1. Support Services Report Template

Report Info

Name of the person completing this report: Kate Shaheed
Title of the person completing this report: Director Annual Fund and Giving Programs
Name of second reviewer (if necessary): Ara Serjoie
Service: Annual Giving (Fundraising)
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.

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

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

Annual Giving plays a critical role in any successful fundraising program by building a foundation of support from private donors. For the cost, it is the most effective means to inform alumni, parents, and friends about the present need and motivate their philanthropic support. Objectives are to 1) generate revenue to close the present gap between expenses and state-support/tuition-revenue and 2) identify major gift prospects. This is a long-term investment in the University's growth for student success and in preventing future cutbacks that reduce/eliminate the programs our students rely upon. Annual Giving supports CSUEB in meeting the Chancellor Office's expectation that campuses raise at least 10% of their state general fund allocation from the private sector.

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)

Students: 40%
Faculty: 25%
Colleges/departments: 35%
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</th>
<th>Indirect Impact on</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Area</td>
<td>Evidence submitted to support the chosen selection (&lt;60 words for each)</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Annual Fund provides an opportunity for individuals to support CSUEB’s pre-college programs: Mathematics Achievement Academies, Mathematics Engineering Science Achievement, and Promise Neighborhoods.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Students are the primary beneficiaries of the Annual Fund. Gift to colleges/departments or those not designated are spent at the discretion of the deans or President to directly or indirectly benefit students.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The Annual Fund encourages all former students (i.e. alumni) to be socially responsible contributors by making regular gifts to CSUEB in support of the critical need for public higher education in this community.</td>
</tr>
</tbody>
</table>

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

- **Pre-college (helping students to enter the system)**: The pre-college programs are not dependent on revenue from the Annual Fund for their operation.

- **During college (helping students succeed while they are at Cal State East Bay)**: The Annual Fund generates private support directly benefiting students. Priorities are scholarships; unrestricted money for colleges, departments and programs; and unrestricted revenue for areas of need. Academic divisions use private support for things that cannot be included (or afforded) in the state budget. The use of unrestricted support is designated by President Morishita. Students are the direct or indirect beneficiary of all gifts.

- **After college (helping students establish meaningful lifework and be socially responsible contributors to society)**: The primary opportunity for service that the University offers students after college is benefiting the community by supporting public higher education at CSUEB through the Annual Fund. Annual Fund has the potential to influence students’ thinking about philanthropy while in school, making them more likely to be active in their community after they graduate.

**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>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><strong>✓</strong></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><strong>✓</strong></td>
<td></td>
<td></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>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>Annual Fund gifts are used by colleges/departments to support faculty development and student participation in conferences and service activities.</th>
</tr>
</thead>
<tbody>
<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></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>Annual Fund gifts provide student scholarships and unrestricted support for the classroom/learning experience (equipment, materials, guest speakers, etc.) spent at discretion of the college/department recipients.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>The Annual Fund generates support for the Athletics program - considered by the University to be a vital element of student culture.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Annual Fund program will be focusing on gathering email addresses and phone numbers to mitigate the costs associated with direct mail and instead use e-philanthropy and phonathon as main services.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Annual Fund is committed to using recycled paper for print mailing and distributing information via e-mail for maximum environmental responsibility.</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></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></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.

The demand for annual fundraising has already increased in FY13/FY14 and will continue to do so over the next 4-5 years as the university's fundraising campaign moves to completion. There is an urgent need to 1) increase the number of donors (to immediately increase private support revenue) and 2) identify major gift prospects among alumni who are capable of making >$25,000 gifts to advance the University's growth objectives. Initial steps have been taken to increase the Annual Fund: 1) on-campus phonathon expanded to 40 weeks, 2) the number of annual appeals doubled, 3) a new staff position to manage phonathon and support annual giving. These steps are being taken in alignment with President Morishita's desire to improve private sector support.
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.

- Measure completion of specific number and timeliness of appeals against established goals and timeline.
- Internally review appeal packages for use of best practices.
- Monitor student calls for quality and measure phonathon metrics by contacts, completed calls, demographic changes, pledges, returning donors, and credit card gifts.
- Measure success of each appeal by participation (number appeals sent/number gifts received) and gift average.
- Review program scope (number of appeals, weeks phoning, and other activities) against other 2-3 CSU campuses and benchmark schools.

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

No, we have not adopted any new measures, but current measures have prompted us to make significant changes in the annual fund over the last two years.
- In 2011, we assessed the effectiveness of the phonathon and determined that quality would be greatly improved by hiring CSUEB students to call alumni and donors. We established a campus-based call center and worked with our vendor to manage our student callers.
- In 2012, we decided resources would be better used by hiring a full-time staff person to manage the center with student callers rather than outsource the management of the call center. This change is being implemented in 2013-14 and will more than double calling hours by 2014-15.

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.

- Use data from phonathon to improve quality of database (current phone, email, employment; past affiliation such as student club/org, athletics, residence halls, Greek, other activities).
- Develop employee committee to discuss ways to improve employee giving campaign.
- Conduct telephone interviews of constituents (non-donor, past-donor, and current-donor; alumni, parents, students, and friends) for feedback on their giving experience and factors that influence their future gifts.
- Develop benchmark group of like-sized CSU campuses and other universities to share annual metrics.

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.

- Develop student-focused, mobile device-enabled "Giving" Website and online donor form.
- Develop a visual, Annual Fund campaign focused on student success that use photography and video.
- Hire a Director of Advancement Services to accomplish the following:
--- Develop analytical reports to test "ask" messages with different populations and measure the performance of appeals based on donor characteristics (gender, degree, undergrad vs. grad, etc.).
--- Develop analytical reports to measure performance indicators over consecutive years, such as donor retention and appeal performance by segment.
--- Evaluate database operations and correct functional issues.

Link to Scoring Rubric

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.
- We use appeal performance as a strong indicator of user satisfaction.
- The phonathon generates a great deal of user feedback and we use this data to improve many aspects of the annual fund (message, timing, frequency of solicitations, etc.)
- We use feedback from prospects and donors received via email to assess our quality and improve our process.

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.

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
- Yes, we have adopted the Donor Bill of Rights which is posted on the Giving Website (http://www20.csueastbay.edu/giving/documents/bill-of-rights.html). These rights focus on transparency, proper use of gift in accordance with donor wishes, professional standards, etc.

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.

N/A

Link to Scoring Rubric

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 service fell slightly short of quantity targets for fiscal year 2011-12 due to unit restructuring. The spring phonathon was cancelled due to dissatisfaction with the vendor and to facilitate a transition to an on-campus model that began in Fall 2012. The end-of-year appeal was cancelled due to staff leave and lack of staffing in University Advancement. Overall, the Annual Giving program generated $192,939 in private support in 2011-12 - down 11% from the previous year. The program regained strength in 2012-13 and increased revenue by 49% from 2011-12. It helped that in 2012-13 the Director was reinstated to full-time.

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.

123333

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.

131596

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.

605

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.

N/A

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.

- Develop a volunteer group to produce smaller annual fund appeals to reduce print and mailing expenses.
- Improve data quality to focus mailing lists for less waste through returned mail.
- Improve the number of constituents we can reach by e-mail to reduce print/mail costs. (This will occur through the data cleanup effect of the phonathon.)
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.

N/A

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.

June 2013 - We did not renew the contract to outsource phonathon management and developed a year-round staff position, Annual Giving Coordinator, to work 0.7FTE managing the phonathon/0.3FTE supporting annual giving. This will 1) extend calling from 11 to 24 weeks in 2013-14 and to 40 weeks in 2014-15 and 2) increase the contacts by 33% in FY14 and 122% in FY15 – for the same price as the previously outsourced 11-week campaign. This redirection of budget allows us to double the number of constituents we can reach (over 2 years) while providing a professional, year-round employment opportunity for 30-40 students.

- We also are increasing the use of email appeals to reduce print/mail costs.

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.

- 109,216 prospects/donors solicited
- 10 direct mail appeals sent (11 were scheduled)
- 9 weeks calling during Fall phonathon (68,941 contacts attempted by phone/7,504 contacts made/1,762 pledges) (Spring calling was cancelled to transition to a campus-based program.)
- 2,018 annual gifts under $5,000 received from 1,562 donors totaling $272,478
- $192,939 generated directly from Annual Giving appeals

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.

A few departments have engaged in fundraising through an annual appeal, event, or newsletter. These efforts support, but do not replace Annual Giving. In most cases, these actions have been coordinated with Annual Giving and rely upon University Advancement for advice and constituent data.
5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

The Annual Giving program is a comprehensive, fundamental fundraising program that is highly coordinated with the University's development goals and plans as approved by President Morishita. Annual Giving is the sole unit designed to generate gifts under $5,000. Annual Giving improves constituent/donor data, promotes student success, and supports the University brand. We serve the entire University with a direct focus on improving the education experiences of students through scholarships and better funded colleges, department, and programs.

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.

N/A