University of La Verne

Program Review

Of

University Advancement’s Major Gifts Program

Prepared by:  Myra Garcia, Vice President, University Advancement
               Kevin Doody, Assistant Vice President, Major and Annual Gifts

Date Submitted:  June 4, 2015
Executive Summary

This report focuses on the University of La Verne’s Major Gift program. A major gift is an outright gift of $25,000 or more, or a pledge of $25,000 or more, over and above a donor’s traditional annual giving, payable over a five-year period of time.

The number of major gifts per year at the University over the past five years has slowly climbed from 9 in 2010 to 13 in 2014. During this time period, performance metrics (i.e. goals for the number of meaningful contacts and solicitations with major gift prospects) were not effectively enforced. During this same time period, the University experienced significant leadership changes – President Lieberman was inaugurated in October 2011 and Jean Bjerke, the former Vice President for University Advancement, left the University after 21 years.

Beginning in 2011, The Phoenix Philanthropy Group has been advising the University on operational and structural improvements within the Advancement Office. Also, Myra Garcia, the current Vice President of Advancement, joined the University in 2013. Together, Ms. Garcia and The Phoenix Philanthropy Group have implemented a culture of accountability and an emphasis on fundraising “best practices.” Examples of improvements they have implemented include creating the Advancement University Partnership model, hiring the University’s first-ever Director of Prospect Management, and instituting monthly prospect visit metrics.

Planning for the upcoming comprehensive campaign has helped identify university priorities with philanthropic appeal. The University will need to develop campaign collateral (both hard copy and speaking points) for fundraisers to use in their prospect meetings. Also, a wealth screening, currently scheduled to be completed in July 2015, will also greatly help the quantification of prospects.

The number of major gifts is expected to increase in the future with the addition of new major gift staff and the enforcement of additional metrics (i.e., number of major gift solicitations). The University has six revenue-producing major gift positions filled or approved in 2014-2015, with one more planned for 2015-2016. Of these seven positions, five are either vacant, new and vacant, or have been filled for less than one year. Accordingly, these new staff will require some “ramp up” time to meet prospects and move them through the gift pipeline leading to a successful solicitation. However, once the new staff are fully integrated, and with a performance metric of 2-3 major gift solicitations a month, the University can expect 14 solicitations a month, 168 solicitations a year, and with a conservative “yield” rate of 20%, expect 33 major gifts per year vs. the 13 in 2014.
A. **Program/Unit Vision, Mission, and Values**

The University of La Verne’s Advancement Office is responsible for designing, implementing, and managing the University’s Development (i.e. fundraising) and Alumni Relations activities. Fundraising activities are organized within the office along commonly accepted, industry-standard revenue streams – Planned Giving, Major Gifts, Corporate and Foundation Relations, and Annual Giving.

This report focuses on the Major Gift program. A major gift is an outright gift of $25,000 or more, or a pledge of $25,000 or more, over and above a donor’s traditional annual giving, payable over a five-year period of time.

Beginning in 2011, The Phoenix Philanthropy Group has been advising the University and the Advancement Office on the best practices to build a scalable and sustainable fundraising program. In August 2013, The Phoenix Philanthropy Group delivered – and the University implemented – an Advancement University Partnership (AUP) model for optimizing fundraising and alumni relations success. A core feature of the AUP are regular monthly team meetings between the Deans of the Colleges and the Athletics Department and representatives from Development, Alumni Relations, and the Office of Strategic Communication. This model has helped clarify internal University roles and responsibilities and helped clarify metrics to measure success. Accordingly, the Development representative at these meetings is focused on fundraising priorities and actions planned to fulfill those priorities. All fundraising options (annual fund, corporate and foundation grants, and individual giving) are discussed in these meetings, and increasingly, these fundraising actions will consist of major gift (i.e. above $25,000) cultivations and solicitations.

Perhaps most importantly, the partnership model embodies Advancement’s donor-centric relationship management philosophy. In a donor-centric model, the goal of the fundraising function is to help build and strengthen lifelong-relationships between an institution and its donors. These relationships are built on reciprocal trust, respect, and accountability. The goal of the Development Officer is to ensure that the University becomes and remains a life-long philanthropic priority for the University’s donor – for some donors, the University will become their most important philanthropic priority.

B. **Program/Unit Goals and Objectives**

The 20/20 Strategic Vision sets the direction for the University’s future and for Advancement’s priorities. The four goals of the 20/20 Strategic Vision are:

1) Achieving educational excellence (curricular and co-curricular);
2) Strengthening the human and financial resources of the University;
3) Heightening reputation, visibility, and prominence; and
4) Enhancing appropriate, quality campus facilities and technologies.

To help raise the funds needed to achieve the 20/20 Vision and its component goals, the University is now conducting a feasibility study to determine the size and timing of the institution’s
first-ever comprehensive fundraising campaign. The feasibility study and the recommended campaign goal were approved by the Board of Trustees in May 2015.

C. Professional Organizations and Standards

For Development (i.e., major gift) officers working in Higher Education, the most prominent national professional organization is the Council for the Advancement and Support of Education (CASE): http://www.case.org/ CASE is an essential guide and resource for professional training, identifying best practices, and scholarly and practitioner articles.

A second important professional organization is the Association of Fundraising Professionals (AFP): http://www.afpnet.org/. AFP, together with the Association for Healthcare Philanthropy, CASE, and the Giving Institute, developed the “Donor Bill of Rights” which has been widely adopted throughout the fundraising community as a fundamental source of donor rights and institutional behaviors. The “Donor Bill of Rights” is attached as Appendix A.

D. Description of Program/Unit Capacity

The following table lists the number and dollar value of major gifts (outright gifts greater than $25,000 excluding pledge payments) at the University of La Verne for the past five years:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000 or above</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>$75,000</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>$50,000</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>$25,000</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total Number of Gifts Above $25K</strong></td>
<td><strong>9</strong></td>
<td><strong>11</strong></td>
<td><strong>12</strong></td>
<td><strong>16</strong></td>
<td><strong>13</strong></td>
</tr>
</tbody>
</table>

Over the course of this time period, there have been several significant leadership/staff changes in the University’s Advancement Office:

- Jean Bjerke, the former Vice President, University Advancement, retired in 2013 after 21 years of service;
- Myra Garcia, Vice President, University Advancement, joined the University in May 2013;
- Jeff Rouss, the former Deputy Vice President, left the University in June 2014 after 7 years of service;
- Kevin Doody, the University’s Assistant Vice President for Major and Annual Gifts, joined the University in December 2014; and
- Santiago Almaguer-Delgado, the University’s first-ever Director of Prospect Management, joined the University in February 2014.
Please note that among these key personnel changes in the Advancement Office, only one (i.e. the Director of Prospect Management) represents a new, additional position.

The other significant change that has occurred during this time period was the adoption in August 2013 of the Advancement University Partnership (AUP) model for optimizing fundraising and alumni relations success.

**Brief Literature Review**

In 2006, Marts and Lundy, an internationally respected fundraising consulting organization, conducted a significant review of major gift fundraising best practices and some salient points are summarized below:

- It can typically take 18 - 24 months from initial contact with a major gift prospect to secure a major ($100,000 +) gift;
- It can take 7 - 8 meaningful contacts per prospect (average of one contact per quarter) to lead to a major gift;
- 3 - 4 prospects are needed for each major gift secured; and
- Development officers typically receive 75-85% of what is asked for.

Also, best practices indicate that a major gift officer should strive to have a “prospect pipeline” with prospects in each stage of the cultivation/solicitation cycle (i.e., discovery, educate/inform, cultivate, engage, and solicit). Moreover, the composition of the pipeline should evolve over time:

- During a start-up effort, with new staff or at the beginning of a campaign, Marts and Lundy recommends that major gift officers spend 75% of their time in discovery visits, 10% of their time in cultivation, 10% of their time in solicitation, and 5% of their time on stewardship;
- As a campaign moves on, Marts and Lundy recommends that a balanced/mature portfolio be balanced with 25% of a major gifts officer’s time spent equally on discovery, cultivation, solicitation, and stewardship.

**Staff and Personnel**

The President and the Vice President of Advancement are the lead fundraisers for the University – they focus on prospects capable of making major gifts (above $25,000) and principal gifts (above $1,000,000). In addition to their activities, and focusing on the formal Major Gifts program within the Advancement Office, the University has five revenue producing major gifts positions approved in 2014-2015, with one more planned for 2015-2016. (The Director of Leadership Annual Giving (current staff: Grace Casian) is not considered a major gift officer.)

The six major gift officers are:

- Assistant Vice President of Major and Annual Gifts (current staff: Kevin Doody);
- Director of Corporate and Foundation Relations (vacant – to be hired);
- Senior Director of Development, College of Law (current staff: Sharilyn Berry);
- Senior Director of Major Gifts for the College of Business and Public Management (new position – to be hired in 2014-2015);
- Development Director for the Department of Athletics (new position – to be hired in 2014-2015);
- Senior Director of Major Gifts for the College of Arts and Sciences (new position – to be hired in 2015-2016).
Facilities/Space Analysis

The Advancement Office is currently housed in the Dr. Marvin and Marie Snell Building adjacent to the main campus. The building is fully occupied with several staff members sharing office space (one office has three individuals in it). In the 2014-2015 fiscal year, Advancement will be adding two additional Major Gift officers, and in 2015 – 2016, one additional Major Gift officer. (Adding to this capacity problem, Advancement overall will be hiring additional staff members in 2015-2016.) The Snell Building is over capacity and the Advancement Office is actively looking for additional and alternative office space for its staff members.

E. Key Indicators that measure progress toward mission, goals, and objectives

Since August 2013, each College and the Athletics Department has had an Advancement University Partnership Team dedicated to serving its Advancement needs in a comprehensive, integrated way. Team members report to the Vice President, University Advancement. Each team consists of one development officer (fundraiser), one alumni relations officer, and one public relations officer. Over time, the same team approach will be extended to include all of the Regional Campuses. The three priority Regional Campuses to receive such a team approach are Bakersfield, Burbank and Irvine.

Regular, frequent communication and interaction between partnership team members and Deans/Athletic Director is central to the success of the partnership model. Central components of the model are as follows:

- Teams will meet with their Deans/Athletic Director at least once per month to plan their cultivation, solicitation and stewardship strategies and activities, monitor progress, and develop initiatives that are congruent with the priorities of the 20/20 Strategic Vision and the upcoming comprehensive campaign;
- Simultaneous with the Dean meetings, team members will meet as needed with faculty members and administrators to deepen their knowledge of College/Department program offerings;
- Team members will attend and/or help organize all appropriate events that will enable them and the Deans/Athletic Director to achieve their agreed-upon objectives. Examples of such events include lectures, seminars, book signings, concerts, games, Dean’s Advisory Council meetings, etc.

Until we are fully staffed in preparation for the comprehensive campaign, some team members may have more than one assignment. The members of these teams will focus on alumni, parents, donors, advisory board members and prospects of each College/Athletics/Regional Campus and each will have a distinct role:

- The Alumni Relations officer will
  - Conduct discovery/engagement visits;
  - Help identify prospective donors and volunteers;
  - Provide contact and mailing lists, as needed for Advancement Partnership initiatives; and
  - Plan and execute events related to alumni and parent engagement.
The Public Relations officer will
- Provide strategic communications counsel and planning support;
- Develop stories for online and print media and magazine placement; and
- Produce brochures, invitations, flyers, and other non-enrollment PR needs that arise.

The Development Officer will
- Develop and maintain a portfolio of 150-200 prospects, and conduct 15-20 personal visits per month, with a significant portion of the portfolio being College/Athletics-specific;
- Identify, cultivate, solicit and steward prospects who have made and/or have the capacity to give a minimum outright gift of $25,000 or more (or a pledge of $25,000 over five years);
- Serve as the primary liaison to the Dean’s Advisory Council;
- Work in concert with the annual giving office to help achieve the highest possible percentage participation of alumni giving within each College by supporting mailings and fund raising events as appropriate; and
- Maintain regional assignments that include servicing the Regional Campuses (to be phased-in starting in 2014-15) as well as alumni in diverse geographic regions of California and beyond. Because regional work will include alumni of all colleges as well as former student-athletes, Development Officers will be cross-trained for optimum effectiveness in the regions.

The success of the partnership model will be partially determined by several deliverables:

- Clearly articulated solicitation and dollar goals will be determined based on careful review and assessment of each College’s prospect pool. (The University is currently planning to do its first-ever wealth screening of its prospect pool and have the results in July 2015. This quantification of wealth will greatly facilitate solicitation and dollar goals.);
- Development Officers will provide the information needed for prospect review sessions, such as prospect and donor lists, research, and past trends in giving;
- Development Officers will be responsible for writing and entering contact reports in Banner Advancement;
- Deans/Athletic Director are expected to advise and collaborate with the Development Officer in anticipation of a significant personal contact with a prospect/donor, as well as to report the meaningful results of the meeting/interaction, and vice versa;
- The team’s Development Officer will collaborate and support the Dean/Athletic Director in staffing the Dean’s/Athletic Director’s Advisory Council;

Fundraising Priority-Setting and Approval

All new fundraising initiatives of $10,000 or more must be approved by the President, Provost, and the Vice President, University Advancement. The President will also consult with the Board of
Trustees and Trustee Development Committee on approval of major fundraising priorities, initiatives, and campaigns.

As part of the campaign planning process, the University and its Colleges, campuses, and programs have identified University-wide and College- or program-specific fundraising needs and priorities based on the 20/20 Strategic Vision, the Campus Master Plan, and other emerging internal needs or external opportunities. University Advancement has partnered with the President, Provost, and academic and administrative leadership to assess which priorities are believed to be the most attractive to potential donors. These priorities were presented to potential donors in the Feasibility Study which was completed in May 2015. In accordance with this process, The Phoenix Philanthropy Group then presented its recommendations on the size of the campaign and which initiatives should be pursued in May 2015 to University and volunteer leadership and the Board of Trustees. The Board of Trustees approved these recommendations and authorized an eight-year comprehensive campaign with a campaign goal of $125 million.

F. Findings: Analysis of Evidence Gathered by Key Indicators

i. Performance Toward Goals and Objectives

All Major Gift program activities will be directed toward strengthening one of the four strategic initiatives of the 2020 Strategic Vision. This alignment will be further strengthened by the academic and capital fundraising priorities identified and agreed upon in the developing comprehensive campaign. Alignment will be guaranteed by the use of Banner’s “Solicitation Objective,” a required field in the Banner fundraising system when entering solicitation strategies.

ii. Compliance with Standards

Compliance with industry best practices and standards (i.e., monthly visits, quality contact reports/moves management) will be maintained through quarterly performance reviews of Major Gift staff.

iii. Analysis of Capacity

In addition to the President of the University and the Vice President of University Advancement, the University will have five Major Gift Officers on staff by June 30, 2015, and a sixth one beginning in 2015-2016. The resulting six Major Gift officers will each conduct 15-20 personal visits per month, with 2 – 3 solicitations per month. The identification of prospects with the financial capacity to make a major gift ($25K or greater) will be greatly facilitated by the wealth screening the University is undertaking which should be completed by June 2015.

iv. External Evaluation

The Phoenix Philanthropy Group will continue to advise the Advancement Office through June 2015 on implementation of the partnership model. After this date, The
Phoenix Philanthropy Group has been retained to serve as campaign counsel for the upcoming comprehensive fundraising campaign and will visit campus regularly to advise and evaluate campaign progress toward goals.

G. Action Recommendations

Based on the analysis of this report, the following key action recommendations will assist the Major Gift program to achieve its goals and fulfill its mission:

- Fill the three vacant positions approved for 2014-2015 – the Director of Corporate and Foundation Relations (existing position), the Director of Development for Athletics (new position), and the Senior Director of Major Gifts for the College of Business and Public Management (new position) by hiring experienced, competent, mission-driven professionals;
- As soon as possible in 2015 - 2016, fill the already approved Senior Director of Major Gifts for the College of Arts and Sciences (new position);
- Realign each major gift officers’ portfolios in terms of donor pipeline to better reflect industry best practices;
- Enforce metrics-based performance expectations in terms of monthly contacts and monthly solicitations;
- Find adequate office space for the Major Gifts (and Advancement) staff;
- Continue to instill a culture of accountability, service, and excellence; and
- Continue to invest in appropriate professional development.
# A Donor Bill of Rights

PHILANTHROPY is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the non-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

<table>
<thead>
<tr>
<th>I.</th>
<th>VI.</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be informed of the organization’s mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.</td>
<td>To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>II.</th>
<th>VII.</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be informed of the identity of those serving on the organization’s governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.</td>
<td>To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>III.</th>
<th>VIII.</th>
</tr>
</thead>
<tbody>
<tr>
<td>To have access to the organization’s most recent financial statements.</td>
<td>To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IV.</th>
<th>IX.</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be assured their gifts will be used for the purposes for which they were given.</td>
<td>To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>V.</th>
<th>X.</th>
</tr>
</thead>
<tbody>
<tr>
<td>To receive appropriate acknowledgement and recognition.</td>
<td>To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.</td>
</tr>
</tbody>
</table>

**DEVELOPED BY:**
- Association of Fundraising Professionals (AFP)
- Association for Healthcare Philanthropy (AHP)
- Council for Advancement and Support of Education (CASE)
- Giving Institute: Leading Consultants to Non-Profits

**ORIGINALLY ENDORSED BY:**
- Independent Sector
- National Catholic Development Conference (NCDC)
- National Committee on Planned Giving (NCPG)
- Council for Resource Development (CRD)
- United Way of America

---

*Appendix A*

*Adopted in 1993*