

AGENDA

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Meeting: 4:20 p.m., Tuesday, March 19, 2013
Glenn S. Dumke Auditorium

8:05 a.m., Wednesday, March 20, 2013
Glenn S. Dumke Auditorium

Roberta Achtenberg, Chair
Kenneth Fong, Vice Chair
Bernadette Cheyne
Rebecca D. Eisen
Douglas Faigin
Debra S. Farar
Margaret Fortune
Peter G. Mehas
Hugo N. Morales
Ian Ruddell

4:20 p.m., Tuesday, March 19, 2013
Glenn S. Dumke Auditorium

Consent Items

Approval of minutes of meeting of January 22, 2013

Discussion Items

1. Measuring Advancement, *Information*
2. Council for Advancement and Support of Education Awards, *Information*

****Note**

8:05 a.m., Wednesday, March 20, 2013
Glenn S. Dumke Auditorium

Consent Items

Approval of minutes of meeting of January 22, 2013

Discussion Items

1. Measuring Advancement, *Information*
2. Council for Advancement and Support of Education Awards, *Information*

****Note:** Depending on the length of discussions on the afternoon of Tuesday, March 19, 2013, items may have to be carried over to Wednesday, March 20, 2013, for consideration.

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

January 22, 2013

Members Present

Roberta Achtenberg, Chair
Kenneth Fong, Vice Chair
Edmund G. Brown, Jr., Governor
Bernadette Cheyne
Rebecca D. Eisen
Debra S. Farar
Margaret Fortune
Bob Linscheid, Chair of the Board
Peter G. Mehas
Hugo N. Morales
Gavin Newsom, Lt. Governor
Jillian Riddell
Timothy White, Chancellor

Chair Achtenberg called the meeting to order.

Approval of Minutes

The minutes of November 13, 2012 were approved by consent.

Approval of the 2011-2012 Annual Report on Philanthropic Support to the California State University

Garret Ashley, vice chancellor, University Advancement, extended thanks to presidents, their campus teams, and donors for achieving over \$297 million in gift commitments. Overall, gift commitments were down 14 percent, he noted that when you account for the extraordinary \$42 Million commitment to Cal Poly Pomona from the Kellogg Foundation last year, gift commitments were actually relatively consistent. Mr. Ashley emphasized that maintaining gift commitments at prior year levels is an achievement considering that the economy remains tepid.

Mr. Ashley acknowledged the passing of former Board of Trustees' Chair Murray Galinson, who gave generously to both the system and campuses, and established the Murray Galinson scholarship. The philanthropic report was dedicated in his honor. He asked Ms. Lori Redfearn, assistant vice chancellor advancement to present the report's data.

Ms Redfearn began by noting that during Chancellor Reed's tenure the amount of contributions increased 200 percent from \$339 million to \$1.02 billion. During his 15 years of service, Chancellor Reed oversaw \$3.6 billion in gift receipts to the CSU, an average of \$240 million per year, of that nearly \$200 million was raised for student scholarship. After his retirement, Chancellor Reed's philanthropic legacy lives on with the Chancellor Charles B. Reed Endowed Scholarship, which recognizes an exemplary Hearst/CSU Trustees' recipient.

Ms Redfearn provided an overview of the 2011-2012 data with the assistance of a slide presentation which includes information on philanthropic support received by the 23-campus California State University (CSU) system from July 1, 2009 to June 30, 2012. 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

Charitable gift receipts, a combination of new gifts and pledge payments, totaled \$240 million—no change from last year. Of all charitable gifts received, 97 percent were designated to specific interests identified by the donor leaving only \$7.7 million as unrestricted.

On average, the endowment investment returns for 2011-2012 were slightly down by about 1 percent. The market value remained over \$1 billion, with \$46 million in new gifts.

Ms. Redfearn concluded her presentation by introducing Rudy Silva, a student at CSU Long Beach student who shared how philanthropy impacted his education.

The committee recommended approval of the proposed resolution (RIA 01-13-01).

Trustee Achtenberg 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 twenty full-time fundraising professionals, five to ten thousand individual donors, and endowments valued between \$25 million to \$100 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 twenty full-time fundraising professionals, more than ten thousand individual donors, and more than \$100 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	2009/10	2010/11	2011/12	Three Year Ave.
Group I				
Bakersfield	10%	8%	5%	8%
Channel Islands	8%	4%	5%	5%
Dominguez Hills	4%	5%	7%	5%
East Bay	8%	8%	8%	8%
Humboldt	12%	17%	13%	14%
Los Angeles	10%	5%	6%	7%
Maritime Academy	7%	10%	8%	8%
Monterey Bay	8%	9%	11%	9%
San Bernardino	6%	3%	5%	5%
San Marcos	6%	5%	8%	6%
Stanislaus	5%	3%	5%	5%
Group I Average	8%	7%	7%	7%
Group II				
Chico	8%	7%	9%	8%
Fullerton	8%	6%	6%	7%
Northridge	9%	6%	9%	8%
Pomona	8%	47%	11%	24%
Sacramento	8%	10%	10%	9%
San Francisco	13%	10%	15%	12%
San Jose	16%	18%	25%	19%
Sonoma	7%	25%	27%	20%
Group II Average	10%	15%	13%	13%
Group III				
Fresno	13%	12%	23%	16%
Long Beach	19%	15%	21%	18%
San Diego	37%	38%	50%	41%
San Luis Obispo	22%	20%	30%	24%
Group III Average	24%	22%	32%	25%
System Average	13%	14%	15%	14%

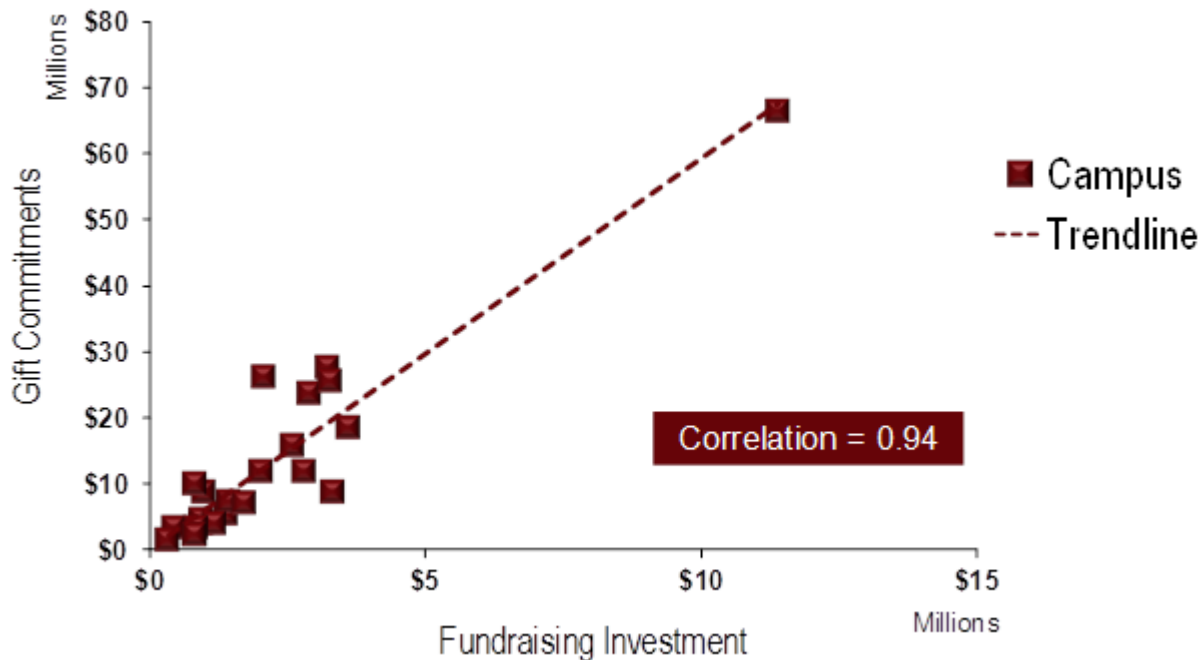
Investments in Advancement

For 2011-2012, the California State University system's return on fundraising investment in relation to gift commitments of over \$297 million was 585 percent. The median campus return on investment was 485 percent. When viewed over a three-year period, the CSU return on investment was 610 percent. This means for every dollar invested in fundraising \$6.10 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 94 percent positive correlation between investments in fundraising and resulting gift commitments, the trend line shown is a good indicator for understanding the investment that is necessary to reach fundraising goals.

Dollars Invested is Significantly Related to Dollars Raised



Alumni Relations on many campuses is taking an increasing role in fundraising. In addition to managing annual fund solicitation programs, some campuses have added discovery programs.

Discovery programs train students to interview high capacity alumni about their student experiences and explore ways to re-engage them with the university. The alumni are often more receptive to meeting with a student than accepting a call from a major gifts officer. The program has the added impact of providing the student with practical career advice and often ongoing mentor relationships.

In Communications and Public Relations, there is a growing trend to re-allocate positions to dedicated digital media experts to enhance the university's presence on social networking sites, blogs and other digital media. Digital media provides an opportunity to push messaging and share positive stories about our students, faculty and academic achievements.

Overall, funding for Advancement has not recovered to its funding level in 2007-2008 and still falls short by \$5 million. Programs have experienced much re-organization as positions are held vacant to meet budget restraints. There were 90 vacant positions out of 974 in Advancement across the system as of January 1, 2013.



The California State University
OFFICE OF THE CHANCELLOR

University Advancement

Campus Plans Dashboards

2012-13

The California State University
Office of the Chancellor

www.calstate.edu/UA

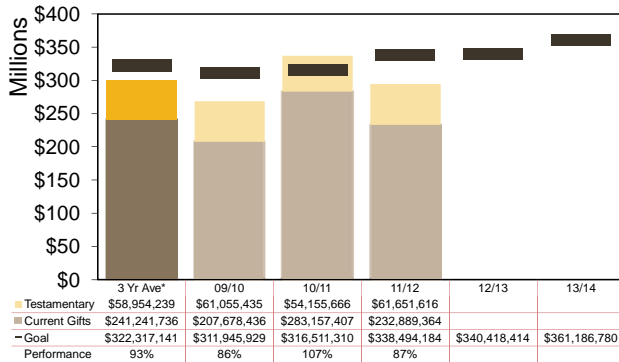
Campus: **CSU**
 Peer Group: **Systemwide**

*Three Year Average: 09/10 10/11 11/12

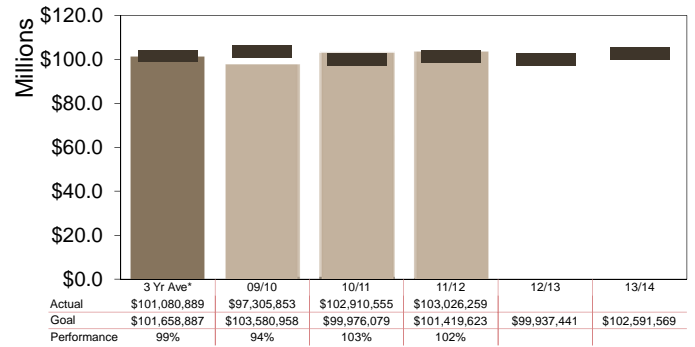
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

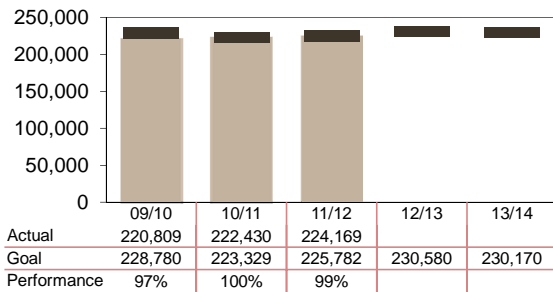
Gift Commitments



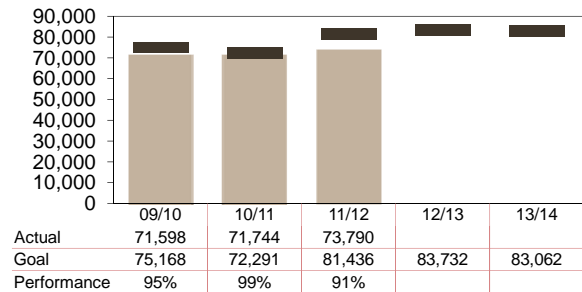
Total Advancement Investment



Number of Individual Donors



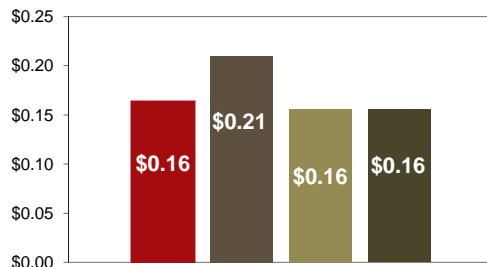
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

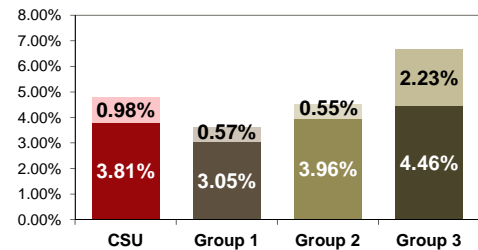
Cost Benefit Analysis

Cost to Raise a Dollar

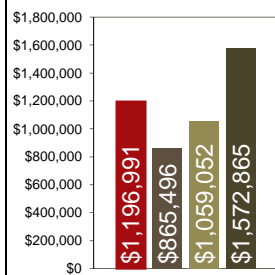


Investment as a Percentage of State General Fund

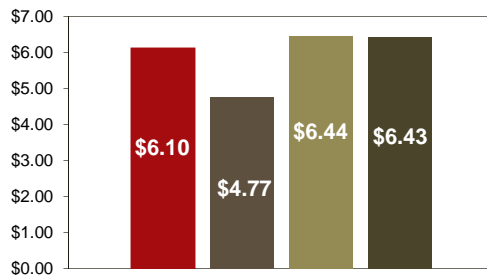
Total Advancement Expenditures



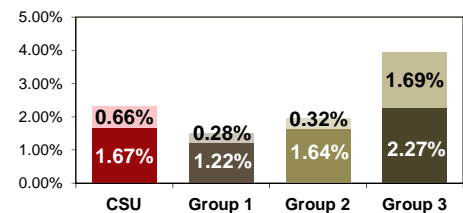
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



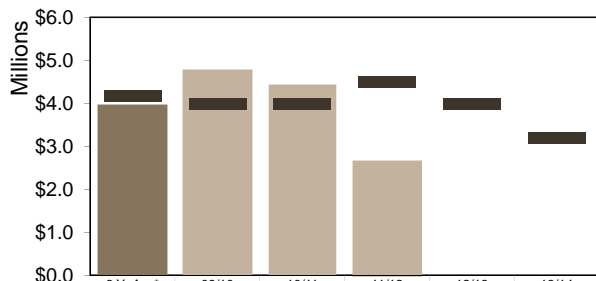
Campus: **Bakersfield**
Peer Group: **1**

*Three Year Average: 09/10 10/11 11/12

GOAL MATRIX DASHBOARD

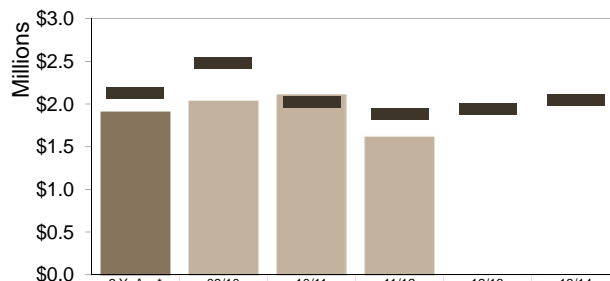
■ Actual ■ Goal

Gift Commitments



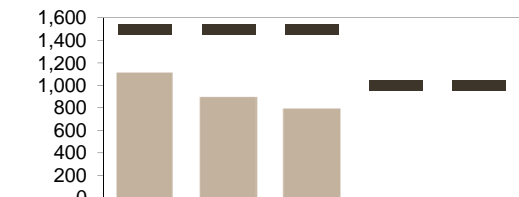
	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Testamentary	\$0	\$0	\$0	\$0		
Current Gifts	\$3,947,474	\$4,768,964	\$4,427,718	\$2,645,739		
Goal	\$4,166,667	\$4,000,000	\$4,000,000	\$4,500,000	\$4,000,000	\$3,200,000
Performance	95%	119%	111%	59%		

Total Advancement Investment



	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Actual	\$1,905,358	\$2,018,069	\$2,091,508	\$1,606,497		
Goal	\$2,131,752	\$2,480,561	\$2,026,994	\$1,887,700	\$1,940,392	\$2,045,044
Performance	89%	81%	103%	85%		

Number of Individual Donors



	09/10	10/11	11/12	12/13	13/14
Actual	1,106	889	785		
Goal	1,500	1,500	1,500	1,000	1,000
Performance	74%	59%	52%		

Number of Alumni Donors

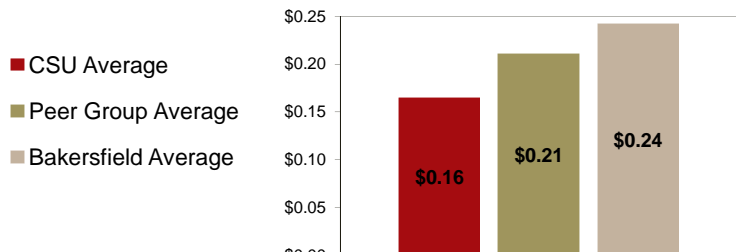


	09/10	10/11	11/12	12/13	13/14
Actual	511	370	259		
Goal	1,000	1,000	1,000	500	500
Performance	51%	37%	26%		

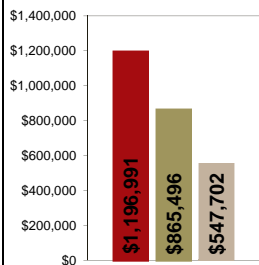
MEASURING ADVANCEMENT (Three Year Average*)

Cost Benefit Analysis

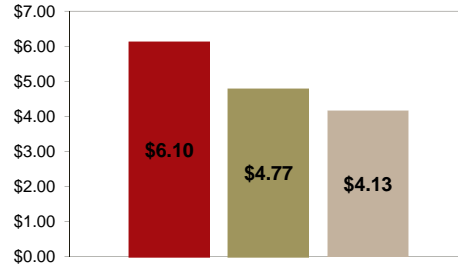
Cost to Raise a Dollar



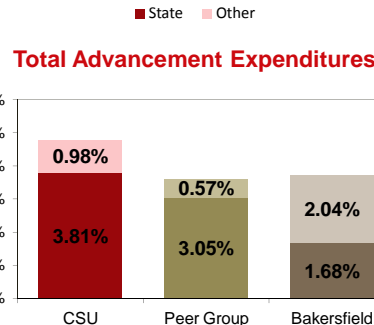
Gift Commitments per FTE Fundraising Professional



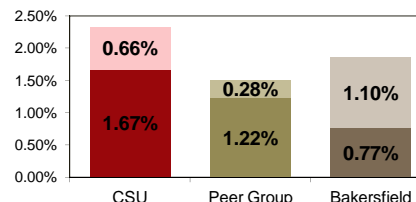
Return on Investment



Investment as a Percentage of State General Fund



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

CSUB remains committed to providing a quality, accessible education that advances the mission of the California State University system. The University's Advancement Department plays a vital role in achieving this goal by working with local, regional and national stakeholders that can provide the level of resources that enhance the work of the University and extends its reach in the greater community to increase the educational attainment of students. In 2011-12, University Advancement continued to increase philanthropic support from alumni, community members, corporations, and foundations vested in the success of the University and the California State University system. The university garnered major grants through the reporting period including \$920,000 supporting sciences-based undergraduate programs, \$274,000 for undergraduate scholarship support, and \$100,000 for industry-based training programs that prepare students to enter a competitive workforce. University Advancement has also initiated a reorganization of its departments that will poise it to increase its fundraising success, engage and greater number of constituents in its support of University initiatives, and prepare it to scale its activities beginning in the spring of 2013. There have been significant personnel changes within the division, including the appointment of a new Director of Public Affairs and a new Director of Alumni Affairs. In addition, three new positions focused on major gift fundraising and donors relations that will be recruited in the winter of 2013.

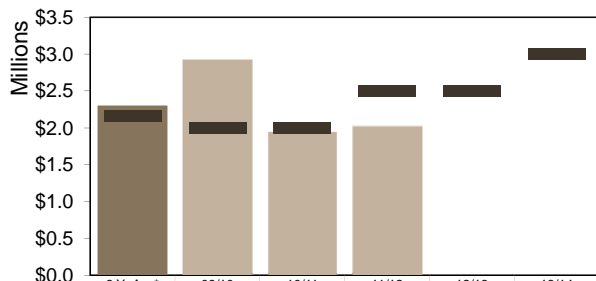
Campus: **Channel Islands**
Peer Group: **1**

*Three Year Average: 09/10 10/11 11/12

GOAL MATRIX DASHBOARD

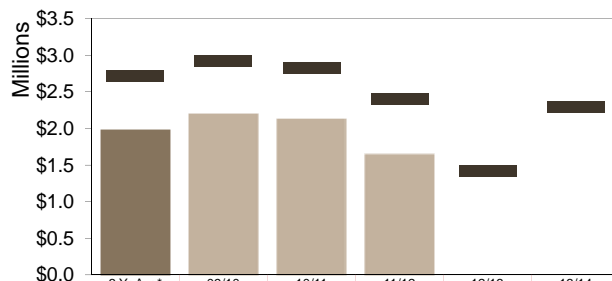
■ Actual ■ Goal

Gift Commitments



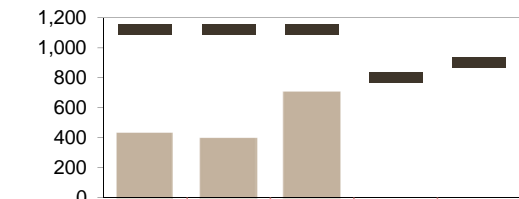
	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Testamentary	\$0	\$0	\$0	\$0		
Current Gifts	\$2,289,655	\$2,920,661	\$1,933,365	\$2,014,940		
Goal	\$2,166,667	\$2,000,000	\$2,000,000	\$2,500,000	\$2,500,000	\$3,000,000
Performance	106%	146%	97%	81%		

Total Advancement Investment



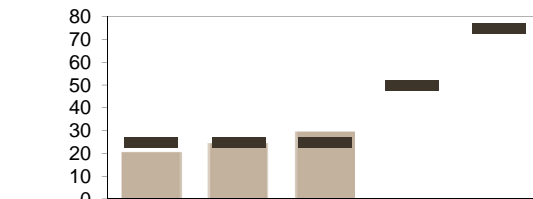
	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Actual	\$1,978,256	\$2,186,837	\$2,113,746	\$1,634,184		
Goal	\$2,714,000	\$2,917,000	\$2,825,000	\$2,400,000	\$1,415,997	\$2,300,000
Performance	73%	75%	75%	68%		

Number of Individual Donors



	09/10	10/11	11/12	12/13	13/14
Actual	424	394	701		
Goal	1,125	1,125	1,125	800	900
Performance	38%	35%	62%		

Number of Alumni Donors



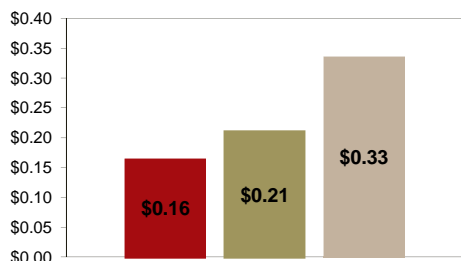
	09/10	10/11	11/12	12/13	13/14
Actual	20	24	29		
Goal	25	25	25	50	75
Performance	80%	96%	116%		

MEASURING ADVANCEMENT (Three Year Average*)

Cost Benefit Analysis

- CSU Average
- Peer Group Average
- Channel Islands Average

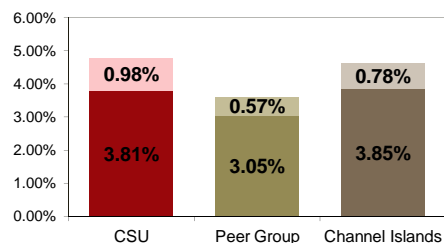
Cost to Raise a Dollar



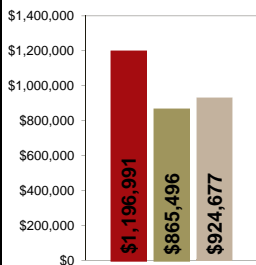
Investment as a Percentage of State General Fund

■ State ■ Other

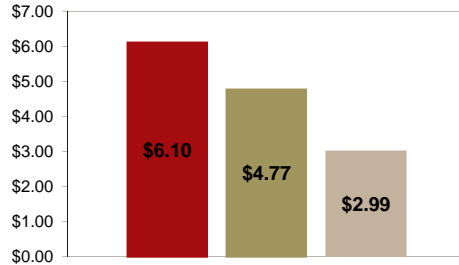
Total Advancement Expenditures



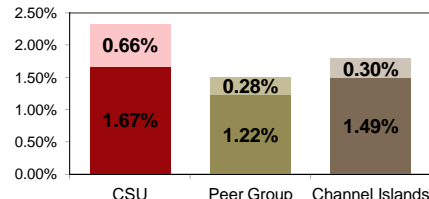
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures

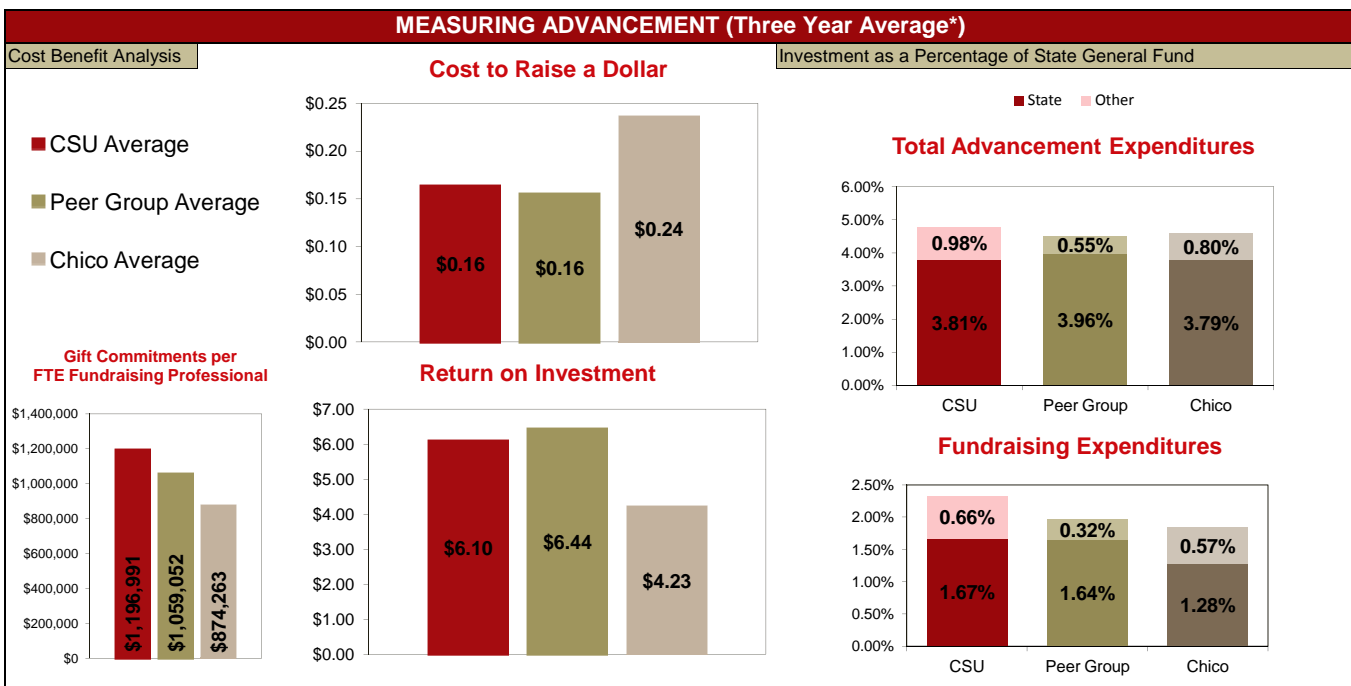
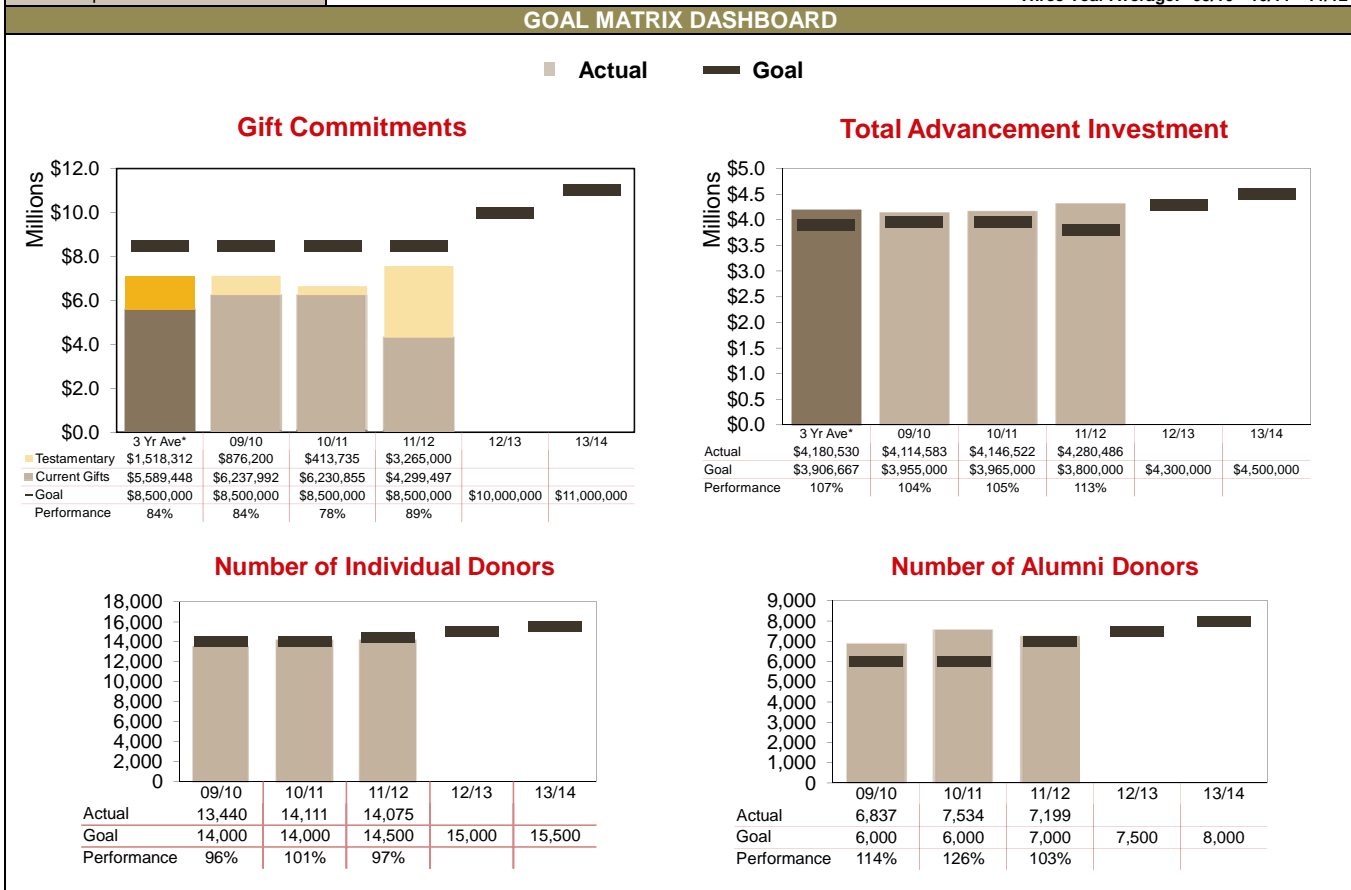


ENVIRONMENTAL SCAN / COMMENTS

As CSU Channel Islands celebrates its 10th anniversary, regional demand is increasing student enrollment. Thus, to ensure CI meet its strategic goals through placing students at the center of the educational experience, Advancement is playing a larger and more critical role. The reorganization of Advancement into the Office of the President has resulted in a leaner, but stronger and more effective division. An outcomes-based strategic plan has created challenging, yet attainable goals to increase resources to the campus; maximize partnership opportunities connecting the University with business and the community; and promote a positive image of the university's unique and innovative accomplishments. The Foundation Board has been expanded and re-invigorated with the appointment of key, high-level community leaders. Under the leadership of President Rush, the Foundation has pinpointed six critical campus needs and developed engaged task forces that are utilizing creative public private partnerships to make significant progress toward meeting those needs. One example is the Leave your Mark campaign, which is helping CI renovate neglected exterior spaces on campus. CI is also planting the seeds for tomorrow's alumni donors. Through creative and targeted social media strategies CI's young alumni are becoming more engaged with the campus, as exemplified by over 550 alumni and friends attending CI's annual Dodger Days, where President Rush threw out the first pitch. Mentorship and networking nights are proving to be another successful strategy that keeps alumni engaged by proving the relevance of staying connected with CI.

Campus: **Chico**
Peer Group: **2**

*Three Year Average: 09/10 10/11 11/12



ENVIRONMENTAL SCAN / COMMENTS

In 2012, Chico State celebrated our 125th anniversary, helping the campus launch a new level of alumni, parent, community, and student engagement and setting the stage for the University's first comprehensive campaign. The energy harnessed during this yearlong celebration underscored Chico State's areas of distinction and the affinity of our alumni and the community. As campaign preparations moved forward, University Advancement also prepared for the retirement of five long-time staff. The loss of their leadership, institutional knowledge, and established relationships was significant to the campus. Although difficult, this situation provides opportunities to welcome new talent, streamline operations, and create new synergies for the campaign. Helping shepherd a renewed vision are Leslie Schibsted, interim associate vice president for development, and Dwight Seuser, director of advancement services and annual fund. With the recent appointment of Provost and Vice President for Academic Affairs Belle Wei, Chico State is well positioned to engage the campus and constituents in the quiet phase of our campaign.

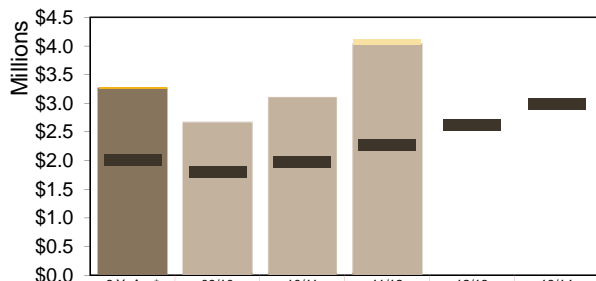
Campus: **Dominguez Hills**
Peer Group: **1**

*Three Year Average: 09/10 10/11 11/12

GOAL MATRIX DASHBOARD

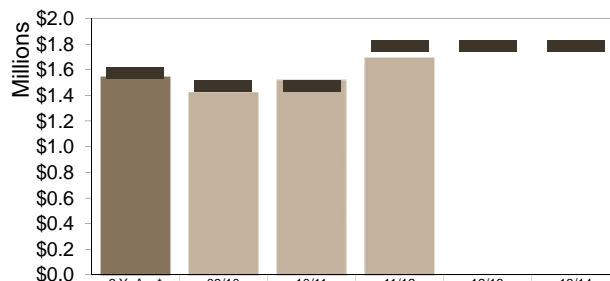
■ Actual ■ Goal

Gift Commitments



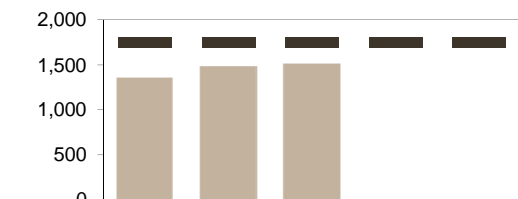
	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Testamentary	\$33,333	\$0	\$0	\$100,000		
Current Gifts	\$3,254,936	\$2,655,893	\$3,086,913	\$4,022,003		
Goal	\$2,019,000	\$1,800,000	\$1,980,000	\$2,277,000	\$2,618,550	\$3,000,000
Performance	163%	148%	156%	181%		

Total Advancement Investment



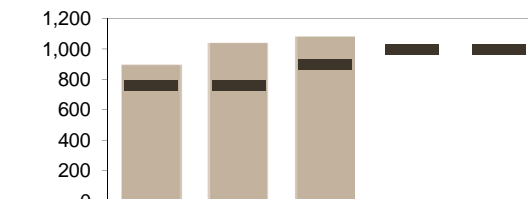
	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Actual	\$1,540,340	\$1,421,712	\$1,512,487	\$1,686,822		
Goal	\$1,578,368	\$1,475,213	\$1,475,213	\$1,784,678	\$1,784,678	\$1,784,678
Performance	98%	96%	103%	95%		

Number of Individual Donors



	09/10	10/11	11/12	12/13	13/14
Actual	1,356	1,480	1,509		
Goal	1,750	1,750	1,750	1,750	1,750
Performance	77%	85%	86%		

Number of Alumni Donors



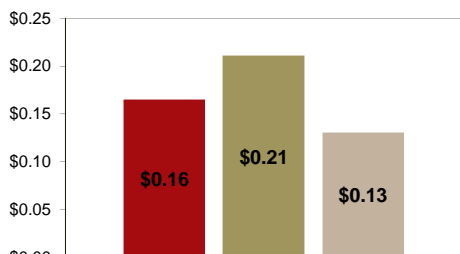
	09/10	10/11	11/12	12/13	13/14
Actual	888	1,033	1,080		
Goal	760	760	900	1,000	1,000
Performance	117%	136%	120%		

MEASURING ADVANCEMENT (Three Year Average*)

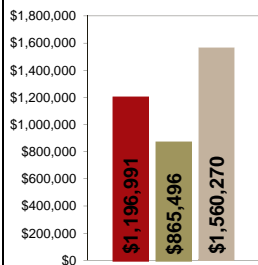
Cost Benefit Analysis

Cost to Raise a Dollar

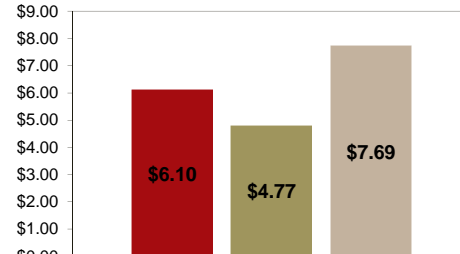
■ CSU Average
■ Peer Group Average
■ Dominguez Hills Average



Gift Commitments per FTE Fundraising Professional



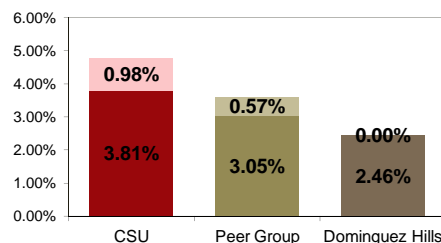
Return on Investment



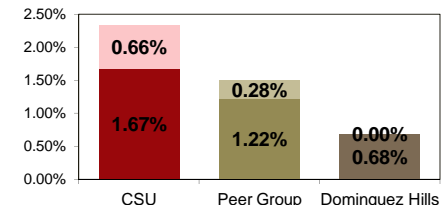
Investment as a Percentage of State General Fund

■ State ■ Other

Total Advancement Expenditures



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

Under the leadership of Interim President Willie Hagan, the Division of University Advancement at CSU Dominguez Hills will continue its role as a leader in creating a culture of philanthropy on campus and a catalyst to grow the influence and impact of CSU Dominguez Hills in the South Bay and Greater Los Angeles. By using the goals outlined by Interim President Hagan as our compass, University Advancement continues to thoughtfully, and comprehensively, expand the opportunities for student success and resource enhancement for our on-campus community. Although not immune to the lingering economic crisis, in the six months of FY 2012-13, CSU Dominguez Hills is 18% ahead of this point last year in cash and 8% ahead in alumni donors. In addition, we have maintained pace in the number of media placements and estimate that over 60,000 guests, including many state and federal legislators, have visited the campus through events organized by University Advancement. By continuing to leverage the many existing relationships we have with the political, civic, and business community, CSU Dominguez Hills will be able to grow our brand and the resources for our institution.

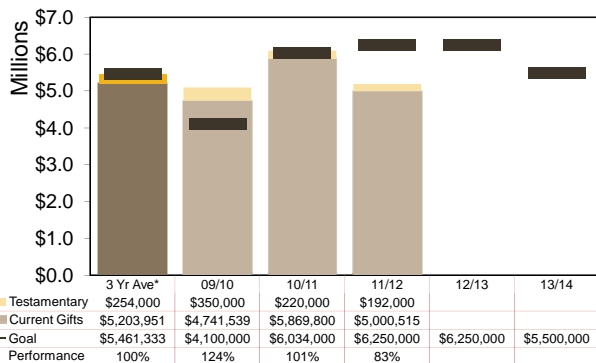
Campus: **East Bay**
Peer Group: 1

*Three Year Average: 09/10 10/11 11/12

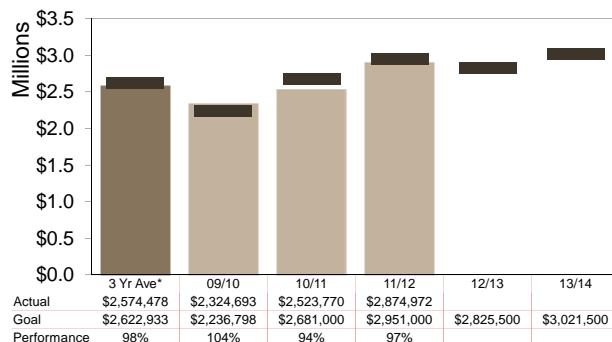
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

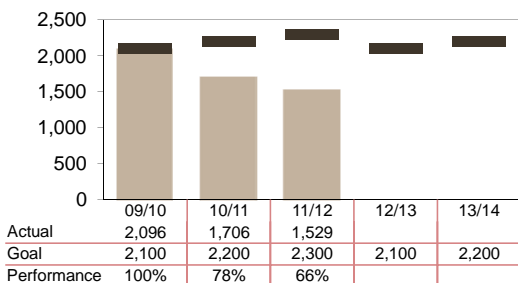
Gift Commitments



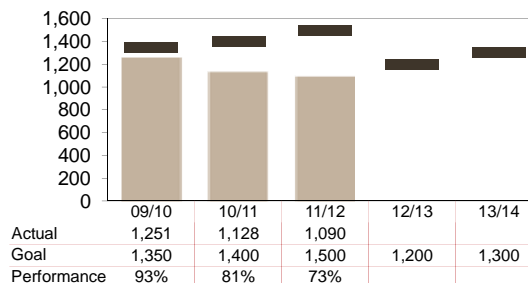
Total Advancement Investment



Number of Individual Donors



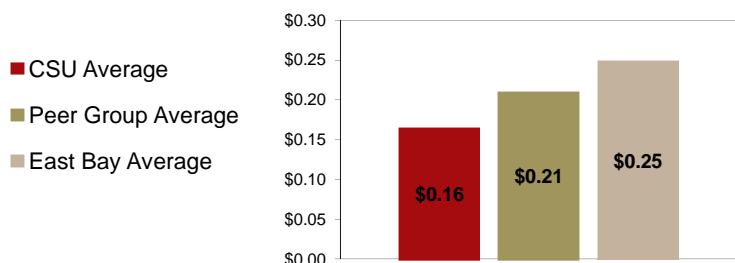
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

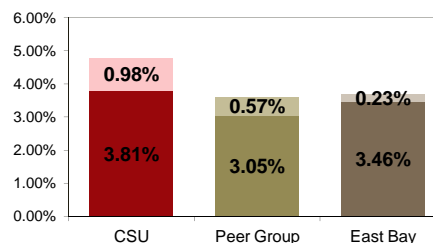
Cost Benefit Analysis

Cost to Raise a Dollar

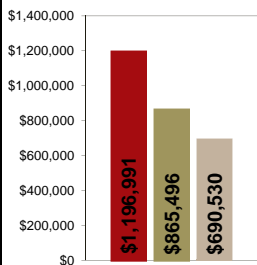


Investment as a Percentage of State General Fund

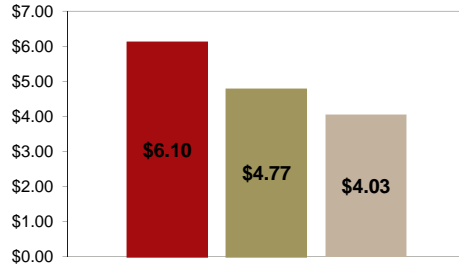
Total Advancement Expenditures



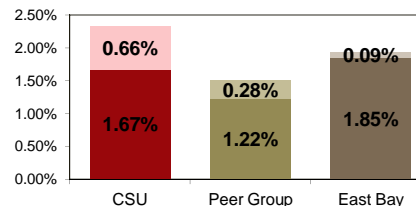
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

Cal State East Bay will complete the 4th year of its first comprehensive campaign in July. In 2012, a strategic review of the campaign's goal and priorities was conducted by administration, deans, and development staff to ensure fundraising priorities supported the University's mission, and that the campaign goal could be successfully met. As a result, a campaign goal of \$40M (the tentative goal had been \$40-50M) was approved and fundraising priorities were updated to support the University's newly updated mission and shared commitments. Staffing changes continued in 2012. In February, Derek Aitken became the Director of Government Relations, a previously unfilled position, and has made an immediate impact on outreach efforts. The Director of Advancement Services left in March. This position was filled in August by Debbie Chaw who has made significant progress in correcting data information and mentoring staff. The AVP for Communications departed in July, and a retired annuitant was hired temporarily in August. A permanent Director will be hired by late spring. Finally, a national search for a vice president is underway with hopes of filling the position this spring. Anne Harris has served as Interim VP since October 2011 – during which time the AVP role remained vacant. An investment in Alumni Relations and the Annual Fund was made with full-time directors appointed effective January 2, 2013 (both areas had part-time staffing since April 2011). It is expected that this renewed focus will build more robust programs and engage young alumni and students as future and committed donors.

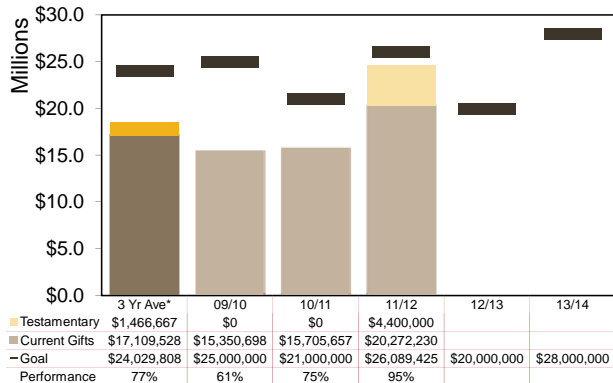
Campus: **Fresno**
Peer Group: **3**

*Three Year Average: 09/10 10/11 11/12

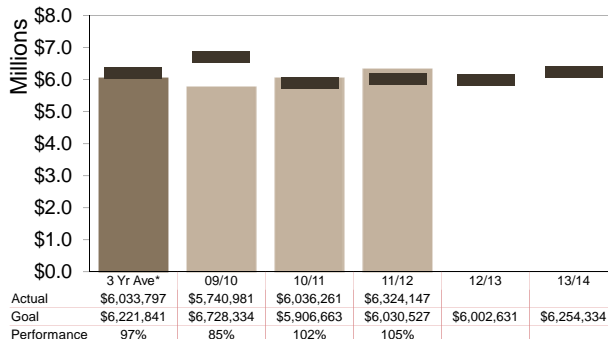
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

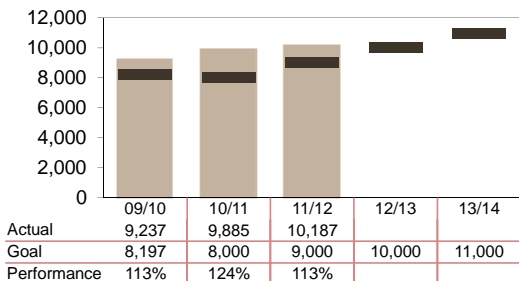
Gift Commitments



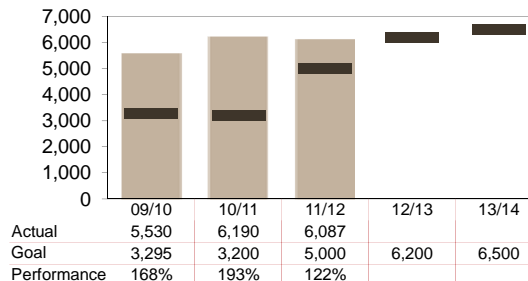
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

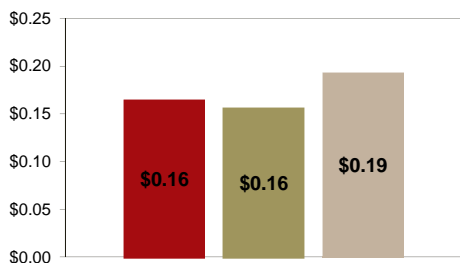


MEASURING ADVANCEMENT (Three Year Average*)

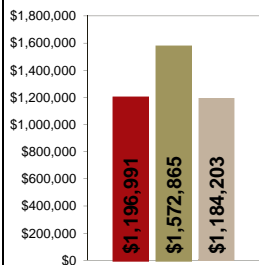
Cost Benefit Analysis

■ CSU Average
■ Peer Group Average
■ Fresno Average

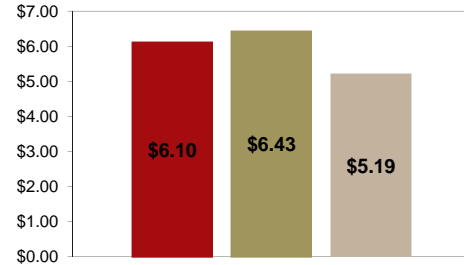
Cost to Raise a Dollar



Gift Commitments per FTE Fundraising Professional



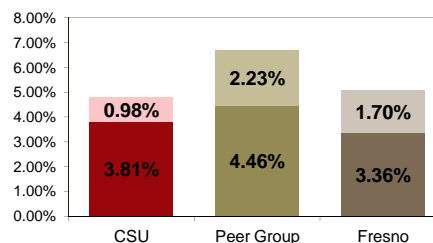
Return on Investment



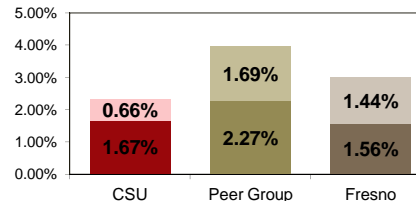
Investment as a Percentage of State General Fund

■ State ■ Other

Total Advancement Expenditures



Fundraising Expenditures

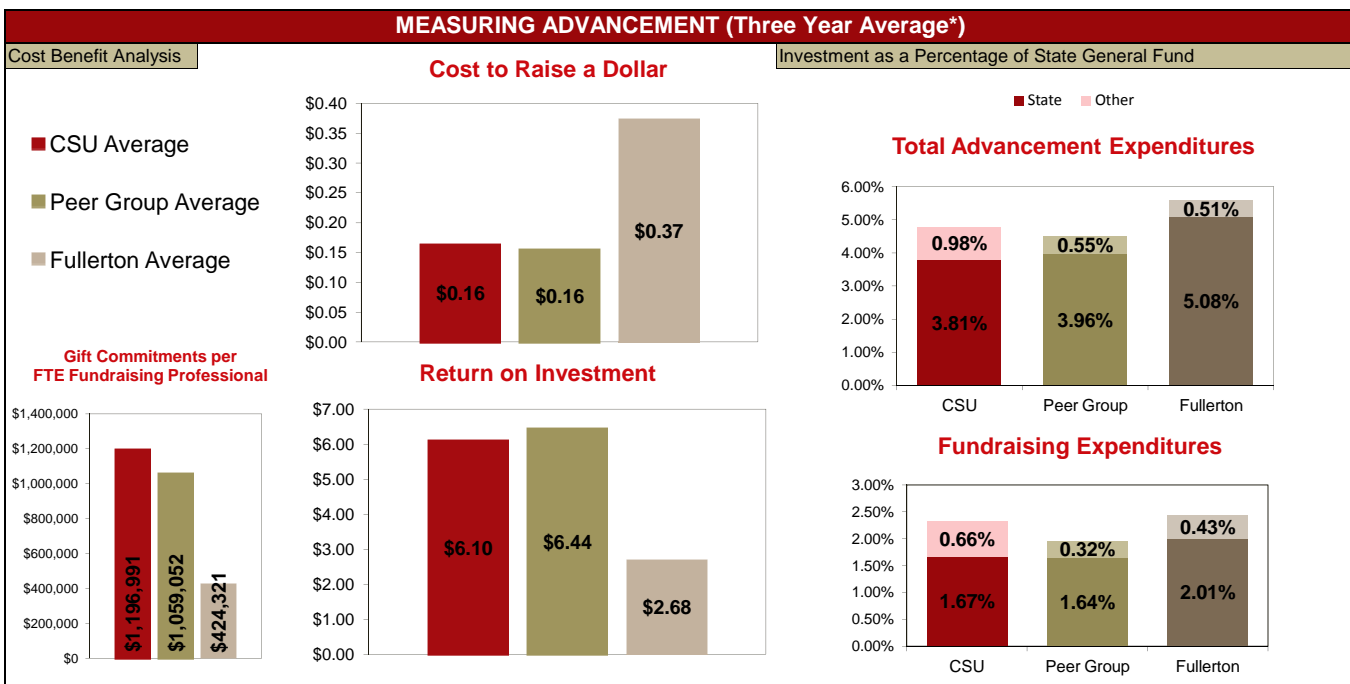
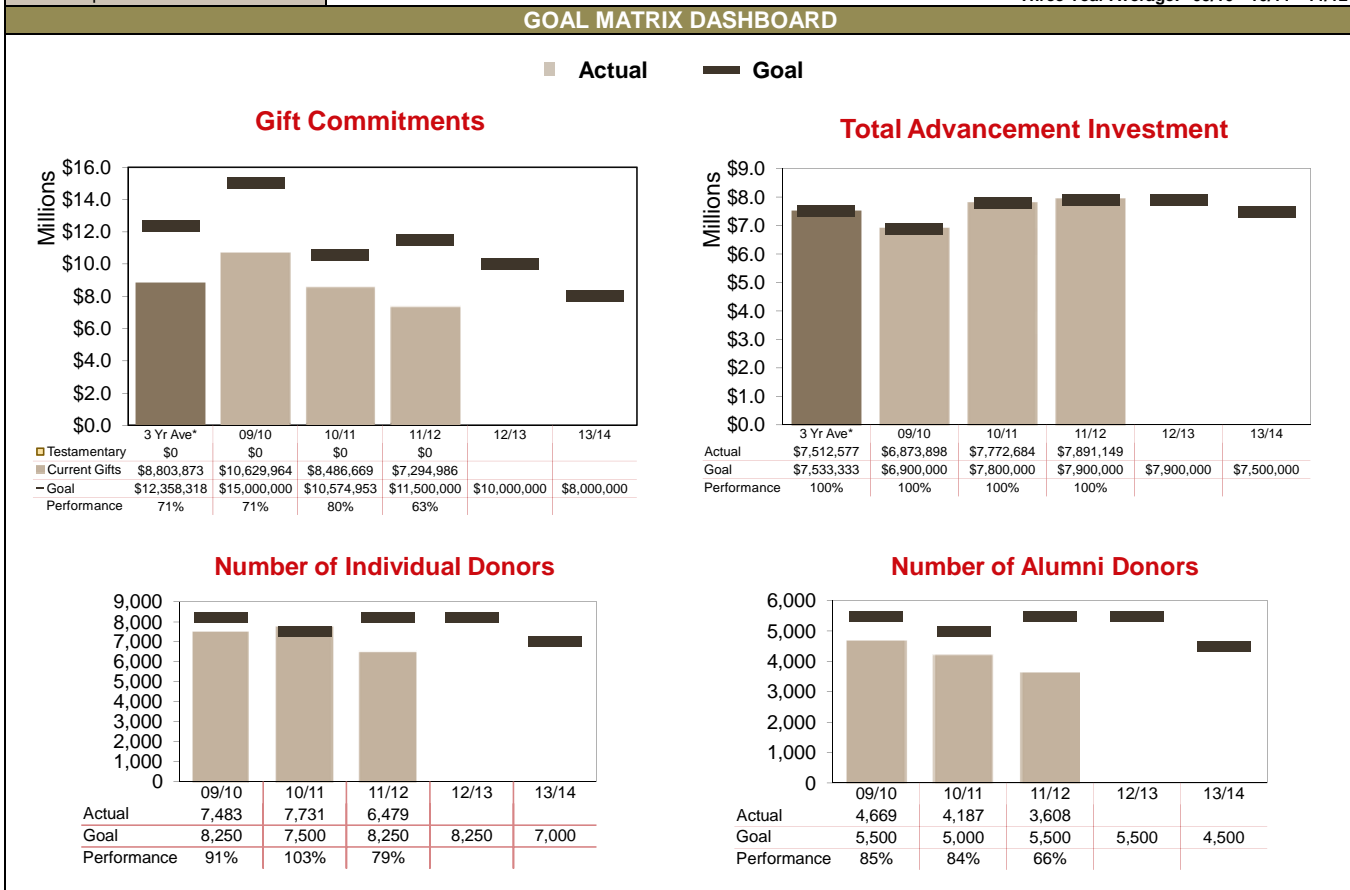


ENVIRONMENTAL SCAN / COMMENTS

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. Our environmental scan can hardly ignore the long-term negative impacts of the economy 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.

Campus: **Fullerton**
Peer Group: **2**

*Three Year Average: 09/10 10/11 11/12



ENVIRONMENTAL SCAN / COMMENTS

Fiscal Year 2012 - 2013 provides California State University, Fullerton, with a host of opportunities. The installation of a new campus president and her subsequent recruitment of a new cabinet offer the University innovative and fresh initiatives to guide the mission and goals for the future. In September, President García outlined the three pillars to guide the campus: setting future horizon (the completion of a comprehensive strategic plan), ensuring student success (accessibility, retention, and graduation), and promoting Titan Pride (friend-raising and fundraising). It is the third pillar, Promoting Titan Pride, to which the Division of University Advancement will dedicate its efforts. Since the President's convocation, the Division has worked to strengthen the volunteer structure. Under the auspices of the Cal State Fullerton Philanthropic Foundation, new standing committees have been identified, duties defined, and membership assigned. These committees – Development, Advocacy, and Marketing – have already held initial meetings and agreed upon projects to which to direct their attention. Most notably, the Philanthropic Foundation has adopted the President's Strategic Fund, a new initiative to raise philanthropic dollars to further the President's pillars for success. In its first month, over \$125,000 has been committed for the identified campus priorities of President García.

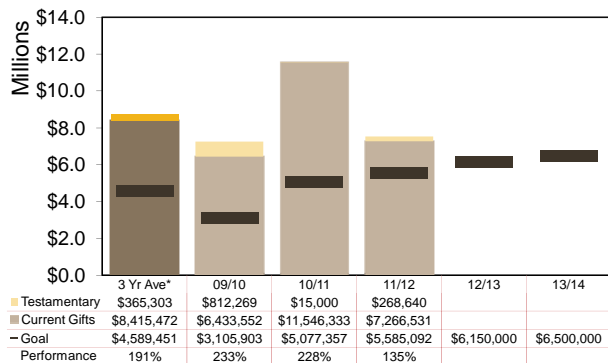
Campus: **Humboldt**
Peer Group: **1**

*Three Year Average: 09/10 10/11 11/12

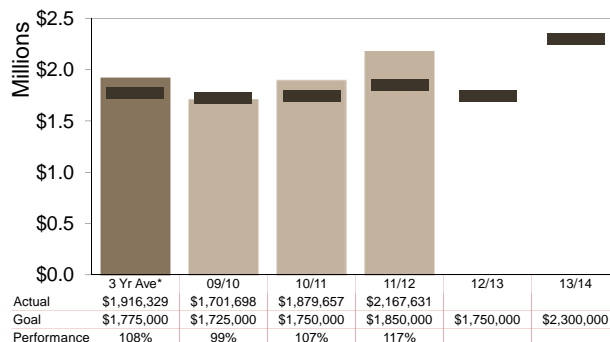
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

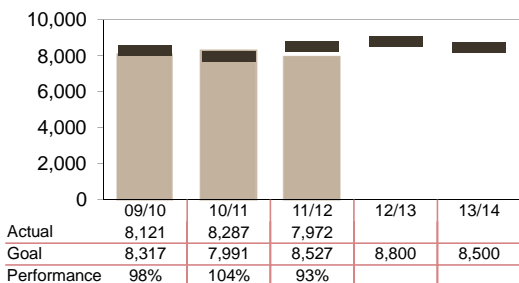
Gift Commitments



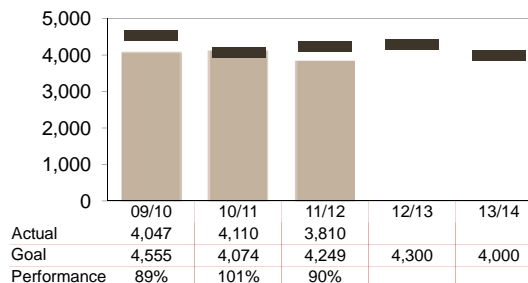
Total Advancement Investment



Number of Individual Donors



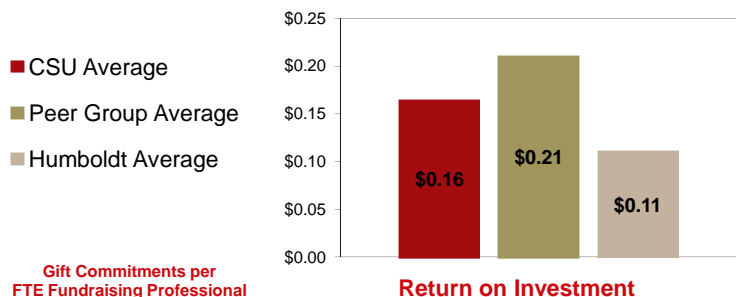
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

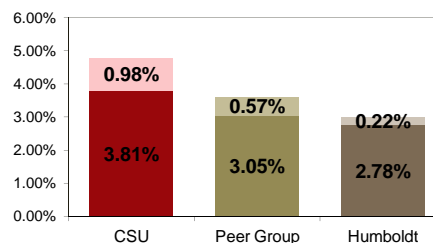
Cost Benefit Analysis

Cost to Raise a Dollar

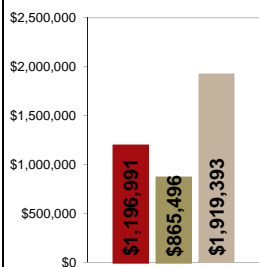


Investment as a Percentage of State General Fund

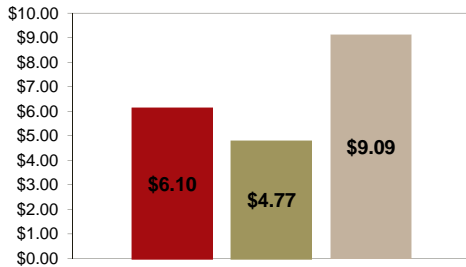
Total Advancement Expenditures



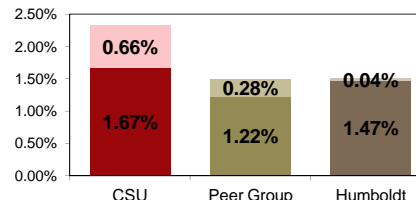
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

Humboldt State University remains focused on establishing and strengthening the key components in its advancement organization: a quality Marketing & Communications Department; a Development & Alumni Relations Department with core operations and programs; 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, has begun raising mid-level gifts for important capital projects, has expanded its broadcast reach, and is on the path to financial sustainability. This is a year of leadership and staffing transition for Advancement, even as the University prepares to celebrate its Centennial year in 2013-14. A new Vice President is starting mid-year, and there are a number of new positions as well as vacancies, particularly in the major gifts area, a result of HSU moving forward in securing the level of resources required to increase philanthropic support and build a foundation for the future. Philanthropy is one of HSU's options for replacing declining state funding and augmenting excellence.

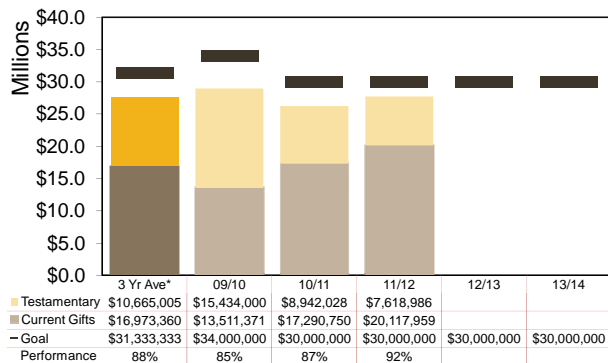
Campus: **Long Beach**
Peer Group: **3**

*Three Year Average: 09/10 10/11 11/12

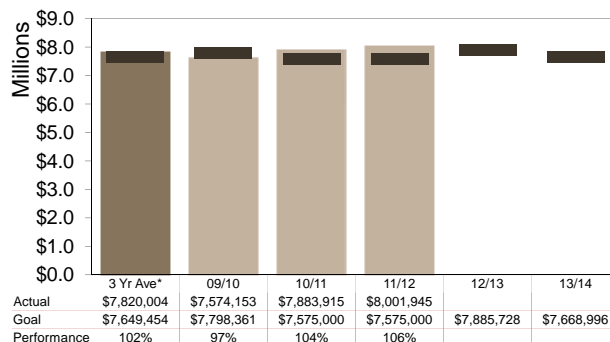
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

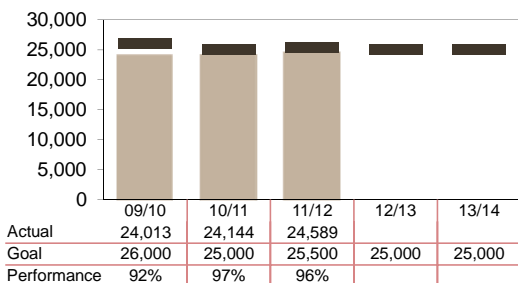
Gift Commitments



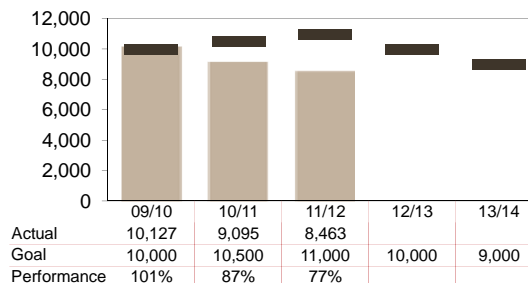
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

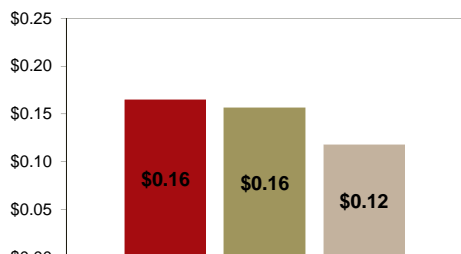


MEASURING ADVANCEMENT (Three Year Average*)

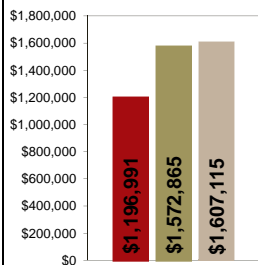
Cost Benefit Analysis

Cost to Raise a Dollar

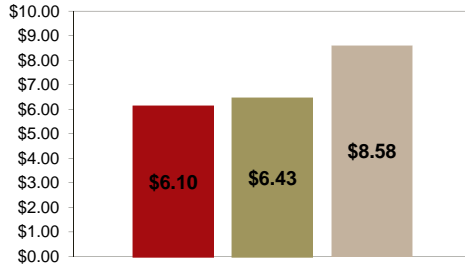
■ CSU Average
■ Peer Group Average
■ Long Beach Average



Gift Commitments per FTE Fundraising Professional

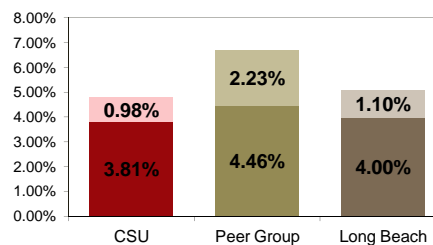


Return on Investment

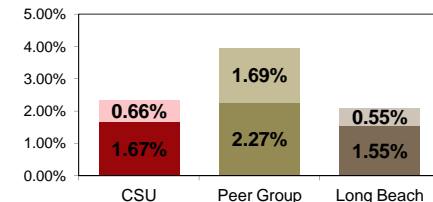


Investment as a Percentage of State General Fund

Total Advancement Expenditures



Fundraising Expenditures

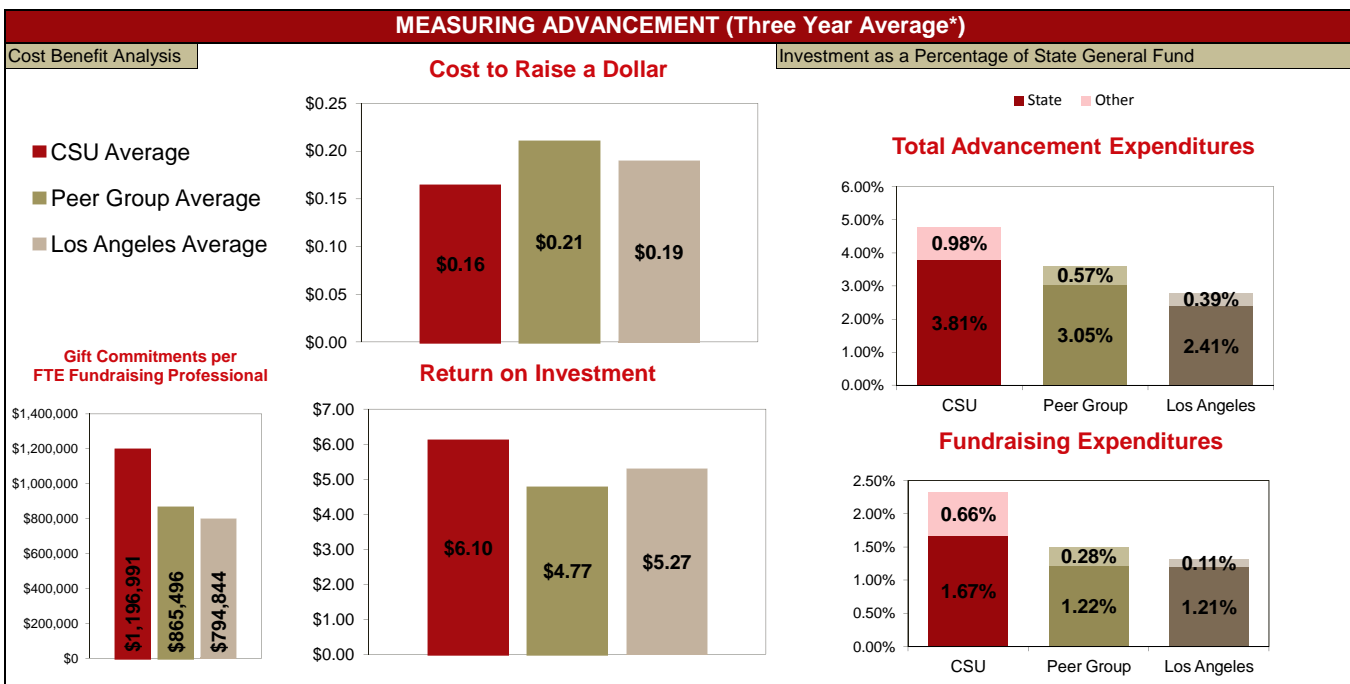
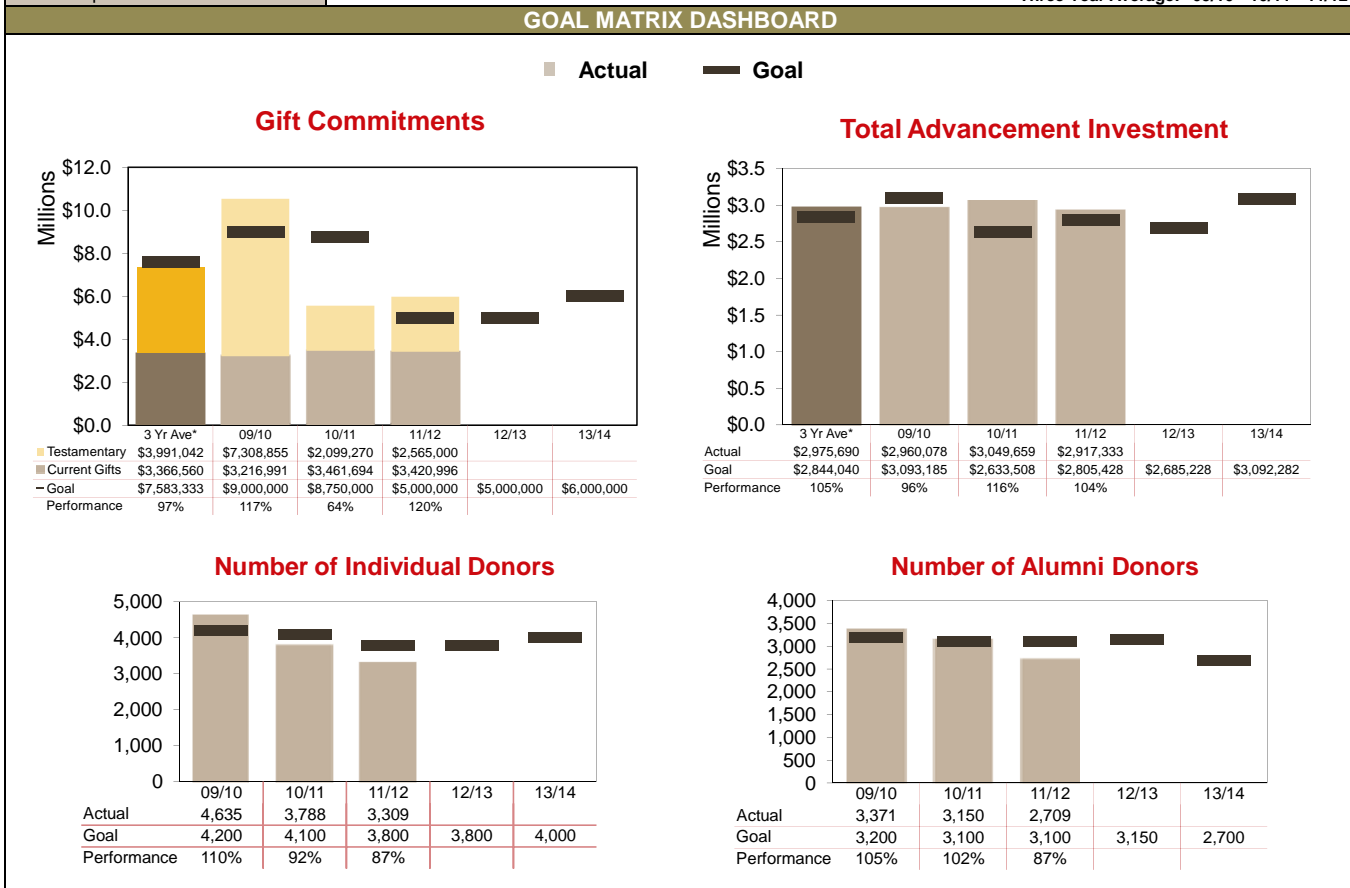


ENVIRONMENTAL SCAN / COMMENTS

CSULB raised \$27.7 million in FY 2011-2012, up 5.7% from the previous fiscal year. Additionally, annual fund programs started the year strong, another sign of continued progress in fundraising. Notable gifts included more than \$3 million from regional medical centers to support our nursing program, \$500,000 from Coca-Cola Foundation for scholarships, and \$500,000 from Beavers Charitable Trust to establish an engineering professorship. The campus continued the quiet phase of its campaign and reached a new milestone, having raised more than 60% of its \$250 million goal. 2013 will be an important year as CSULB prepares for the campaign's public launch, scheduled for October 2013. Beginning July 1, 2012, responsibility for private gifts and endowment shifted to the new CSULB 49er Foundation. The "two foundations" organizational model will maximize private support and allow the CSULB Research Foundation to return to its original mission of generating and administering grants, contracts, and non-philanthropic dollars. The CSULB 49er Foundation participated in fundraising activities and also strengthened fiduciary efforts through the adoption of a new investment and spending policy. The Advocacy program was active, meeting campus metrics and participating in Prop 30 and voter registration efforts. Additionally, President Alexander continued to advance higher education policy in Washington by meeting regularly with White House Domestic Policy Advisors to President Obama and Secretary Duncan. He will continue to work with these leaders to promote higher education policy for the benefit of California and the nation and is currently working with Undersecretary for Higher Education Martha Kanter.

Campus: **Los Angeles**
Peer Group: 1

*Three Year Average: 09/10 10/11 11/12



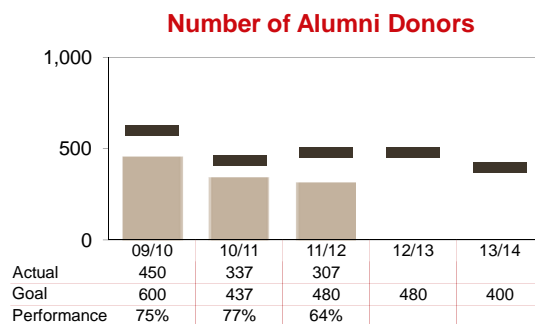
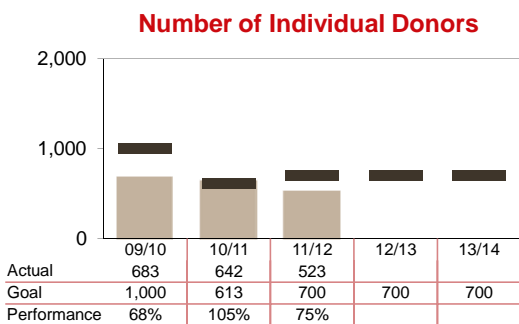
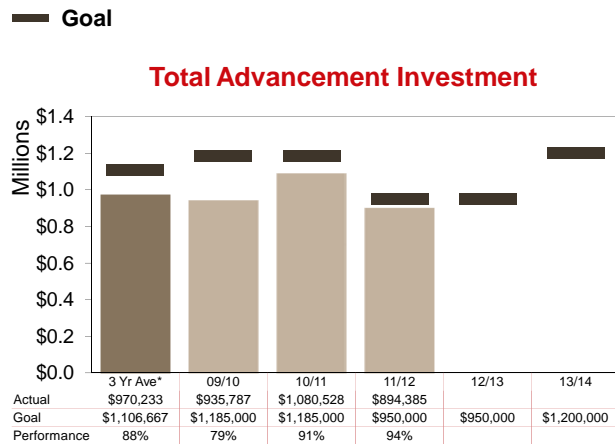
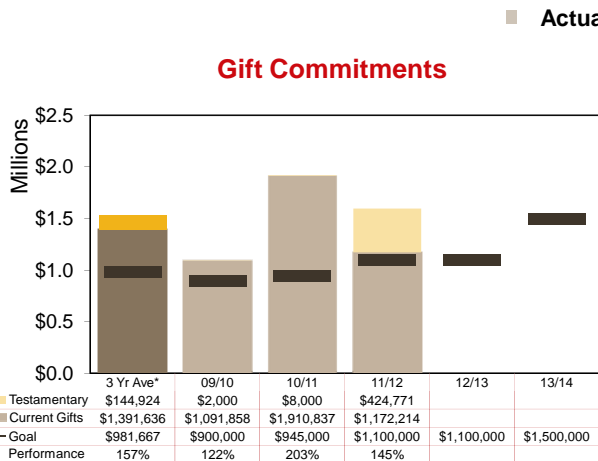
ENVIRONMENTAL SCAN / COMMENTS

We began the academic year with the announcement of the retirement of our long-standing President, Dr. James M. Rosser for the end of June 2013. Much of this year has been focused on developing a plan for this executive transition, and beginning to implement that plan. This executive transition holds both opportunities and challenges for the Division of Institutional Advancement, the Offices of Public Affairs and University Development staff. All of these activities are intended to pay tribute and honor Dr. Rosser for his many years of dedication and service. They include coordinating the formal announcement; unveiling of a new website; the scheduling and planning of many events—including a Retirement Gala in April of 2013—and coordinating and overseeing the increased philanthropy that will come for his legacy programs, including The Honors College and the Billie Jean King Sports Complex. With the backdrop of this executive transition plan, the University's Advancement Plan continues to be 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. The Division of Institutional Advancement will be focused on five main themes for the year which shape this plan and its priorities: 1) transitioning of the campus President and the associated events, publications, and legacy funding raising; 2) expanding the Advocacy Programs to achieve the 2013 vice presidents of advancement advocacy plan metrics taking advantage of the election year and developing relationships with newly elected local, state and federal representatives and their staffs; 3) developing and expanding Civic and Community Engagement initiatives; 4) restoring the number of front-line fundraisers to generate more private funds to support academic and University priorities; and 5) deploying additional resources in Alumni Relations and Public Affairs to support and increase student success.

Campus: **Maritime Academy**
Peer Group: 1

*Three Year Average: 09/10 10/11 11/12

GOAL MATRIX DASHBOARD

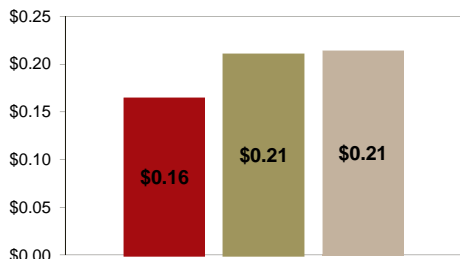


MEASURING ADVANCEMENT (Three Year Average*)

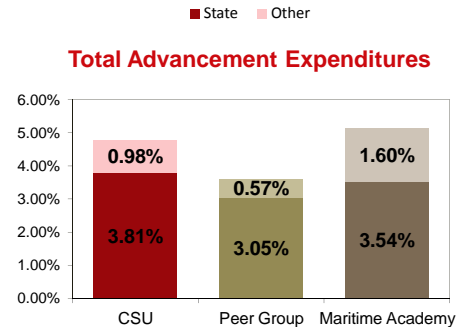
Cost Benefit Analysis

- CSU Average
- Peer Group Average
- Maritime Academy Average

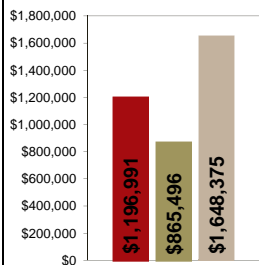
Cost to Raise a Dollar



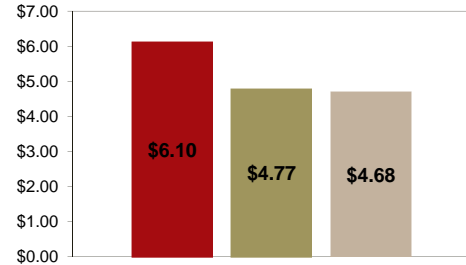
Investment as a Percentage of State General Fund



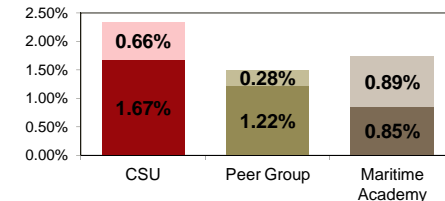
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

The 2012 year was special for the California Maritime Academy (Cal Maritime) with major changes in administration. In March of 2012, a new Vice President for Administration and Finance and a new Vice President for University Advancement joined the team. Rear Admiral Thomas Cropper (retired) was appointed as the new campus president in July and a new academic dean joined the administration in August. We are truly a team with new vision, goals, and practices as we plan for the future. New members for the Cal Maritime Foundation board will have knowledge of maritime and maritime related industries connections that will further energize and expand the scope of their support of the University programs. Donors continued to support our many unique programs. Vessel donations allow us to create named endowments and partnerships with key industries continue to grow. Federal grant collaboration with Chevron Oil will allow us to run their crisis management training center, and the \$2.6M Navigation Lab on the Training Ship Golden Bear has been completed. Our University Advancement program has been fully assessed and reorganized. With best practices now in place, the fiscal year of 2012-13 is the first year Cal Maritime will be able to analyze data, define benchmarks for the future and set realistic goals based on evidence. We have developed the first draft of a comprehensive university communication plan, expanded interaction and programming for our alumni, began expansion of the advancement database, and are revamping our Maritime development program. A full government relations plan develops ties with our local, federal and state legislators targeting CSU advocacy and transportation agency funding.

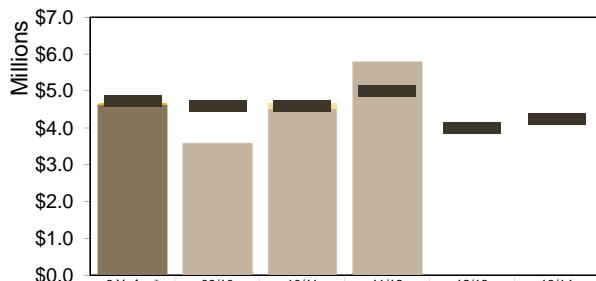
Campus: **Monterey Bay**
Peer Group: 1

*Three Year Average: 09/10 10/11 11/12

GOAL MATRIX DASHBOARD

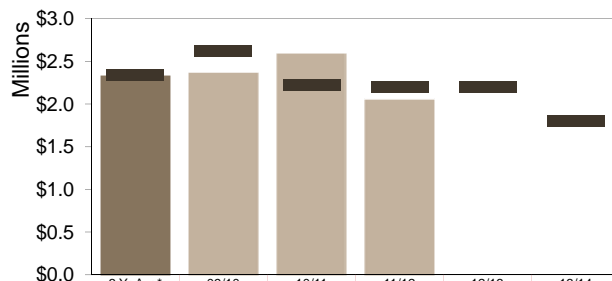
■ Actual ■ Goal

Gift Commitments



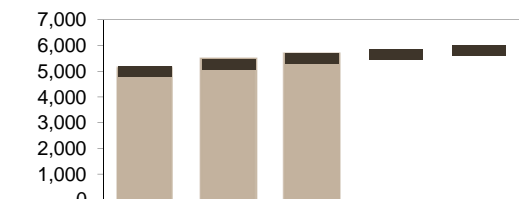
	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Testamentary	\$50,000	\$0	\$150,000	\$0		
Current Gifts	\$4,613,584	\$3,565,397	\$4,507,111	\$5,768,245		
Goal	\$4,733,333	\$4,600,000	\$4,600,000	\$5,000,000	\$4,000,000	\$4,250,000
Performance	99%	78%	101%	115%		

Total Advancement Investment



	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Actual	\$2,323,844	\$2,353,395	\$2,575,147	\$2,042,990		
Goal	\$2,346,278	\$2,619,432	\$2,219,403	\$2,200,000	\$2,200,000	\$1,800,000
Performance	99%	90%	116%	93%		

Number of Individual Donors



	09/10	10/11	11/12	12/13	13/14
Actual	5,156	5,526	5,702		
Goal	5,000	5,250	5,500	5,650	5,800
Performance	103%	105%	104%		

Number of Alumni Donors



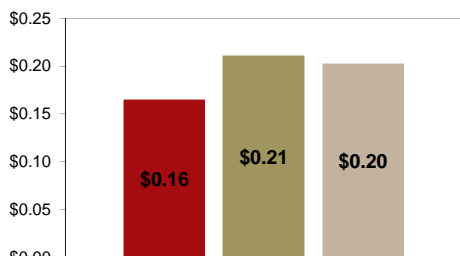
	09/10	10/11	11/12	12/13	13/14
Actual	131	110	106		
Goal	130	145	160	125	150
Performance	101%	76%	66%		

MEASURING ADVANCEMENT (Three Year Average*)

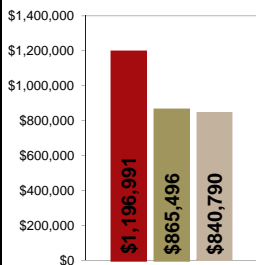
Cost Benefit Analysis

Cost to Raise a Dollar

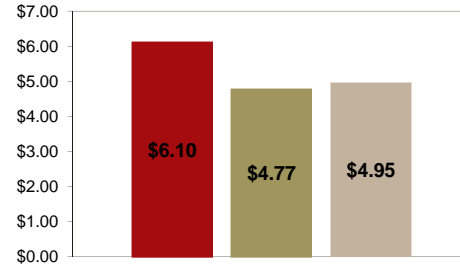
■ CSU Average
■ Peer Group Average
■ Monterey Bay Average



Gift Commitments per FTE Fundraising Professional



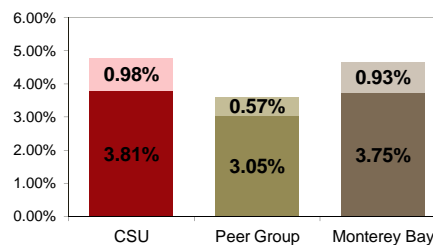
Return on Investment



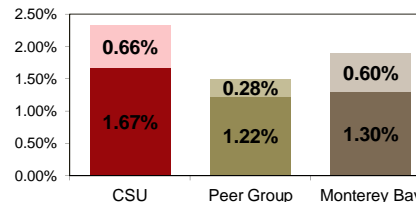
Investment as a Percentage of State General Fund

■ State ■ Other

Total Advancement Expenditures



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

Total fundraising gifts for FY 11-12 exceeded goals driven by two exceptional major gifts; a planned gift of \$1.3 million and a \$1 million gift from the Osher Foundation for the Osher Lifelong Learning Institute. Goals for FY13 remain consistent with prior years with an emphasis on developing an alumni culture of philanthropy, proactive corporation and foundation sourcing, academic faculty collaboration, planned giving cultivation and major gift prospect management. In all these efforts, the Development team will coordinate our fundraising focus on the strategic priorities set by the President and Senior Leadership of CSUMB.

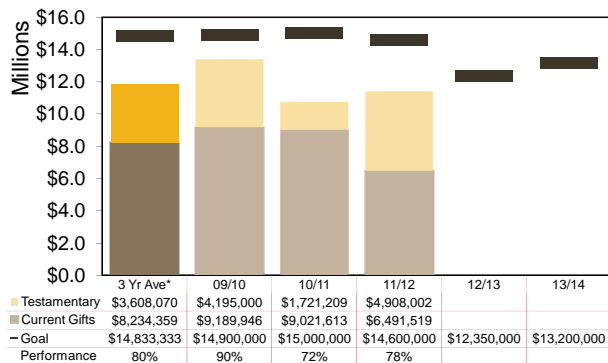
Campus: **Northridge**
Peer Group: **2**

*Three Year Average: 09/10 10/11 11/12

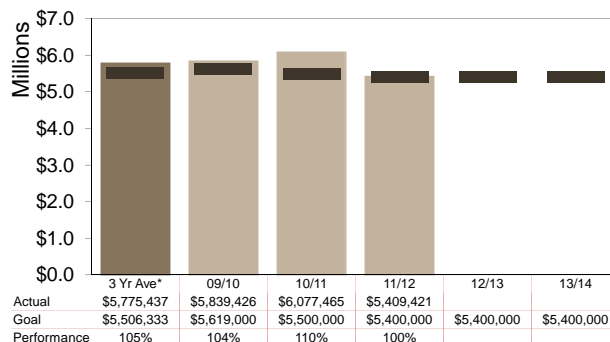
GOAL MATRIX DASHBOARD

Actual Goal

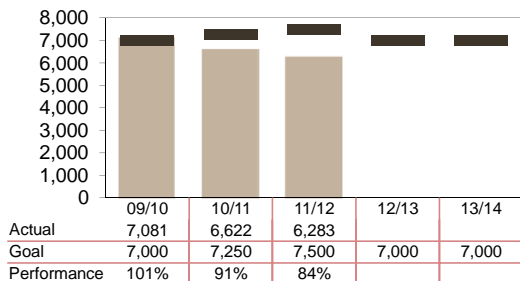
Gift Commitments



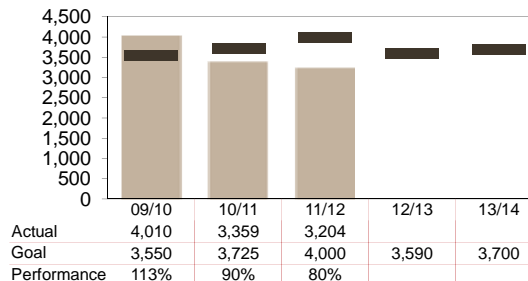
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

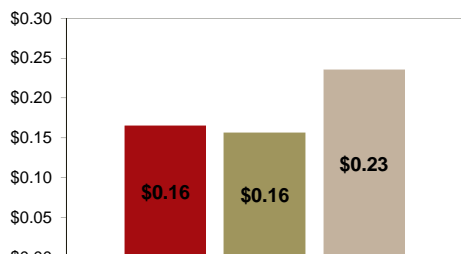


MEASURING ADVANCEMENT (Three Year Average*)

Cost Benefit Analysis

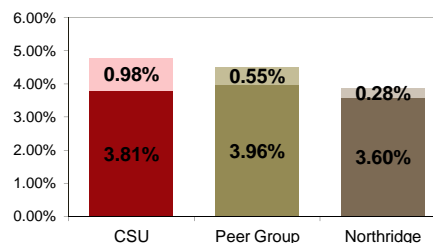
Cost to Raise a Dollar

CSU Average
Peer Group Average
Northridge Average

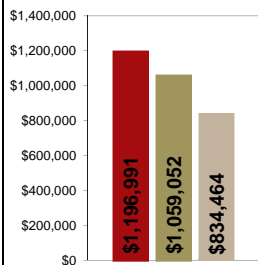


Investment as a Percentage of State General Fund

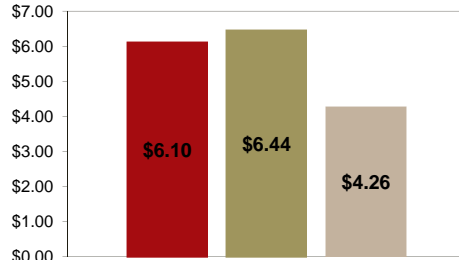
Total Advancement Expenditures



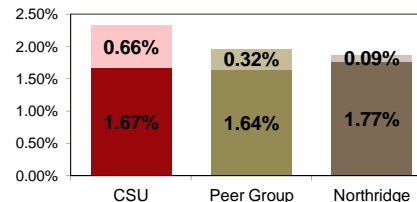
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



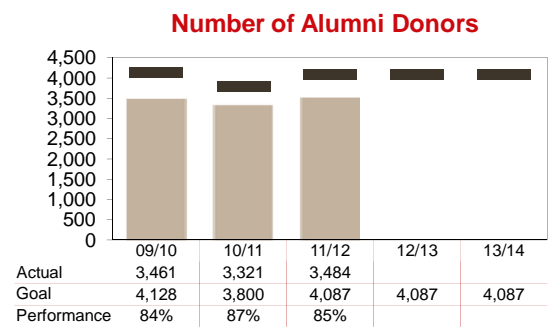
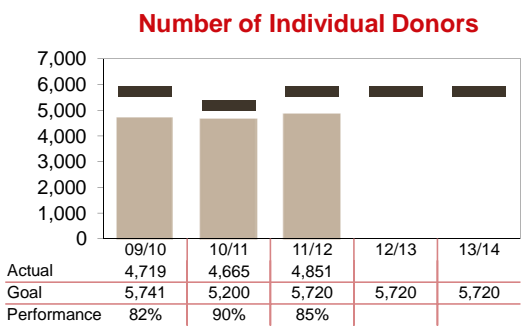
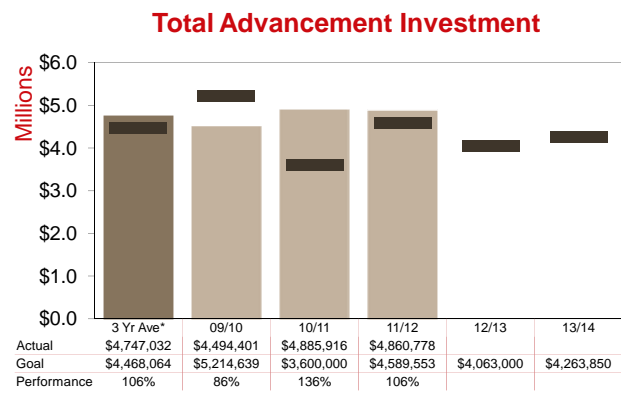
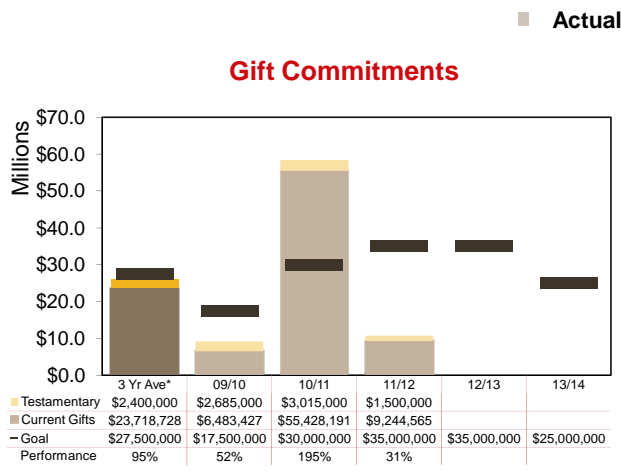
ENVIRONMENTAL SCAN / COMMENTS

With the arrival of President Dianne Harrison in June, University Advancement launched for her an extensive 'listening tour' of key internal and external stakeholders, allowing them to share their perceptions of the university. At the same time President Harrison laid out her vision for the future of California State University, Northridge under a new positioning platform entitled, CSUN Shine. This platform, with emphasis on the impact of the university's reputation in numerous areas, will direct attention to the value our faculty, staff, students and alumni bring to the region, the state, and the nation. Building on the recommendations of the Special Task Force on Engagement to create greater synergy among volunteer leaders and the momentum from the 2011 Volunteer Leadership Summit, the CSUN Foundation has begun to initiate three significant changes to increase its effectiveness: establishing a new standing committee focused on engaging board members into the life of the university to foster greater collaboration among volunteers at all levels; creating a new category of college-appointed members to the Foundation board; and increasing the giving expectations for board members. Staffing within the division was bolstered with two new and one re-defined position and in Marketing and Communications, correlating with a more dynamic approach to reporting news and stories. Development also restructured major gift staff to align with colleges and key departments such as Athletics. A development communications effort is underway, aligned with the positioning platform, to bolster the case for support.

Campus: **Pomona**
 Peer Group: **2**

*Three Year Average: 09/10 10/11 11/12

GOAL MATRIX DASHBOARD

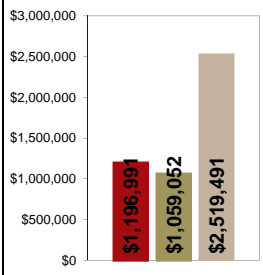


MEASURING ADVANCEMENT (Three Year Average*)

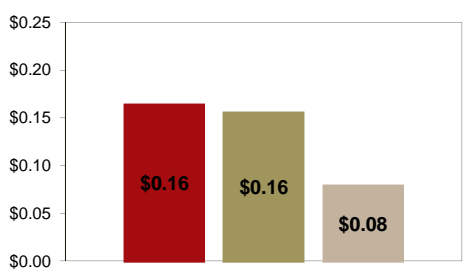
Cost Benefit Analysis

■ CSU Average
 ■ Peer Group Average
 ■ Pomona Average

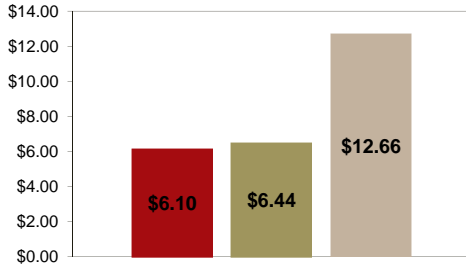
Gift Commitments per FTE Fundraising Professional



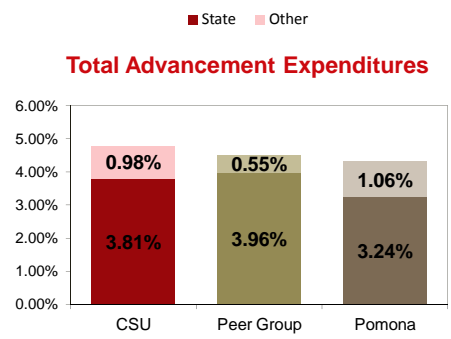
Cost to Raise a Dollar



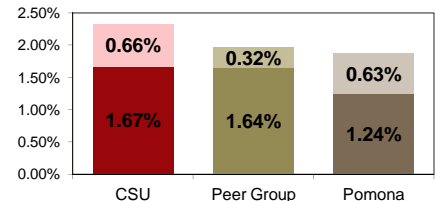
Return on Investment



Investment as a Percentage of State General Fund



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

September of 2013 will mark the start of Cal Poly Pomona's 75th Anniversary Celebration. Prior to this milestone, a new campus website will be unveiled. The ongoing comprehensive campaign will be in the final phase as University Advancement is close to achieving its \$150 million goal. Despite budgetary issues, the 2012-2013 academic year began with the campaign at 70% of its overall goal. This is an impressive achievement by leadership in development, as there have been challenges with limited resources, vacated fundraising positions and an inadequate donor database system. Regardless of these issues, a strategic focus continues to be advancement's main objective. One of University Advancement's key initiatives is to keep the campaign a priority for the campus and community.

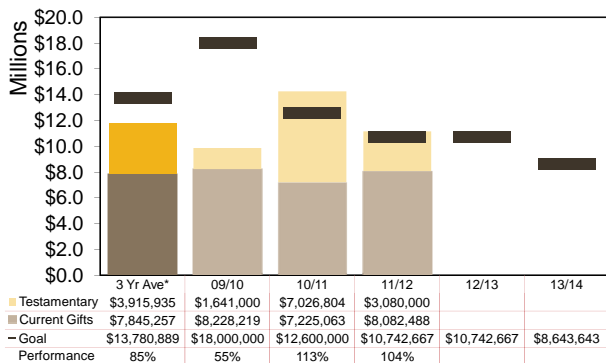
Campus: **Sacramento**
Peer Group: **2**

*Three Year Average: 09/10 10/11 11/12

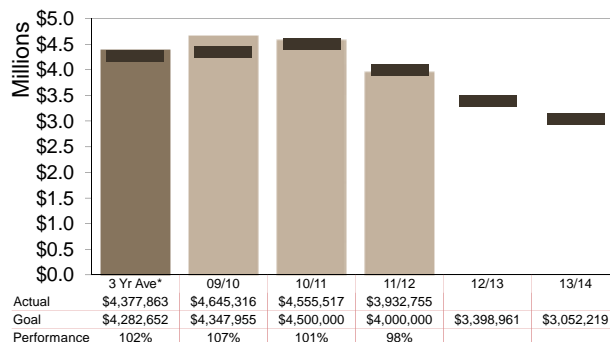
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

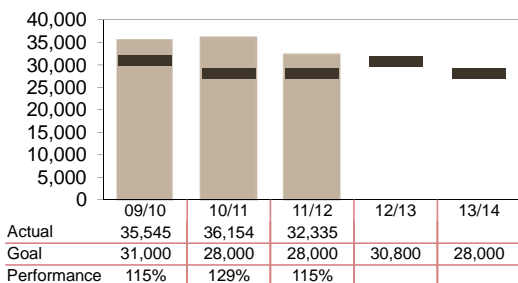
Gift Commitments



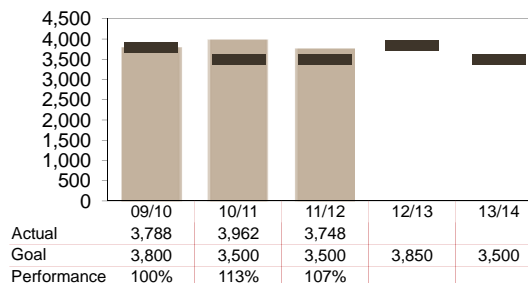
Total Advancement Investment



Number of Individual Donors



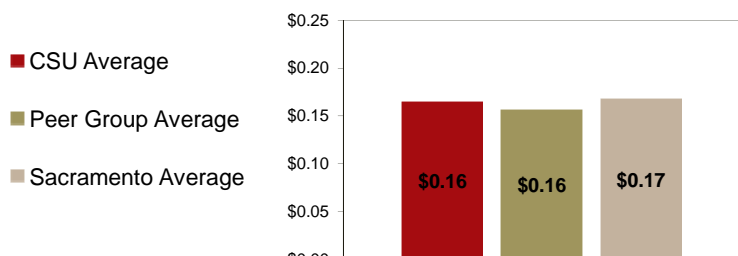
Number of Alumni Donors



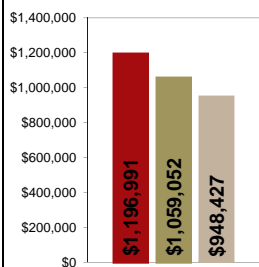
MEASURING ADVANCEMENT (Three Year Average*)

Cost Benefit Analysis

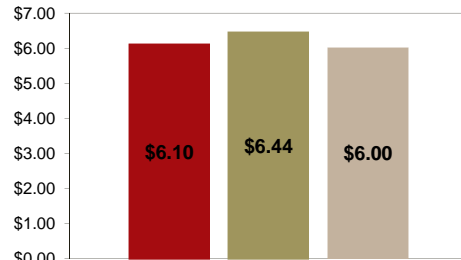
Cost to Raise a Dollar



Gift Commitments per FTE Fundraising Professional

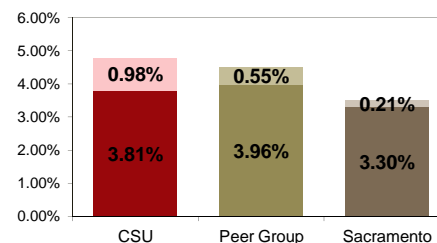


Return on Investment

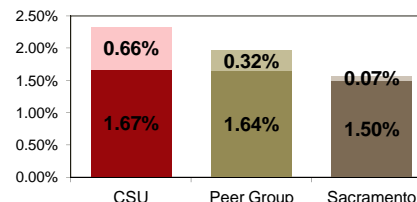


Investment as a Percentage of State General Fund

Total Advancement Expenditures



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

Sacramento State's academic and student life programs are thriving under record applications, program maturation (to include a new doctorate in physical therapy) and a consistent trajectory of growth and success aligning with President Alexander Gonzalez' tenth year in leadership. The robust audience of alumni and donors whose personal and professional connections with the University has increasing returns in a record number of Alumni Association members, an endowment that has offered positive returns for the third consecutive year, resulting in 5 percent payouts to student scholarships and campus programs, and increased Annual Giving participation, both in number of donors and total dollars raised. Following a vice presidential leadership transition in 2012, University Advancement is into the first phase of a long-range strategic plan in support of three key goals: (1) strengthen University Advancement team to enhance University priorities; (2) identify, create and enhance relationships with alumni, donors and friends to strengthen their connection with and support for the University; and (3) actively connect with the academic enterprise to better serve our students. In 2013-2014, University Advancement will focus on four measurable objectives to position the division for greater alumni engagement and philanthropy from University donors.

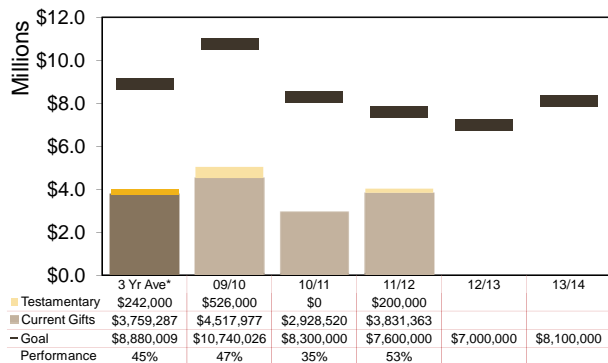
Campus: **San Bernardino**
Peer Group: 1

*Three Year Average: 09/10 10/11 11/12

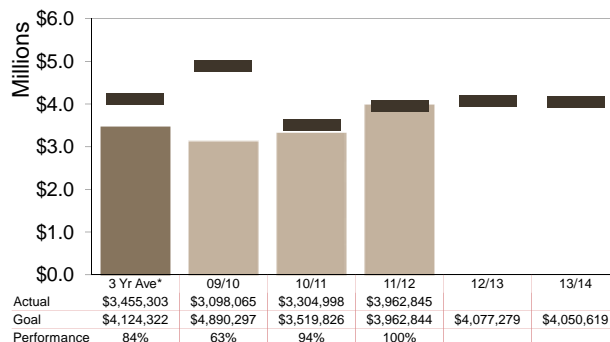
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

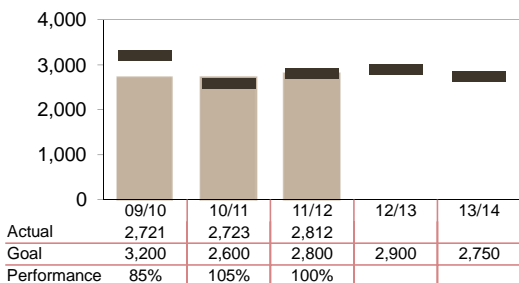
Gift Commitments



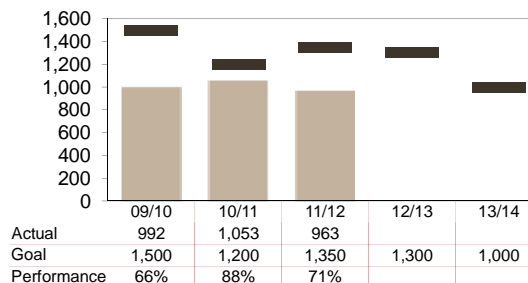
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

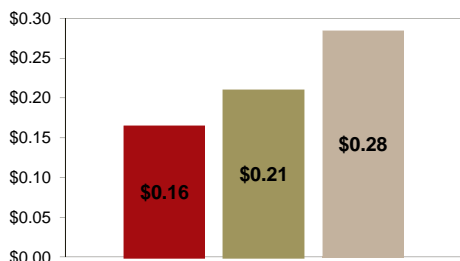


MEASURING ADVANCEMENT (Three Year Average*)

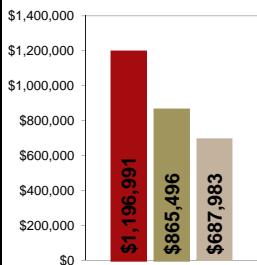
Cost Benefit Analysis

Cost to Raise a Dollar

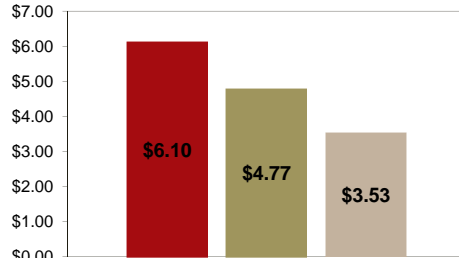
■ CSU Average
■ Peer Group Average
■ San Bernardino Average



Gift Commitments per FTE Fundraising Professional



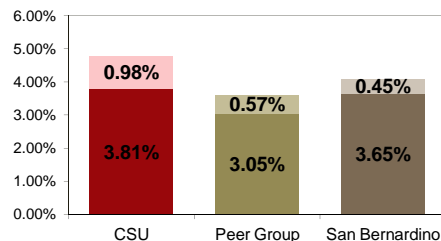
Return on Investment



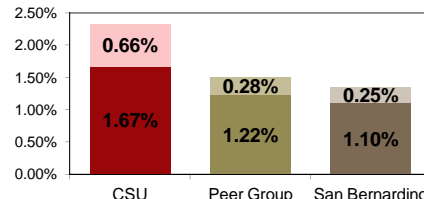
Investment as a Percentage of State General Fund

■ State ■ Other

Total Advancement Expenditures



Fundraising Expenditures

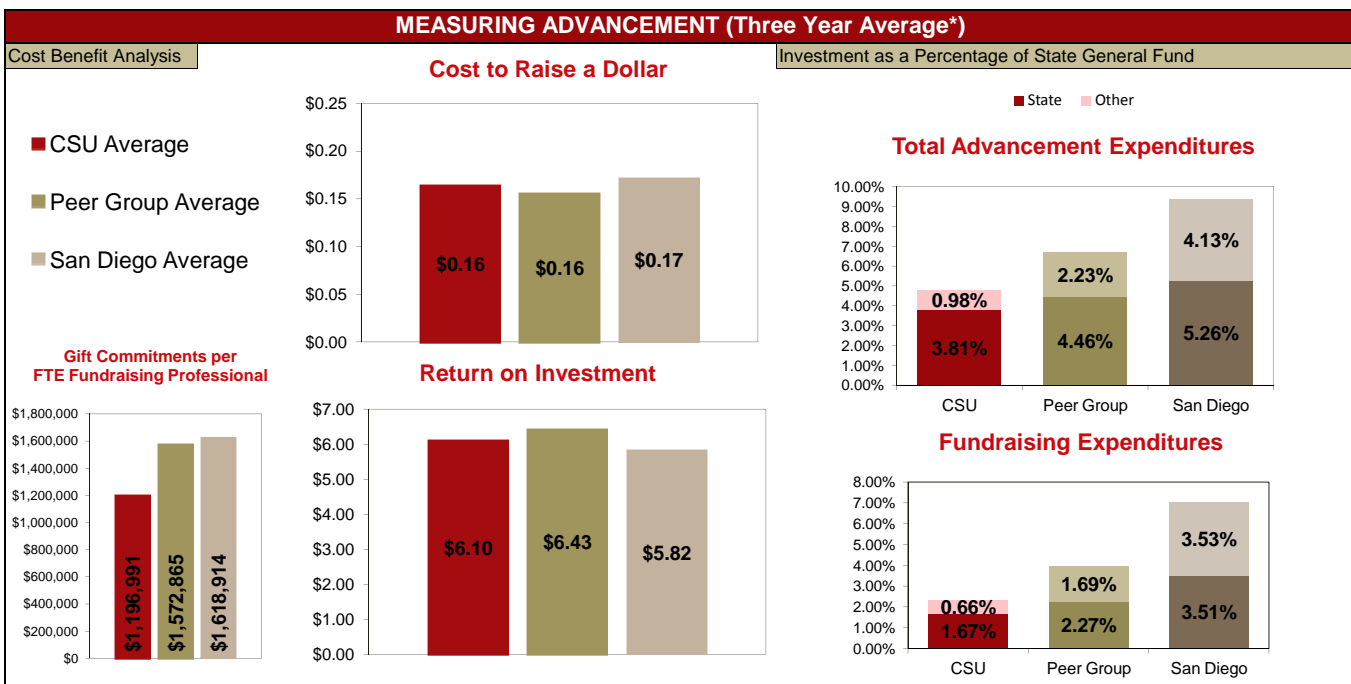
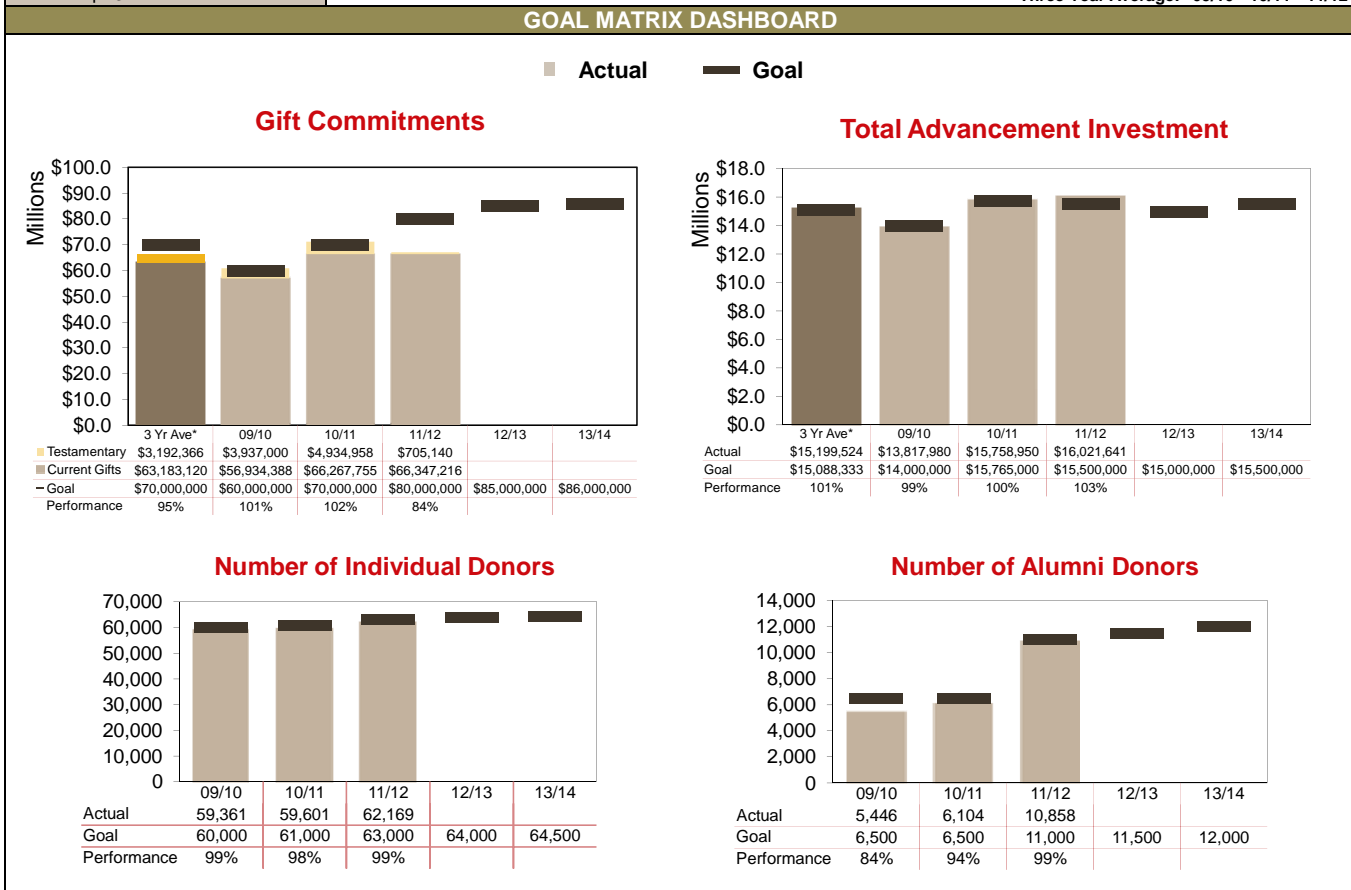


ENVIRONMENTAL SCAN / COMMENTS

California State University San Bernardino has undergone a significant leadership and cultural shift over the past six months, highlighted by the addition of President Tomás D. Morales. Dr. Morales replaced Al Karnig, who enjoyed a 15-year tenure at the university. Over the past four years, CSUSB had struggled to realize its annual fundraising target, with four advancement vice presidents in four years. In his final year of office, then-President Karnig contracted with Grenzbach Glier and Associates to determine the university's readiness for a comprehensive campaign as well as conduct an analysis of the advancement division (UAD). The university will be celebrating its 50th anniversary in the fall of 2015 and campus leadership was looking to tie the campaign to the anniversary celebration. The firm offered a number of concrete suggestions, including new positions and enhanced funding. Past vice president Larry Sharp announced his retirement from the university in early summer. A successful search brought Ron Fremont in as the new vice president for university advancement. Fremont had previously served at Cal Poly Pomona for 24 years, most recently as the AVP for University Relations. He had driven Pomona's identity campaign and played a major role in the university's \$150 million comprehensive campaign. The transition in leadership launched a series of campus and external conversations at CSUSB, designed to get feedback on creating a strategic focus for development, communication, advancement services and alumni affairs.

Campus: **San Diego**
Peer Group: **3**

*Three Year Average: 09/10 10/11 11/12

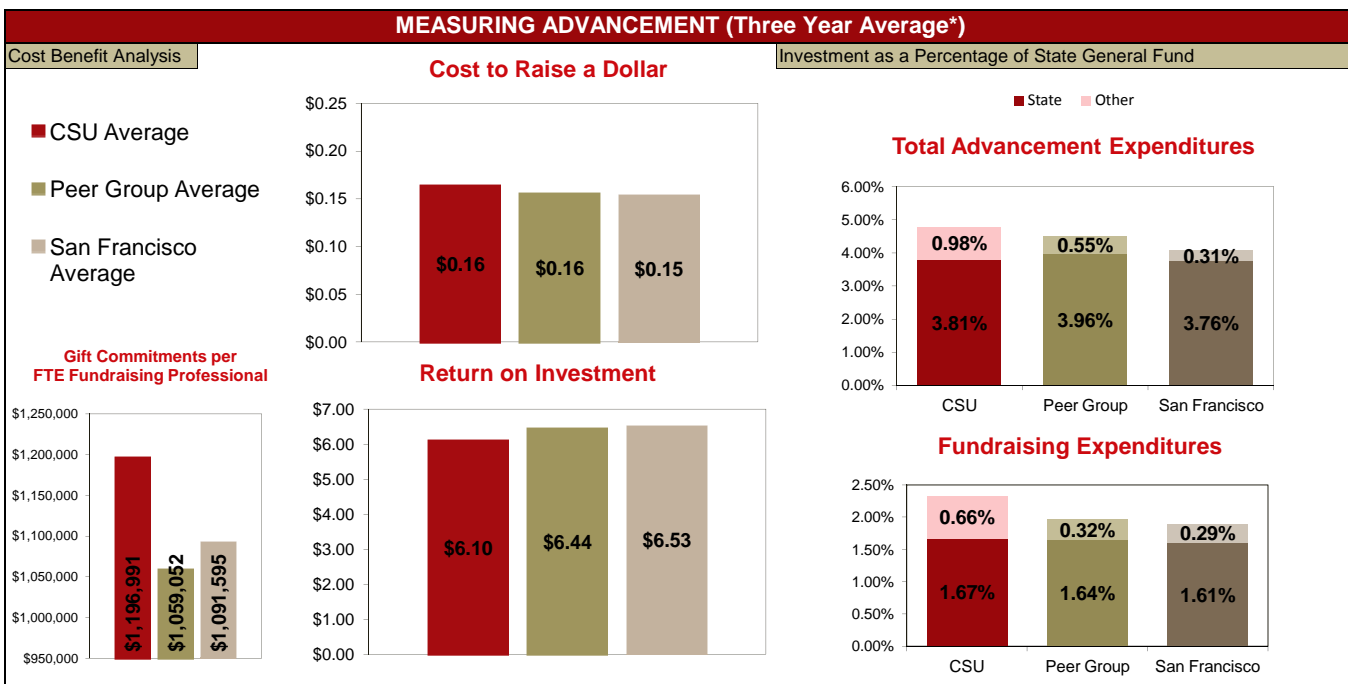
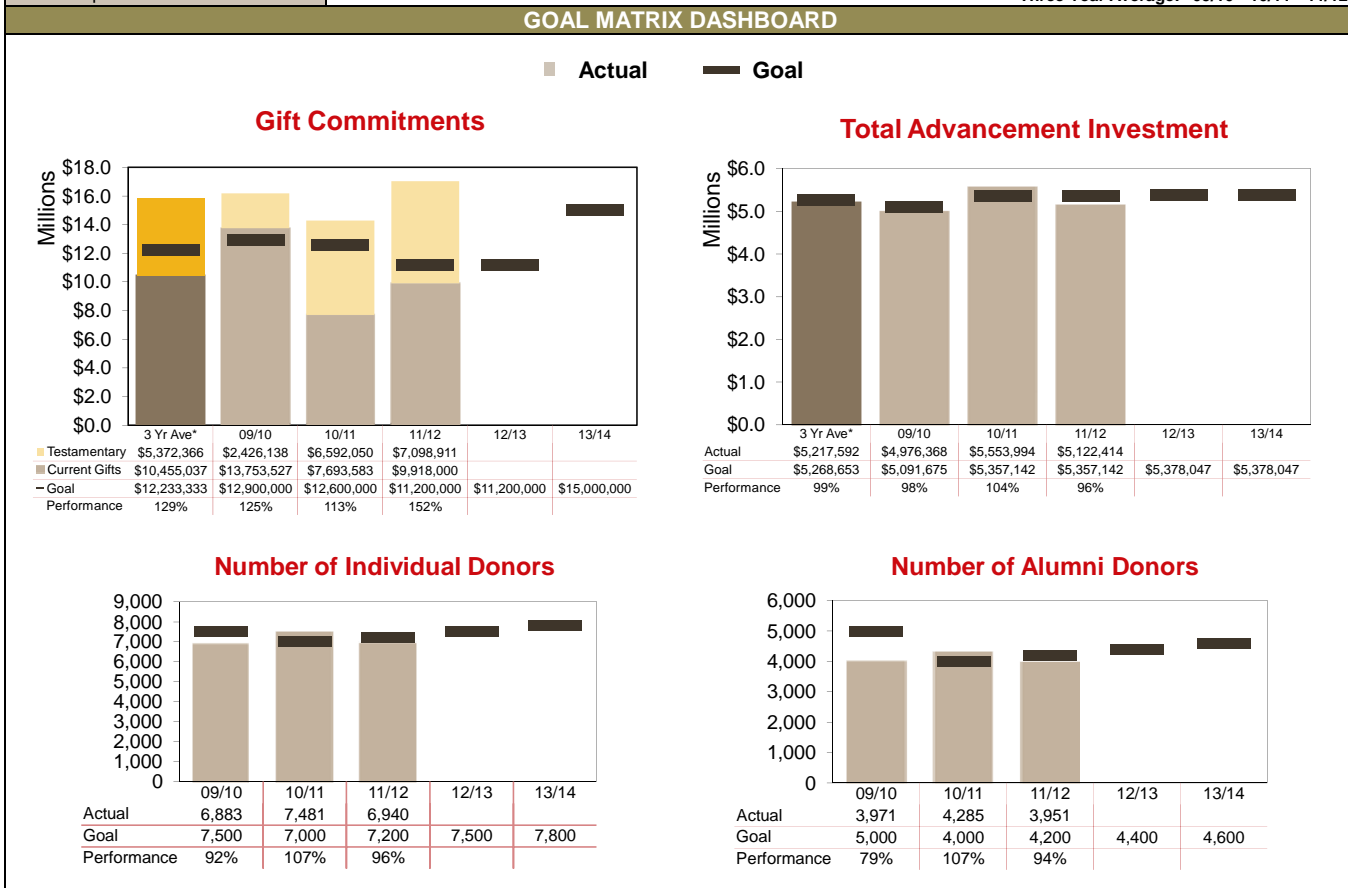


ENVIRONMENTAL SCAN / COMMENTS

San Diego State University's donors continue to support the institution at historic levels. For the fiscal year that ended June 30, 2012, the Campanile Foundation, SDSU's philanthropic foundation, received \$71.5 million in cash and pledges. That same fiscal year, The Campaign for SDSU – SDSU's first comprehensive campaign – entered its public phase. As of December, approximately \$365 million had been raised by the Campaign towards its \$500 million goal. With more than 40,000 individual donors, the Campaign is well on its way to a successful completion in 2014. Highlights from FY 2011-12 included a \$2 million planned gift from Lawrence, '71, and Madeline Petersen to support the College of Business Administration's Entrepreneurial Management Center; \$1.2 million from Jack McGroy to fund endowments and scholarships in the Department of Classics and Humanities, School of Public Affairs and the Joan and Art Barron Veterans Center; \$700,000 from Irwin Zahn to establish the Zahn Center for Engineering Innovation; and, \$500,000 from Sharp HealthCare to fund three new scholarships in the College of Health and Human Services and establish the Sharp HealthCare Professional Education and Research Institute. In 2011-12, SDSU's academic units raised more than \$40 million for endowed professorships, program support and student scholarships, the most in the past three years. For example, a nearly \$500,000 gift this year from Price Family Charitable Fund created the Price Community Scholars program which will fund four-year scholarships for fifteen high-achieving freshman from City Heights.

Campus: **San Francisco**
Peer Group: **2**

*Three Year Average: 09/10 10/11 11/12



ENVIRONMENTAL SCAN / COMMENTS

San Francisco State is at an important juncture in its growth as an institution within the California State University System. The University continues to make successful progress towards building pride and increasing recognition and revenue, especially as the Advancement Division prepares for a comprehensive campaign in 2014. In FY 2011/12, our development efforts continued upward with growing major support from alumni and other donors, especially enhanced by the launch of a new \$12M campaign for student support ("Students First" Campaign), a re-invigorated university foundation board and a new university president who has made it clear, in word and in action, that enhancing our production numbers will be a top university priority. In addition, we continue to engage alumni, business leaders and elected officials as advocates and strategic partners and last year, we successfully engaged federal legislators to support faculty grant applications to the Department of Education, resulting in a \$2.5M grant for "Metro Academies." This year, the University is strategically using the presidential transition as an opportunity to communicate its strengths and plans to a broad audience, including students, community residents, elected officials, and the news media. Under the direction of our new president, the University will undergo a campus-wide, inclusive strategic planning process to create the vision for SF State 2020. The new strategic plan will lay the foundation and framework for the planning of the university's first comprehensive campaign.

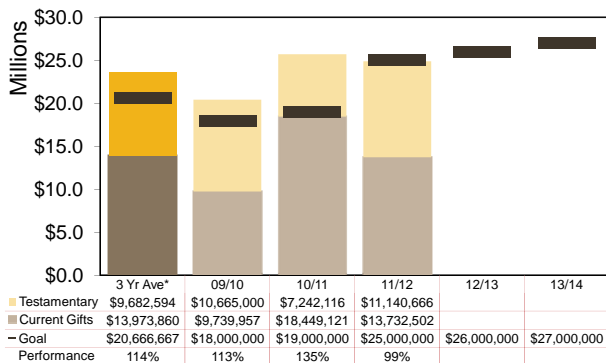
Campus: **San José**
Peer Group: **2**

*Three Year Average: 09/10 10/11 11/12

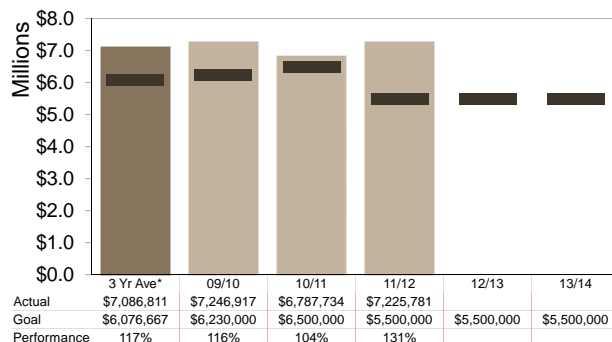
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

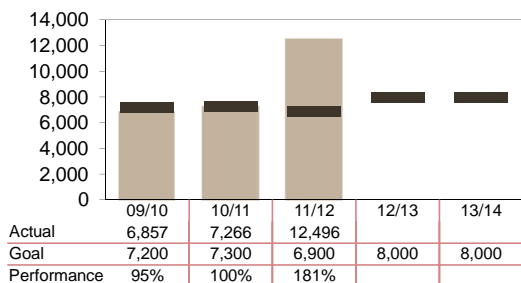
Gift Commitments



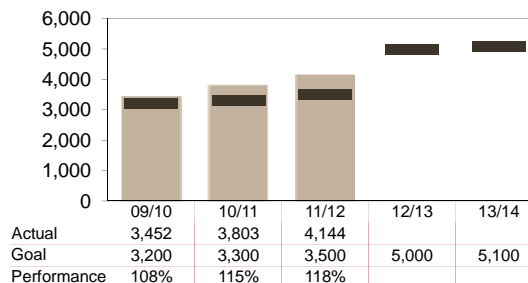
Total Advancement Investment



Number of Individual Donors



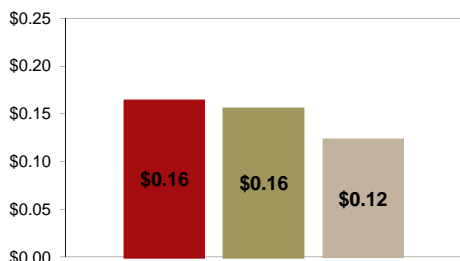
Number of Alumni Donors



MEASURING ADVANCEMENT (Three Year Average*)

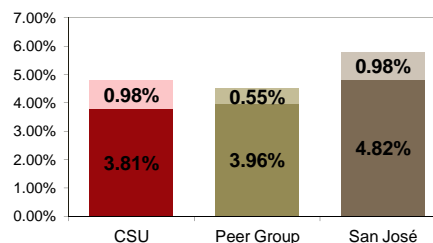
Cost Benefit Analysis

Cost to Raise a Dollar

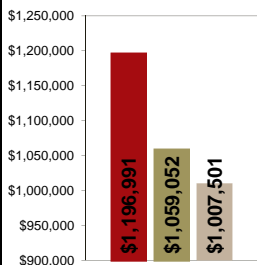


Investment as a Percentage of State General Fund

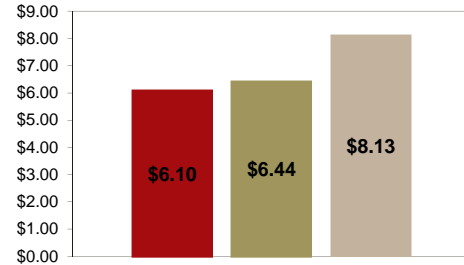
Total Advancement Expenditures



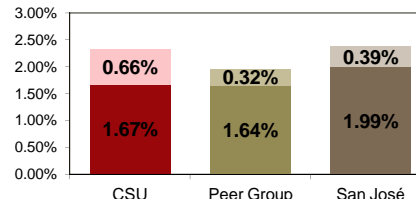
Gift Commitments per FTE Fundraising Professional



Return on Investment



Fundraising Expenditures



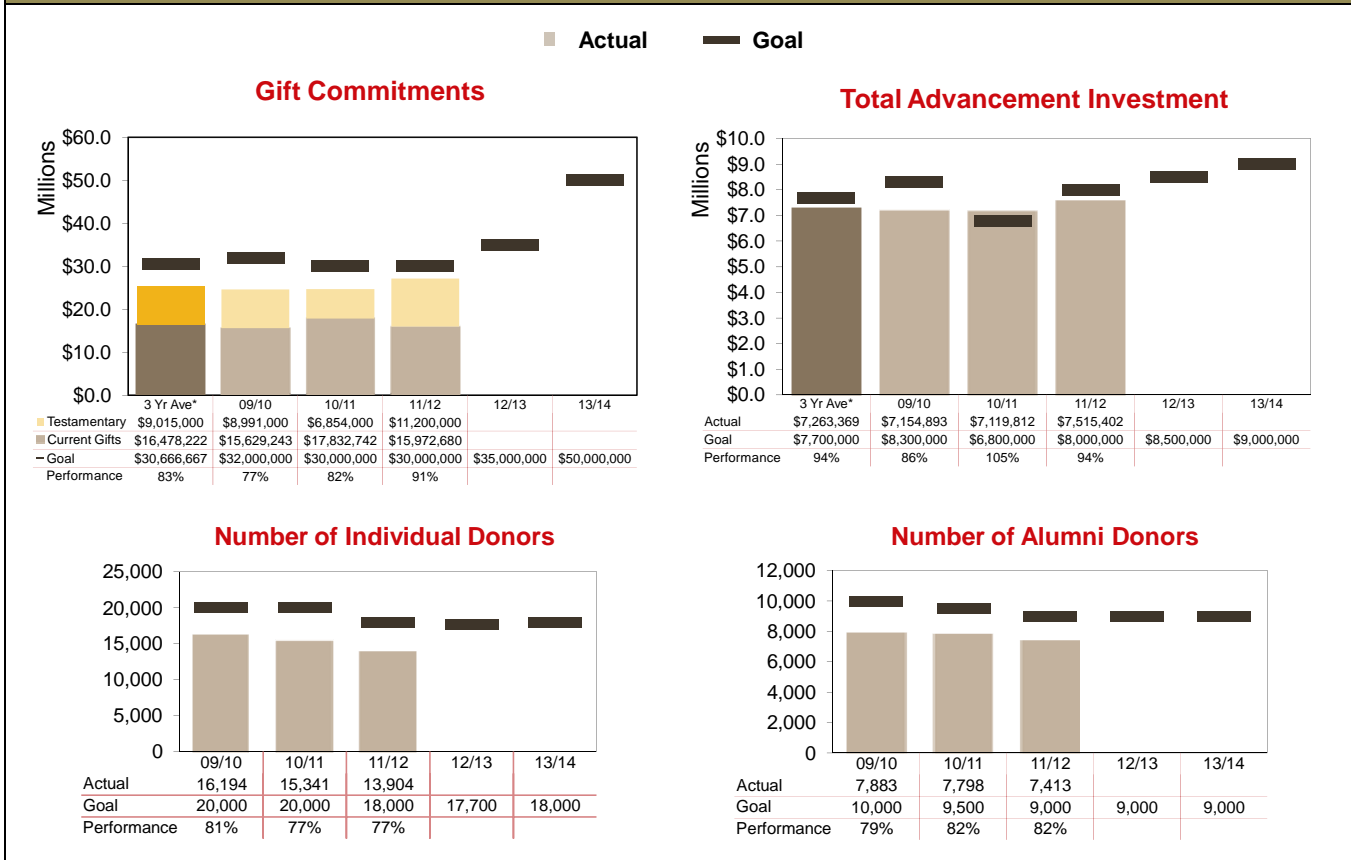
ENVIRONMENTAL SCAN / COMMENTS

San José State University was founded in 1857 as Minns' Evening Normal School, and is the oldest public school of higher education in California. From its beginnings as a normal school that trained teachers for the developing frontier, SJSU has matured into a major metropolitan university offering more than 134 bachelor's and master's degrees with 110 concentrations. San José State graduates number more than 7,000 annually, making the university the leading provider of educated workers in the San Francisco Bay Area. In July 2012, San José State entered the final year of its first ever comprehensive campaign. Acceleration: The Campaign for San José State University is on track to reach the \$200 million goal ahead of schedule, despite shaving a year off the public phase of the campaign. The campaign was shortened at the request of President Mohammad Qayoumi who began his tenure in July 2011 and immediately began a rigorous strategic planning process which was completed in spring 2012. As mentioned, the Advancement Division has made excellent progress towards the campaign goal as well as the other goals articulated in the 2011-12 advancement plan. This progress is detailed more fully below. The Tower Foundation of San José State University, our philanthropic foundation, added six new members to its board of directors during the past fiscal year. They are Major General Anthony Jackson (USMC Ret); Carolyn Lewis, president elect of the San José State Alumni Association; Jenny Ming, CEO of Charlotte Russe; Joe Parisi, Founder and President of Therma Corp.; SJSU Provost Ellen Junn and Athletic Director Gene Bleymaier. The addition of these board members brought new levels of energy and leadership to the board.

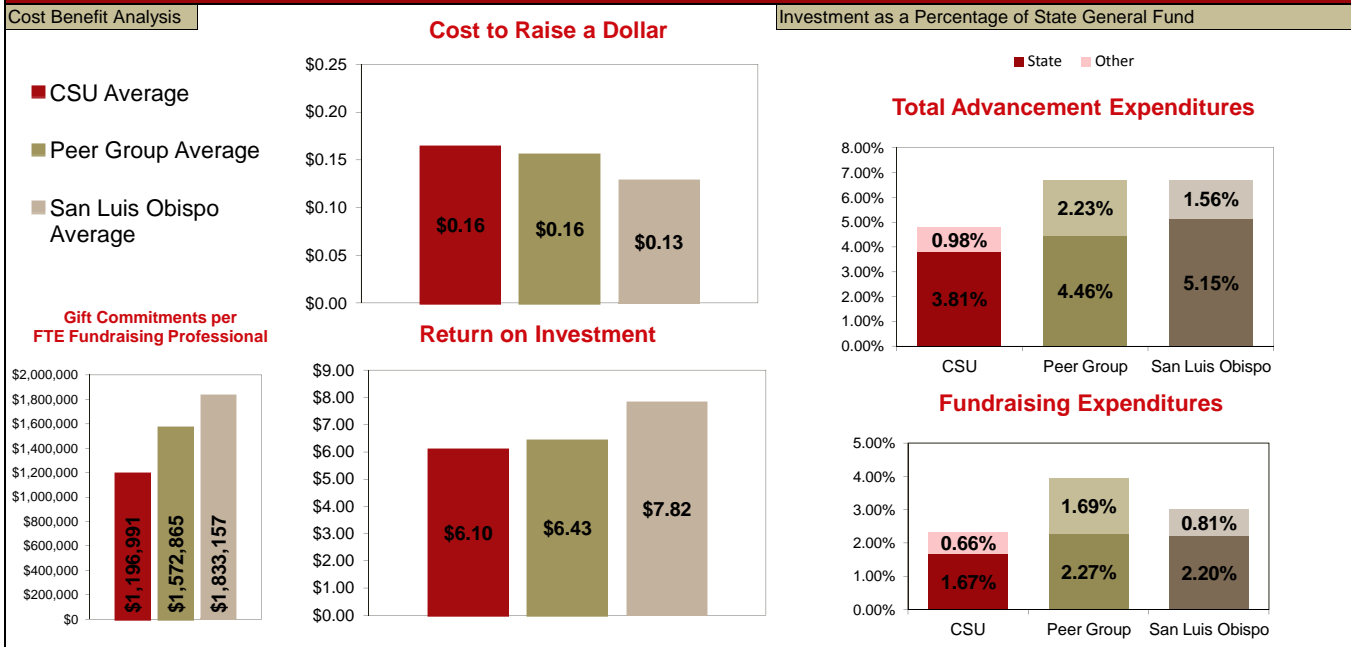
Campus: **San Luis Obispo**
Peer Group: **3**

*Three Year Average: 09/10 10/11 11/12

GOAL MATRIX DASHBOARD



MEASURING ADVANCEMENT (Three Year Average*)



ENVIRONMENTAL SCAN / COMMENTS

President Jeffrey D. Armstrong entered his second year of service at Cal Poly San Luis Obispo with the appointment of Deborah A.W. Read to Vice President for University Advancement (UA) and Kathleen Enz Finken to Provost, both of whom have substantial fundraising experience. New Deans for Liberal Arts and Architecture and Environmental Design bring additional new leaders to Cal Poly. UA is supporting Cal Poly's leadership with strong fundraising productivity. Much of Vice President Read's first-year focus has been on campaign preparation and infrastructure development. UA is drafting a campaign case statement supporting Cal Poly's strategic plan and creating a roadmap for creation of a campaign-ready advancement program. The activities of all advisory and leadership councils will become more fundraising focused. Consistent with recommendations from Marts & Lundy, and with the endorsement and funding of the Foundation, the University has begun to rebuild the UA staff. Critical vacancies among frontline fundraising staff have been filled through new appointments in Athletics and the Cal Poly Fund, in addition to searches for college based fundraising staff. The regional fundraising program has been converted to additional support for the colleges and units, building on alumni enthusiasm for their home departments and colleges. Our corporate relations program is being bolstered with greater leadership and support from the central advancement officer to a better focus on robust corporate partnerships. Over time, and based on funding availability, we intend to add as many as a dozen frontline staff to support our campaign goals.

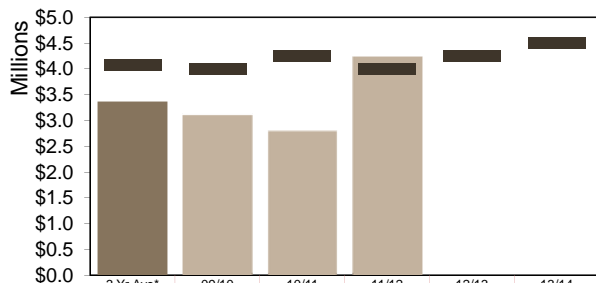
Campus: **San Marcos**
Peer Group: **1**

*Three Year Average: 09/10 10/11 11/12

GOAL MATRIX DASHBOARD

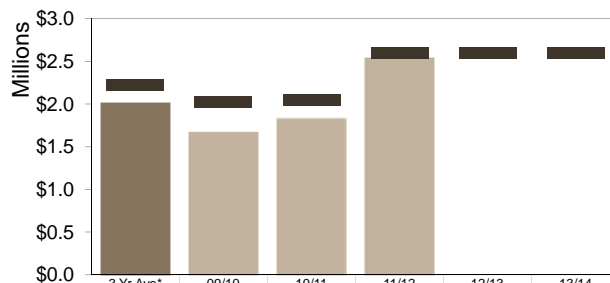
■ Actual ■ Goal

Gift Commitments



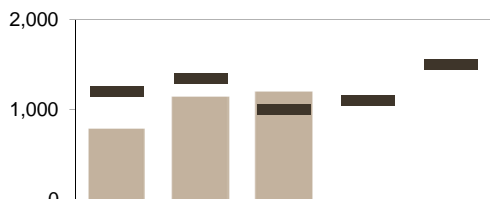
	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Testamentary	\$0	\$0	\$0	\$0		
Current Gifts	\$3,360,972	\$3,093,646	\$2,775,288	\$4,213,983		
Goal	\$4,083,333	\$4,000,000	\$4,250,000	\$4,000,000	\$4,250,000	\$4,500,000
Performance	82%	77%	65%	105%		

Total Advancement Investment



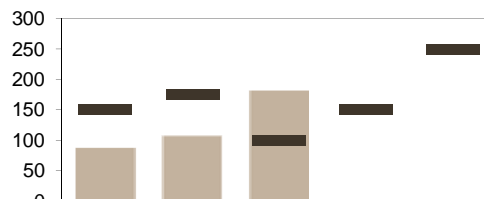
	3 Yr Ave*	09/10	10/11	11/12	12/13	13/14
Actual	\$2,005,486	\$1,665,118	\$1,821,564	\$2,529,777		
Goal	\$2,225,000	\$2,025,000	\$2,050,000	\$2,600,000	\$2,600,000	\$2,600,000
Performance	90%	82%	89%	97%		

Number of Individual Donors



	09/10	10/11	11/12	12/13	13/14
Actual	781	1,136	1,199		
Goal	1,200	1,350	1,000	1,100	1,500
Performance	65%	84%	120%		

Number of Alumni Donors



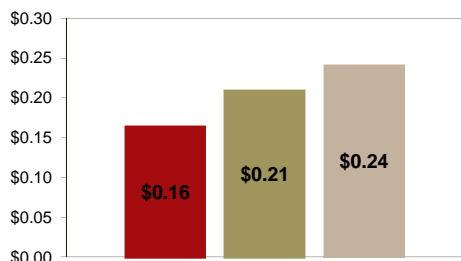
	09/10	10/11	11/12	12/13	13/14
Actual	86	106	181		
Goal	150	175	100	150	250
Performance	57%	61%	181%		

MEASURING ADVANCEMENT (Three Year Average*)

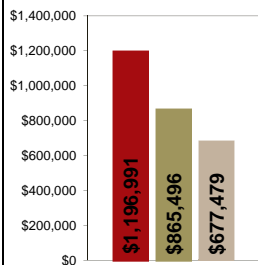
Cost Benefit Analysis

Cost to Raise a Dollar

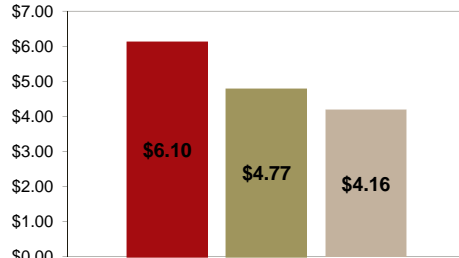
- CSU Average
- Peer Group Average
- San Marcos Average



Gift Commitments per FTE Fundraising Professional



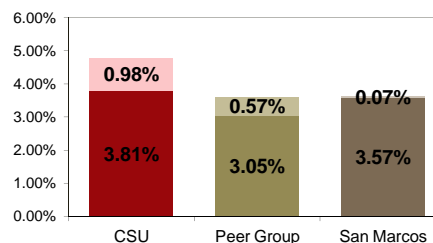
Return on Investment



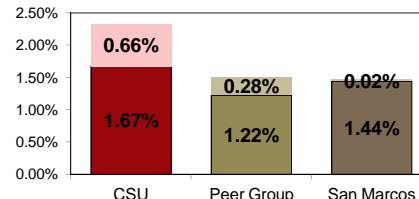
Investment as a Percentage of State General Fund

- State
- Other

Total Advancement Expenditures



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

California State University San Marcos continues to work to build a compelling case for support among all of its constituents as the campus moves forward with campaign planning. In September, the CSU Institute for Palliative Care at Cal State San Marcos launched as the first statewide educational and workforce development initiative focused on palliative care. University Advancement helped secure initial funding for the Institute totaling \$1.2 million in gifts from the Archstone Foundation and the California HealthCare Foundation. A local philanthropist donated an additional \$1.2 million on the day of the launch. This unique institute at CSUSM allows the University to be recognized as a leader in creatively meeting the needs of the region, state, and beyond in providing education and outreach for palliative care. CSUSM's Foundation Board, founded just three years ago, has continued to build momentum. Led by a new Board Chair, the Foundation welcomed six new community members, bringing the total number of board members to 25. A marketing sub-committee has been established to assist in CSUSM's campaign fundraising communication and public relations strategy. In the fall of 2012, University Advancement began a significant restructuring in an effort to create more fundraising capacity and capitalize on existing and emerging opportunities. This new look at organizational possibilities leverages current staffing and affords the ability for strategic staffing additions. With these exciting developments and many more, University Advancement at Cal State San Marcos is enthusiastic about a remarkable 2013.

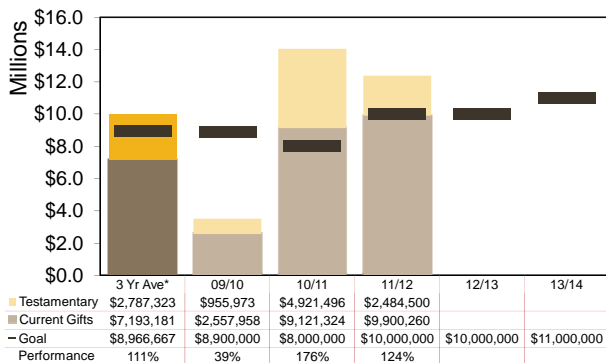
Campus: **Sonoma**
Peer Group: **2**

*Three Year Average: 09/10 10/11 11/12

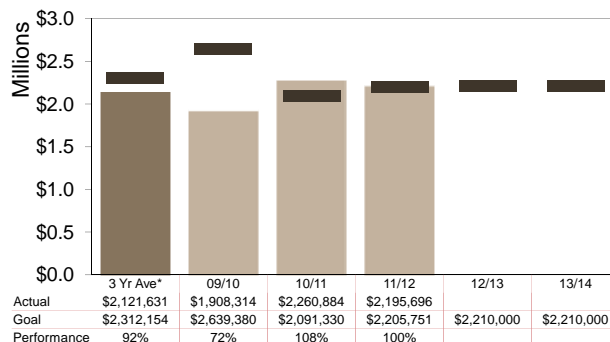
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

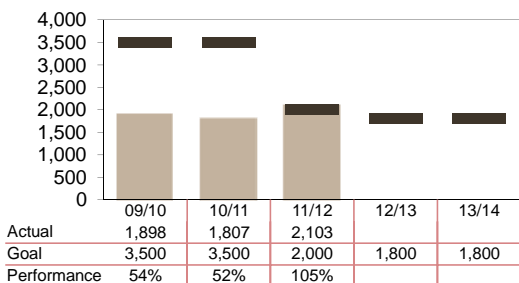
Gift Commitments



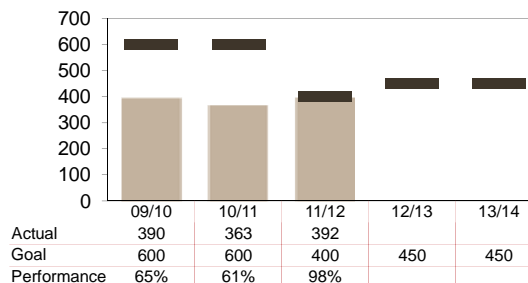
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

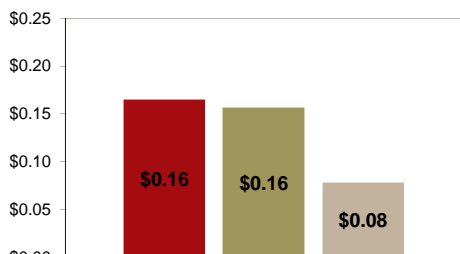


MEASURING ADVANCEMENT (Three Year Average*)

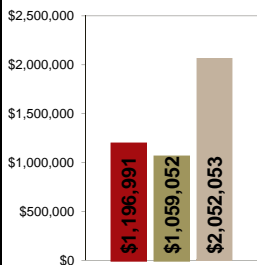
Cost Benefit Analysis

Cost to Raise a Dollar

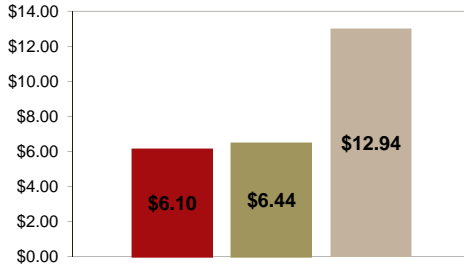
■ CSU Average
■ Peer Group Average
■ Sonoma Average



Gift Commitments per FTE Fundraising Professional

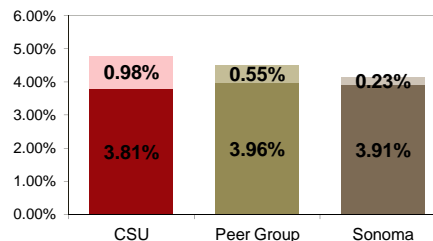


Return on Investment

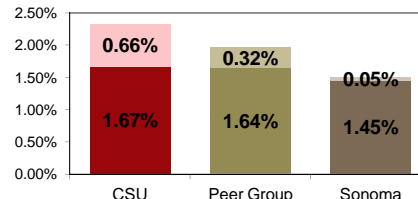


Investment as a Percentage of State General Fund

Total Advancement Expenditures



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

Sonoma State University's Advancement function crosses three divisions: University Affairs, University Development, and Accounting and Finance. The University Affairs Division includes communications, marketing, media relations, special events, website design and management, government affairs and community relations and has a staff of nine. University Development includes major gifts, annual giving, alumni relations and the Alumni Association as well as the University's Scholarship Coordinator. The Office of Accounting and Finance now handles all transactional gift processing. This was brought about through a key retirement in advancement services in the FY 10-11, reducing the gift processing team down to one individual. This did not allow for University Development to handle the increasing volume of gift transactions, which necessitated the move of development services to the Office of Accounting and Finance. University Development also saw the retirement of its Vice President for University Development in FY 2011-2012 and the Associate Vice President for University Development assuming the interim vice president role. The Associate Vice President position has subsequently been eliminated due to campus budget constraints. University Development now has a staff of eight.

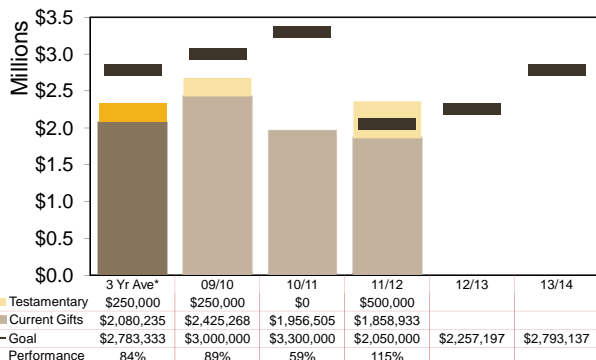
Campus: **Stanislaus**
Peer Group: 1

*Three Year Average: 09/10 10/11 11/12

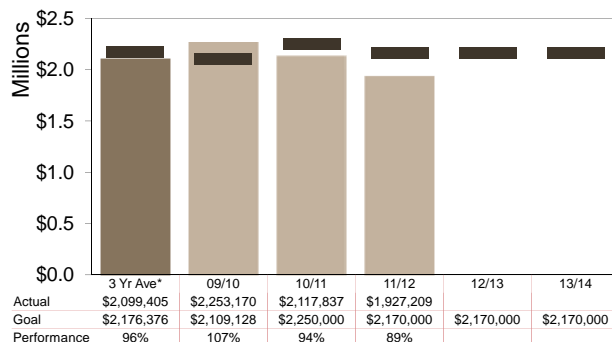
GOAL MATRIX DASHBOARD

■ Actual ■ Goal

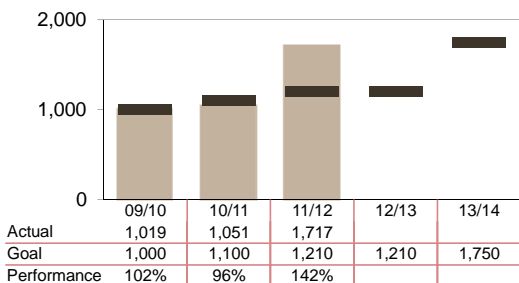
Gift Commitments



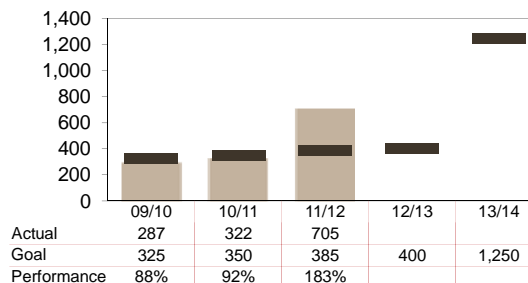
Total Advancement Investment



Number of Individual Donors



Number of Alumni Donors

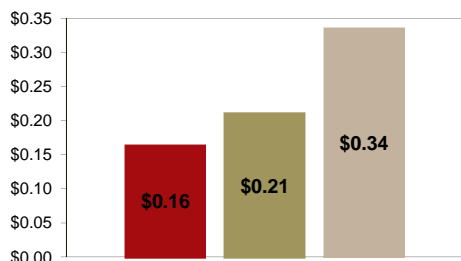


MEASURING ADVANCEMENT (Three Year Average*)

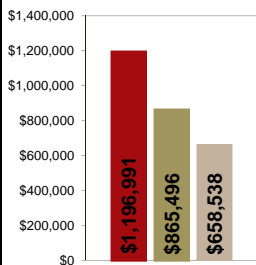
Cost Benefit Analysis

Cost to Raise a Dollar

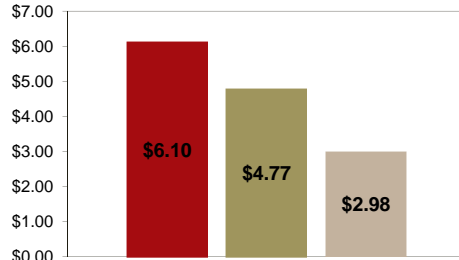
■ CSU Average
■ Peer Group Average
■ Stanislaus Average



Gift Commitments per FTE Fundraising Professional



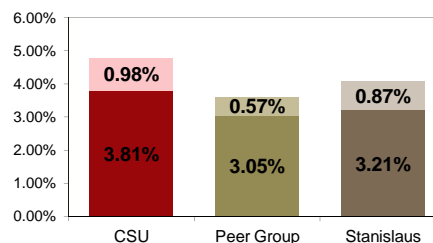
Return on Investment



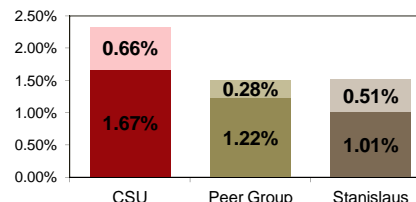
Investment as a Percentage of State General Fund

■ State ■ Other

Total Advancement Expenditures



Fundraising Expenditures



ENVIRONMENTAL SCAN / COMMENTS

The 2012/2013 academic year started with a new interim President, a Community Connection Tour, a fresh focus on Alumni Relations and Annual Giving and an integrated approach to identifying and prioritizing funding needs. This momentum will carry into 2013/2014 with measurable and meaningful outcomes, specifically those that move the campus toward raising gift commitments that are equivalent to 10 percent of the campus' state general fund allocation, over the next three years. University Advancement will bring to the forefront the impact of its nearly 50,000 alumni – in both economic and philanthropic contributions. Increased contact with this constituency will help expand opportunities for planned giving, annual giving and advocacy. Piloted in 2012/2013, and planned to continue in 2013/2014, University Advancement reinstated an in-house, student-staffed telephone fund drive, increasing the size of alumni gifts and reducing administrative costs and default rates. A sharpening of focus on funding priorities, established in cooperation with Academic Affairs and the CSU Stanislaus Foundation Board of Directors, will increase opportunities for major gifts, particularly in the areas of Arts, Athletics and Student Support, and will facilitate Regional Business Partnerships for academic programs in Food Safety, Agribusiness and Health Care. 2013/2014 also will be a year when University Advancement implements new technologies that positively affect private support while ensuring data integrity and honoring donor wishes. Finally, continued efforts in building an environment of advocacy among alumni, students and parents will ensure that CSU Stanislaus can quickly disseminate information and secure support for excellence in public higher education.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Council for Advancement and Support of Education Awards

Presentation By

Garrett P. Ashley
Vice Chancellor, University Relations and Advancement

Summary

This information item acknowledges California State University recipients of the 2012 Council for Advancement and Support of Education (CASE) Awards. The awards were given by CASE District VII, which encompasses Arizona, California, Guam, Hawaii, Nevada and Utah.

Background

Each year, CASE honors superior achievement in the field of university advancement. At this year's CASE District VII Conference, eleven CSU campuses and the Chancellor's Office were recognized for outstanding communications and best practices in advancement.

Awards

California State University, Channel Islands

- Gold in Alumni Relations Programs: Annual Alumni Programs, "CI Alumni & Friends Dodger Day"

California State University, Chico

- Bronze in Institutional Relations Publications: Print President's Reports and Annual Reports, "President's Report"
- Bronze in Excellence in Design: Covers, "Chico Statements, Spring 2012"
- Silver in Excellence in Design: Posters, "Recreation, Hospitality and Parks Management Reunion"
- Silver in Digital Magazines, "Chico Statements Online, Spring 2012"
- Gold in Integrated Advancement Programs: Visual Identity Systems, "125th Anniversary Visual Identity System"

California State University, Fresno

- Bronze in Alumni Relations Programs: Annual Alumni Programs Fresno State Alumni Association, "Fresno State: Grad In A Box"
- Gold in Integrated Advancement Programs: Branding Programs, "Fresno State Re-branding Program"

California State University, Fullerton

- Gold in Alumni Relations Programs: New Program Initiatives, “Vision & Visionaries Distinguished Alumni Campus Visits 2012”
- Silver in Alumni Relations Programs: Programming for Special Constituencies, “NYC Showcase Alumni Reception”
- Silver in Alumni Relations Programs: Volunteer Engagement and Leadership, “All Chapters Workshop”

California State University, Long Beach

- Bronze in Student Recruitment Publications: Print Student Recruitment Publications Packages, “Engineering at The Beach”

California State University, Monterey Bay

- Silver in Integrated Advancement Programs: Branding Programs, “CSU Monterey Bay Branding Campaign”

California State Polytechnic University, Pomona

- Silver in Special Constituency Magazines, “Collins Magazine”
- Silver in Video Fundraising Features, “Shaping the Future of Hospitality”

California State University, Sacramento

- Silver in Advancement Services Programs: Donor Relations, “Annual Report of Giving/Endowment Stewardship”

California State University, San Bernardino

- Bronze in Alumni Relations Programs: New Program Initiatives, “Welcome to the CSUSB Family”

San Francisco State University

- Gold in College and University General Interest Magazines: Circulation of 75,000 or More, “SF State Magazine”

San José State University

- Silver in College and University General Interest Magazines: Circulation of 75,000 or More, “Washington Square”
- Silver in Fundraising Publications: Print Individual Fundraising Publications, “San Jose State University Viewmaster”

California State University, Office of the Chancellor

- Silver in Advancement Services Programs: Overall Operations, “How to Get to College Program”



District VII

Awards of Excellence Winners 2013

CASE District VII is pleased to announce the winners of its 2013 Awards of Excellence program!

ADVANCEMENT SERVICES PROGRAMS

Advancement Services Programs – Donor Relations

Gold: University of California, San Diego, "Invent the Future Thank You Postcards"

Silver: California State University, Sacramento, "Annual Report of Giving/Endowment Stewardship"

Bronze: University of California, San Diego, "Stewardship Impact Reports"

Advancement Services Programs – Overall Operations

Gold: University of California, Berkeley: University Relations, "UC Berkeley Advancement Reporting Solution"

Silver: California State University: Office of the Chancellor, "How to Get to College Program"

Bronze: ASU Foundation for a New American University, "Financial Literacy for Development"

Bronze: University of California, Berkeley: University Relations, "Reunion Campaign Research Enhancement"

ALUMNI RELATIONS PROGRAMS

Alumni Relations Programs – Annual Alumni Programs

Gold: California State University, Channel Islands, "CI Alumni & Friends Dodger Day"

Silver: Claremont McKenna College, "Claremont McKenna College Summer Athenaeum Retreat"

Bronze: California State University, Fresno: Fresno State Alumni Association, "Fresno State: Grad In A Box"

Bronze: University of Utah, "Young Alumni Homecoming Scholarship 5K and Kids K"

Alumni Relations Programs – Innovative Use of Technology

Gold: University of California, San Diego, "Commencement 2012: TweetWall"

Silver: University of California, San Diego, "Increasing Alumni Engagement Through Facebook Giveaways"

Bronze: University of California, Berkeley, "@cal Alumni Network"

Alumni Relations Programs – Marketing and Branding

Gold: University of California, San Diego, "Engagement Kits"

Silver: University of California, San Diego, "We Are Tritons"

Bronze: University of California, San Diego, "Commencement 2012: The Journey Continues"

Alumni Relations Programs – New Program Initiatives

Gold: California State University, Fullerton, "Vision & Visionaries Distinguished Alumni Campus Visits 2012"

Silver: University of California, Irvine Alumni Association, "Career Building in a Tough Economy: Networking Webinar"

Bronze: California State University, San Bernardino, "Welcome to the CSUSB Family"

Alumni Relations Programs – Programming for Special Constituencies

Gold: Chapman University, "Parent Spring Meeting"

Silver: California State University, Fullerton, "NYC Showcase Alumni Reception"

Bronze: UC Davis: Cal Aggie Alumni Association, "Parent Orientation Experience"

Alumni Relations Programs – Student Alumni Initiatives

Gold: University of California, Riverside, "UCR Career Conference Series"

Silver: UC Davis: Cal Aggie Alumni Association, "100th Anniversary Pajamarino"

Bronze: University of California, San Diego, "Student Engagement, Loyalty and Philanthropy at UC San Diego"

Alumni Relations Programs – Volunteer Engagement and Leadership

Silver: California State University, Fullerton, "All Chapters Workshop"

Bronze: UC Davis: Cal Aggie Alumni Association, "International Chapter and Network Leaders Conferences"

COMMUNICATIONS AND MARKETING PROGRAMS

Individual Public Relations, Media Relations, and Community Relations Projects

Gold: University of California, Santa Cruz, "San Francisco Giants Public Relations Opportunity"

Silver: University of California, "Onward California Public Outreach"

Bronze: University of Redlands, "University of Redlands Faculty Experts"

Excellence in News Writing

Gold: Lawrence Berkeley National Laboratory/University of California, "Berkeley Lab Science News"

Silver: University of California, Irvine, "Promoting Daily Research Breakthroughs and Student Achievement Stories"

Bronze: University of California, Los Angeles, "Ampersand Online Magazine"

College and University General Interest Magazines, Circulation: 75,000 or More

Gold: San Francisco State University, "SF State Magazine"

Silver: San Jose State University, "Washington Square"

Bronze: Brigham Young University, "BYU Magazine"

College and University General Interest Magazines, Circulation: 30,000 to 74,999

Gold: Chapman University, "Chapman Magazine"

Silver: University of Redlands, "Och Tamale Magazine"

Bronze: USC Dornsife College of Letters, Arts and Sciences, "USC Dornsife Magazine"

College and University General Interest Magazines, Circulation: Less than 29,999

Gold: University of California, Berkeley: College of Natural Resources, "Breakthroughs Magazine"

Silver: Scripps College, "Scripps Magazine"

Bronze: Westminster College, "The Westminster Review Fall 2012"

Special Constituency Magazines

Gold: UC Davis Graduate School of Management, "Innovator Magazine"

Silver: Cal Poly Pomona: The Collins College of Hospitality Management, "Collins Magazine"

Bronze: BYU Marriott School of Management, "Marriott Alumni Magazine"

Print Independent School Periodicals

Gold: Francis Parker School, "Parker Magazine"

Silver: The Pegasus School, "Pegasus Magazine"

Bronze: Marlborough School, "Marlborough Alumnae Association Magazine"

Print External Audience Tabloids and Newsletters

Gold: Pepperdine University, "Waves of Change Campaign Newsletter"

Silver: University of California, Berkeley, "Promise of Berkeley"

Digital External Audience Newsletters

Gold: Brigham Young University, "BYU Today"

Silver: University of California, Los Angeles, "GSE&IS Ampersand E-Newsletter"

Bronze: UC Davis School of Law, "King Hall Briefs"

Bronze: University of California, San Diego, "Giving Impact"

Print Internal Audience Periodicals

Gold: Mount St. Mary's College, "Mount Matters"

Digital Internal Audience Periodicals

Gold: Chapman University, "Chapman University Happenings"

Silver: University of the Pacific, "The Pacific Insider"

Periodical Staff Writing

Gold: Occidental College, "Occidental Periodical Staff Writing"

Silver: Saint Mary's College of California: College Communications, "Teresa Castle -- Periodical Staff Writing"

Bronze: Biola University, "Biola Magazine"

Bronze: UC Davis School of Education, "Staff Writing, Catalyst-Justice"

COMMUNICATIONS AND MARKETING (Continued)

Best Articles of the Year

- Gold:* Brigham Young University, "'A Diplomatic Life,' BYU Magazine"
- Silver:* UC Berkeley: College of Natural Resources, "The New Grid"
- Silver:* USC Dornsife College of Letters, Arts and Sciences, "Emotional Economics"
- Bronze:* Chapman University, "'Get Creative!' Chapman Magazine"
- Bronze:* Loyola Marymount University, "'Rockin' the Bard' LMU Magazine"
- Bronze:* University of Phoenix Alumni Association, "'Running for Hope,' Phoenix Focus"

Student Recruitment Publications: Print Viewbooks and Prospectuses

- Gold:* University of California, Davis, "UC Davis + You"
- Silver:* University of California, Davis, "UC Davis 'You Are' Admit Brochure"
- Bronze:* Chapman University, "Viewbook 2012-2013"

Student Recruitment Publications: Print Individual Student Recruitment Publications

- Gold:* Occidental College, "Occidental Student Recruitment"
- Gold:* Scripps College, "'Rosie' Admission Recruitment Brochure"
- Silver:* University of California, Davis, "Gunrock Diecut"
- Bronze:* University of California, Davis, "Undergraduate Admissions International Parent Fliers"

Student Recruitment Publications: Print Student Recruitment Publications Packages

- Gold:* University of San Diego, "Undergraduate Admissions Materials"
- Silver:* UC Davis Graduate School of Management, "MBA Brochures"
- Bronze:* California State University, Long Beach, "Engineering at The Beach"

Institutional Relations Publications: Print President's Reports and Annual Reports

- Gold:* Naval Postgraduate School, "NPS 2011 Annual Report"
- Silver:* University of Southern California, "USC Financial Report 2011-12 'New Beginnings'"
- Bronze:* California State University, Chico, "President's Report"

Institutional Relations Publications: Annual Magazines

- Gold:* Western University of Health Sciences, "Humanism Journal"
- Silver:* University of San Diego, "Fall 2012 USD Engineer"
- Bronze:* Western University of Health Sciences, "Excellence In Nursing Magazine"

Institutional Relations Publications: Books

- Gold:* Chapman University, "Chapman University: Celebrating the Past, Shaping the Future"

Institutional Relations Publications: Print Promotional Publications

- Gold:* University of San Diego, "2012 Journeys"
- Silver:* USC Dornsife College of Letters, Arts and Sciences, "We Are USC Dornsife"
- Bronze:* USC Dornsife College of Letters, Arts and Sciences, "USC Dornsife 100"

Fundraising Publications: Print Case Statements/General Cultivation Publications

- Gold:* University of California, Davis, "UC Davis College of Letters and Science Campaign Brochure"
- Silver:* University of California, San Francisco, "'Inspiring Leaders,' Health Sciences Education Case Statement"
- Bronze:* UC Davis School of Education, "Mini Case Statements: Dinner with a Scientist and The Guardian Teacher Scholarship"

Fundraising Publications: Digital Case Statements/General Cultivation Publications

- Gold:* University of the Pacific: Arthur A. Dugoni School of Dentistry, "Campaign iBook"

Fundraising Publications: Print Annual Reports and Fund Reports

- Gold:* University of Utah, "Visionary Philanthropy, 2011 Donor Report"
- Silver:* Point Loma Nazarene University, "PLNU Annual Report"
- Bronze:* Scripps College, "Scripps College Honor Roll of Donors"

Fundraising Publications: Print Individual Fundraising Publications

- Gold:* Scripps College, "Scripps College Academy: 10 Years of Empowering Young Scholars"
- Silver:* San Jose State University, "San Jose State University Viewmaster"
- Bronze:* ASU Foundation for a New American University, "Top Secret Guide to Student Success"

COMMUNICATIONS AND MARKETING (Continued)

Fundraising Publications: Print Fundraising Publications Packages

Gold: University of California, Berkeley, "We're Not Resting on Our Laureates"

Silver: University of California, Irvine, "Newkirk Alumni Center Fundraising"

Individual Photography

Gold: Brigham Young University, "'Fluid Motion,' by Mark Philbrick"

Silver: University of Southern California, "USC Financial Report 2011-12: Commencement Photography by Mark Berndt"

Photographer of the Year

Silver: Brigham Young University, "Mark Philbrick"

Bronze: Brigham Young University, "Jaren Wilkey"

Bronze: Stanford University, "Linda A. Cicero"

Bronze: University of California, "Elena Zhukova"

Excellence in Design: Periodicals

Gold: BYU Marriott School of Management, "Marriott Alumni Magazine"

Silver: University of California, Berkeley: Haas School of Business, "BerkeleyHaas Magazine, Spring 2012"

Silver: USC Dornsife College of Letters, Arts and Sciences, "USC Dornsife Magazine, Fall 2012/Winter 2013"

Excellence in Design: Covers

Gold: Biola University, "Biola Magazine"

Silver: University of San Diego, "USD Magazine, Summer 2012"

Bronze: California State University, Chico, "Chico Statements, Spring 2012"

Bronze: University of Southern California, "USC Financial Report 2011-12, 'New Beginnings'"

Excellence in Design: Editorial Design

Gold: BYU Marriott School of Management, "'Why My First Job Mattered,' Marriott Alumni Magazine"

Bronze: University of San Diego, "'Show Me The Bunny,' USD Magazine"

Excellence in Design: Illustrations

Silver: BYU Marriott School of Management, "'Planes, Brains & Behavioral Theories,' Marriott Alumni Magazine"

Excellence in Design: Multi-Page Publications

Gold: University of California, "University of California Brochures"

Silver: University of California, Berkeley, "Builders of Berkeley"

Silver: University of Southern California, "USC Financial Report 2011-12, 'New Beginnings'"

Silver: USC Dornsife College of Letters, Arts and Sciences, "We Are USC Dornsife"

Bronze: National University System, "National University 2012 Annual Report"

Bronze: University of California, Merced, "Inventions"

Bronze: USC Dornsife College of Letters, Arts and Sciences, "USC Dornsife 100"

Excellence in Design: Posters

Silver: California State University, Chico, "Recreation, Hospitality and Parks Management Reunion"

Bronze: Westminster College, "Westminster Concert Series"

Excellence in Design: Invitations

Bronze: Visual Asylum, "La Jolla Country Day School Open House Invitations"

Excellence in Design: Specialty Pieces

Silver: USC Sol Price School of Public Policy, "Price School Naming Gift Celebration Centerpieces"

Bronze: BYU Marriott School of Management, "Deans' Christmas Card"

Digital Magazines

Gold: University of Phoenix Alumni Association, "Phoenix Focus, September Small Business Issue, 2012"

Silver: California State University, Chico, "Chico Statements Online, Spring 2012"

Bronze: Biola University, "Biola Magazine"

Video News and Research Features

Gold: Brigham Young University, "The BYU Mathlete Rap"

Silver: University of California, San Francisco, "UCSF Anatomy Lab Video"

Silver: University of Southern California, "Beijing Air Pollution Study: Health Disease Links"

Bronze: University of Arizona, "UANews Presents Top 10 Stories of 2011"

COMMUNICATIONS AND MARKETING (Continued)

Video Fundraising Features

Gold: University of California, Berkeley, "You're Not Berkeley Enough..."

Silver: Cal Poly Pomona: The Collins College of Hospitality Management, "Shaping the Future of Hospitality"

Bronze: Pitzer College, "50Forward Campaign Video"

Bronze: University of the Pacific: Arthur A. Dugoni School of Dentistry, "Kids in the Clinic: Supporting Smiles for Children in Need"

Video General Information Features

Gold: University of California, "Onward California Video Series"

Silver: Brigham Young University, "The Whirling Diva, 'BYU Magazine'"

Silver: Saint Mary's College of California: College Communications, "Year of the Gael: Part One"

Silver: University of San Francisco, "Thank You from USF"

Silver: University of Southern California: University Publications, "I Am a Trojan"

Bronze: Pitzer College, "Robert Redford Conservancy Announcement"

Bronze: University of California, San Diego, "Alumni Celebration Video"

Bronze: University of Southern California, "First Year Investigations (FYI)"

Video Recruitment Features

Gold: University of Southern California, "Master of Professional Writing Program"

Silver: University of California, Merced, "This is UC Merced"

Bronze: Pepperdine University, "Executive MBA Video - Graziadio School of Business and Management"

Bronze: Salt Lake Community College, "SLCC High School Digital Signage Recruitment Video Series"

Video PSAs and Commercial Spots

Gold: National University System, "National University 2012 Golf Academy TV Spot"

Silver: Pepperdine University, "Pepperdine University 60 Sec Spot"

Bronze: Northern Arizona University: Alumni Relations, "Northern Arizona University App Commercial"

Bronze: University of California, "Anthem"

FUNDRAISING PROGRAMS

Fundraising Programs – Annual Giving Programs

Gold: Brigham Young University, "BYU Fall Mailer"

Silver: Brigham Young University, "BYU Employee Giving Campaign"

Bronze: University of California, San Diego, "An Extraordinary Outlier: UCSD Alumni Giving"

Fundraising Programs – Campaigns

Gold: Westmont College, "\$75K-in-75 Hours Campaign"

Silver: Westminster College, "Your Passion, Their Future scholarship brochure"

Fundraising Programs – Principal, Major, or Special Giving Programs

Gold: Westminster College, "Planned Giving Legacy Postcards"

Silver: Brigham Young University, "BYU Engineering Building Alumni Mailing"

Fundraising Programs – Stewardship

Gold: University of California, San Diego, "Stewardship Impact Reports"

Silver: University of California, San Diego, "ArtPower! at UC San Diego Stewardship Program"

Bronze: University of the Pacific, "Pacific's New Stewardship Program"

INTEGRATED ADVANCEMENT PROGRAMS

Integrated Advancement Programs – Advertising Campaigns

Gold: University of California, "Onward California Advertising"

Silver: Pepperdine University, "Stand Up, Step Forward, Take Flight"

Bronze: National University System, "National University 2012 Spring Campaign"

Integrated Advancement Programs – Best Use of Social Media

Gold: University of Redlands, "Win a Date with Thurber' Social Media Campaign"

Silver: Biola University, "#MakingItMatter Campaign"

Bronze: University of Phoenix, "Phoenixing Fun Homecoming Social Media Engagement Campaign"

Integrated Advancement Programs – Branding Programs

Gold: California State University, Fresno, "Fresno State Re-branding Program"

Silver: California State University, Monterey Bay, "CSU Monterey Bay Branding Campaign"

INTEGRATED ADVANCEMENT PROGRAMS (Continued)

Integrated Advancement Programs – Complete Institutional Websites

Gold: Saint Mary's College of California: College Communications, "Saint Mary's College Website"

Silver: Chapman University, "Chapman University Website"

Bronze: Occidental College, "Occidental College Website Redesign"

Integrated Advancement Programs – Individual Ads

Gold: University of San Diego, "USD Changemaker 2012 Outdoor Billboard"

Integrated Advancement Programs – Individual Special Events

Gold: Pepperdine University, "2012 Pepperdine Associates Dinner"

Silver: University of the Pacific, "The Ted Robb and Chris Robb Community Garden Dedication Ceremony"

Bronze: Lawrence Berkeley National Laboratory, "Lawrence Berkeley Lab 2012 Open House"

Integrated Advancement Programs – Individual Sub-Websites

Gold: University of San Diego, "USD Admissions Interactive Chalkboard"

Silver: Biola University, "Open Biola"

Bronze: University of California, Davis, "Giving to UC Davis Website"

Integrated Advancement Programs – Overall Advancement

Gold: University of La Verne, "LEAD Conference"

Integrated Advancement Programs – Visual Identity Systems

Gold: California State University, Chico, "125th Anniversary Visual Identity System"

Silver: USC Dornsife College of Letters, Arts and Sciences, "USC Graphic Identity Program"

Bronze: Visual Asylum, "La Jolla Country Day School Visual Identity System"

Integrated Advancement Programs – Year-Long Special Events

Gold: University of the Pacific: Arthur A. Dugoni School of Dentistry, "New San Francisco Campus Groundbreaking and Construction Kickoff Events"