

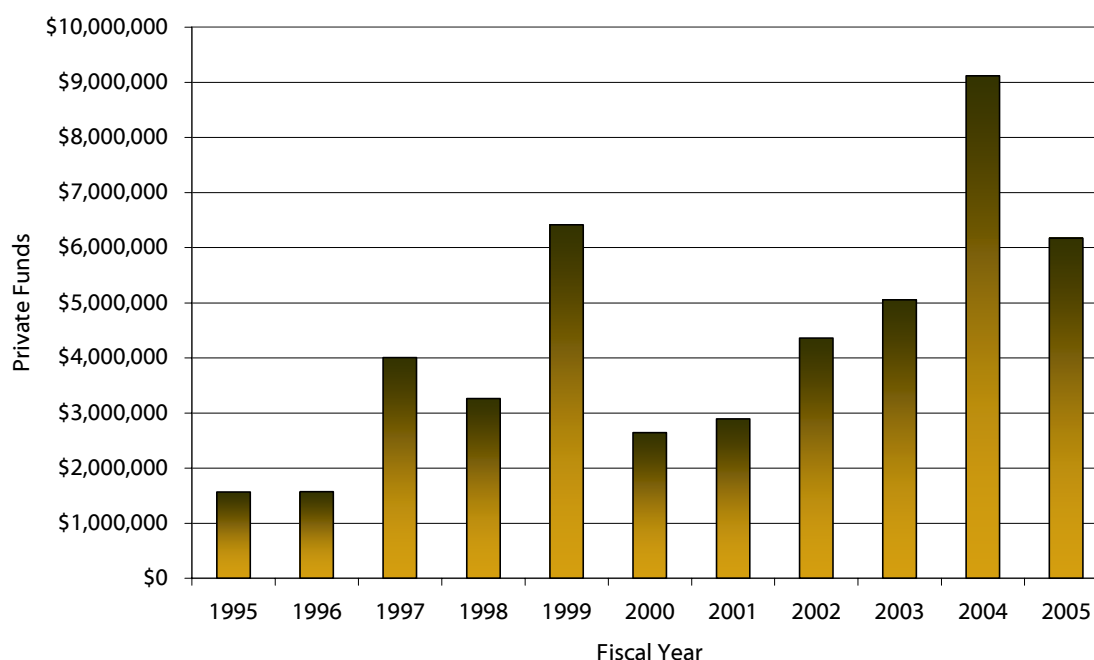
Chapter 7A: Development and Advancement Plan

Starting Point

The College of Engineering recognizes the importance of development activities for the support of students, faculty, and programs. Although the College of Engineering has historically ranked high among the university's colleges and units in the amount of private support received (Figure 7A.1)¹, the College's endowment and the level of annual giving are inadequate to meet our goals. Therefore, it is critical that we strengthen the College's development program and coordinate development, advancement, media relations, corporate relations,² and alumni relations activities.

Table 7A.1 Starting Points		
	CSU	COE
Yearly giving (FY05) (M)		
✕ Net private support	\$58.5	\$6.1
✕ Annual giving	\$5.7	\$0.3
✕ Major gifts	\$52.8	\$5.8
Endowments (FY05) (M)		
Total invested assets	\$181.4	\$21.6
Endowments	\$131.5	\$17.9

Figure 7A.1 Historical COE Private Gifts



¹ Care must be taken in interpreting gift amounts. Beginning with the 2003-2004 fiscal year, the university stopped including payments of prior pledges when tallying gifts received. At the same time, the definition of "private support" was expanded to include non-governmental, non-flow through contracts and grants processed by the Office of Sponsored Programs.

² Corporate and government affairs are addressed in our Economic Development Program within Section 5B.

Staffing. There has been substantial turnover in College of Engineering staff during the period between FY'01 and the FY'06. During this five year period, there have been three directors and two interim directors of development and one dean and two interim deans. In addition to the turnover in the director's position, the assistant director's position became vacant during FY'06. Staff turnover has affected our ability to build meaningful relationships with our alumni and donors and gain the full confidence and cooperation of faculty and staff. An important priority, therefore, is the hire of a permanent Director of Development and staffing of the Assistant DOD positions in FY'06.

The College of Engineering is fortunate to have excellent development staff in each of the academic departments. The Office of Development and these Development and Advancement Coordinators have worked together to increase the frequency and scope of communications with alumni and donors. These and other efforts have resulted in an increase in the number of entities contributing to the COE since FY'02 (Figures 7A.2 and 7A.3). By focusing on the distribution of consistent messages and well-timed solicitations, we are beginning to build meaningful relationships with our stakeholders.

Alumni Participation Rate. The alumni participation rate is the percentage of alumni who give to their alma mater. This rate directly impacts a university's ranking. For example, the U.S. News & World Report uses the alumni participation rate as its only indicator of alumni satisfaction when computing rankings. A high alumni participation rate is indicative of our strength as a college and represents the confidence that our alumni have in the direction of the institution.

Figure 7A.2 Annual Donors to the College of Engineering

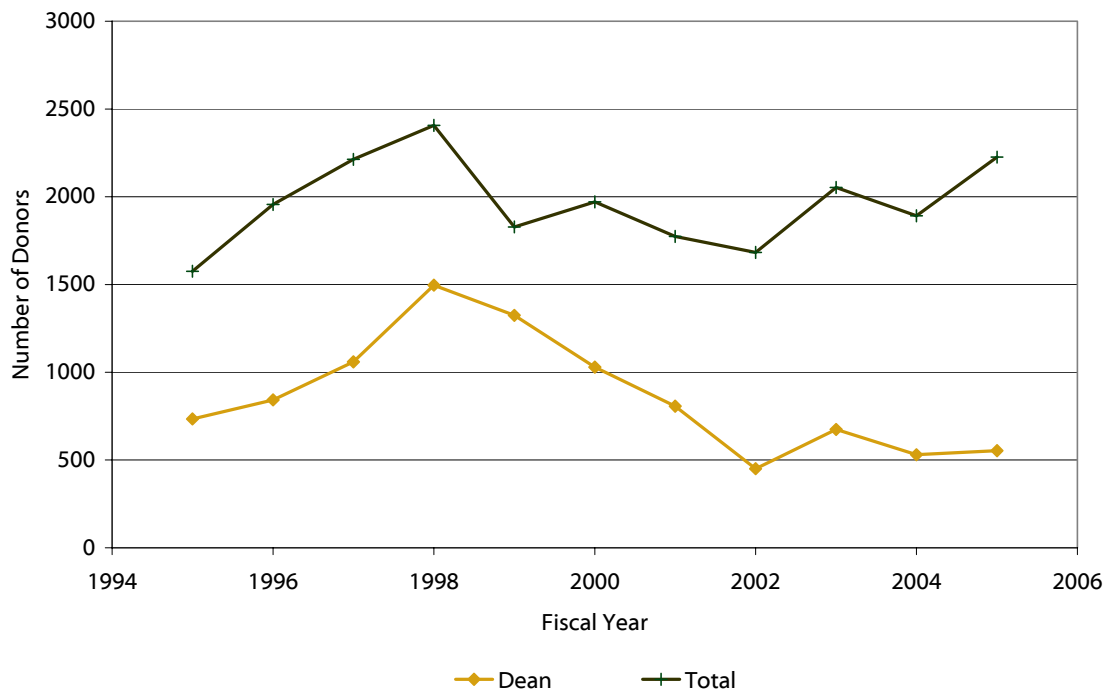
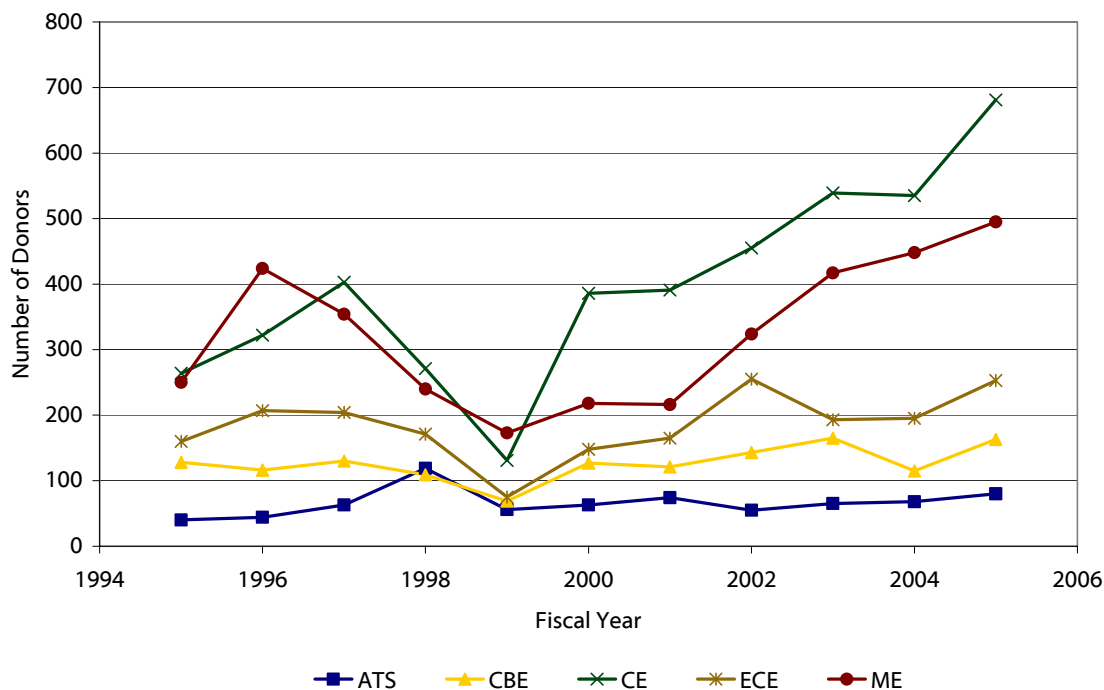


Figure 7A.3 Annual Donors to the Five Academic Departments



Recent alumni participation rates for CSU are shown in Table 7A.2. In most CSU colleges, the alumni participation rate decreased in 2004/2005 as the University graduated more students and located missing alumni. CSU's average alumni participation rate over the last four years was 9.3%. The College of Engineering's average alumni participation rate was 12.5%.

Table 7A.2 CSU Alumni Participation Rates

Unit	2001/2002	2002/2003	2003/2004	2004/2005	Four-Year Average
Agricultural Sciences	12.36	10.83	10.94	9.89	11.01
Liberal Arts	8.84	7.81	8.14	6.86	7.91
Business	11.03	10.10	10.27	8.77	10.04
Engineering	12.64	12.78	12.74	11.75	12.48
Natural Resources	10.18	8.01	8.96	7.46	8.65
Applied Human Sciences	9.76	9.28	9.09	8.08	9.05
Natural Sciences	9.20	8.90	9.27	7.53	8.73
Veterinary Medicine & Biomedical Sciences	10.65	9.99	9.56	9.47	9.92
University Total	10.12	9.30	9.43	8.22	9.27

* Data not available prior to 2001/2002 fiscal year.

The average reported alumni participation rate for top-ranked universities (based on the U.S. News and World Report) is 16.4% for 62 public universities and 25.6% for 67 private universities. Our goal is to reach an alumni participation rate of 15% by 2010 and to continue to increase to an ultimate goal of 20%.

Objectives and Goals

Colorado State University's objectives and goals related to development, advancement, and alumni relations appear below. These objectives and goals are appropriate for the College of Engineering.

Objective: **Expand fundraising and marketing.**

Goal: Engage alumni in meaningful ways in the college in order to build loyalty and support,

Goal: Substantially increase annual private support,

Goal: Build assets to fund key projects through a multi-year capital campaign, and

Goal: Create broader public awareness and greater appreciation of the College of Engineering.

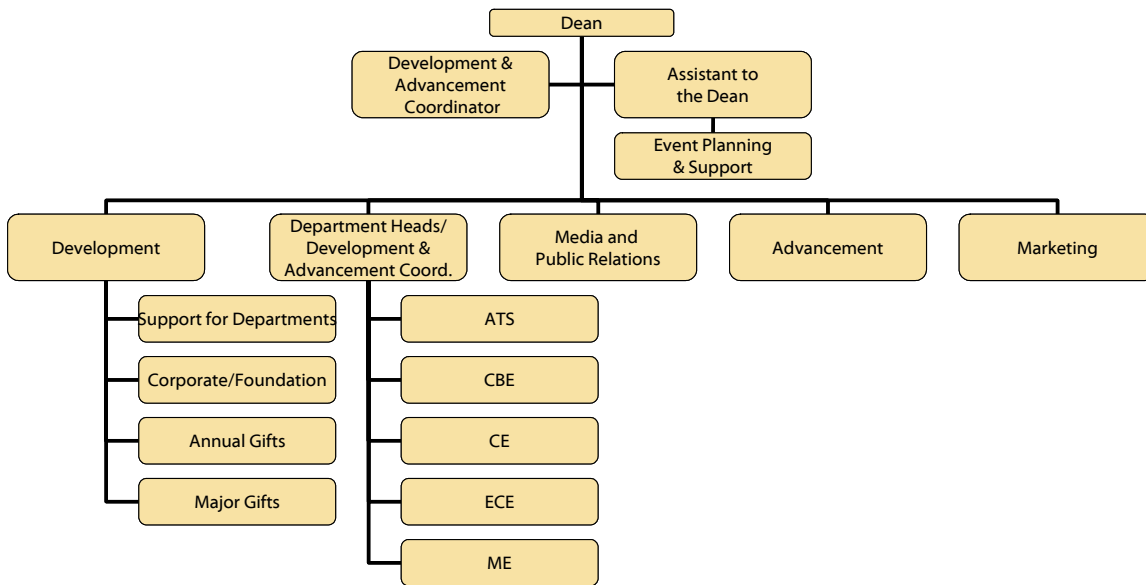
Strategies:

- ✕ The College will implement an organizational structure that supports development, advancement, alumni relations, and media relations at the college and departmental level.

The College of Engineering's development and advancement functions are supported by several individuals in academic departments and within the central college. By creating an organizational structure that allows the Director and Assistant Directors of Development to focus on fundraising, we will increase the number of donors, annual giving, and the College's endowment. The College's organizational structure will support development, advancement, media relations, marketing, and alumni relations. It will be important that the College provides coordination and support to dedicated development and advancement coordinators within each department. This will be accomplished through the creation of a "Development and Advancement Team." In addition, the Development Office will be relieved of some secretarial functions and will have significant support for event planning to allow the College to dedicate a second Assistant Director of Development position to fundraising.

The organizational structure depicted in Figure 7.4 provides support and coordination of development, advancement, alumni relations, media relations, marketing, and event planning at the college level. The departmental Development and Advancement Coordinators will be responsible for departmental activities in support of these goals. Coordination will be implemented through the Development and Advancement Team.

Figure 7A.4 COE Functional Organizational Chart for Development & Advancement



- ✘ The College of Engineering will reach a fundraising goal of \$100M. It is expected that the gifts similar to those shown in Figure 7A.3 will be necessary to reach this goal.
- ✘ To reach fundraising goals, the College of Engineering will increase the number of entities contributing to the College of Engineering, our alumni participation rate, annual gifts, 1870 members, and major gifts. To accomplish this, the College of Engineering will increase proposal production, contacts with potential donors, and visits.
- ✘ The College will implement a college-wide graphic image and new web site.³ We will implement a process to continually update the web site with fresh news.
- ✘ The College of Engineering will help the university focus on key areas that align with local, state, and national issues. This will result in an increase in media coverage.
- ✘ The College of Engineering will provide media training for faculty and administrators.
- ✘ The College of Engineering will develop a process to assist faculty in placing articles in high quality trade publications.
- ✘ The College of Engineering will implement a communications plan that has frequent and significant contacts with alumni and donors. The communications plan is presented in Table 7A.4 and includes a new alumni publication in February.

³ A plan for maintenance and continual improvement of the College's web site is presented in Section 7B.

Table 7A.3 Anticipated COE Gift Pyramid for a \$100M Campaign

Level Amounts		Gifts per Level	Level Total	% of Goal
Level 15:	\$20,000,000	1	\$20,000,000	20.0
Level 14:	\$10,000,000	1	\$10,000,000	10.0
Level 13:	\$5,000,000	2	\$10,000,000	10.0
Level 12:	\$2,000,000	6	\$12,000,000	12.0
Level 11:	\$1,000,000	10	\$10,000,000	10.0
Level 10:	\$500,000	25	\$12,500,000	12.5
Level 9:	\$250,000	35	\$8,750,000	8.8
Level 8:	\$100,000	50	\$5,000,000	5.0
Level 7:	\$50,000	75	\$3,750,000	3.8
Level 6:	\$25,000	100	\$2,500,000	2.5
Level 5:	\$10,000	250	\$2,500,000	2.5
Level 4:	\$5,000	300	\$1,500,000	1.5
Level 3:	\$1,870	500	\$935,000	0.9
Level 2:	\$200	2500	\$500,000	0.5
Level 1:	<\$200	Many	\$65,000	0.1

Metrics:

Development targets will be determined jointly by the Dean of the College of Engineering, COE Director of Development, the Vice President for Development, and the Associate Vice President for Development. The following metrics will be evaluated:

- ✘ The organizational structure for development will be put in place (includes DOD, two assistant DOD's, and a Development and Advancement Team),
- ✘ Gifts and visits,
- ✘ Alumni participation rate,
- ✘ Implementation of new web site,
- ✘ Media coverage (number and placement), and
- ✘ Implementation of college-wide communications plan.

Table 7A.4 College of Engineering Communications Plan

Month	University	College	Departments
July	Alumni Magazine		ME Newsletter
August			
September			
October			CE, CBE, ME Newsletters
November		Annual Report	ECE Newsletter
December			
January			ATS Newsletter
February		COE Newsletter focusing on COE alumni	
March			
April			ME Newsletter
May			CE, CBE, ECE Newsletters
June	The College of Engineering also will distribute monthly electronic newsletters to donors and friends.		