the CFR goal was $5 million, a 25% increase over the previous year’s goal of $4 million. CFR and the Office of Research and Sponsored Projects together, in collaboration with faculty/staff, submitted 36 proposals to corporations and foundations totaling $7,780,166. Twenty-two proposals totaling $2,610,882 were funded during the fiscal year. Five requests totaling $1,901,000 were still pending at the end of the year. In addition, CFR supported submission of seven interim reports and seven final reports to funders.

6. Efficiency of Service (cost effectiveness)

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.

395958

Attach your allocated spreadsheet here.

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.

7511

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.

400

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.)?

Yes
CFR was reinstated as a separate internal University Advancement function in 2010. Since then, staffing has ranged from 1FTE to a 2.75FTE and is currently 1.75FTE. The reduction of one staff person also reduced the square footage utilized. Collaborative and flexible work load balancing has enabled CFR to respond to short and multiple deadlines, even when the primary responsibilities were not evenly distributed among staff. Better communication with ORSP reduces delays in processing and opportunity conflicts when faculty/staff in different areas are interested in the same funder. CFR is able to help identify high opportunity matches and leverage relationships to create opportunities.

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.

A clear, transparent, university-wide process for vetting projects before seeking opportunities and developing proposals will ensure strong, well-planned projects that align with University priorities and funder interests. Collaboration with other UA staff can leverage opportunities among all constituencies and ensure aligned messaging. Streamlining our partnership with ORSP could eliminate duplicative processes, clarify roles, and reduce confusion. Making clear and transparent the processes for matching projects to opportunities, supporting proposal development, and stewarding grants will improve efficiency and remove both real and perceived barriers that dissuade faculty/staff from engaging in the process. A policy encouraging timely completion of projects and discouraging unnecessary no-cost extensions will help bolster funder confidence and reduce missed opportunities when CSUEB cannot apply due to extended grants.

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.

A research/data analyst who can provide high-quality, timely corporate/foundation prospect research, data input, analysis and management would free up time now being spent on these tasks by the CFR Development Directors, allowing more time to focus on cultivation, solicitation, and stewardship. A fully online, collaborative project and proposal development space could streamline the processes of approving projects, matching projects to funders, developing proposals, and securing final approvals prior to submission. The system might also be used to manage stewardship reporting, project adjustments, collaborative report development, and amendments—ensuring that progress and changes are reported to internal and external stakeholders in a timely manner and avoiding no-cost extensions when feasible and reasonable.

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.

First and foremost, CFR plans to work collaboratively with UA colleagues to promote philanthropy in support of University priorities. By working together to identify, cultivate, solicit, and steward constituents, we can leverage the relationships that individuals, corporations, and foundations offer. In addition, CFR plans to partner with ORSP to streamline our respective operations to avoid duplication of work and missed opportunities. CFR also plans to support development and implementation of a university-wide project vetting process that helps ensure that the funding requested is for the University’s highest quality priority projects.
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 2011-2012, CFR and the Office of Research and Sponsored Projects together, in collaboration with faculty/staff, submitted 45 proposals to corporations and foundations totaling $8,950,903. Twenty-one proposals totaling $3,354,665 were funded during the fiscal year. A total of $4,333,150 was raised from corporations and foundations. Grant reporting was not tracked at that time.

7. Other

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

Yes

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

ORSP and CFR support faculty/staff in identifying funders, preparing proposals, and stewardship. ORSP is responsible for government funding and refers those interested in corporate/foundation funding to CFR. ORSP is responsible for all budgeting, due diligence, and agreements. ORSP interfaces with funders to comply with agreements, while CFR develops and deepens relationships to promote long-term philanthropic support.

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

CFR staffs have deep expertise and experience in conducting prospect research, cultivation, proposal development, and stewardship with corporations and foundations. They are skilled at understanding corporate and foundation expectations, guidelines, processes, and protocols and helping faculty/staff communicate the alignment of their projects/programs with individual funder interests and guidelines. By working across the institution, CFR staffs have a unique perspective on the organization that can reveal opportunities that are not obvious to faculty/staff embedded in colleges/departments.

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.

The service that CFR provides in the context of University Advancement goes beyond forging individual relationships and revenue streams to benefit specific programs on campus. Our work helps raise the level of consciousness and philanthropy that connects CSUEB with the corporations and foundations in our region and beyond, creating impact on students, faculty, and staff, and ultimately fostering a vibrant, thriving community.