1. Support Services Report Template

Report Info
Name of the person completing this report: Debbie Chaw
Title of the person completing this report: Exec. Dir. of Adv Svcs & Foundations
Supervisor/dean reviewing report: Ara Serjoie
Service: Prospect Research & Management
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: N/A
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.
N/A

4. Importance of Service

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

Identify, research and analyze prospects (individuals, corporations and foundations) for major gift cultivation and solicitation, which directly contributes to the success of the university's fundraising efforts. Develop, implement and maintain policies and procedures necessary for the identification, evaluation and tracking of major gift prospects and donors. The policies and processes must meet ethical guidelines by the Association of Professional Researchers for Advancement (APRA).

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)

Colleges/departments: 100%
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>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>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>Since prospect research supports the university's fundraising efforts, which in turn secures private support for scholarships and programs, it may impact this area if the purpose for the gifts/grants support this area.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Since prospect research supports the university's fundraising efforts, which in turn secures private support for scholarships and programs, it may impact this area if the purpose for the gifts/grants support this area.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Since prospect research supports the university's fundraising efforts, which in turn secures private support for scholarships and programs, it may impact this area if the purpose for the gifts/grants support this area.</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.

| Pre-college (helping students to enter the system) |  
| During college (helping students succeed while they are at Cal State East Bay) |  
| After college (helping students establish meaningful lifework and be socially responsible contributors to society) |  

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

<table>
<thead>
<tr>
<th>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>Corporations and foundations fund programs in this area so having the ability to identify and research prospects and donors is necessary for fundraising efforts. Additionally, providing background information to the president, vice president and development is required for a successful prospect/donor meeting.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Many prospects/donors fund scholarships and programs so having the ability to identify and research prospects and donors is necessary for fundraising efforts. Additionally, providing background information to the president, vice president and development is required for a successful prospect/donor meeting.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Some prospects/donors fund internships and programs in this area so having the ability to identify and research prospects and donors is necessary for fundraising efforts. Knowing as much as possible about alumni also aids in identifying alumni working at specific businesses or in certain industries and who may be willing to network with students or support student career events.</td>
</tr>
</tbody>
</table>
### 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>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative</td>
<td>Funding for professorships, faculty excellence and distinguished scholarship usually comes from alumni and friends of CSUEB. Identifying and qualifying individuals who have the capacity to make major gifts contributes to the ability of our development officers to raise funds which promote academic quality.</td>
</tr>
<tr>
<td>teaching, engaged learning, and distinguished scholarship</td>
<td></td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and</td>
<td>Identify and engage prospective donors whose interests and motivations are best aligned with the needs in these areas at the university.</td>
</tr>
<tr>
<td>interests of our diverse community and promoting their academic,</td>
<td></td>
</tr>
<tr>
<td>professional and personal development</td>
<td></td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each</td>
<td>Scholarship and program funding usually comes from alumni and friends of CSUEB. Identifying and qualifying individuals who have the capacity to make major gifts contributes to the ability of our development officers to raise funds for scholarships and programs.</td>
</tr>
<tr>
<td>student's educational experience and prospects for success as a</td>
<td></td>
</tr>
<tr>
<td>graduate and life-long learner</td>
<td></td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and</td>
<td>N/A</td>
</tr>
<tr>
<td>student life that support student engagement and learning</td>
<td></td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs,</td>
<td>N/A</td>
</tr>
<tr>
<td>university operations, and individual behavior</td>
<td></td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability</td>
<td>This service contributes to efficiency in our development officers fundraising efforts. The ability to identify, research and qualify prospects upfront in the process allows development officers to focus their fundraising efforts on a subset of prospects and provides them extensive background information on the prospects.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities</td>
<td>N/A</td>
</tr>
<tr>
<td>Serve through partnerships that promote education and social</td>
<td></td>
</tr>
<tr>
<td>responsibility</td>
<td></td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in</td>
<td>Research and profiles are provided on companies and foundations who have propensity to support these programs. Additionally, research and profiles of the company representatives have been provided for specific meetings or briefings with the president, vice president and development officers.</td>
</tr>
<tr>
<td>higher education, focused on 21st century skills, including</td>
<td></td>
</tr>
<tr>
<td>science, technology, engineering, and mathematics (STEM)</td>
<td></td>
</tr>
</tbody>
</table>

### 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 since this service has been severely underresourced for the past couple years. In order to conduct a successful comprehensive campaign, which is expected to go public within the next year, we need to identify, research and qualify prospects/donors, and track them through the cultivation/solicitation cycle. As we build up the annual fund, and therefore build up the pipeline for major gifts, there should be an increase in the number of prospects/donors that are identified, researched and tracked through the moves management process.
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.

Internal feedback and self-assessment is used. Also, APRA and CASE (Council for Advancement and Support of Education) have specific targets and best practices identified with respect to prospect research that we should be following. It is recognized that the quality of the service has been hindered by a lack of resources and/or inexperience in the position(s) providing the service. Although basic research profiles and projects which are conducted on an ad hoc basis are adequate and timely, we haven’t had the capability to do much more.

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

Two years ago, there was a project to perform wealth screening on a small subset of the database in order to update the profiles of major giving prospects as well as identify new prospects. This does not address the broader need and importance of doing this type of ‘screening’ for the whole database, and to make sure the ‘screening’ is repeated every five years.

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.

The current staff position is vacant. Once the position is filled, I plan to discuss with the incumbent how we can improve the quality of this service. However, the discussion will not be within existing resources since it is acknowledged that additional resources are needed to improve the quality in order for development and alumni relations to achieve success in their respective areas. This job calls for access to specific tools such as AlumniFinder, PeopleFinder, WealthEngine, and other software that are necessary for this type of work.

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.

Upgrade the position and hire two individuals (one to fill an existing position and the other would be a new ‘research analyst’ position) with the experience and skills required for the roles. Utilize temporary/part-time help or students to assist in performing basic research. Conduct a wealth screening of the majority of individuals to obtain updated or new ratings. The staff will use best practices and policies for this service area and determine and implement what is needed at CSUEB.

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.

Informal feedback received from users of the service who are primarily university advancement staff. Staff have been gracious in accepting the service knowing the level of support and experience of the provider(s); however, everyone has mentioned that this
service needs to be upgraded by adding experience staff.

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

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

Receivers of this service are primarily internal to the division (fundraising staff) and university-wide since the knowledge acquired from prospect research will have direct bearing on our ability to serve the colleges and departments for optimized alumni relations and fundraising. Everyone is treated with respect and professionalism.

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.

Quality of research and analysis is somewhat objective for this service. We don’t measure whether or not the information found and compiled is 100% accurate. We do not currently measure how many identified, researched and quantified prospects end up making major gifts. These are all issues that will be addressed with formalizing the process.

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 development team has fundraising goals so the work performed in this area helps them to achieve their goals; however, there are no current quantity goals for this service. Once this service is staffed properly, we will look at goals such as: # of prospects/donors researched; # of major prospects identified/assigned to gift officers for solicitation, and # of major potential prospects identified/forwarded to gift officers for qualification.

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.

55687
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.

5400

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.

270

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

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 cost of providing this service has decreased the past couple years because it was staffed with temporary staff and students. However, this negatively impacted the quality of the service because we were only able to perform primary research functions and write profiles of event attendees.

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.

Achieving cost effectiveness within existing resources cannot be accomplish given that this service is being provided at a very minimal cost now. We need additional resources to staff this service at a level comparable to most universities which has a development office of our size in order to provide the necessary functions to support CSUEB’s fundraising efforts.

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.

Before we can measure the cost efficiency of providing this service, we need to fully staff it and invest in it. After determining best practices and industry benchmarks, we can then implement improved processes and monitor and track against those benchmarks. We will be able to look at whether or not the resources expended yielded a higher number of identified and qualified prospects which in turn yielded more major gifts. Also, investing in staff who can implement a moves management process with easy tracking and reporting capabilities will help with efficiency.
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.)?

No

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.

For this service, we need to do the opposite. We need to invest in staff and resources in order to provide this service at a reasonable level of quality and cost effectiveness.

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.

I do not believe prospect research and management of individuals is being provided by another department. However, as it relates to corporations and foundations, principal investigators or project directors may be doing this for their specific projects.

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

It is unusual for a university of our size and stature to not have a formal approach and staff to conduct this type of work.

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.

N/A

7. Other

N/A - there is no data and there is no one to ask since the position is vacant.