

Operation Performance Review

Department of Development

Submitted by: Jonathan Enslin, Executive Director

The current major objectives of the Department of Development and the UW-Whitewater Foundation are two of the major goals that the University has set for itself:

- Increase the value of the endowment from \$7.5 million to \$15 million.
- Develop private funds to support a new academic building and improved student recreational and athletic facilities.

These goals are very easily measured. In the case of the value of the endowment, we simply use the annual, audited value of our endowed net assets. In the case of the second goal, the measure is the amount of gifts received required of the Foundation to construct the facilities.

When these goals were established, the Foundation Board of Directors met in October of 2000 to reaffirm fund-raising campaigns for endowment, the Student Athletic Complex and a new building for the College of Business & Economics. The development of this plan had many of the essential planning elements that are consistent with an OPR including the use of an outside consultant, using benchmark data provided by other institutions and professional organizations, and the use of small planning teams.

This plan was formally adopted in February 2001. (See attached.) Since that time the Department of Development and the UW-Whitewater Foundation has done the following to meet these goals:

- secured over \$2 million in support of the endowment. Unfortunately, due to investment losses, the value of the endowment has actually decreased over the same time frame.
- secured over \$1.1 million in gifts and pledges for the Student Athletic Complex. Construction on the facility has begun and will be completed by fall of this year.
- developed a plan to secure \$5-6 million in support of the new College of Business & Economics building. We have raised over \$1.85 million in irrevocable gifts toward the project, and have over \$4 million of proposals “in the pipeline.” A volunteer campaign committee has been developed

and will be making additional solicitations within the coming months. Printed campaign materials have been developed as well. Finally, the Foundation has set-aside \$150,000.00 to cover campaign costs including support for travel, campaign materials, etc.

When the Board met this past October to review these goals once again, they reaffirmed their desire to meet these goals, approved going forward with the COBE Building Campaign, and set a timeline to secure an additional \$7.5 million in gifts and pledges to the endowment by 2007.

The Foundation Board has allocated sufficient resources to allow us to complete these goals within the agreed upon time frame. As mentioned above, the Board has set aside resources specifically targeted toward the above goals, and has maintained the level of its annual budget despite the University budget cuts and the Foundation's reduced investment returns.

Although we believe that no other major improvements are necessary to specifically meet these goals, we have reallocated resources to allow for the acquisition of additional demographic and financial data on our alumni. We have also implemented an automated phonathon program, which will hopefully bring additional annual fund phonathon donations to the Foundation.

In conclusion, we feel that the five-year goals and objectives for the Department are fairly well established. Furthermore, we feel that we have an adequate framework in place, with outside input and evaluation from the Foundation Board of Directors, to enable us to meet these goals by 2007.

Attachments:

Summary of Development Processes and Procedures
UW-Whitewater Foundation Strategic Plan, February 2001
UW-Whitewater Foundation Strategic Plan Follow-up, October 2002

University of Wisconsin - Whitewater

Summary of Development Processes and Procedures

Philosophy

The philosophy that the development operation at UW-Whitewater employs is emphasizing personal relationships between donors, volunteers and staff. Toward that end, emphasis is placed on strengthening relationships with potential donors which will encourage significant support for the University.

Staffing

The Departments of Alumni Relations and Development share a common workspace and a number of common employees. Between the two departments, six academic staff members have fund-raising as a significant portion of their job responsibilities:

Mike Spellman, Assistant Chancellor of University Advancement
Jon Enslin, Executive Director of Development
Donna Calvin, Director of College Advancement, Arts & Communications
Dianne Coopman, Director of College Advancement, Business & Economics
Tom Kolda, Director of College Advancement, Education
Kate Loftus, Director of College Advancement, Letters and Sciences

In addition, one academic staff member, Ellen Miller, is dedicated to information and prospect management. Finally, the Director of Alumni, Mark Dorn, also has responsibilities in the area of fund-raising and is involved in all prospect management and fund-raising staff meetings.

We employ 3.5 classified employees as support staff. These employees handle functions such as data and office management, gift entry, accounting and general professional support. Support for the Directors of College advancement is provided by their college.

We also employ two student phonathon managers who oversee our phonathon programs. They in turn hire approximately 40 student-callers who contact alumni by the phone to solicit annual contributions.

Finally, we employ about four students a year to help with data entry, mailings, office reception, etc.

Compensation

All professional employees are assigned Hayes-Hill designations and are compensated from the University. One of these positions is fully reimbursed by the Foundation. The four Directors of College Advancement have opportunities to earn bonuses of up to ten percent of their salary by meeting various goals with emphasis on meeting directly with potential donors.

3.0 of the support employees are University employees. Almost all of these positions are fully reimbursed by the Foundation. In addition, 0.5 of support employee is a direct employee of the Foundation.

The two phonathon managers, and all the phonathon callers, are direct employees of the Foundation. They have the opportunity to earn bonuses based upon the amount of pledges actually paid to the Foundation.

Budget

It is very difficult to determine how the size of our budget compares with other institutions because their fund-raising operations are funded through multiple sources. For instance, we have an annual budget provided by the Foundation funded through fees charged to the accounts held at the Foundation, through earnings on investments, and through a small portion of our unrestricted giving. The University also provides resources in terms of salary and supply costs. The Colleges also provide a varying degree of resources for salary and other purposes.

If we consider all of these sources, we devote approximately 70% of our fund-raising budget for personnel salaries and benefits. An additional 25% is used for direct fund raising programs including travel, materials, and mailing. Approximately 5% is used for general office supplies, Foundation administration, etc.

Fund Raising Programs and Procedures

Major & Planned Giving

The main goal of the development program is to motivate and solicit people to give major gifts either in the form of a current donation or a gift through their estate or other deferred instrument.

Toward that end, every major prospect is assigned a staff solicitor. The solicitor is responsible for managing all moves with this prospect, which may include personal visits, bringing them to campus, solicitations, etc. All of these moves require a report afterwards, which is stored in our Raiser's Edge database.

On a monthly basis, we hold prospect management meetings whereby previous moves are discussed, future moves are planned, changes to solicitor

assignments are proposed, and new prospects are identified and assigned. On a quarterly basis, prospect meetings are held with the dean and their director of college advancement to discuss prospects interested in projects at the college level.

Through training, we give all development staff members at least a simple understanding of planned and deferred giving programs so that they may be able to bring up such a program if a situation warrants. We also market planned gift opportunities through an annual mailing and a page on the University's web-site.

Annual Giving

We hold annual giving phonathons throughout the academic year. In the fall, we call the majority of our alumni for annual gifts directed toward the Annual Loyalty Fund. For those who are not reached, we send out a follow-up mailing. No additional mailings are utilized, but a giving envelope is placed in the bi-annual issues of the *Whitewater Alumni & Friends Magazine*.

In the spring, we contact each alumnus once again for a phonathon in support of their college of graduation. The colleges, under the direction of the advancement officers, use mailings of various sorts to support the annual giving program at the colleges.