

AGENDA

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Meeting: 10:30 a.m., Tuesday, March 20, 2012
Glenn S. Dumke Auditorium

Melinda Guzman, Chair
Glen O. Toney, Vice Chair
Carol R. Chandler
Bernadette Cheyne
Steven Dixon
Debra S. Farar
Kenneth Fong
Margaret Fortune
Linda A. Lang
Bob Linscheid
Peter G. Mehas

Consent Items

Approval of minutes of meeting of January 24, 2012

Discussion Items

1. Measuring Advancement, *Information*

**MINUTES OF THE MEETING OF
COMMITTEE ON INSTITUTIONAL ADVANCEMENT
Office of the Chancellor
Glenn S. Dumke Auditorium
401 Golden Shore
Long Beach, California**

January 24, 2012

Members Present

Melinda Guzman, Chair
Glen O. Toney, Vice Chair
Herbert L. Carter, Chair of the Board
Carol R. Chandler
Bernadette Cheyne
Steve Dixon
Debra S. Farar
Kenneth Fong
Margaret Fortune
Linda A. Lang
Bob Linscheid
Charles B. Reed, Chancellor

Trustee Guzman called the meeting to order.

Approval of Minutes

The minutes of November 15, 2011 were approved as amended to include Trustee Bernadette Cheyne as present.

Recommended Changes to Title 5, California Code of Regulations, Related to Alumni Associations

Mr. Garrett Ashley, vice chancellor university relations and advancement, and Ms. Lori Redfearn, assistant vice chancellor advancement services, presented the item. Information regarding the proposed amendments were initially presented at the November 2011 board meeting and posted for public comment. To date, there has been no opposition to the amendment. Today, the amendments are presented as an action item.

The proposed amendments would bring the CSU into compliance with changes to the California Corporations Code, Section 5047 that was recently amended and no longer allows nonprofit corporations to have ex officio non-voting directors.

Currently, Title 5 Article 15 related to alumni associations states that the campus president or designee serves as an ex officio voting or non-voting member of the alumni association's governing board. By removing the requirement from Title 5 that the campus president or designee be an ex officio member of the association's board, the proposed amendments give campuses greater flexibility to determine the appropriate relationship between the university president and the alumni association rather than being bound to an ex officio voting role. Clarification of these relationships can be accomplished in the Memorandum of Agreement between the university president and the alumni association or in the association's bylaws as it relates to constituency alumni groups.

The following proposed amendment to Title 5 is recommended to bring CSU regulations into compliance with state law.

Title 5, California Code of Regulations
Division 5—Board of Trustees of the California State Universities
Chapter 1—California State University
Subchapter 5—Administration
Article 15—Alumni Associations

§ 42397.2. Organization

(a) A campus alumni association may be included as part of the university or an auxiliary organization or, if organizationally separate from the university or an auxiliary organization, shall obtain and maintain status as a tax-exempt organization under state and federal law.

~~(b) The campus president or designee shall be an ex officio voting or non-voting member of the association's governing body.~~

~~(b)~~ Campus presidents are responsible for determining that campus alumni associations are in compliance with this article and have authority to require campus alumni associations to provide written evidence of compliance.

~~(c)~~ Campus presidents may, after consultation with the campus alumni association, establish additional written campus policies governing campus alumni associations consistent with this article. Copies of these policies and any amendments thereto shall be forwarded promptly upon their issuance to the Chancellor.

~~(d)~~ A campus alumni association shall comply with campus policies pertaining to use of the campus name and symbols.

Note: Authority cited: Sections 89030 and 89031.1, Education Code. Reference: Sections 89030 and 89902, Education Code.

Title 5, California Code of Regulations
Division 5—Board of Trustees of the California State Universities
Chapter 1—California State University
Subchapter 5—Administration
Article 15—Alumni Associations

§ 42397.6. Organization of Constituency Alumni Groups.

(a) A constituency alumni group organized after the effective date of this article shall be organized within and as part of the campus alumni association.

(1) A constituency alumni group representing a school, college, department, or other unit shall secure the endorsement of the school, college, department, or other unit. The administrative head of the represented unit or designee shall periodically review and provide advice concerning the planned activities of the constituency alumni group, ~~and shall serve as an ex officio voting or nonvoting member of the governing body of the constituency alumni group, if any, or of any executive or similar committee empowered to act for the governing body, if any, of the constituency alumni group.~~

(2) A constituency alumni group, as part of the campus alumni association, shall comply with all applicable campus policies and campus alumni association policies.

(b) A constituency alumni group separately organized prior to the effective date of this article shall be organized within and become a part of the campus alumni organization and shall comply with subdivision (a), unless the campus president enters into an agreement with the constituency alumni group which provides as follows:

(1) The separate constituency alumni group agrees to the following characteristics:

a. is organized and operated solely for the benefit of the campus and the alumni of a school, college, department, or other campus administrative, academic, geographic, or other constituent unit;

b. has as its purpose providing service and support to its members, the alumni of a constituent unit, and to the university;

c. does not restrict membership or benefits of membership on the basis of race, religion, national origin, gender, or sexual orientation;

d. recognizes the unique role of the campus president or designee in setting campus or campus unit priorities; and irrevocably dedicates its assets for the benefit of the campus or appropriate unit of the campus. In the event of the group's dissolution, its assets shall be transferred to the campus alumni association, the campus, an appropriate unit of the campus, or an auxiliary organization designated by the campus for purposes consistent with the purposes of the group

Inst. Adv.

and the terms of any individual gifts that are part of its assets, and, if a corporation, in conformance with the California Nonprofit Corporation Laws.

e. A constituency alumni group representing a school, college, department, or other unit shall secure the endorsement of the school, college, department, or other unit. The administrative head of the represented unit shall periodically review and provide advice concerning the planned activities of the constituency alumni group ~~and shall serve as an ex officio voting or nonvoting member of the governing body of the constituency alumni group, if any, or of any executive or similar committee empowered to act for the governing body, if any, of the constituency alumni group.~~

(2) The separate constituency alumni group agrees to obtain and maintain recognition, as a separate constituency alumni group by submitting the following to the campus president or designee on an annual basis or otherwise as specified by the campus president:

a. a current list of officers, members of the governing body, and the principal contact person for the group;

b. a statement of the group's purpose and goals consistent with subsection (a) and copies of the current enabling documents of the group (i.e., bylaws, constitution, articles of incorporation, or other governing document);

c. a current roster of names and addresses of donors and members, unless such records are otherwise maintained by the campus;

d. a statement signed by the officers/representatives of the group that the governing body has read and formally voted that it will comply with this article and the agreement;

e. a copy of the group's annual financial statements;

f. for a group with accounts at a financial institution, a list identifying all such accounts, including the institution's name and address, the group's account numbers, and a statement signed by an appropriate officer or representative of the group authorizing the campus to obtain upon request from the financial institution information, records, or photocopies of transactions relating to the accounts;

g. for an incorporated, tax-exempt organization, (A) a copy of the organization's state and federal tax-exempt status determination letter; (B) a copy of the organization's most recent Internal Revenue Service Form 990; and (C) a list of the types of activities, including fundraising and membership drives, the organization intends to undertake and how the organization intends to financially support these activities.

(3) The provisions of this article shall be incorporated by reference;

(4) The exchange of value between the campus and the constituency alumni group shall be expressed and may include provision of facilities and other tangible as well as intangible exchanges;

(5) A license agreement for use of the campus name and symbols; and

(6) The term of the agreement.

(7) Privileges granted including authorization to use the name of the campus or other institutional unit. Without authorization, no group may:

a. represent itself as raising funds or otherwise providing support on behalf of or for the benefit of the campus, or any part of it, including its alumni;

b. use the name of the campus or any of its facilities or programs either expressly or by implication in connection with its activities; or

c. use campus facilities or resources in connection with its activities.

(8) If a separate constituency alumni group does not comply with this article, the campus president or designee shall by written notice require the constituency alumni group to comply within 90 days or recognition as a constituency alumni group will be withdrawn.

a. In the event the group fails to comply within this time period, the campus president or designee may withdraw the constituency alumni group's recognition. In appropriate circumstances, the campus president may extend the period for compliance when action to remedy noncompliance is in progress.

b. Upon withdrawal of recognition, the assets of the constituency alumni group shall be transferred to the campus alumni association, the campus, or the designated campus auxiliary organization for purposes consistent with the purposes of the group and the terms of any individual gifts that are part of the assets.

(9) Use of the campus or unit name and symbols, including mascot or other identifying mark by a separate constituency alumni group after July 1, 2003, is prohibited unless the group has entered into an agreement and has been recognized by the campus under the provisions of this article.

Note: Authority cited: Sections 89030 and 89031.1, Education Code. Reference: Sections 89030 and 89902, Education Code.

The committee recommended approval by the board of the resolution (RIA 01-12-01).

Approval of the 2010-2011 Annual Report on Philanthropic Support to the California State University

Mr. Ashley extended thanks to presidents, their campus teams, and donors for achieving over \$344 million in gift commitments, with an overall increase of 30 percent. He noted that much of

Inst. Adv.

the credit is due to the \$42 million commitment to Cal Poly Pomona from the Kellogg Foundation. Special thanks were given to Chancellor Reed, members of the CSU Board of Trustees and Board of Governor members for their continued support of the Hearst/Trustee scholars. Mr. Ashley emphasized that this is a tremendous success in what continues to be challenging economic times. He asked Ms. Redfearn to present the report's data.

Ms. Redfearn provided an overview of the 2010-2011 data with the assistance of a slide presentation which included information on philanthropic support received by the 23-campus California State University (CSU) system from July 1, 2009 to June 30, 2010. Section 89720 of the Education Code requires that an annual gift report be submitted to the California Joint Legislative Budget Committee and the California Department of Finance.

The report and additional campus highlights are available for viewing on the system website at www.calstate.edu/ua/philanthropic.

Over the past three years, the California State University has averaged \$324 million in gift commitments, including over \$344 million designated in 2010-2011. Giving increased \$79 million over the prior year. Gift commitments include new gifts, pledges and testamentary provisions recorded during the period.

Charitable gift receipts, a combination of new gifts and pledge payments, totaled \$240 million—a 6 percent increase from 2009-2010. Of all charitable gifts received, 97 percent were designated to specific interests identified by the donor leaving only \$5.9 million as unrestricted.

The aggregated value of CSU endowments exceeded one billion for the first time in the university's history. On average the endowment investment return for 2010-2011 was 20.38 percent. Over \$54 million in new gifts were added to endowment and \$32 million was distributed in support of student scholarships and academic programs.

Ms. Redfearn concluded by highlighting the year over year increases in the number of donors to the CSU and noted that increases to baseline giving are as important as the large, high profile gifts received.

Trustee Fong inquired whether the campuses use a list to target potential donors, noting that traditionally 20 percent of the contributions comprised about 80 percent of the funding. Ms. Redfearn responded by stating that each campus has donor databases of alumni who have graduated from the university and other individuals, foundations and corporations that have shown interest in the university and its priorities. Fundraising strategies are targeted based on donor interests.

Trustee Linscheid asked if auxiliary organization foundations are involved with mission related investing. Ms. Redfearn stated that she would review the NACUBO Commonfund Endowment Study and seek additional information from campuses to respond.

The committee recommended approval of the proposed resolution (RIA 01-12-02).

Trustee Guzman adjourned the committee.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Measuring Advancement

Presentation By

Garrett Ashley
Vice Chancellor
University Relations and Advancement

Lori A. Redfearn
Assistant Vice Chancellor
Advancement Services

Summary

The information item will present campus university advancement goals for performance.

Background

In March 2005, the Board of Trustees adopted a set of four guiding principles that measures the productivity of, and investment in, advancement operations.

1. Campuses should ensure that the advancement enterprise has resources sufficient to achieve goals. Goals and results should be consistent with the investment.
2. Campuses should establish and evaluate performance goals annually. Goals should reflect percentage increases in private support and growth in endowments, with recognition that fluctuations will occur because of the somewhat unpredictable flow of very large gifts.
3. Campuses should operate a well-rounded development program. Over time, a full range of advancement functions should be created to increase opportunities for success. These functions should include major gifts, planned giving, corporate and foundation relations, and an active annual fund.
4. A culture of philanthropy should be nurtured on each campus. Advancement goals should find their way into strategic plans, faculty at all levels should be engaged in advancement, the role of private support should be highlighted in campus communications, and volunteers should find ways for meaningful involvement in the quest by campuses to increase private support.

With the guidance of these principles, the chancellor and campus presidents develop annual goals and performance review recommendations.

Goal Dashboards

Each campus has submitted data indicating past performance, as well as goals for both gift commitments and investment in advancement programs. These dashboards are attached and may also be viewed at www.calstate.edu/universityadvancement/ (select Reports, then Campus Advancement Plans).

An overview of the campus university advancement goals for performance will be presented at the meeting.

CSU Advancement Classification Model

Campuses are divided into three peer groups that take into consideration the maturity of a campus advancement program based on the number of full time professional fundraisers, endowment market value, and the number of individual donors.

Group I campuses typically have fewer than ten full-time fundraising professionals, less than 5,000 individual donors, and endowments of less than \$25 million. The primary focus for these programs is to build infrastructure and develop a donor base. The development operation may also be engaged in some limited capital or themed campaigns. These institutions are striving to achieve a fundraising benchmark that is comparable to 10 percent of the state general fund allocation.

Group II campuses typically have ten to 20 full-time fundraising professionals, five to ten thousand individual donors, and endowments valued between \$25 million to \$50 million. Development programs at these institutions are striving to be more comprehensive and may include specialists in annual giving, planned giving and corporate/foundation relations. These campuses are commonly engaged in capital or themed campaigns. The expectation is that these campuses will raise private funds comparable to 10 percent to 15 percent of the state general fund allocation.

Group III campuses typically have over 20 full-time fundraising professionals, more than 10,000 individual donors, and more than \$50 million in endowment funds. Group III campuses have greater opportunity to increase investment in fundraising from non-state sources such as unrestricted gifts and endowment management fees. These programs have engaged in or are positioning for comprehensive campaigns. The fundraising benchmark for Group III campuses is 15 percent of the state general fund allocation.

The following chart compares gift commitments to the state general fund allocation for the last three years. Evaluation of progress in reaching benchmarks is focused on the three-year average, which helps to level fluctuations that may occur due to the receipt of significant major gifts.

Gift Commitments Compared to State General Fund Allocation

Campus	2008/09	2009/10	2010/11	Three Year Average
<u>Group I</u>				
Bakersfield	7%	10%	8%	8%
Channel Islands	5%	8%	4%	5%
Dominguez Hills	5%	4%	5%	5%
East Bay	3%	8%	8%	6%
Humboldt	6%	12%	17%	11%
Los Angeles	20%	10%	5%	12%
Maritime Academy	21%	7%	10%	13%
Monterey Bay	10%	8%	9%	9%
San Bernardino	8%	6%	3%	6%
San Marcos	6%	6%	5%	5%
Stanislaus	4%	5%	3%	4%
<i>Group I Average</i>	9%	8%	7%	8%
<u>Group II</u>				
Chico	6%	8%	7%	7%
Fullerton	8%	8%	6%	7%
Northridge	7%	9%	6%	7%
Pomona	18%	8%	47%	25%
Sacramento	10%	8%	10%	10%
San Francisco	11%	13%	10%	11%
San Jose	11%	16%	18%	15%
Sonoma	12%	7%	25%	15%
<i>Group II Average</i>	10%	10%	15%	12%
<u>Group III</u>				
Fresno	35%	13%	12%	20%
Long Beach	16%	19%	15%	16%
San Diego	28%	37%	38%	34%
San Luis Obispo	17%	17%	24%	19%
<i>Group III Average</i>	24%	23%	23%	23%
<i>System Average</i>	13%	12%	14%	13%

Investments in Advancement

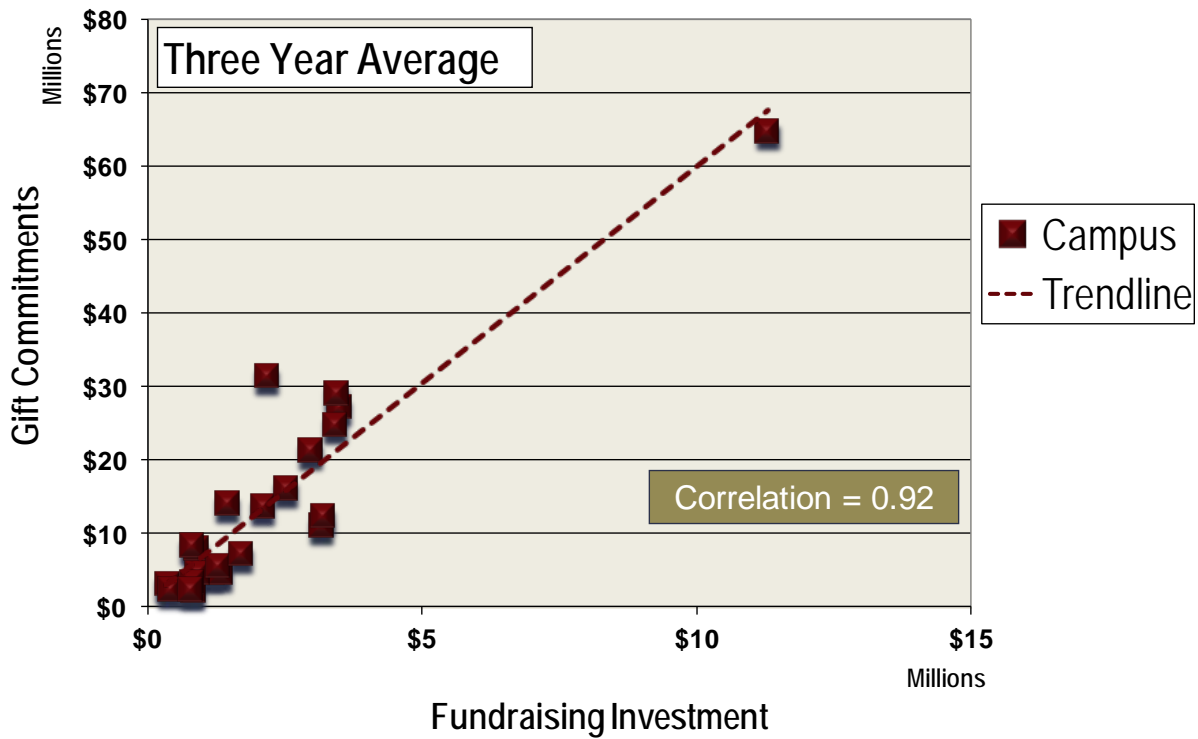
Advancement received its highest level of funding in 2007-2008. When compared to 2007-2008, total advancement budgets are down 2.6 percent or \$2.8 million. Though there have been cuts across the board, the area of communication and marketing has taken the largest budget reduction both by percentage at 7.9 percent and in total dollars at \$1.8 million. Some cost savings have been gained by converting print communications to electronic formats and increasing utilization of social media. However, it should be noted that a survey of CSU alumni found that they value receiving the printed university magazine and those who read the university magazine have the highest correlation to giving and loyalty compared to other communication mediums.

For 2010-2011, the California State University system's return on fundraising investment in relation to gift commitments of over \$344 million was 686 percent. This return was boosted by the \$42 million gift commitment from the W. K. Kellogg Foundation to California State Polytechnic University, Pomona. The median campus return on investment was 501 percent. When viewed over a three-year period, the CSU return on investment was 642 percent. This means for every dollar invested in fundraising \$6.42 was returned to support the university.

The three-year average cost to raise a dollar for the system was 16 cents. For a comprehensive fundraising operation, the target range for the cost to raise a dollar is 15 to 25 cents.

The next chart compares the three-year average of gift commitments compared to the three-year average of fundraising investments. With a 92 percent positive correlation between investments in fundraising and resulting gift commitments, the trendline shown is a good indicator for understanding investment is necessary to reach fundraising goals.

Dollars Invested is Significantly Related to Dollars Raised





The California State University
OFFICE OF THE CHANCELLOR

University Advancement

Campus Plans Dashboards

2011-12

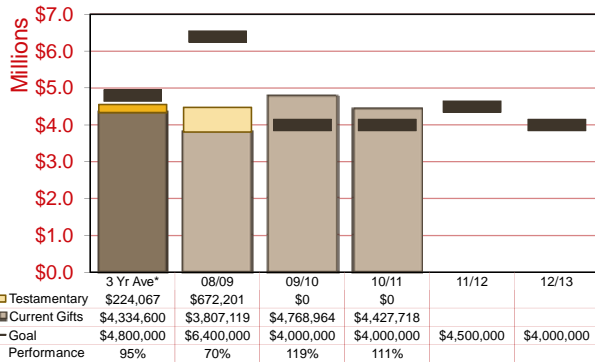
The California State University
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www.calstate.edu/UA

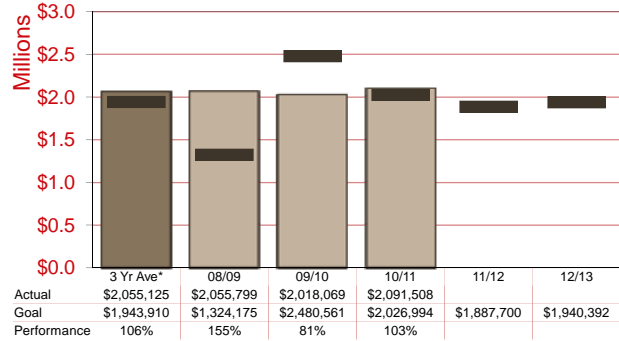
GOAL MATRIX DASHBOARD

Actual Goal

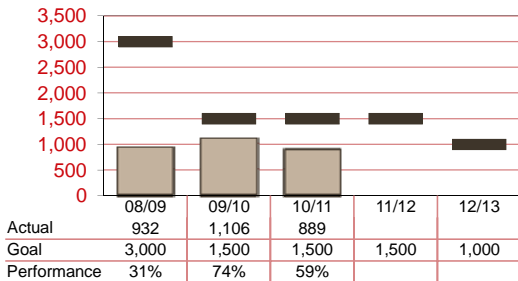
Gift Commitments



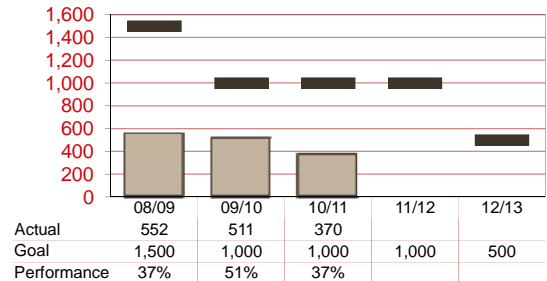
Total Advancement Investment



Number of Individual Donors



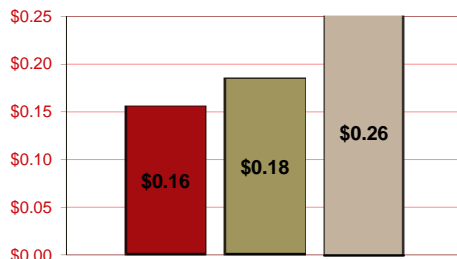
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

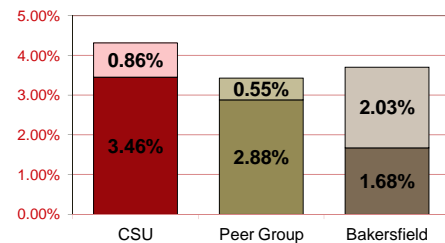
Cost Benefit Analysis

Cost to Raise a Dollar

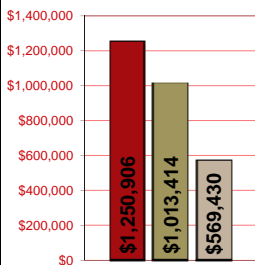


Investment as a Percentage of State General Fund

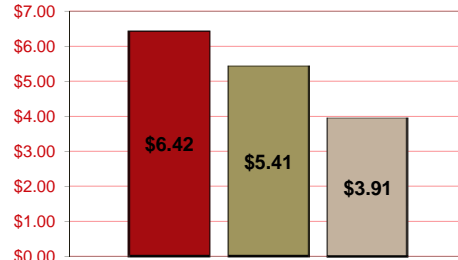
Total Advancement Expenditures



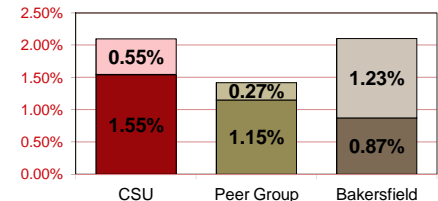
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



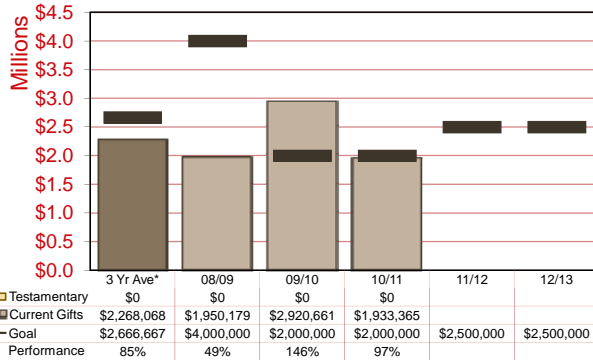
ENVIRONMENTAL SCAN / COMMENTS

CSUB remains committed to providing a quality, accessible education and to working in partnership with individuals, organizations, and its corporate partners to support the future development and advancement of the region. University Advancement continues to play an essential role in the achievement of the university's strategic goals. In 2010-11, University Advancement made progress towards increasing philanthropic support of the academic mission and student services, including athletics. The university garnered an additional \$630,000 in support of its STEM program which was added to the \$1 million already received from a local corporate partner; and concluded with a fully endowed \$750,000 program in Occupational Safety and Health. The division is more than halfway in completing a \$450,000 Health Care Administration endowment established by a local physician. Gifts totaling \$4.4 million were received, including 626 continuing and 263 new contributors. Additionally, the university continues to attract grants and contracts which provide innovative opportunities for program development and enhancement. Over the past five years, more than \$60 million in grants and contracts have been received. One such grant facilitated the establishment of CSUB's first engineering program, which has been among the top priorities of the community. There have been significant personnel changes within the division, including the appointment of the Provost as the interim Vice President of Development, and the departure of the development and donor relations officer, the CSUB Fund director, the foundation manager, and the prospect researcher. Plans are underway to restructure and reconstitute the unit in targeted areas.

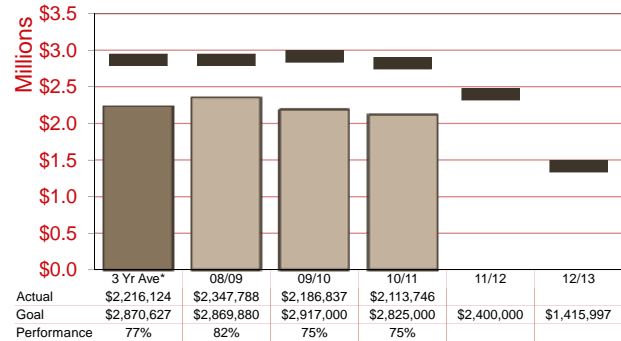
GOAL MATRIX DASHBOARD

Actual Goal

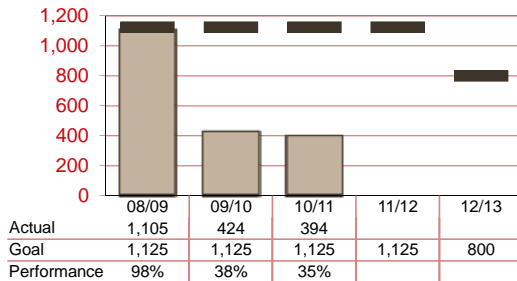
Gift Commitments



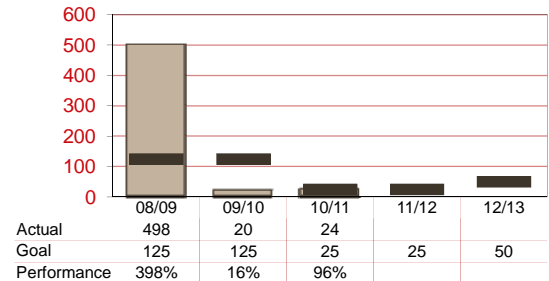
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

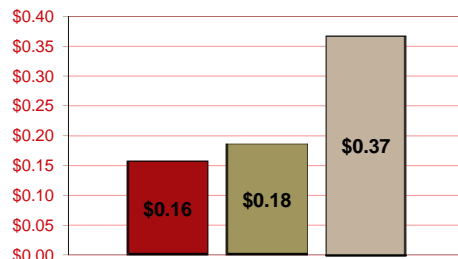


MEASURING ADVANCEMENT (Three Year Average*)

Cost Benefit Analysis

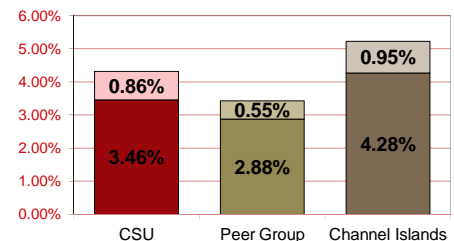
CSU Average
Peer Group Average
Channel Islands Average

Cost to Raise a Dollar

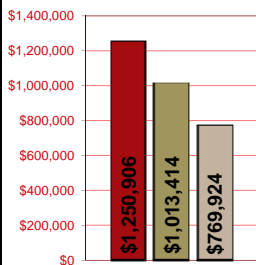


Investment as a Percentage of State General Fund

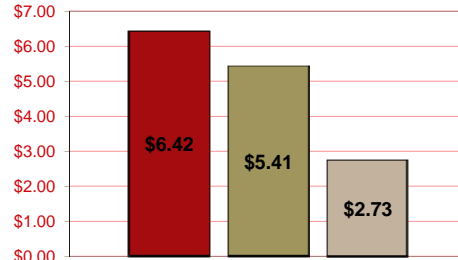
Total Advancement Expenditures



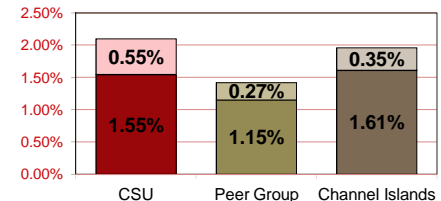
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



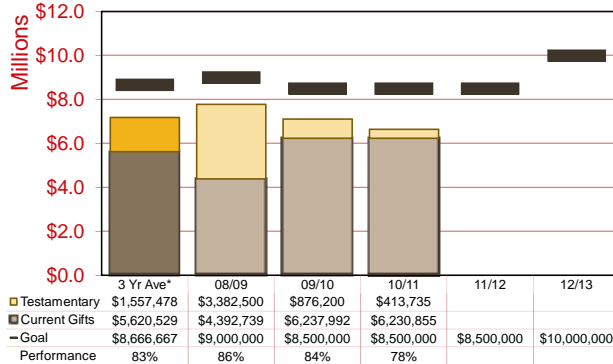
ENVIRONMENTAL SCAN / COMMENTS

In a time of tight budgets, difficult choices have to be made. At CI, we made difficult choices this past year: eliminated the position of Vice President of University Advancement and its Executive Assistant; delayed the start of our fledgling athletic program; and moved oversight of the UA division into the Office of the President. Communication & Marketing has moved under the supervision of Communication & Technology to maximize focus on social media under a VP with media experience. These changes will ensure that our very limited resources are spent on priorities and directed toward the most efficient and effective use of staff time. To support this new organizational structure a targeted and outcomes-based strategic plan was developed focusing on: developing tactical relationships to increase resources to the campus; actively seeking partnership opportunities to connect the University with business and the community; and promoting a positive image of the university's unique and innovative accomplishments, reflecting a regional, national and international presence. The addition of a second major gift officer and an events specialist resulted in a 13% increase in sponsorship for events in 2010/11. Gift receipts increased over \$1M to \$2.7M, but gift commitments in 2010/11 decreased about \$1M, down to \$1.9M. The elimination of the two positions above and three staff on family leave detracted from the full pursuit our goals and required reorganizing workload to adapt. This also prompts us to reinvigorate our efforts as we focus on 2011/12 gift receipts. The hire of an administrative assistant will allow our fundraising team to spend more time in the field and less on clerical work. Thus, we are compelled to keep our fundraising goal at \$2.5M. After two difficult market years, the investment return rate for 2010/11 was 22.7%, which should assist our endowment growth in the future. CI's total alumni contributions of just under \$4,000 reflect our young alumni's early career stages. With a base of 4,539 alumni we look to increased growth in this area over time.

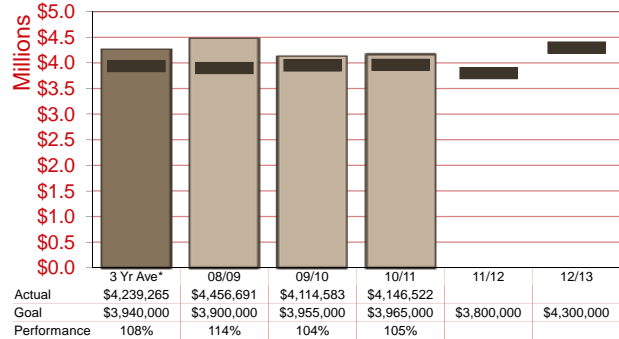
GOAL MATRIX DASHBOARD

Actual Goal

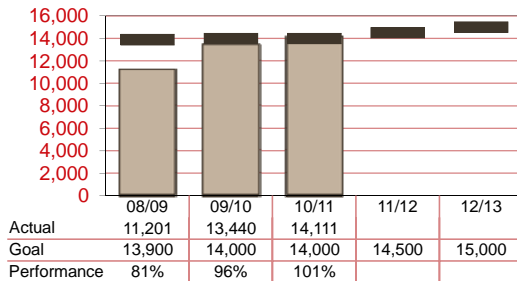
Gift Commitments



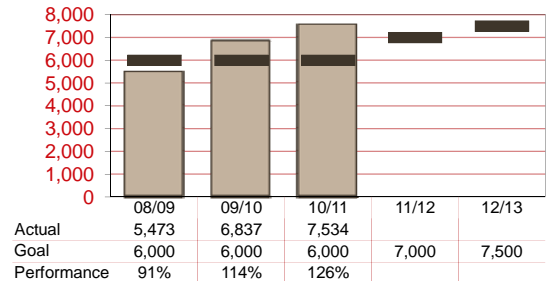
Total Advancement Investment



Number of Individual Donors



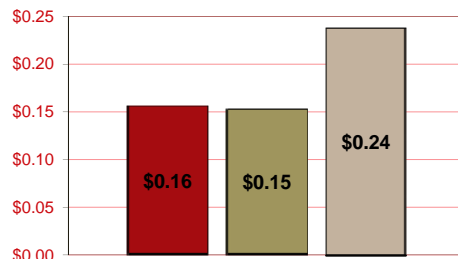
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

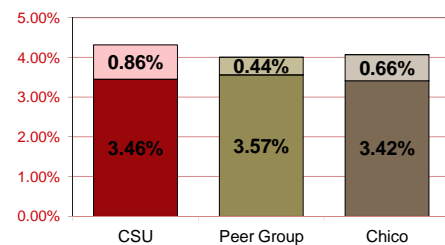
Cost Benefit Analysis

Cost to Raise a Dollar

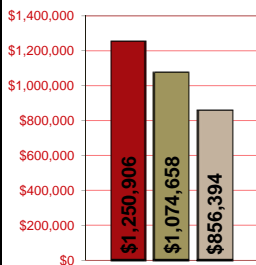


Investment as a Percentage of State General Fund

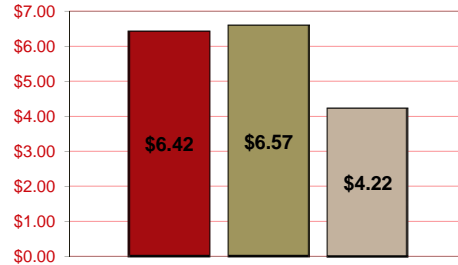
Total Advancement Expenditures



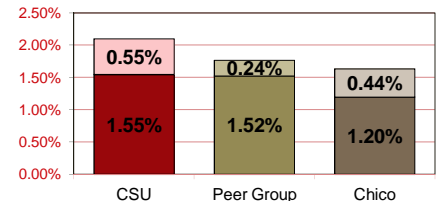
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



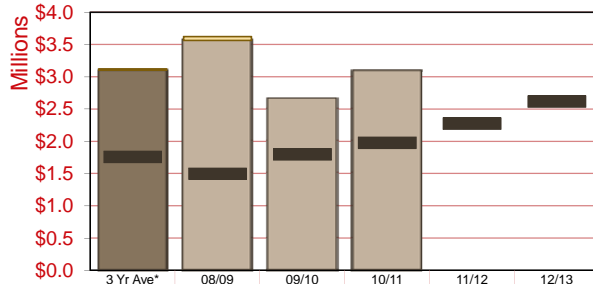
ENVIRONMENTAL SCAN / COMMENTS

In spite of the continuing statewide economic instability, CSU, Chico has been able to maintain a consistent and stable base of philanthropic support from alumni, parents, friends, foundations and corporations. Leading the way—and building a strong foundation for the future—is Advancement's Annual Fund, having a record year in both pledges and fulfillment. The University was also able to acquire first-time gifts from three major foundations: W.M. Keck, David and Lucile Packard, and James Irvine. In addition, contributions were particularly strong with corporate support from NetApp, Inc. and Sirrus Technology, providing hardware support to the College of Business and the College of Engineering, Computer Science, and Construction Management. Construction Management continues to receive support for its Concrete Industry Management Program, and they look to surpass the \$2 million mark in gifts this year. Donations from individuals remained stable, highlighted by three major gifts supporting the Museum of Anthropology in the College of Behavioral and Social Sciences, Musical Theater in the College of Humanities and Fine Arts, and Biology and Nursing in the College of Natural Sciences. CSU, Chico was recognized by the Council for Advancement and Support of Education (CASE) District VII with 11 awards this past year: four gold, five silver and two bronze. The awards were given for excellence in communications and marketing programs, special publications, photography, design, and special events. The University also received an Achievement Award from Harris Connect, a provider of online services for non-profits, for best e-mail newsletter.

GOAL MATRIX DASHBOARD

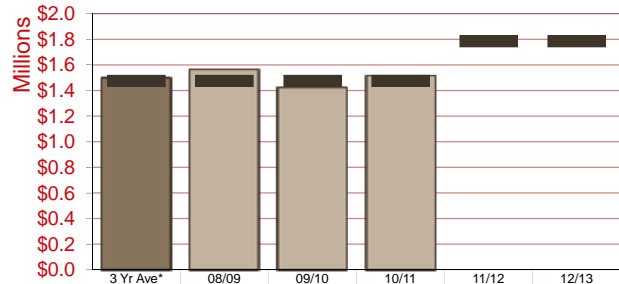
Actual Goal

Gift Commitments



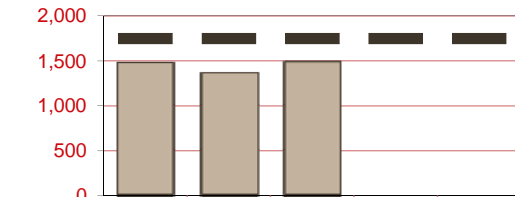
	3 Yr Ave*	08/09	09/10	10/11	11/12	12/13
Testamentary	\$19,833	\$59,500	\$0	\$0		
Current Gifts	\$3,103,444	\$3,567,527	\$2,655,893	\$3,086,913		
- Goal	\$1,760,000	\$1,500,000	\$1,800,000	\$1,980,000	\$2,277,000	\$2,618,550
Performance	177%	242%	148%	156%		

Total Advancement Investment



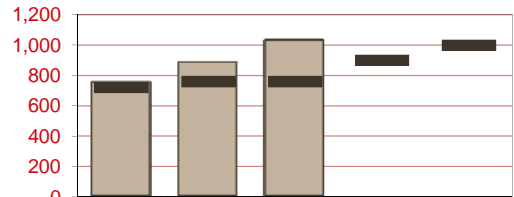
	3 Yr Ave*	08/09	09/10	10/11	11/12	12/13
Actual	\$1,498,619	\$1,561,657	\$1,421,712	\$1,512,487		
Goal	\$1,475,213	\$1,475,213	\$1,475,213	\$1,475,213	\$1,784,678	\$1,784,678
Performance	102%	106%	96%	103%		

Number of Individual Donors



	08/09	09/10	10/11	11/12	12/13
Actual	1,469	1,356	1,480		
Goal	1,750	1,750	1,750	1,750	1,750
Performance	84%	77%	85%		

Number of Alumni Donors

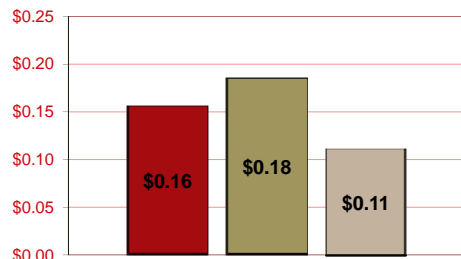


	08/09	09/10	10/11	11/12	12/13
Actual	754	888	1,033		
Goal	721	760	760	900	1,000
Performance	105%	117%	136%		

MEASURING ADVANCEMENT (Three Year Average*)

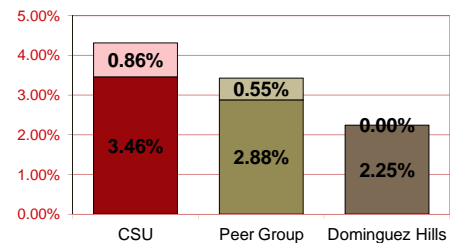
Cost Benefit Analysis

Cost to Raise a Dollar

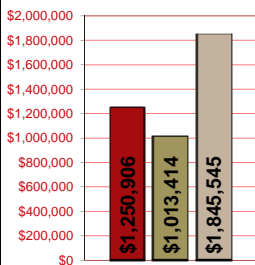


Investment as a Percentage of State General Fund

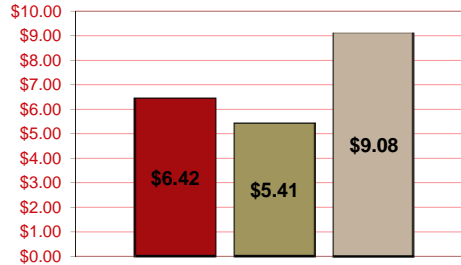
Total Advancement Expenditures



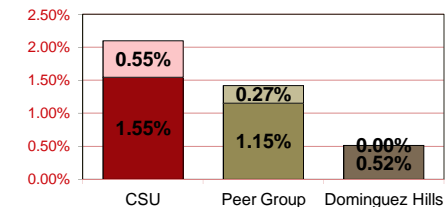
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



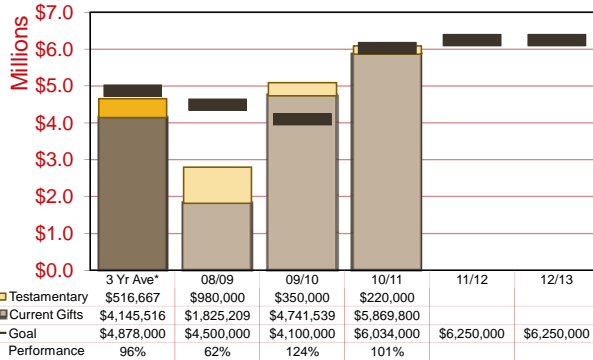
ENVIRONMENTAL SCAN / COMMENTS

Under the leadership of President Mildred García, the Division of University Advancement at CSU Dominguez Hills continues to grow as a positive force on campus and externally with a continued increase in philanthropy, enhanced media placements and communications, and greater engagement with the political, civic, and business community in the South Bay and greater Los Angeles. Using the University Strategic Plan as our guide, University Advancement continues to finalize work to our backend operation, grow the culture of philanthropy on campus, and further refine our position as the University of the South Bay. While not immune to the on-going economic crisis regionally and nationally, during the tenure of President García (FY 07/08 - FY 10/11) we have grown overall giving by 143%, the number of alumni donors by 416%, media placements by 192%, and last year alone we estimate over 70,000 guests attended events on our campus through events managed by University Advancement. In addition, we have been successful in achieving our annual goal of visiting and actively partnering with all county, state, and federal representatives from our service area. By strategically using the strengths of our University, we are confident that CSU Dominguez Hills will continue to grow as a dynamic campus that is seen as a worthy investment for our donors and friends and a catalyst for future economic growth of the South Bay and greater Los Angeles region.

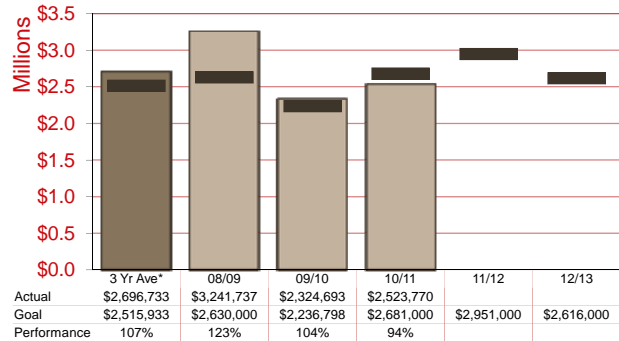
GOAL MATRIX DASHBOARD

Actual Goal

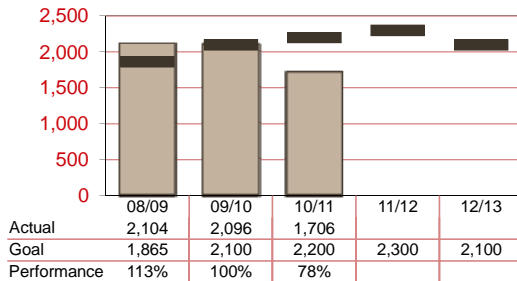
Gift Commitments



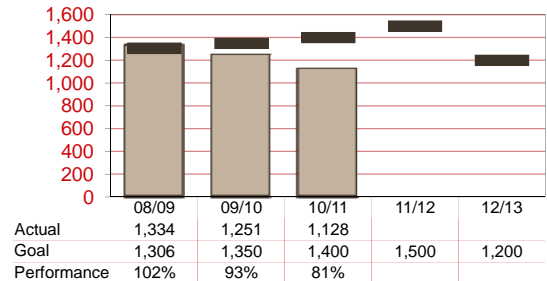
Total Advancement Investment



Number of Individual Donors



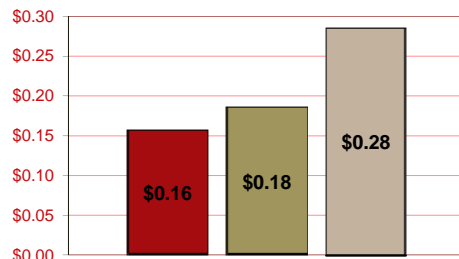
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

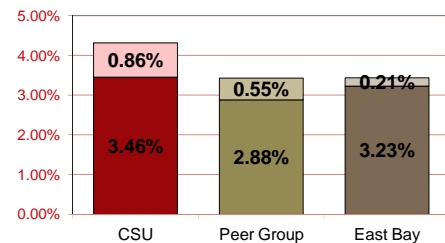
Cost Benefit Analysis

Cost to Raise a Dollar

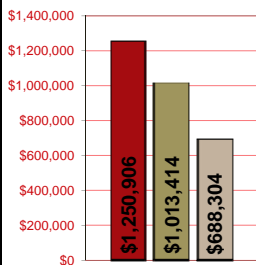


Investment as a Percentage of State General Fund

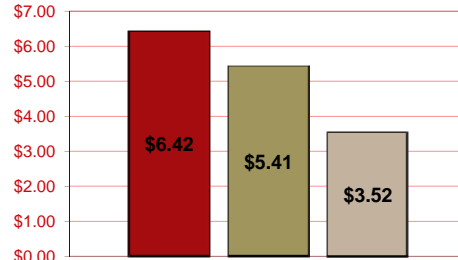
Total Advancement Expenditures



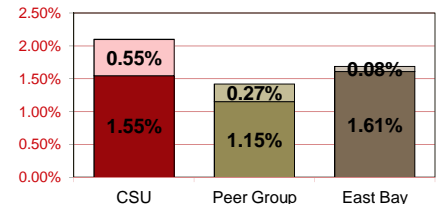
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



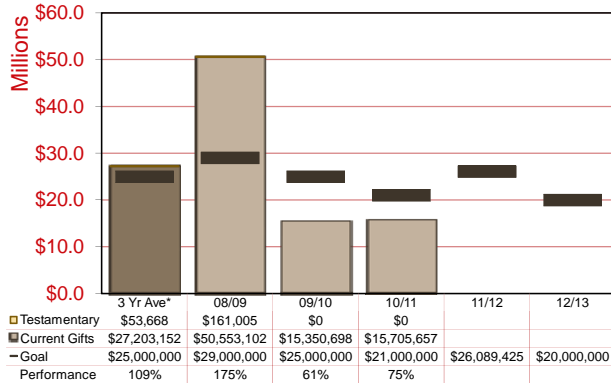
ENVIRONMENTAL SCAN / COMMENTS

CSUEB experienced a leadership change during 2011 with the resignation of former president Mohammad Qayoumi followed by the appointment of Interim President Leroy Morishita, effective July 1. This transition raised initial concerns among some volunteers, corporate and foundation funders, and individual donors about the University's future direction and whether its regional stewardship commitment and vision for a STEM-centric education remained. As President Morishita shared his vision for the campus and articulated his commitment to building upon the University's mission, planning, and progress, he quickly assuaged such concerns, winning the respect and support of funders, donors and prospects, volunteers, and faculty and staff. Another leadership change was the retirement of Advancement Vice President Bob Burt in October. Associate Vice President Anne Harris was appointed Interim Vice President, while the AVP position is slated to remain vacant for the immediate future. With a new leadership team in place the University initiated a process to update its seven strategic mandates and strategic plan, which together undergird and guide Advancement activities. Budget reductions remain a challenge, impacting the division on two fronts — fundraising and communications/branding and marketing. Today, development officers are shared between the colleges and inter-collegiate athletics, and we lack a full-time annual fund director, a donor stewardship coordinator and a scholarship coordinator. Also, key communications positions remain vacant, including a director of public affairs and marketing communications manager. During the upcoming year, organizational changes will take place to address job function and staffing gaps and more importantly to improve overall division performance.

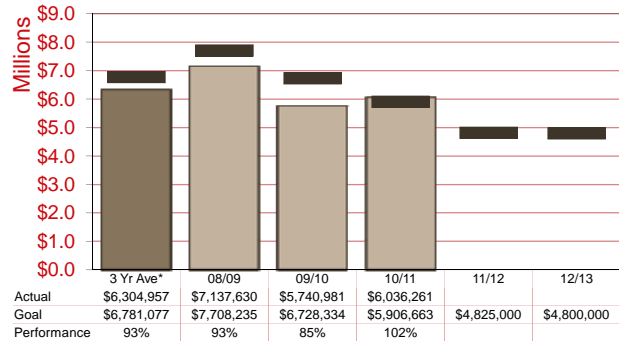
GOAL MATRIX DASHBOARD

Actual Goal

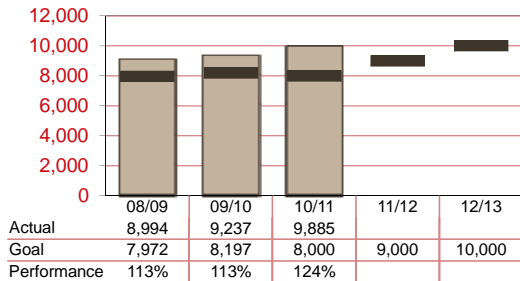
Gift Commitments



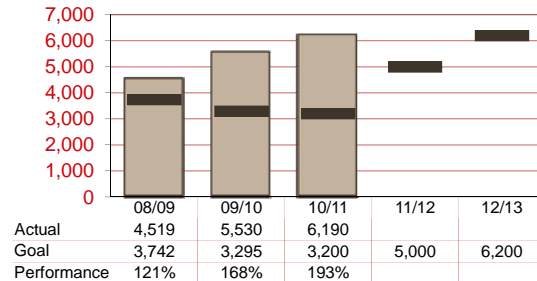
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

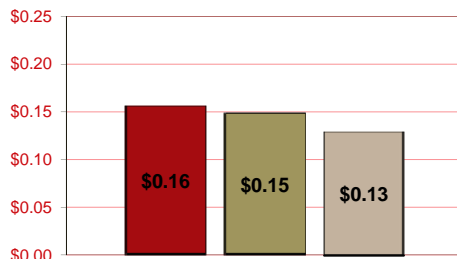


MEASURING ADVANCEMENT (Three Year Average*)

Cost Benefit Analysis

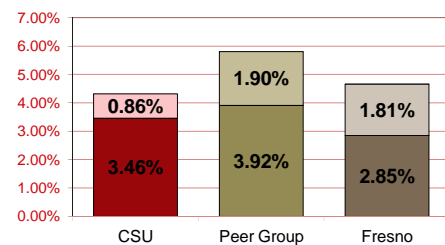
CSU Average
Peer Group Average
Fresno Average

Cost to Raise a Dollar

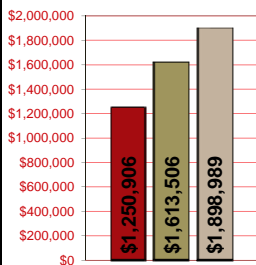


Investment as a Percentage of State General Fund

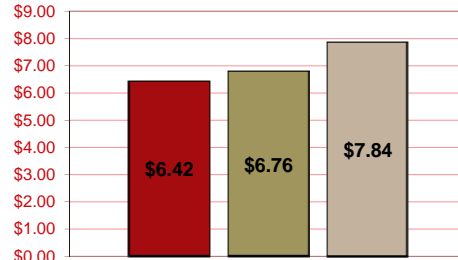
Total Advancement Expenditures



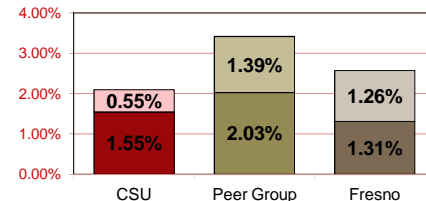
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



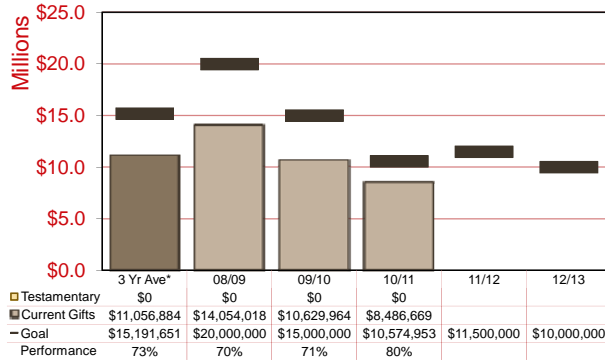
ENVIRONMENTAL SCAN / COMMENTS

The impact of America's and more importantly California's economic roller coaster continues to have a dramatic effect on our Advancement efforts at Fresno State, particularly the development program. Staff and volunteers continue to focus with laser-like precision on the Campaign for Fresno State. Monetary and non-monetary goals are being achieved, including the creation of a culture of philanthropy on and off the campus. Volunteer leadership continues to be effective, and we are rejoicing at the successes of our volunteers and staff. Budget downturns have significantly reduced state and non-state support to Advancement. The Advancement workforce has been reduced by more than 25%. Our environmental scan can hardly ignore the long-term negative impacts on the university's ability to sustain its private fundraising efforts. And yet, volunteers and staff are rising to meet the challenges and success seems achievable.

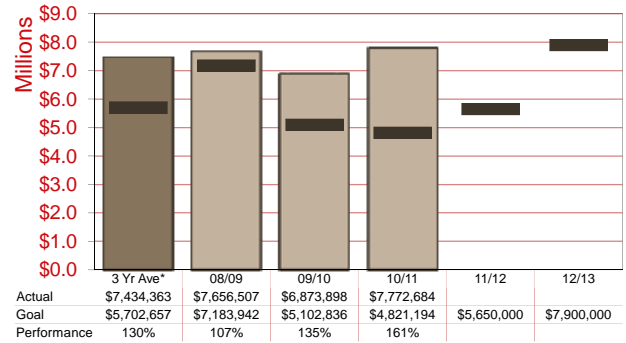
GOAL MATRIX DASHBOARD

Actual Goal

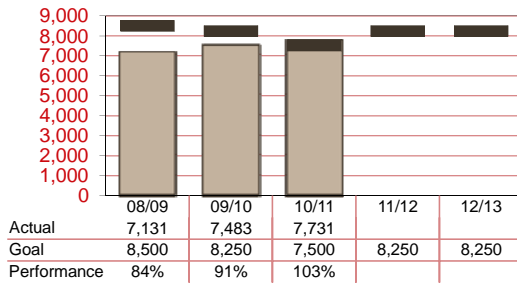
Gift Commitments



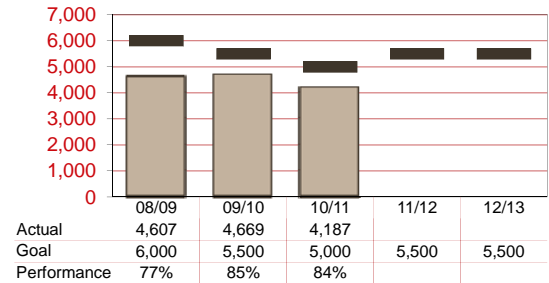
Total Advancement Investment



Number of Individual Donors



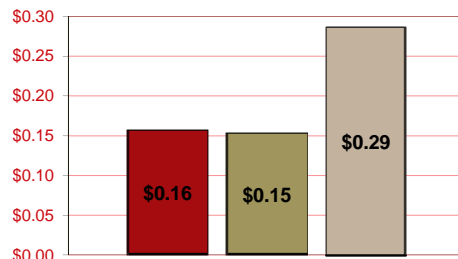
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

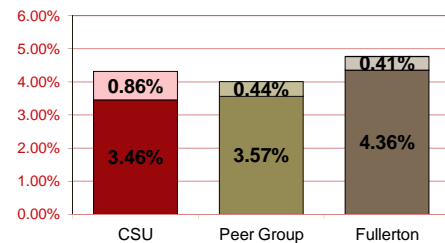
Cost Benefit Analysis

Cost to Raise a Dollar

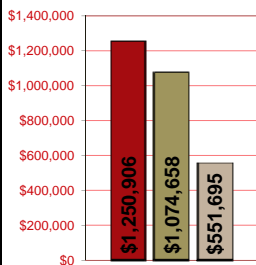


Investment as a Percentage of State General Fund

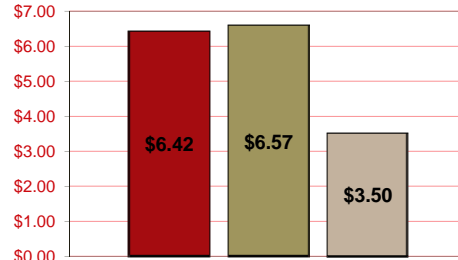
Total Advancement Expenditures



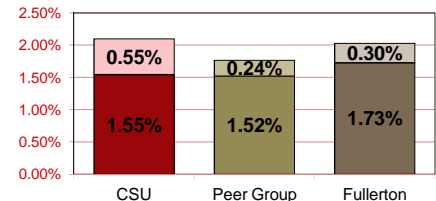
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



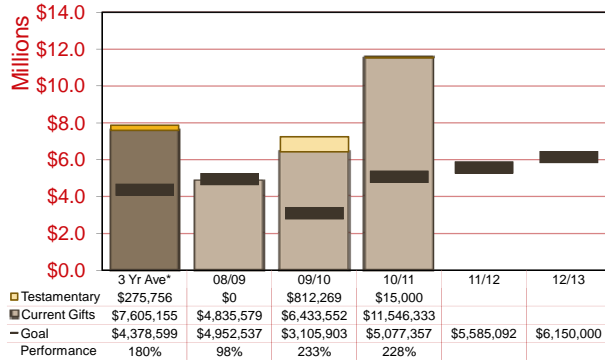
ENVIRONMENTAL SCAN / COMMENTS

Fiscal Year 2011 - 2012 has provided new opportunities for our University just as the challenges of the last couple of years begin to diminish. While the economic environment has improved, we are actively re-examining our strategies and priorities with a deliberate eye toward effective and proven fundraising projects. Our goal for 2011 - 2012 is \$9 million, which reflects both economic and philanthropic realities of our efforts to raise private support for the campus' mission and priorities while communicating the changing landscape of higher education in the State of California. As such, we look at 2012 and beyond as the start of a period of great promise for fundraising, communications, alumni engagement, and advocacy efforts.

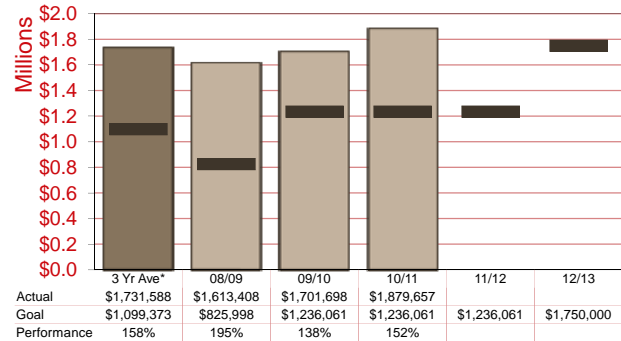
GOAL MATRIX DASHBOARD

Actual Goal

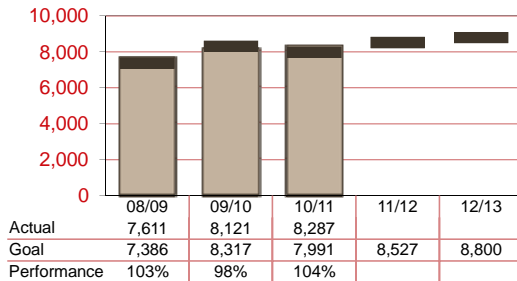
Gift Commitments



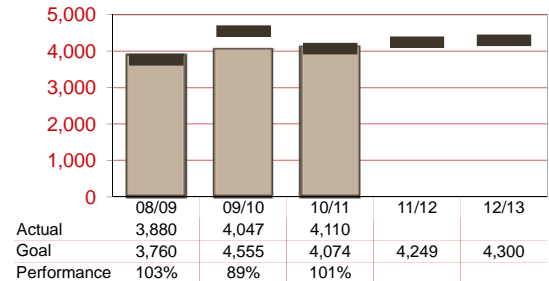
Total Advancement Investment



Number of Individual Donors



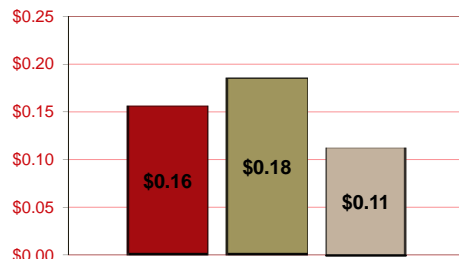
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

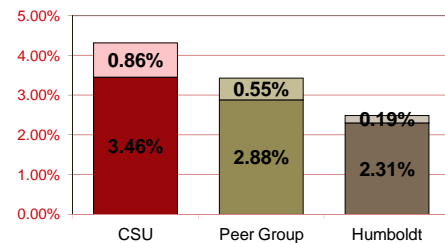
Cost Benefit Analysis

Cost to Raise a Dollar

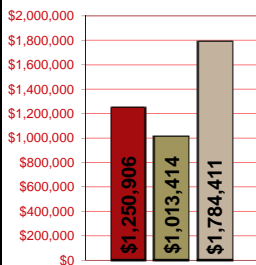


Investment as a Percentage of State General Fund

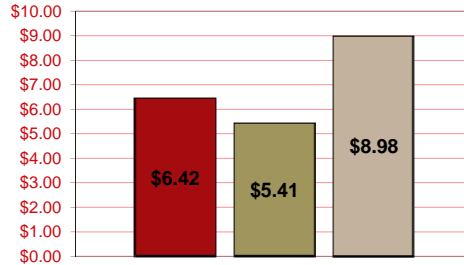
Total Advancement Expenditures



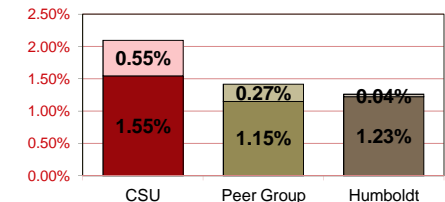
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

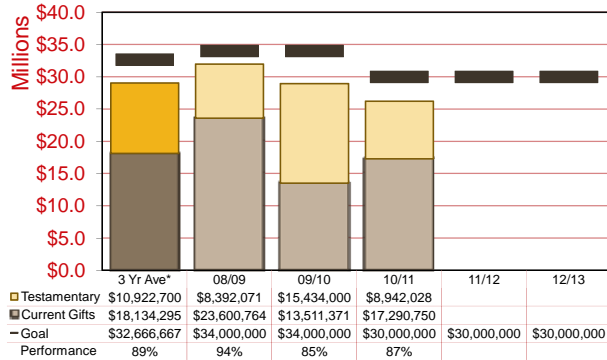
Humboldt State University remains focused on establishing and strengthening the basic components of an advancement organization: a quality Marketing & Communications Department; a Development & Alumni Relations Department with all the basic operations and programs one would expect at a quality university; and a philanthropic foundation comprised of philanthropic leaders who also provide professional oversight of the endowment and other investments. The university's public radio station, overseen by Advancement, is looking to expand its broadcast reach and is on the path to financial sustainability. During this second year of a leadership transition, HSU continues to move forward in developing a long-term course and securing the level of resources required to increase philanthropic support and build a foundation for the future. Philanthropy is one of HSU's few options for replacing declining state funding and augmenting excellence. In the meantime, the Advancement Division will continue to focus on the same three goals that have guided work for the last several years, with some revisions based on new information or circumstances.

1. Create a sustainable and robust fundraising operation.
2. Enhance HSU's reputation with the following audiences in order of priority; prospective students, alumni, families of current and prospective students, supporters, the campus community, the higher education community, and the local community.
3. Refine and begin implementation of plans to celebrate the centennial of HSU and to use that celebration to accelerate philanthropic support.

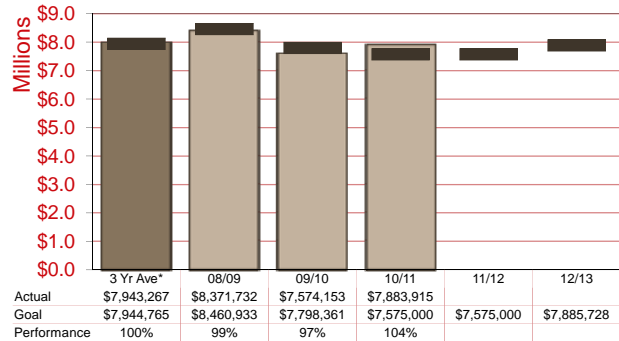
GOAL MATRIX DASHBOARD

Actual Goal

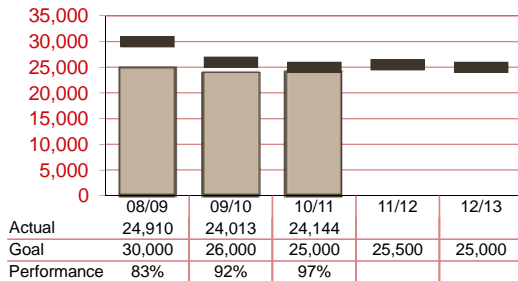
Gift Commitments



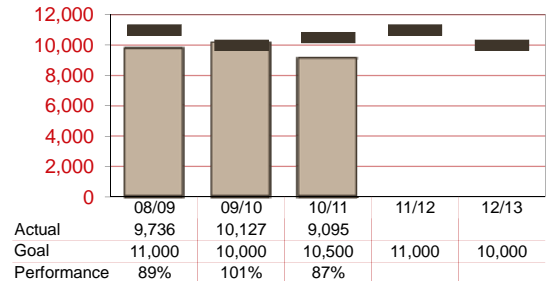
Total Advancement Investment



Number of Individual Donors



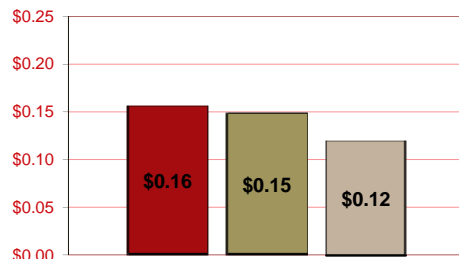
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

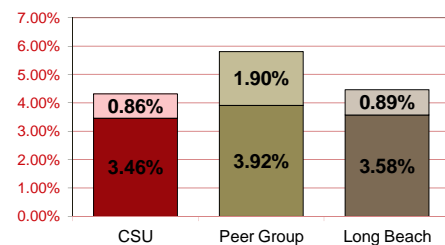
Cost Benefit Analysis

Cost to Raise a Dollar

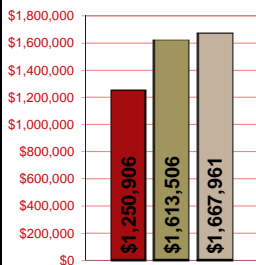


Investment as a Percentage of State General Fund

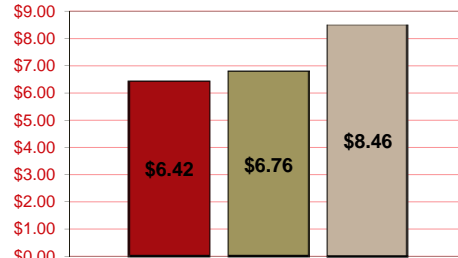
Total Advancement Expenditures



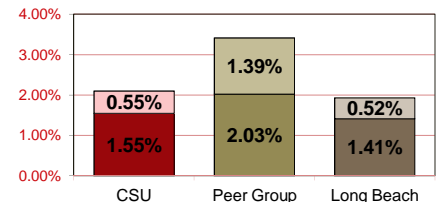
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



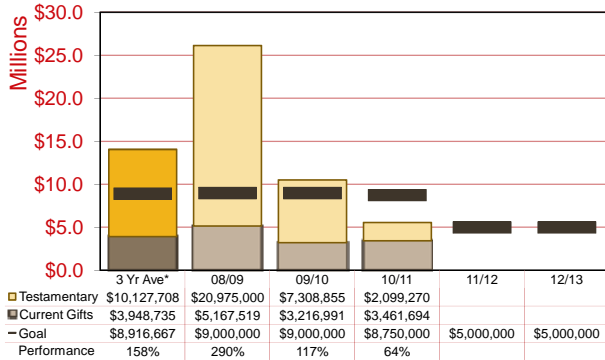
ENVIRONMENTAL SCAN / COMMENTS

While the nation and public education dealt with another challenging economic year, California State University, Long Beach raised \$26.2 million by the year's end. We saw an impressive 55 percent increase in cash contributions, from \$12.9 million in FY2010 to more than \$20 million in FY2011. Major gifts included a \$2.4 million commitment from the Bickerstaff Family Foundation to the Bickerstaff Academic Center and to the Mike and Arline Walter Pyramid Locker Room Renovation. In addition, Regena Cole made a \$1.4 million commitment to the Cole Conservatory Pavilion and Plaza. There was also notable news about CSULB's endowment, which grew by 26.5 percent, from \$36.6 million in June 2010 to \$46.3 million in June 2011. The year saw the emergence of the new CSULB 49er Foundation, and an impressive group of community leaders and alumni were recruited to serve on the new foundation's Board of Directors. The board will be the primary conduit for all philanthropic support to the university and will have fiduciary responsibility of CSULB's endowment. A majority of the board members have expressed an interest in or have already provided support for the students and leadership of the university. The Board of Directors organizational meeting was held in May, when CSULB submitted the new foundation's application for nonprofit status to the IRS. The application was approved, with no revisions, in November. By July 2012, the 49er Foundation will offer a full complement of services. At that time, CSULB joins the ranks of campuses that utilize a two-foundation model. One foundation—the 49er Foundation—focuses on philanthropic contributions. The second foundation—the older CSULB Foundation—will focus exclusively on contracts, grants and non-philanthropic dollars.

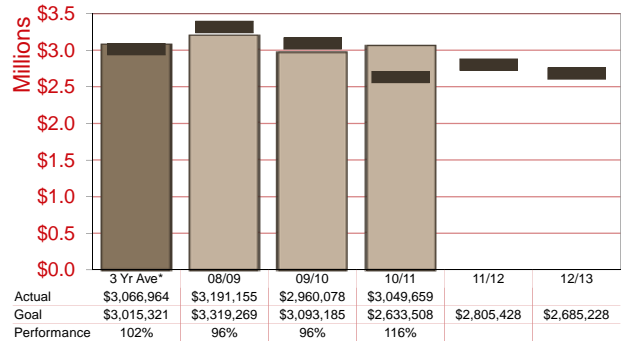
GOAL MATRIX DASHBOARD

Actual Goal

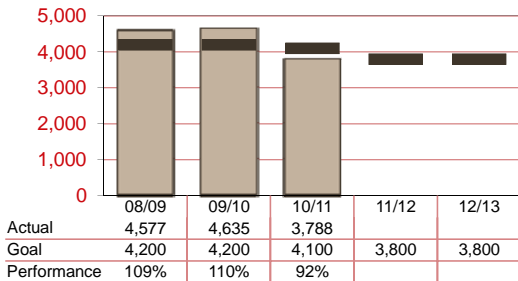
Gift Commitments



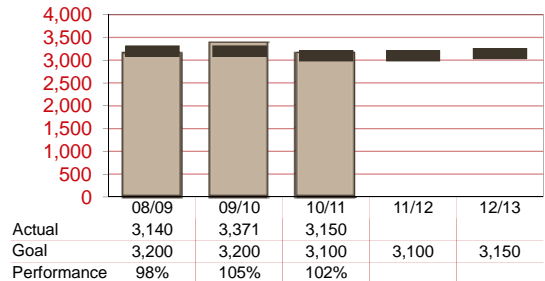
Total Advancement Investment



Number of Individual Donors



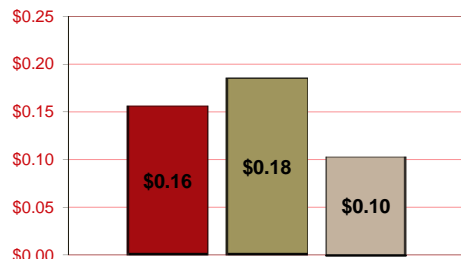
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

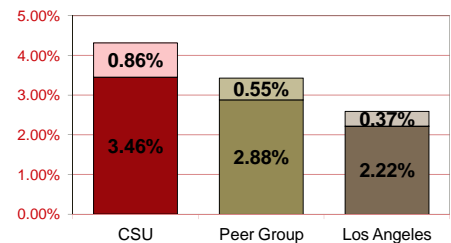
Cost Benefit Analysis

Cost to Raise a Dollar

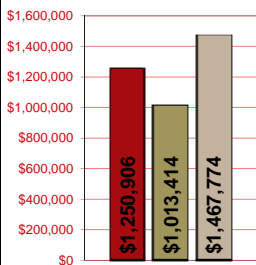


Investment as a Percentage of State General Fund

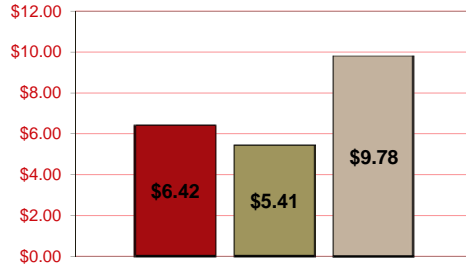
Total Advancement Expenditures



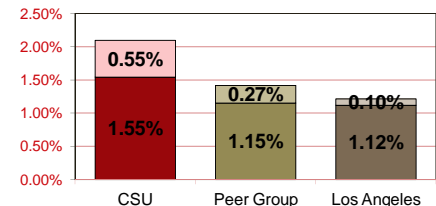
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



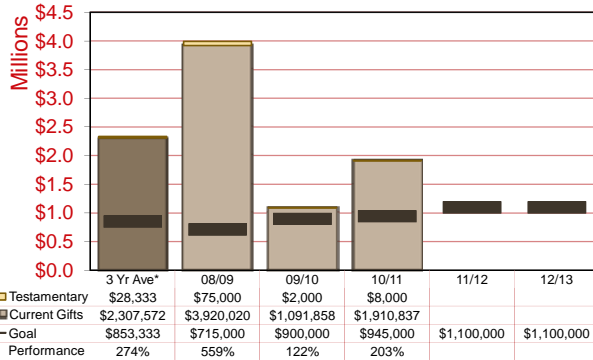
ENVIRONMENTAL SCAN / COMMENTS

The University's Advancement Plan is an outgrowth of a comprehensive strategic planning process that takes into consideration opportunities to strengthen the University's efforts through private funding, public advocacy and an improved image. Campus-wide development initiatives include the continuation of the capital and infrastructure initiatives begun in previous years, and the development of student aid and endowment resources with an emphasis on developing scholarships, endowment and planned gifts. Themes of student success, civic engagement and collaboration have shaped this plan and its priorities. Institutional Advancement has engaged in restructuring during the last six months. With the departure of the long-serving executive director of Alumni Relations and the arrival of a new provost and two new academic deans, Institutional Advancement has realigned resources to fill vacant but critical Development positions necessary to adequately support the priorities of Academic Affairs. Over the last year, the Office of Public Affairs continued to expand upon the usage of digitally-based communication technologies to inform the University's varied audiences of major initiatives, programs and improvements in serving the community. Major efforts included campus-focused communication of the University's new Strategic Plan as well as outreach and marketing support for the Honors College that opened in the Fall, among several other major projects. To attract the interest and involvement of the University's diverse alumni and students, the Alumni Association engaged in a planning process which stresses early engagement of current students with alumni, mentors and one another. The Association grew the Alumni Mentoring Program, increased the reach and efficiency of its professional and social networking sites, while expanding volunteer mobilization, student leadership, and public advocacy efforts.

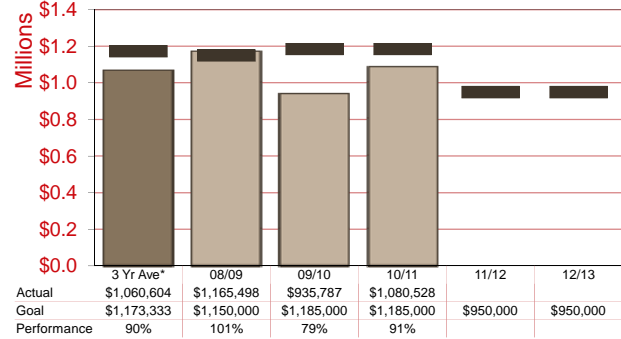
GOAL MATRIX DASHBOARD

Actual Goal

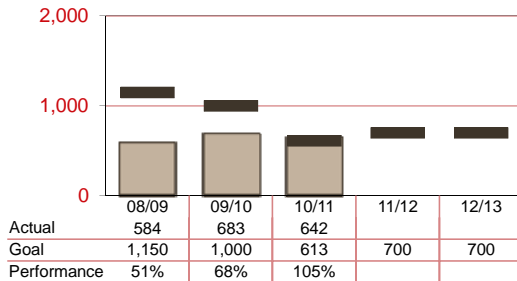
Gift Commitments



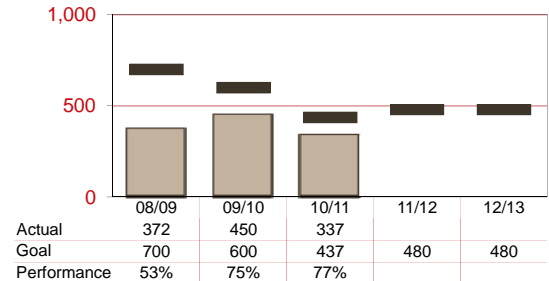
Total Advancement Investment



Number of Individual Donors



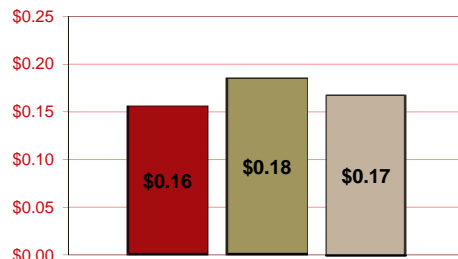
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

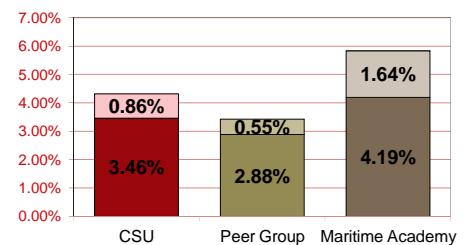
Cost Benefit Analysis

Cost to Raise a Dollar

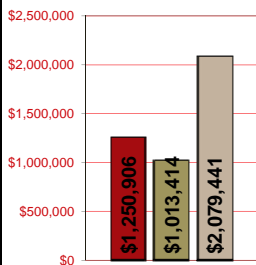


Investment as a Percentage of State General Fund

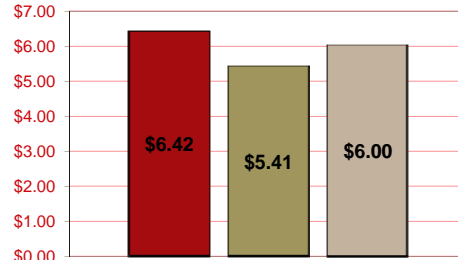
Total Advancement Expenditures



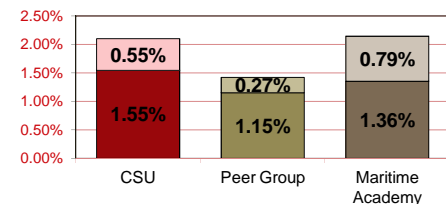
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



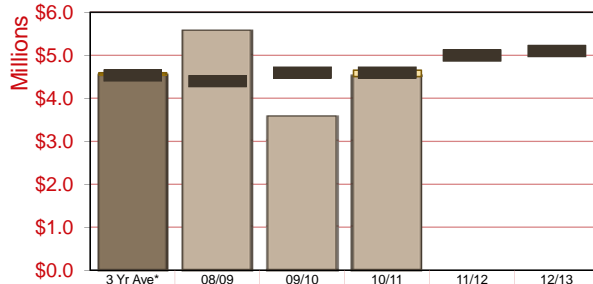
ENVIRONMENTAL SCAN / COMMENTS

In 2012, our Advancement staff faces the challenge of multiple changes in leadership at the Academy. President William Eisenhardt announced his retirement at the end of this academic year. Vice President for Advancement, Tom Dunworth, will be leaving Cal Maritime at the end of January 2012. Both of these changes cause an additional shortage of staffing to support our philanthropic efforts in support of the institution. Since his arrival at Cal Maritime in 2001, President Eisenhardt has been a strong supporter of the advancement program. We have every hope that his successor will also understand the value of philanthropy. The departure of Tom Dunworth leaves only one gift officer in the department. Aside from being tasked with annual giving, this gift officer will be responsible for sustaining our corporate sponsorship support for our Annual Gala and Golf Classic, alumni relations, and website maintenance. The addition of an event and alumni coordinator position, which is expected to be filled in March, will provide some support. However, in the meantime, from January through March, this gift officer will be focused completely on the Annual Gala, which takes place in early March. In 2010-11 the Foundation recorded its highest ever level of gift income, coming in around \$2.3 million. It is possible that the Foundation could actually exceed this score for the following year based on gift expectancies. The first is the \$500,000 from the Osher Foundation and the second is an estate gift of about the same amount. However, this will simply push an inevitable drop in gift income into the following year unless steps are taken now to strengthen the advancement program. The only way to effectively grow the advancement program is by adding professional staff and giving them the budget(s) to be successful. And that means focusing additional, limited financial resources to support the program. The first step in that process is clearly the hiring of a major gifts officer with additional experience in planned giving. However, this will be a major challenge in a time when financial resources are limited.

GOAL MATRIX DASHBOARD

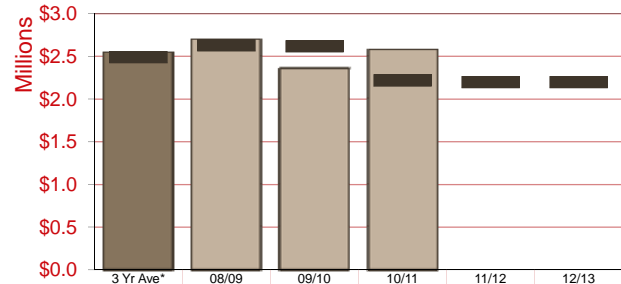
Actual Goal

Gift Commitments



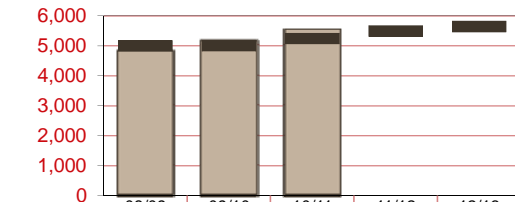
	3 Yr Ave*	08/09	09/10	10/11	11/12	12/13
Testamentary	\$50,000	\$0	\$0	\$150,000		
Current Gifts	\$4,543,470	\$5,557,903	\$3,565,397	\$4,507,111		
Goal	\$4,533,333	\$4,400,000	\$4,600,000	\$4,600,000	\$5,000,000	\$5,100,000
Performance	101%	126%	78%	101%		

Total Advancement Investment



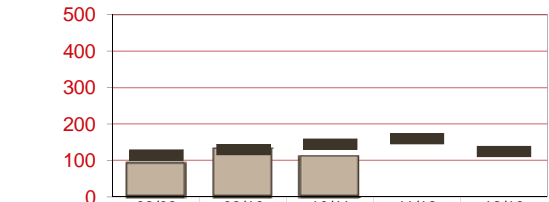
	3 Yr Ave*	08/09	09/10	10/11	11/12	12/13
Actual	\$2,538,939	\$2,688,275	\$2,353,395	\$2,575,147		
Goal	\$2,489,939	\$2,630,981	\$2,619,432	\$2,219,403	\$2,200,000	\$2,200,000
Performance	102%	102%	90%	116%		

Number of Individual Donors



	08/09	09/10	10/11	11/12	12/13
Actual	4,809	5,156	5,526		
Goal	5,000	5,000	5,250	5,500	5,650
Performance	96%	103%	105%		

Number of Alumni Donors

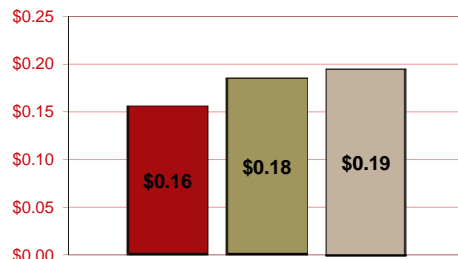


	08/09	09/10	10/11	11/12	12/13
Actual	91	131	110		
Goal	115	130	145	160	125
Performance	79%	101%	76%		

MEASURING ADVANCEMENT (Three Year Average*)

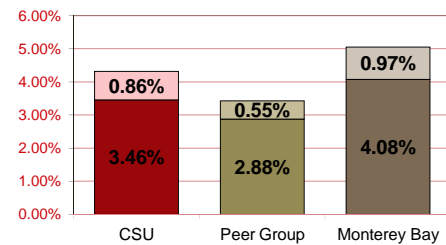
Cost Benefit Analysis

Cost to Raise a Dollar

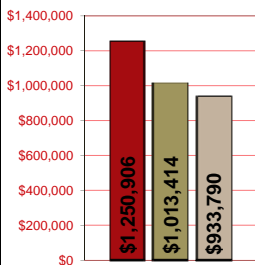


Investment as a Percentage of State General Fund

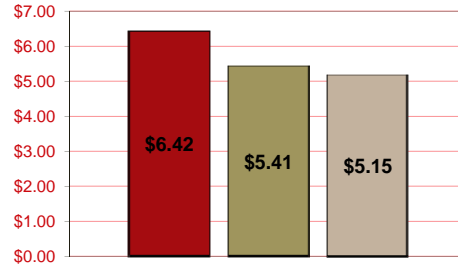
Total Advancement Expenditures



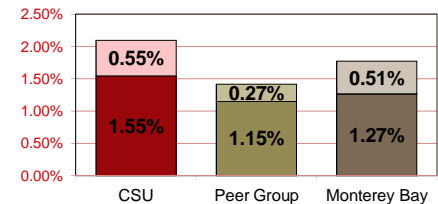
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



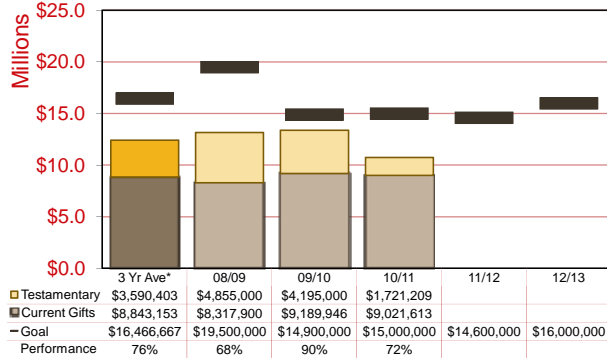
ENVIRONMENTAL SCAN / COMMENTS

University Advancement at CSU Monterey Bay experienced major organizational changes in the last year. With the departure of the VP UA in May 2010, the chief of staff provided oversight and along with the president, completed a thorough analysis of the organization. In October, the chief of staff was appointed to be the permanent VP UA. A reorganization followed that will provide more focused leadership on development and strategic positioning of the campus through new directors in those areas, a dedicated staff person for senior leadership communication (e.g. speech writing, communication pieces, dedicated web sites) and additional resources to augment advancement services. These changes will allow for stronger and more seamless synergies with the various units within Advancement including governmental and external relations. Due to our young and still-growing alumni base, the primary source of our funds is through foundations. Last fall we received a major grant of \$1 million from the Osher Foundation to endow our Osher Lifelong Learning Institute (OLLI). The same foundation also awarded us a \$500k grant for their Community College Transfer Scholarship program. Our cultivation of individual donors continues to show progress. We recently received notification of a substantial planned gift from a community member with strong ties to our faculty in several disciplines and to whom we awarded an honorary degree. Our Athletics Department has leveraged competitive success and community outreach efforts, highlighted by our 2011 Men's Golf NCAA National Championship, into increases in corporate sponsorships, private donations and local fan support. In summer 2012, our new nursing program will admit its first students. We have been seeking public and private funds and will ramp up our efforts focused on nursing this year.

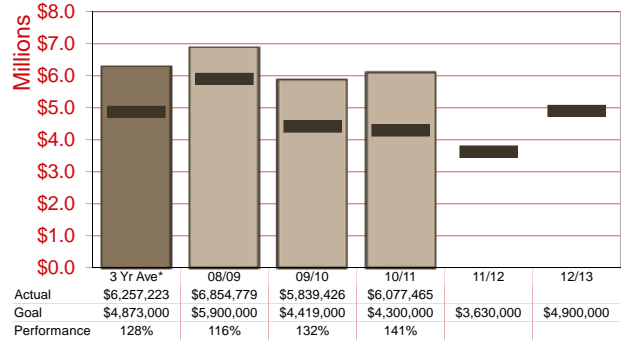
GOAL MATRIX DASHBOARD

Actual Goal

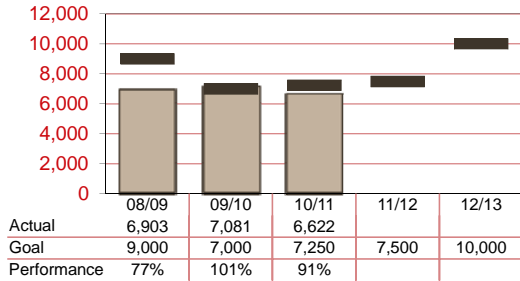
Gift Commitments



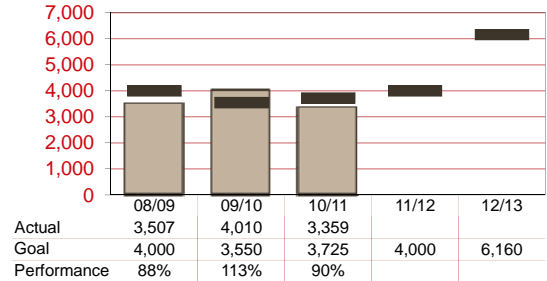
Total Advancement Investment



Number of Individual Donors



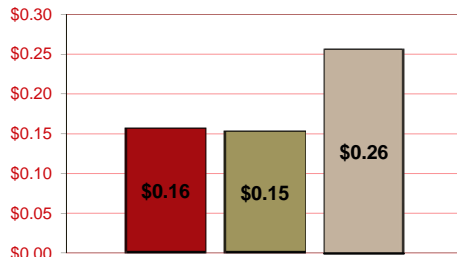
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

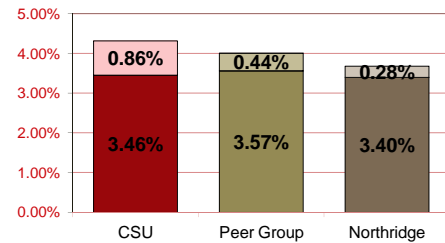
Cost Benefit Analysis

Cost to Raise a Dollar

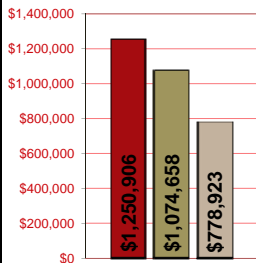


Investment as a Percentage of State General Fund

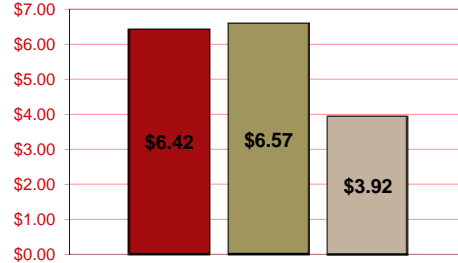
Total Advancement Expenditures



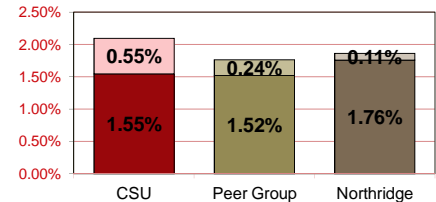
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



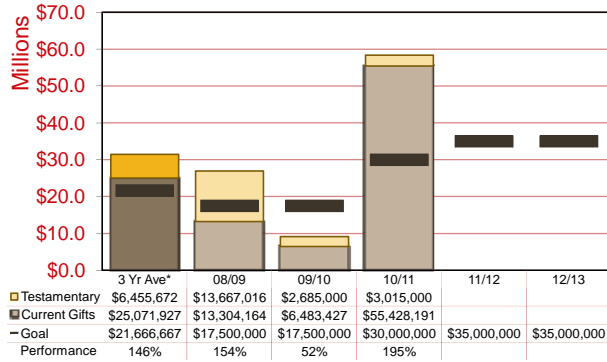
ENVIRONMENTAL SCAN / COMMENTS

In the late Fall of 2010 the President and University Advancement convened the "Special Task Force on Engagement," comprised of 18 highly distinguished alumni, to change the conversation about securing external private support for the University's mission in light of declining state funding. In June 2011 the University and the CSUN Foundation embraced the six core strategies recommended by the Task Force: establish a clear, consistent, and compelling institutional brand; energize the University's stakeholder base through a combination of approaches; expand the involvement of the University's most successful alumni and friends; build opportunities for increased synergy among volunteers at all levels; use the Valley Performing Arts Center to attract and retain new stakeholder interest; and, explore the feasibility of employing intercollegiate athletics as a major tool of engagement. As planned, the Task Force initiative has begun to expand the base of committed volunteers capable of providing significantly increased levels of philanthropic support. Concomitant with the Special Task Force, the University launched an intensive brand solidification and awareness project, including surveys and focus groups that involved a wide array of internal and external stakeholders. These efforts, funded with private support, have helped frame the activities contained in this goal summary for 2011-12. An unexpected transition in presidential leadership has given urgency and added impetus to the strategies underway.

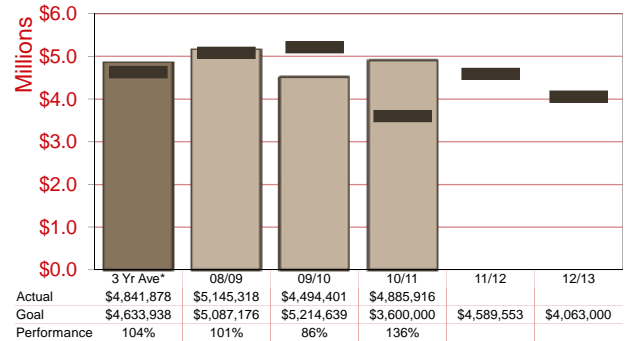
GOAL MATRIX DASHBOARD

Actual Goal

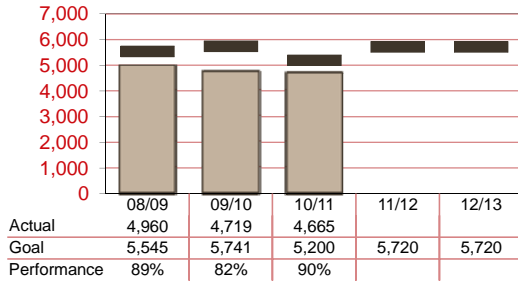
Gift Commitments



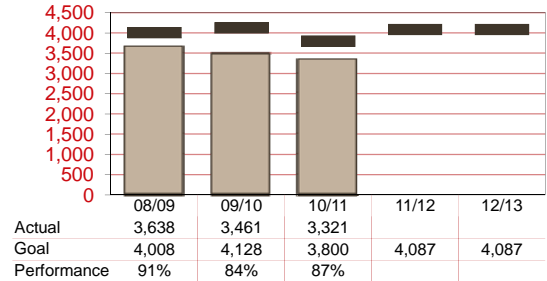
Total Advancement Investment



Number of Individual Donors



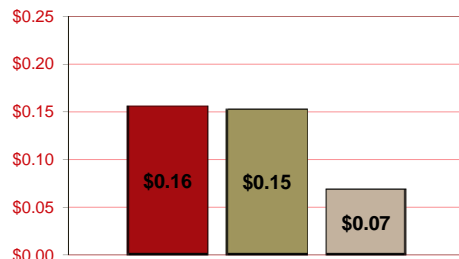
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

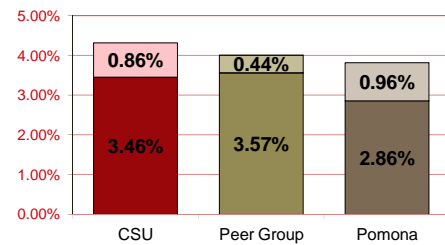
Cost Benefit Analysis

Cost to Raise a Dollar

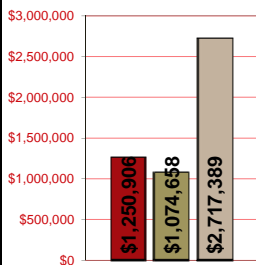


Investment as a Percentage of State General Fund

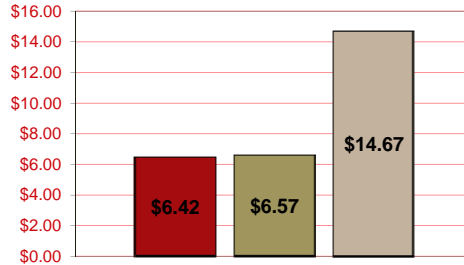
Total Advancement Expenditures



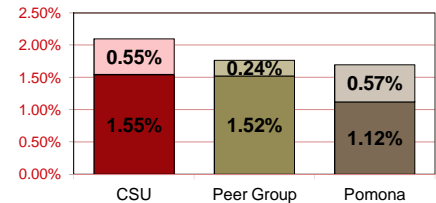
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



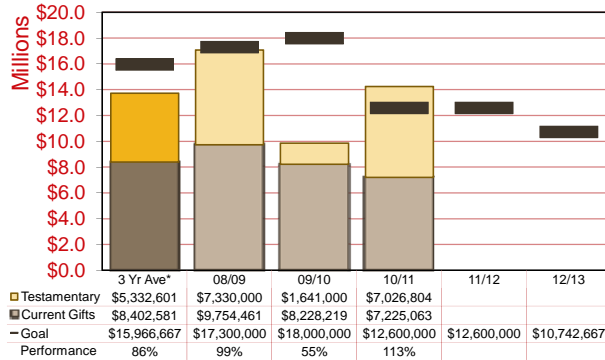
ENVIRONMENTAL SCAN / COMMENTS

Building on the momentum of the public launch, Cal Poly Pomona is now working to capture the final 35 percent of a \$150 million comprehensive campaign. By the end of 2011, the university had nearly eclipsed the \$100 million mark in pledges and planned gifts. The success of the university's development efforts are more impressive considering the impact of budget cuts over the past three years. These actions required division leadership to identify a narrowed and more strategic focus as it relates to development, communication, advancement services and alumni affairs.

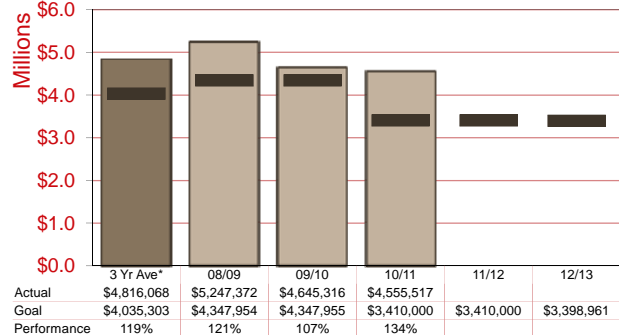
GOAL MATRIX DASHBOARD

Actual Goal

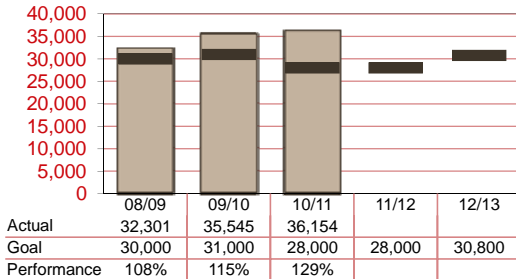
Gift Commitments



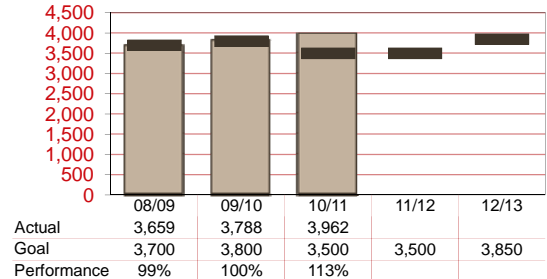
Total Advancement Investment



Number of Individual Donors



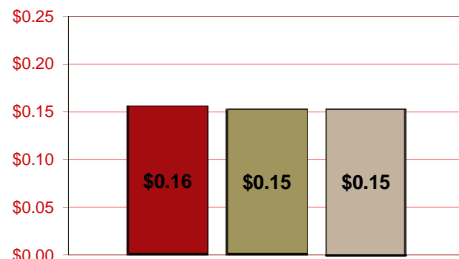
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

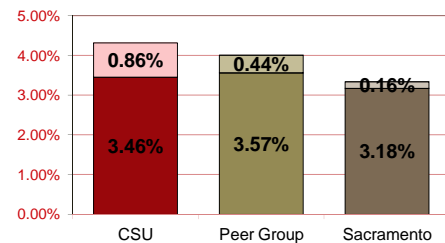
Cost Benefit Analysis

Cost to Raise a Dollar

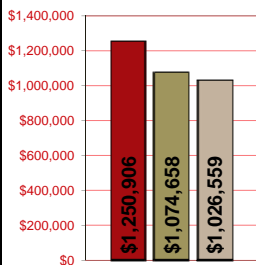


Investment as a Percentage of State General Fund

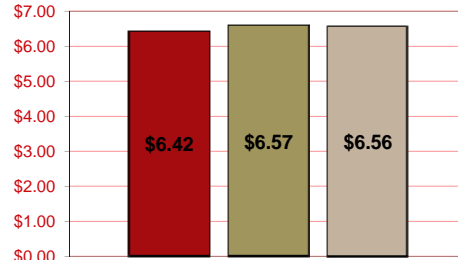
Total Advancement Expenditures



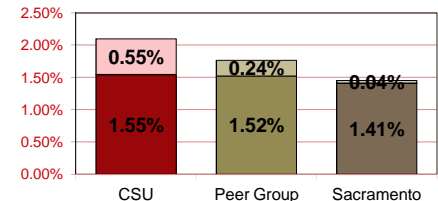
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



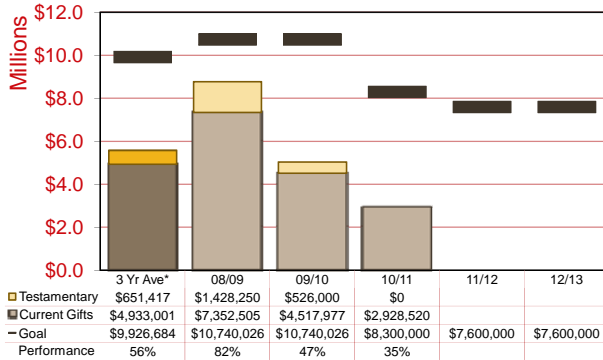
ENVIRONMENTAL SCAN / COMMENTS

Alumni, institutional donors, and friends, again showed support for the University by providing net private contributions and commitments of over \$10 million despite the continued economic malaise in the Sacramento region. Following several planning retreats, University Advancement is poised to undertake a new strategic plan to support the University's mission to build a campus for the 21st century. Over the next year and through June 2013, efforts will build on the myriad opportunities to inform and engage the community to advance Sacramento State. Core elements will include: Engagement of alumni, campus leaders and community members in roles of influence where they can support the University's goals and direction, fundraising priorities and as emissaries for the University's brand; Quantifiable goals for increased membership in the Alumni Association, the President's Community Council and college-based advisory groups, thus deepening the University's connections with alumni; Endowed funding for key academic priorities; Strategic marketing campaigns to enhance the visibility of the University and to reinforce messages and promote action related to key academic priorities. From January 2012 through June 30, 2013, University Advancement's three units—Alumni Relations, Development, and University Marketing—will direct these efforts toward three key goals.

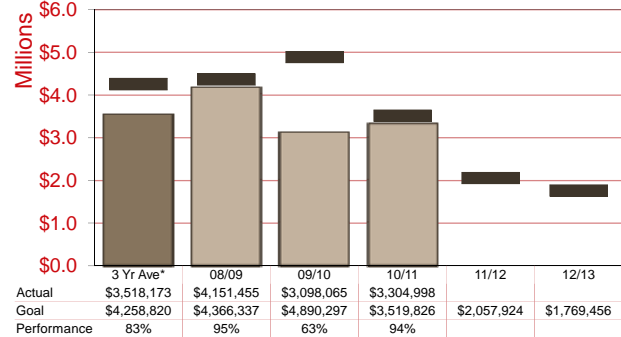
GOAL MATRIX DASHBOARD

Actual Goal

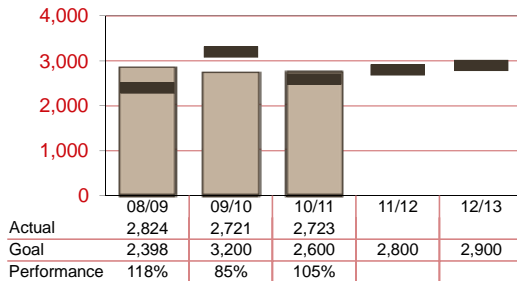
Gift Commitments



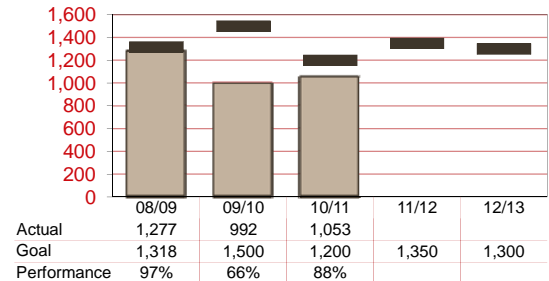
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

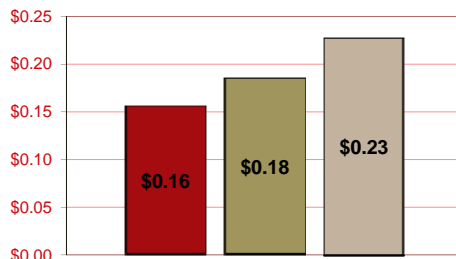


MEASURING ADVANCEMENT (Three Year Average*)

Cost Benefit Analysis

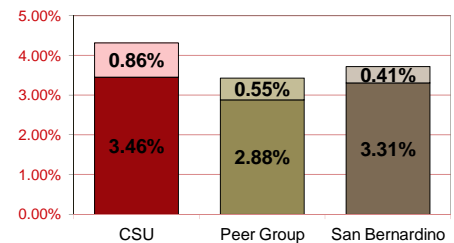
CSU Average
Peer Group Average
San Bernardino Average

Cost to Raise a Dollar

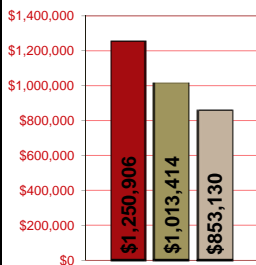


Investment as a Percentage of State General Fund

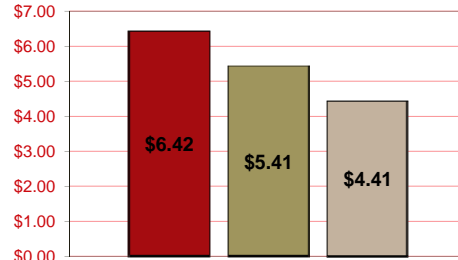
Total Advancement Expenditures



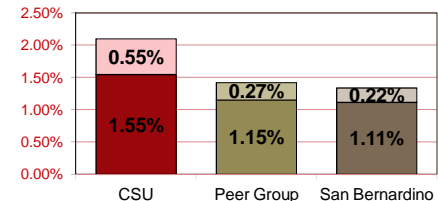
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



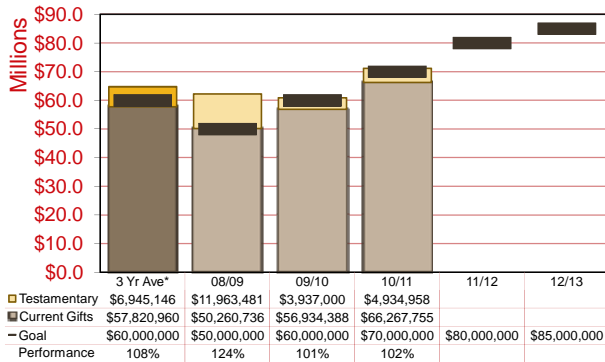
ENVIRONMENTAL SCAN / COMMENTS

University Advancement fundraising has declined over the last three years. In fiscal 2008-2009, Advancement raised \$8,780,755, by 2010-11; fundraising had dropped to \$2,928,520. As of November 30, 2011 we were ahead of last years' fundraising numbers by \$334,000; which augurs well for a rebound from the decline of the last three years. Our annual goal for 2011-2012 is \$7,197,688. Though our November 2011 fundraising total is \$1,325,286, we are still optimistic about reaching our 2011-2012 goal. Our optimism comes from the fact that we now have new Development Officers in the College of Business and Public Administration, College of Education, College of Natural Sciences, and Athletics. The productivity from each of the Development Officers should improve as we go through the rest of 2012. We have also added a new Director of Foundation Campaigns to assist in the direction of the 50th Anniversary campaign which is currently in planning stages. We have received the findings of the Grenzbech, Glier & Associates feasibility study and readiness report and also their donor base analysis. It appears that a \$50 million campaign is feasible for CSU San Bernardino over the next 5-7 years. The 50th Anniversary campaign case development is underway and will include involvement from a leadership council coming from donors and prospective donors in the region. The CSUSB Philanthropic Foundation has just completed its first six months of operation and has 85 members combined of community leaders, high profile alumni and donors on its Board of Directors. As we move forward, the activities of the Board will be more focused around campaign fundraising. We also plan to start an Alumni Council that will be focused on alumni activities and fundraising and an Advocacy Committee to assist in carrying out and supporting our Advocacy Plan. The university is in the process of launching a new program, aimed at extending outreach to parents, and a Student Success Initiative (funded by a student fee), of which Alumni Affairs is a key component. The Student Success Initiative will expand services to students to ensure their success while in school and after graduation.

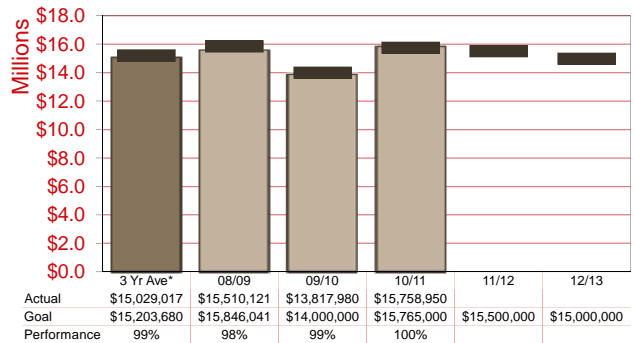
GOAL MATRIX DASHBOARD

Actual Goal

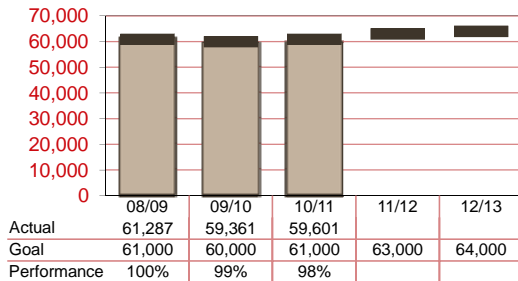
Gift Commitments



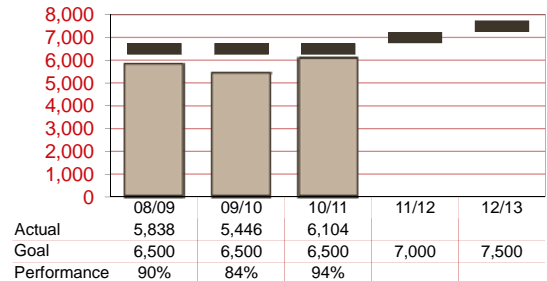
Total Advancement Investment



Number of Individual Donors



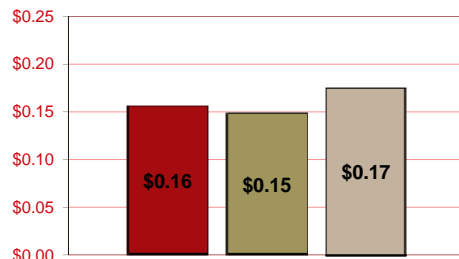
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

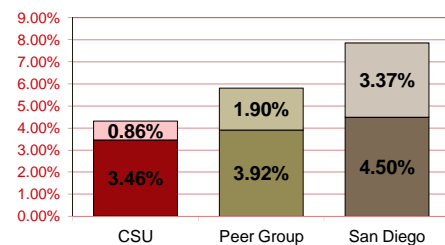
Cost Benefit Analysis

Cost to Raise a Dollar

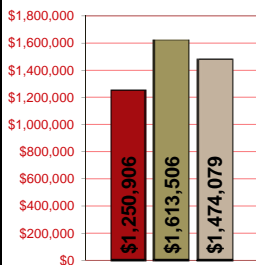


Investment as a Percentage of State General Fund

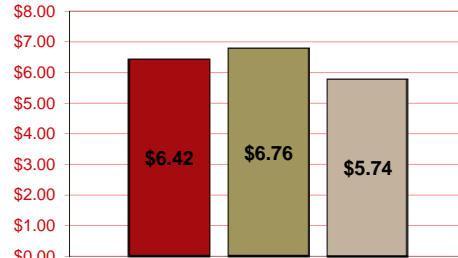
Total Advancement Expenditures



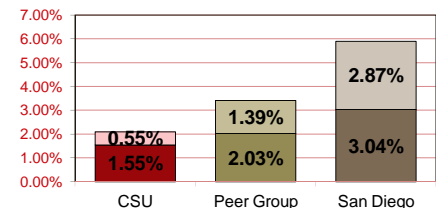
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



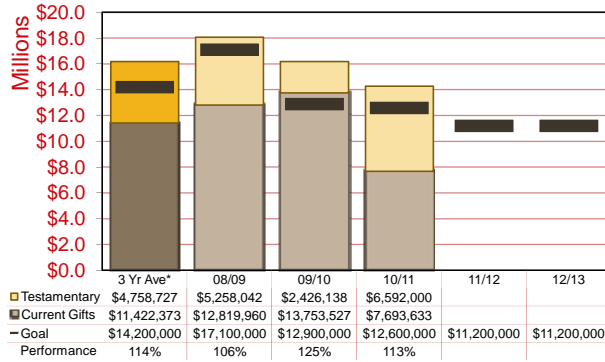
ENVIRONMENTAL SCAN / COMMENTS

San Diego State University's donors continue to support the institution at historic levels. For the fiscal year that ended June 30, 2011, the Campanile Foundation, SDSU's philanthropic foundation, received a record \$71 million in cash and pledges. In July 2007, SDSU launched its first comprehensive fundraising campaign. As of June 30, 2011, the campaign had collected approximately \$265 million in gifts towards its \$500 million goal. Accomplishing these objectives allowed SDSU to successfully complete the quiet phase of The Campaign for SDSU and kick off the campaign's public phase. Highlights from FY 2010-11 included gifts of \$5 million to name the Fowler Athletics Center, \$1 million to name the Art and Joan Barron Veterans Center and \$5 million to name the Donald P. Shiley Bioscience Center. Led by a gift of \$2.5 million from Jim and Janet Sinegal, SDSU also received record support for scholarships. Through June 30, 2011, The Campaign for SDSU had raised \$37.5 million to support SDSU's neediest and most deserving students. The Campaign for SDSU enters its public phase with considerable momentum and increased levels of donor and alumni engagement – through innovative efforts such as its Bay Area Regional Council. SDSU's achievements are made even more impressive given state budget reductions, a weak economy and a presidential transition. In spite of these challenges, donors demonstrated they understand the urgent needs of the university and its students. They also responded overwhelmingly to the appointment of Dr. Elliot Hirshman as SDSU's eighth president.

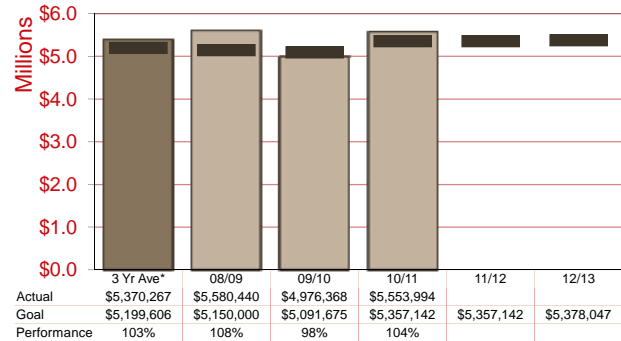
GOAL MATRIX DASHBOARD

Actual Goal

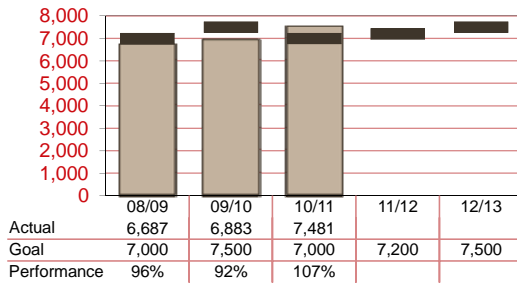
Gift Commitments



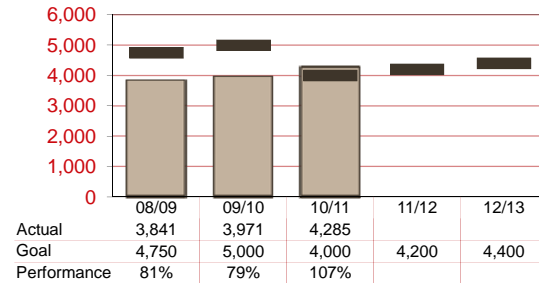
Total Advancement Investment



Number of Individual Donors



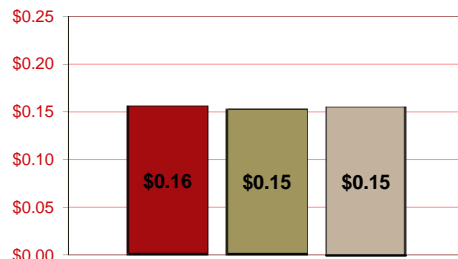
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

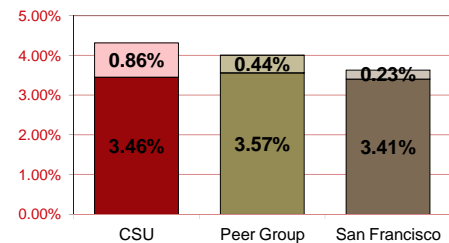
Cost Benefit Analysis

Cost to Raise a Dollar

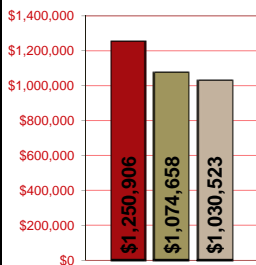


Investment as a Percentage of State General Fund

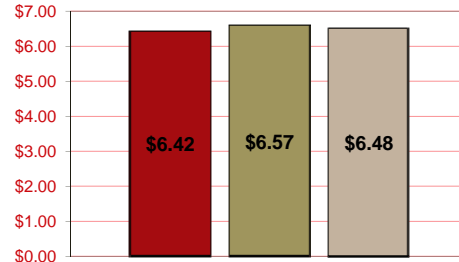
Total Advancement Expenditures



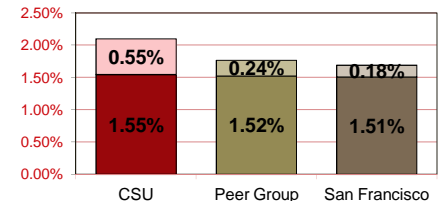
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



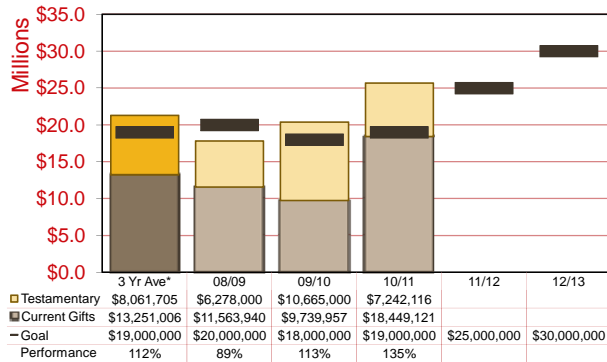
ENVIRONMENTAL SCAN / COMMENTS

Progress toward building pride, recognition, and revenue successfully continues at SF State. Notable alumni, faculty and administrators continue to have national visibility and were featured in major news and social/web media outlets and discussed important issues to SF State, the CSU, higher education and California. The Office of Government Relations continued to work and assist the Office of Research and Sponsored Programs in obtaining federal grants and contracts. Our fundraising and advocacy efforts also resulted in enhanced communication with alumni, parents, and friends of SF State who not only made a financial contribution but also have demonstrated a willingness to advocate on behalf of higher education and the CSU. In FY 10/11, our development trends continued upwards as the number of alumni and individual donors continued to increase. Beginning in FY 11/12, the Development office has been in transition due to positions placed on hold due to budget cuts, and the recent restructuring of colleges at SF State which required most remaining gift officers to work with a different dean. Additionally, the capital campaign for a new performing arts complex is on hold due to continued delays in higher education bond financing.

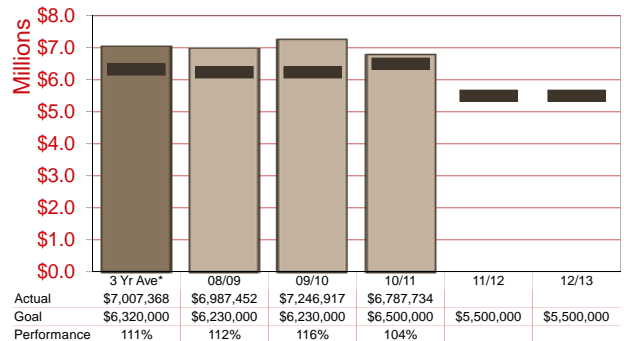
GOAL MATRIX DASHBOARD

Actual Goal

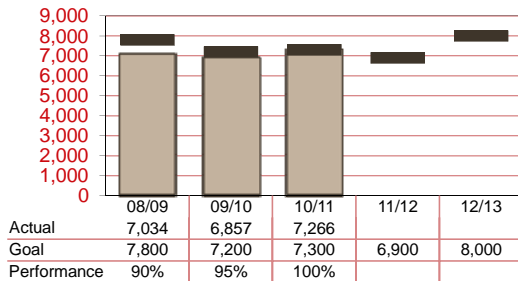
Gift Commitments



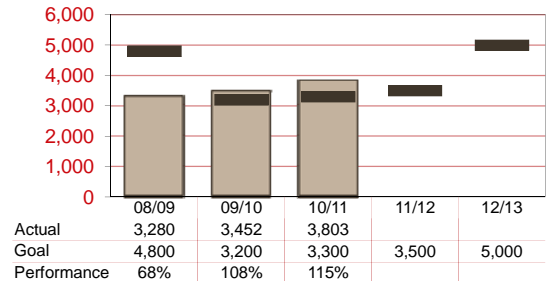
Total Advancement Investment



Number of Individual Donors



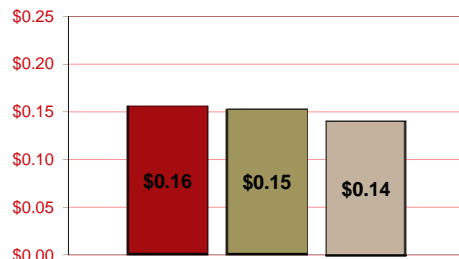
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

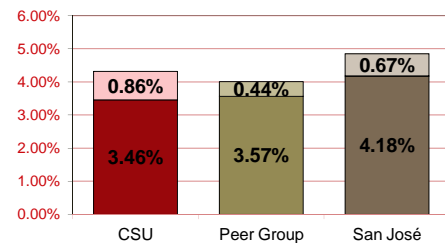
Cost Benefit Analysis

Cost to Raise a Dollar

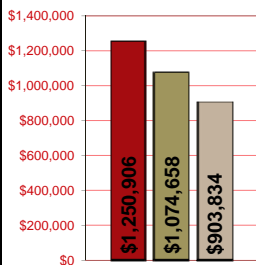


Investment as a Percentage of State General Fund

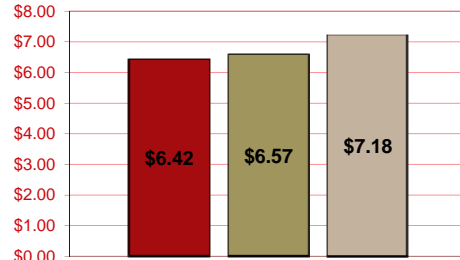
Total Advancement Expenditures



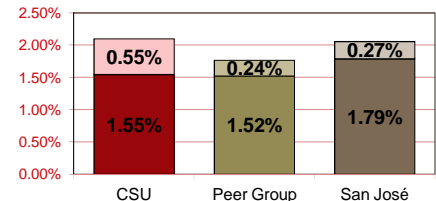
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



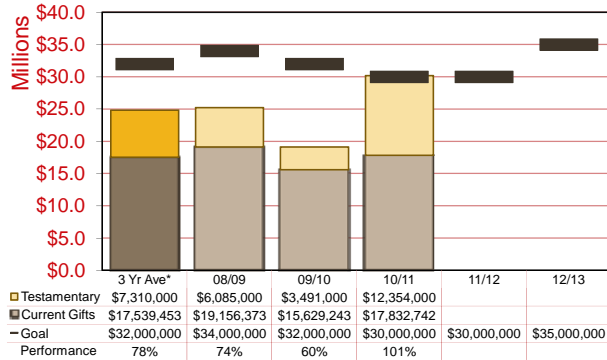
ENVIRONMENTAL SCAN / COMMENTS

Since its founding in 1857, San José State University has been recognized for effectively training the workforce in Silicon Valley and throughout California. SJSU is comprised of over 25,000 students, 3,200 faculty and staff members, and 134 degree programs on a 154-acre downtown campus anchoring the nation's 10th largest city, San José. As the oldest campus in the California State University system, SJSU continues to build on its historic legacy, providing more than 7,000 well-prepared graduates last year. In July 2011, President Mohammad Qayoumi took over leadership of the campus. He immediately began a strategic planning process, soliciting input from all members of the university community through a series of "town hall" meetings. At the same time he asked University Advancement to shave a year off the public phase of Acceleration, the \$200,000,000 comprehensive campus-wide campaign, which just completed year one of the public phase. The Advancement Division has made excellent progress towards the campaign goal as well as the other goals articulated in the 2010-11 advancement plan. This progress is detailed more fully below. The Tower Foundation of San José State University, our philanthropic foundation, added four new members to its board of directors during the past fiscal year. They are Dr. John Baird, Founder and Principal of ExecutivEdge of Silicon Valley; Keith Lee Barnes, member of the Board of Directors of JDS Uniphase; SJSU President Mohammad Qayoumi and Vice President for Administration and Finance Shawn Bibb. The addition of these board members brought new levels of energy and leadership to the board. The campus continues to prioritize one-time funding to support some personnel for the campaign.

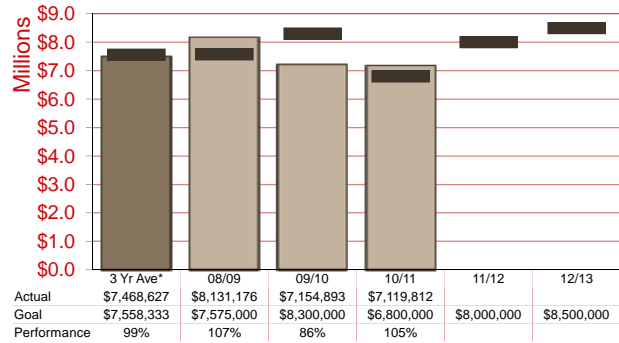
GOAL MATRIX DASHBOARD

Actual Goal

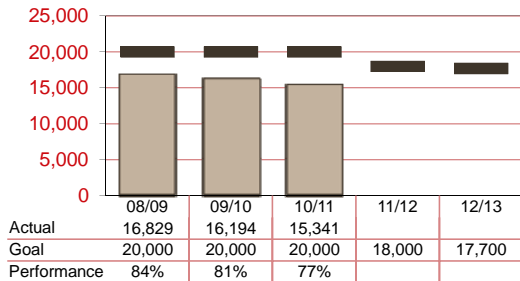
Gift Commitments



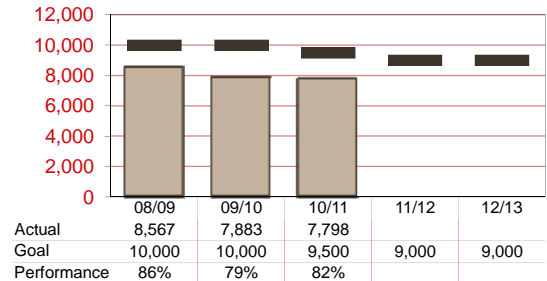
Total Advancement Investment



Number of Individual Donors



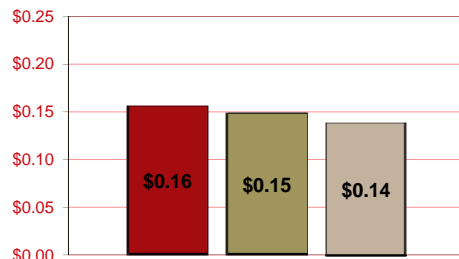
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

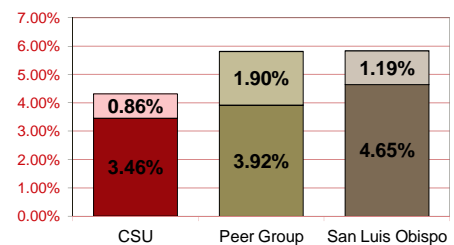
Cost Benefit Analysis

Cost to Raise a Dollar

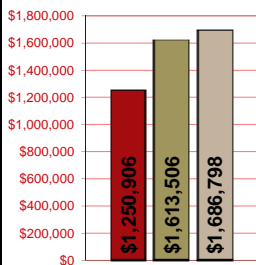


Investment as a Percentage of State General Fund

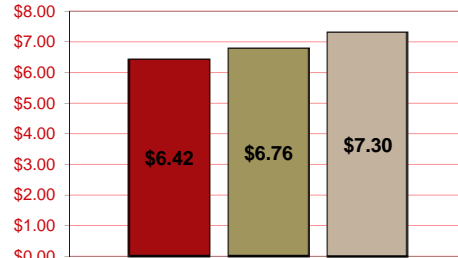
Total Advancement Expenditures



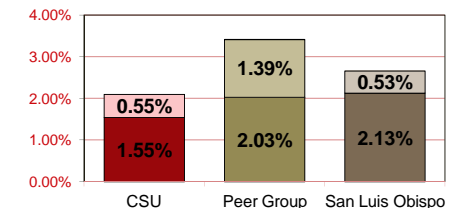
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



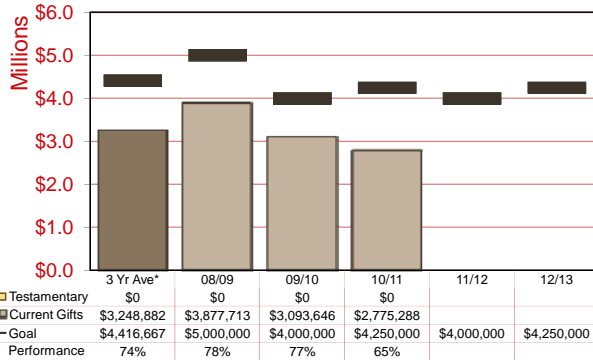
ENVIRONMENTAL SCAN / COMMENTS

We entered FY 2010-11 with momentum and genuine optimism – and it turned out our optimism was well placed. In partnership with our deans, 2011 was our first full year operating as a predominantly centralized fundraising organization. Several key organizational issues were resolved, including: Build out of an effective regional fundraising staff; Implementation of a rigorous set of standards, including a 50 percent increase of in-person contacts and proposals; Improved analytics for prospect research, management and stewardship; Improved fundraising communications; Integration of Alumni Affairs staff into Advancement. As a result, we set a record of in-person contacts for the second consecutive year and were rewarded with our first year-over-year increase in gifts in at least four years. Providing an essential push was the commitment of new President Jeffrey D. Armstrong, who took office in February 2011 following a previous failed search for a successor to Warren Baker, who had retired in 2009 after 31 years. President Armstrong committed to an aggressive schedule for engaging donors, helping close a \$5 million commitment from Leprino Corp., a large dairy company eager for more dairy scientists. We enter 2012 with another important addition to senior leadership: The appointment of Deborah Read as Vice President/University Advancement, who began on Jan. 1, 2012. We have been working under the steady hand of Provost Robert Koob, who served as Interim VP/Advancement for most of the past two years. Vice President Read has nearly 30 years of experience in higher education fundraising.

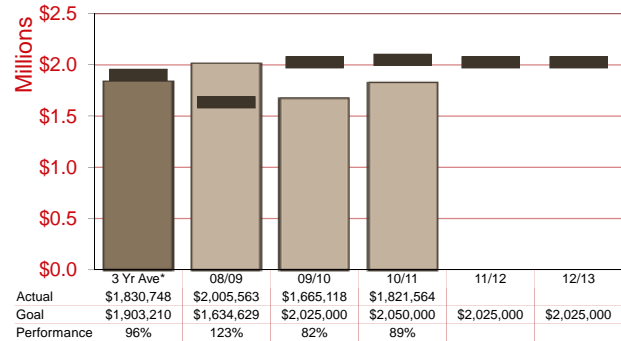
GOAL MATRIX DASHBOARD

Actual Goal

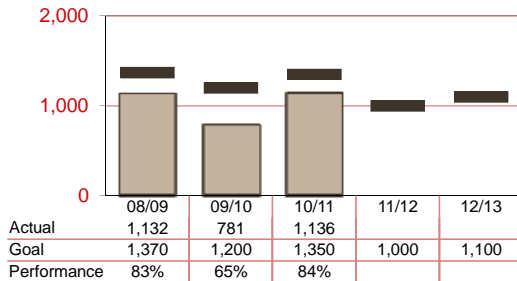
Gift Commitments



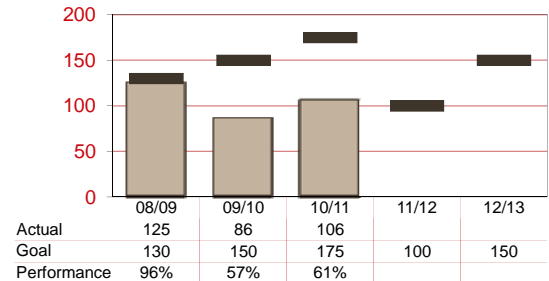
Total Advancement Investment



Number of Individual Donors



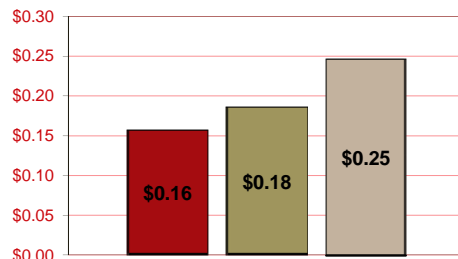
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

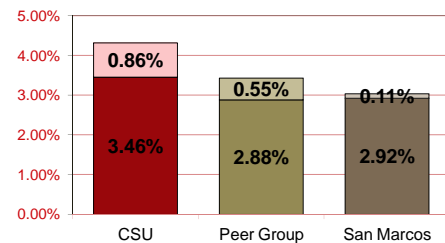
Cost Benefit Analysis

Cost to Raise a Dollar

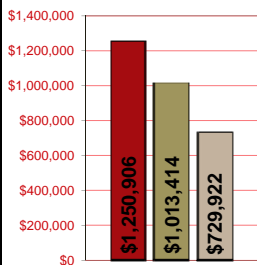


Investment as a Percentage of State General Fund

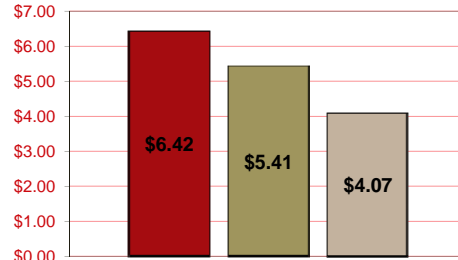
Total Advancement Expenditures



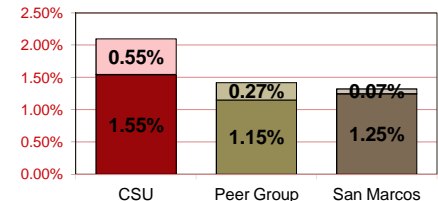
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



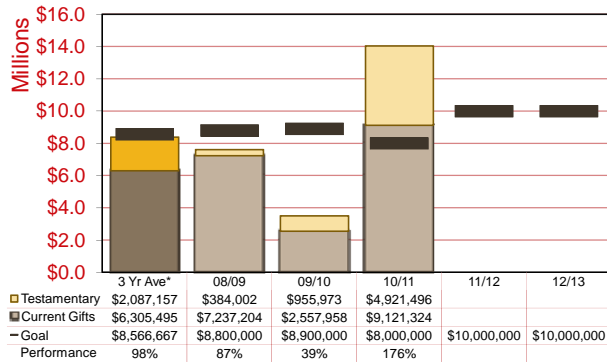
ENVIRONMENTAL SCAN / COMMENTS

For the first time in its 21-year history CSUSM reached record enrollment, surpassing 10,000 students in 2011. Physically the campus is also growing. The new Social and Behavioral Sciences Building opened in September and construction is now underway for a student housing project dubbed The Quad. Construction on a student union will start this spring while preliminary planning for an arena is also beginning. CSUSM recently welcomed four new academic deans to head three restructured colleges and Extended Learning. These new leaders all have prior development experience, are consulting with University Advancement, and are poised to be active in future fundraising efforts. Additionally, the campus saw the expansion of its athletics program, adding men's and women's basketball and women's volleyball as it seeks to make the transition into NCAA Division II. Hundreds of positive broadcast and print news stories and editorials have increasingly focused on the University creating greater community awareness and "buzz" about campus activities and programs. The Office of Communications has leveraged these opportunities to spotlight and further increase CSUSM's profile and highlight the university's impact on the region. In the midst of these exciting developments and as it continues to prepare for a comprehensive campaign, University Advancement welcomed new staff including an associate vice president of development, three experienced development officers, a director of prospect research and advancement services, a data analyst to manage donor records and reporting, a communications specialist, visual communications specialist and an administrative support assistant. In 2012, University Advancement looks forward to marketing, building friendships and creating new pathways for alumni, parents and community members to increase their engagement with Cal State San Marcos.

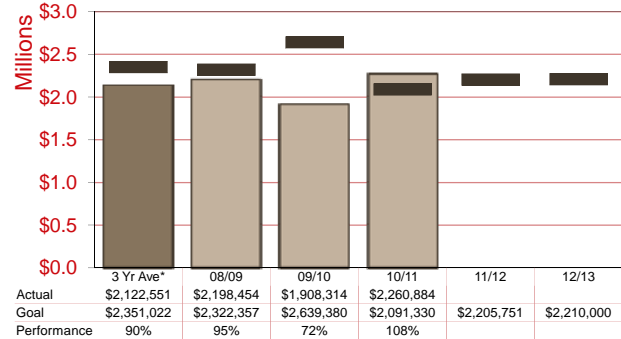
GOAL MATRIX DASHBOARD

Actual Goal

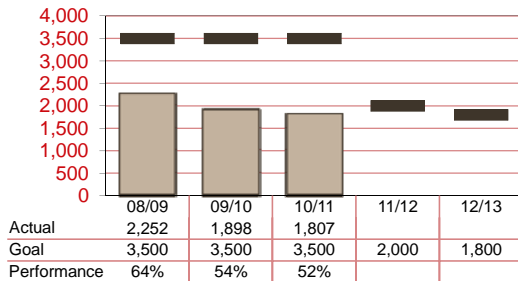
Gift Commitments



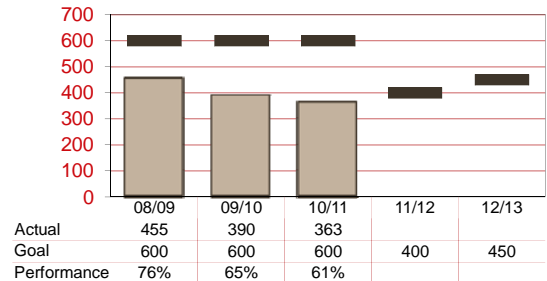
Total Advancement Investment



Number of Individual Donors



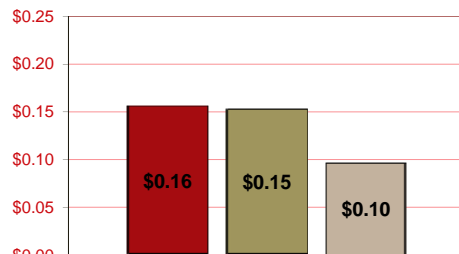
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

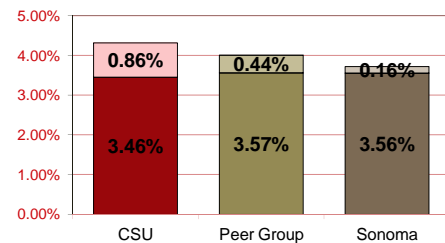
Cost Benefit Analysis

Cost to Raise a Dollar

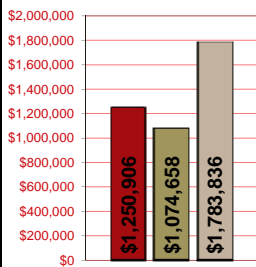


Investment as a Percentage of State General Fund

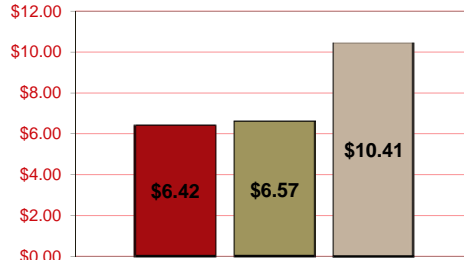
Total Advancement Expenditures



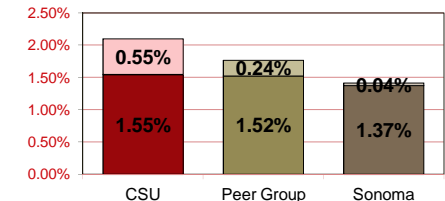
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



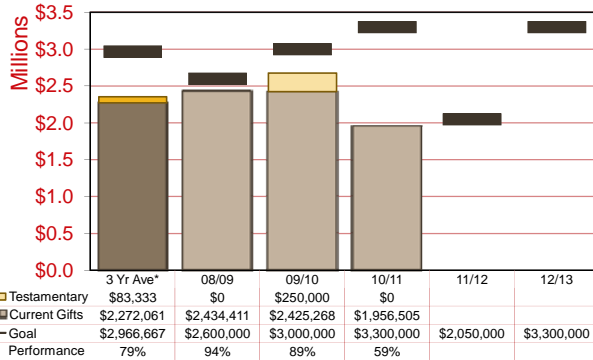
ENVIRONMENTAL SCAN / COMMENTS

Sonoma State University's Advancement function is divided between two divisions: University Affairs and University Development. The Office of University Affairs includes communications, marketing, media relations, special events, website design and management, government affairs and community relations and has a staff of nine, a 33% increase from FY10. University Development includes major gifts, annual giving, advancement services, alumni relations and the Alumni Association as well as the university's Scholarship Coordinator. The past year was a good one for the university both from a public relations and development standpoint with generally positive local press and our first break into the San Francisco and New York City media world with the announcement of a new \$12 million gift from a New York financier. While fundraising continues to be robust at the major and principal gift level, especially for the Green Music Center, smaller donors continue to be severely impacted by the uncertainty of the stock market and general global forecasts. With a lack of funds to build a more robust annual giving program we have been unable to break out of the 1,500-1,800 individual donor range making us below the CSU standard of "5,000 and 10,000 individual donors" expected for our Group II category.

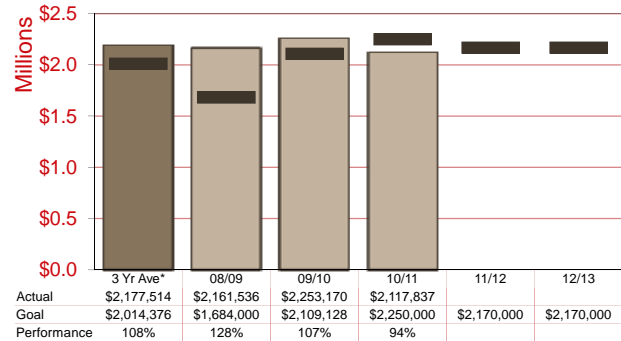
GOAL MATRIX DASHBOARD

Actual Goal

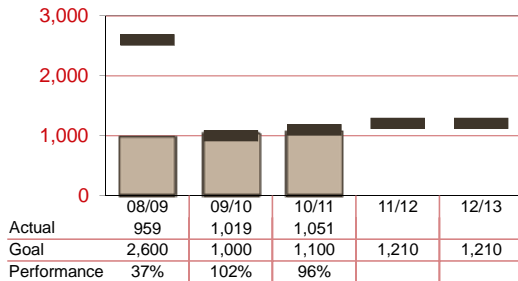
Gift Commitments



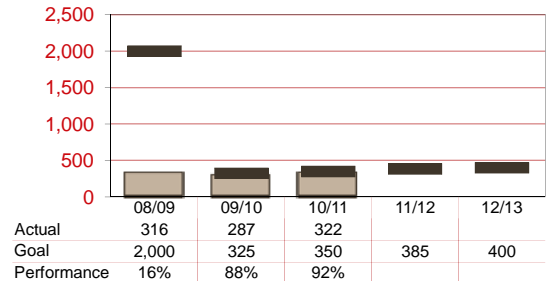
Total Advancement Investment



Number of Individual Donors



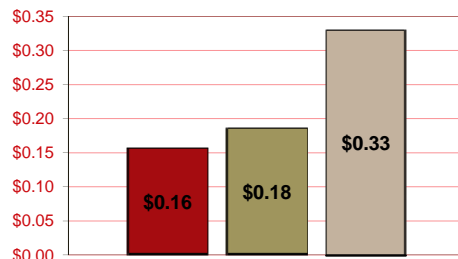
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

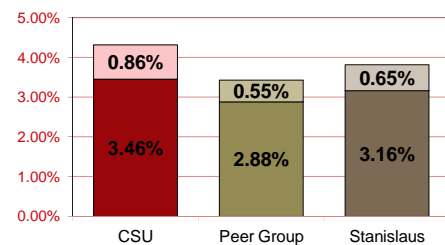
Cost Benefit Analysis

Cost to Raise a Dollar

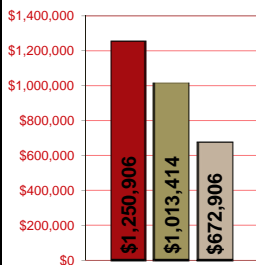


Investment as a Percentage of State General Fund

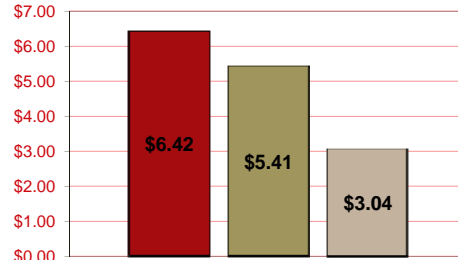
Total Advancement Expenditures



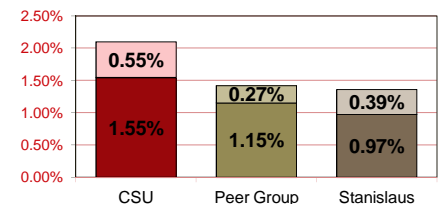
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

2012/2013 will be a year in which California State University, Stanislaus will realize the full potential of industry partnerships. Ignited in 2011/2012 with alliances in health care, business economic forecasting and food science, University Advancement has a solid foundation for further development of business and community partnership opportunities, preparing the University for the next phase of growth. This next phase will require the filling of critical vacancies, such as the Vice President for University Advancement, the Director of Athletics and two Major Gift Development Officers. Despite not having these positions operating at full capacity in 2011/2012, the University's value and contributions were widely acknowledged by the media and publicly lauded – piquing the interest of business, corporate and governmental audiences and presenting opportunities for increased support. University Advancement will use this momentum to secure increased financial support, specifically from corporations and corporate foundations. 2012/2013 also will be a year that welcomes increased alumni and annual donor participation by way of technology and successfully branded events, such as the 4th annual Vines. Increasing the University's reach through e-newsletters and an improved online giving site will have a positive impact on the number of alumni and annual donors. Finally, continued efforts in building an environment of advocacy among alumni and parents will ensure that we have the ability to quickly disseminate information and secure support during difficult budgetary times.