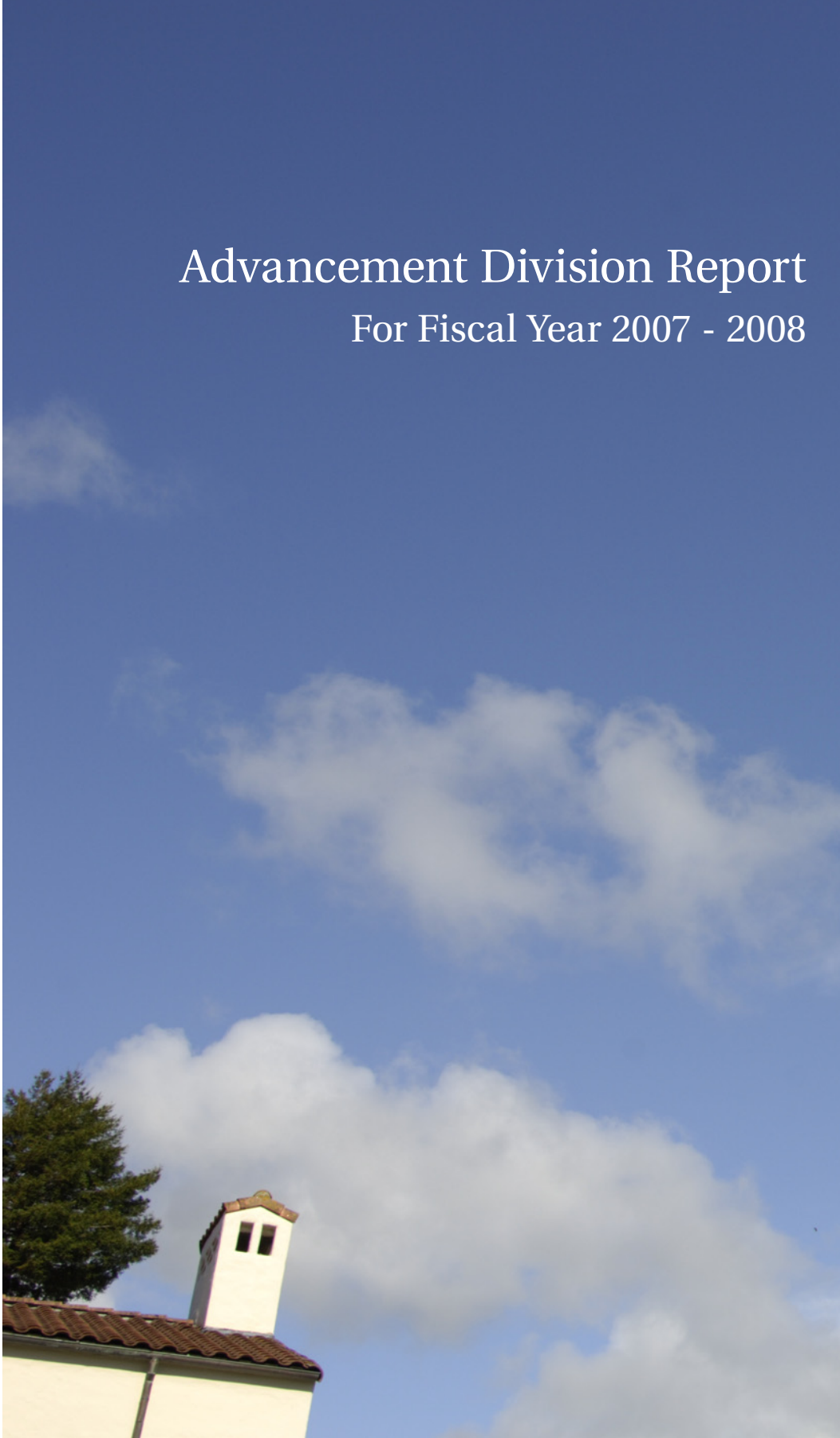


Advancement Division Report  
For Fiscal Year 2007 - 2008



**HUMBOLDT STATE UNIVERSITY**

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# **Introduction and Environmental Scan**

## **Introduction**

This second annual advancement division report is provided to inform primarily the HSU campus community and the CSU, in addition to other key stake-holders including the Advancement Foundation Board and the Alumni Association Board about progress made toward achieving our mission, goals and objectives. Because the division does not work in a vacuum, and progress is dependent on many factors beyond the influence of the division, this report begins with an informal scan of the environment: challenges, strengths and opportunities. A reiteration of the mission and goals for the division is followed by a report on progress made toward the key objectives for the 2007-2008 fiscal year and then a review of other departmental achievements. The section on assessments and the planning process is followed by a look ahead via a listing of key objectives for the 2008-2009 fiscal year.

## **Challenges**

The division is poised to continue making significant progress, but not without facing and addressing numerous and significant challenges. The recent accreditation report from the Western Association of Schools and Colleges, and the reports from consultant Keeling and Associates and consultant David Maddox, all point to a troubled campus environment that is hindering change and progress, eroding the reputation of the University, and suppressing the fundraising climate. Compounding the issues of institutional identity, planning, decision-making, and governance highlighted in those reports are difficult budget and fiscal realities. After five years of campus budget cuts and the currently declining national economic environment, the situation has deteriorated even further.

The impact of these challenges on HSU's fundraising results and overall reputation would be lessened if the surrounding region had a thriving and diverse economy with abundant philanthropic capacity - similar to that near most other CSU campuses. This is not the case for HSU and the North Coast.

The low population of the surrounding region coupled with the downturn of the area's key industries makes community fundraising a challenge. In addition, because HSU is the dominant institution affecting the local culture and economy, many institutional issues receive disproportionate coverage from the local news outlets. If HSU had a strong history of building relationships with donors, cultivating a habit of giving among alumni, and investments over time (decades) in building its reputation in the state and in the higher education community, these current campus difficulties would have a less significant impact. Again, unfortunately, this is not the case. HSU's track record in advancement, which was documented in last year's annual report and is widely known, is marred with fraud, tragedy, and rapid turnover in leadership with no succession planning. Lastly, HSU continues to significantly underfund university advancement relative to other CSU campuses and other similar universities. The assessment section of this report provides clear and compelling evidence of that fact.

## **Strengths and Opportunities**

The challenges are indeed numerous and significant, but the strengths and opportunities before HSU are invigorating and growing. Chief among them are HSU's students who come from a broader geographic dispersion than any other CSU, have a higher academic profile as freshman than students at nearly every other CSU, and share a commitment to social and environmental responsibility. HSU alumni are remarkably loyal to their alma mater and appreciative of their time on campus – demonstrated in part by the record numbers who make contributions. Faculty are noted for their care of and engagement with students and are reaching out to alumni and others in new ways. Stellar volunteers on the Advancement Foundation Board are bringing new levels of sophistication in asset management and serving as active ambassadors on behalf of HSU. The hard-working and smart staff in the division are bringing continuous improvement, innovation and expansion to existing and newly created systems, activities and programs. HSU is also on the verge of celebrating its 100-year anniversary in 2013. This historic occasion presents a rare and powerful opportunity to accelerate philanthropic activity and bolster the University's reputation.

# Mission

The work of the Advancement Division is guided by four interdependent and aligned missions. First and foremost it is guided by the mission of Humboldt State University, then by the mission for the division, which is augmented by the mission of the HSU Advancement Foundation and the mission of the Alumni Association. Those mission statements are listed below.

## **The Mission of Humboldt State University**

Humboldt State University is a comprehensive, residential campus of the California State University. We welcome students from California and the world to our campus. We offer them access to affordable, high-quality education that is responsive to the needs of a fast-changing world. We serve them by providing a wide array of programs and activities that promote understanding of social, economic and environmental issues. We help individuals prepare to be responsible members of diverse societies.

These programs and the experience of a Humboldt State education serve as a catalyst for life-long learning and personal development. We strive to create an inclusive environment of free inquiry, in which learning is the highest priority. In this environment, discovery through research, creative endeavors and experience, energizes the educational process.

## **The Mission of Humboldt State University's Advancement Division**

University Advancement's mission is to assist Humboldt State University in the fulfillment of its vision, mission and values as articulated in the strategic plan by providing primarily financial, but also social resources.

Accordingly, we seek to be aware and understanding of the lives of our alumni, benefactors, future students, current students, faculty and staff, and others associated with the University, while also seeking to increase their awareness and understanding of, appreciation for, and involvement with, the people, programs and vision of Humboldt State University.

## **The Mission of the Humboldt State University Advancement Foundation**

The Humboldt State University Advancement Foundation exists to support and advance the mission of Humboldt State University by securing private support, supporting philanthropic activities, and managing endowed and other assets as requested by the University.

## **The Mission of the Humboldt State University Alumni Association**

The mission of the Alumni Association is to promote the interests and success of the University and its Alumni.

# **Major Goals**

Toward the fulfillment of the mission, the division has set before it three main goals. They are:

- Create a sustainable and robust fundraising program
- Strengthen Marketing and Communications
- Plan for and facilitate a comprehensive fundraising campaign in conjunction with the University's centennial celebration

Each of the key objectives listed in the next section are in line with these goals and the mission. The report on key objectives from the previous year and the section on assessments and planning provide indications of progress toward these goals.

# Report on Major Objectives for 2007-2008

In the division's annual report for the 2006-2007 fiscal year several major objectives were listed. While there were many more achievements during the year than are described, these major objectives stood out as key for making progress toward the three big goals and toward mission fulfillment. A brief report on the status of each major objective for 2007-2008 is provided in the below list.

- Build capacity for a planned giving effort, including the development of planned giving promotional materials and guidelines, and the recruitment of a full-time planned giving professional – **Unfunded for 07-08, but partially funded for 08-09 and progress is underway.**
- Begin the pre-planning for a comprehensive campaign, including the identification of campaign counsel, assembling of key volunteers, developing a campaign plan and budget, and increasing development staff – **Unfunded and postponed pending funding.**
- Continue and bolster the work to expand the number of alumni and others giving to the University – **Significant progress made, see assessment benchmarks and the section on annual giving below.**
- Recruit and hire an Associate Vice President for Marketing and Communications – **Completed successfully.**
- Propose an increase to the commencement fee (the fee has not been increased since 1994 and no longer covers this high cost event) – **Proposed and passed with future increases attached to the HEPI.**
- Enhance giving communications through the development of a new web-site and brochure on giving programs at HSU – **Completed successfully.**
- Enhance and promote recognition opportunities at HSU – **Refined policy and list of opportunities in place and being utilized.**

- Conduct long-term planning retreat with the HSU Advancement Foundation Board – **Successfully completed and plans are being implemented.**
- Design and launch a weekly e-newsletter to better communicate with the campus community as well as alumni and friends of the HSU – **Successfully completed, Humboldt State Now e-newsletter launched and frequency of Boldt Alumni e-newsletter increased from 4 to 10 times per year.**
- Develop a fundraising strategy for parents of current students – **Significant progress, see section on annual giving.**
- Further enhance the scholarship creation and distribution process – **Significant progress, see section on advancement services.**
- Identify and pursue carefully selected target marketing projects – **Postponed in order to focus on more general marketing projects, see section on marketing.**
- Complete academic program brochures – **All but 6 out of more than 50 brochures are complete and the rest are underway.**
- Focus more resources on cultivating relationships with major gift prospects – **Significant progress, see section on major gifts.**

Major Objectives of the division for 2008 -2009 are listed in a later section of the report.

# Departmental Achievements

In addition to progress made toward the 2007-2008 major objectives, there were many other achievements during the year. This section provides department by department highlights.

## Advancement Foundation

- Five new board members were added: Mike Stockstill, George Schmidbauer, Jim Brown, Judy Dvorak and Mary Glenn.
- Increased assets (endowed and non-endowed) from \$20,489,312 as of 12/31/06 to \$21,736,890 as of 12/31/07.
- Funds available for distribution increased from \$594,963 for FY 06/07 to \$702,444 for FY 07/08.
- Nine new endowments were created during FY 07/08.

## Advancement Services

- Integrated and restructured database framework to allow for additional recording/reporting of campus-wide pledges and contributions.
- Orchestrated and implemented Advancement Services server augmentation of 3 drives (or RAD) to accommodate UA and KHSU's data requirements.
- Recorded and thanked donors for 16,123 unique gifts to the university, an increase of 67% over the previous year.
- Continued evaluation of infrastructure for analyzing constituents through wealth screening and provided complex statistical reports to identify and track major donor prospects.
- Retained the new core team of well trained student employees to assist with increased data input, gift processing, and related work.
- Reviewed and amended scholarship agreements as needed to facilitate efficient and strategic distribution.

## **Alumni Relations/Alumni Association**

- Launched comprehensive new alumni website via new contract with I-Modules. Consolidated web presence into a single site, adding key content management, e-marketing tools, social networking features and a career network.
- Contributed additional \$12.5K to the Alumni Association scholarship endowment with the Advancement Foundation (Total contributions-to-date: \$25K).
- Signed agreement with Harris Publishing to produce a 2009 Alumni Directory. Increased affinity revenue for the Alumni Association via one new long-term contract (Marsh Health, Life, and Extended Care insurance products).
- Held successful Alumni Association Distinguished Alumni event in April honoring Lyle Laverty, Richard Cuneo, Terry Grosz, and Robert Thomas for their leadership in their respective fields, national stature, outstanding contributions to their community, and their association with the University. Increased overall event participation from prior year.
- Approved Native American Alumni Chapter (increasing number of chapters from 4 to 5).
- Partnered with Student Affairs and Athletics to expand alumni themes for Homecoming. Implemented Golden Grad Plus format, resulting in record number of attendees.
- Partnered with Public Affairs and Facilities to support successful BSS building dedication.
- Membership Marketing - Reinstated 2008 Life Conversion (annual to life membership) program resulting in nine new life memberships for January - July 2008. Launched multi-year New Grad Program, with one-third of those who joined opting for three-year memberships.
- Enhanced Alumni Association membership benefits with the addition of Marsh Health, Life, and Extended Care insurance products, as well as Go Next Alumni Travel Program.

## **Annual Giving Program**

- Expanded Humboldt Loyalty Annual Giving Program by establishing comprehensive specialty calling program in spring 2008, and adding three new phone lines to the calling room (increasing calling capacity by 25%).
- Installed and refined the IDC Pledge Net Program to track phonathon results, assist with call room management, and enhance program evaluation tools.
- Launched Parent Annual Fund Program with pre-call letter and phonathon component. Partnered with Student Affairs to collect parent contact info through HOP events.
- Successfully supported KHSU spring lapsed membership drive via Annual Funds model (pre-call letter and phonathon). Generated \$8K in new revenue.
- Increased annual giving revenue significantly (12% over prior year), with alumni donor participation rate surpassing 10%, a CSU-leading accomplishment. Acquired 754 new alumni donors.
- Instituted phone based Thankathon as a first step toward donor stewardship.
- Continued end-of-calendar-year direct mail appeal, raising \$30K.
- Established University Advancement Department Solicitation and Communication policy, assisting departments with procedures and timing for appeals and newsletters.

## **Commencement and Events**

- Directed Commencement 2008 and assisted with Fall Convocation and Spring Convocation planning. Dealt with multiple near-emergencies at commencement related to record heat.
- Improved commencement communications with a new poster, new maps, new promotions in area hotels and website enhancements.
- Provided additional photo coverage of commencement. Posted an online slideshow of the event within hours of it ending.

- Gathered suggestions for improving commencement logistics and for possible changes to the overall program.
- Created and posted the position of commencement coordinator, with the goal of hiring someone by early fall.
- Coordinated the grand opening event for the BSS building.

## **Government Relations**

- Coordinated the campus budget advocacy day as requested by the Chancellor's Office. Included participation by all groups that are part of the Alliance for the CSU.
- Helped organize and facilitate HSU representation at annual legislative days.
- Prepared material for leadership visits with elected officials.
- Implemented the new CSU e-advocacy program and sent multiple messages. CSU reports that the HSU response rate is the highest in the system and the website is often used as an example for other campuses.
- Reinstated a campus calendar of key activities/events for community and business leaders.

## **KHSU**

- The station continued to provide quality public programming to the North Coast.
- Ratings show that KHSU also continued to be one of the most listened to radio station on the North Coast.
- While the station did experience some slight increases in giving and underwriting, they did not keep pace with significant increases in programming and other costs. This will be a key issue going forward.

## Major Gifts

- Identified and assigned donor cultivation/stewardship responsibilities for the top 150 individual donor prospects, and defined a pool of 2,000 potential prospects.
- Transferred scholarship processes to advancement services, freeing development officers to spend more time with major donors
- Began weekly meetings with President and key development staff to focus on top potential donors
- Began the process of engaging Advancement Foundation Board members as ambassadors to major potential donors
- Established weekly meetings and accountability systems with staff newly assigned to and responsible for major prospects
- Hosted numerous major donor events

## Marketing

- Completed \$561,000 in state and trust fund chargeback work, including design, photography, printing and copying.
- Ended the year with a net positive balance of \$13,700 – a step toward the goal of generating partial funding for campus-wide marketing efforts. Updated and revised a number of student recruitment pieces.
- Redesigned and incorporated key messages into the Admissions website - [www.humboldt.edu/admissions](http://www.humboldt.edu/admissions). Completed mini-sites related to student recruitment events and activities, and developed an online registration for the Humboldt Orientation Program.
- Redesigned the Financial Aid website - [www.humboldt.edu/~finaid](http://www.humboldt.edu/~finaid).
- Redesigned Dining Services marketing materials including: off-campus dining brochure, care package brochure, dining sustainability logo and website - [www.humboldt.edu/~housing/dining](http://www.humboldt.edu/~housing/dining). Developed a website to showcase the organic and local foods served by dining services - [www.humboldt.edu/bagel](http://www.humboldt.edu/bagel).

- Redesigned Housing website - [www.humboldt.edu/~housing](http://www.humboldt.edu/~housing) and developed online housing license process.
- Redesigned the alumni website to integrate the new online alumni community - [www.humboldt.edu/~alumni](http://www.humboldt.edu/~alumni). Developed plans for increasing the frequency and enhancing the content of the alumni e-newsletter.
- Created a new website for Marketing & Communications, which briefly describes what the unit does and showcases projects - [www.humboldt.edu/marcom](http://www.humboldt.edu/marcom).
- Began focused promotion of Humboldt State's commitment to sustainability. Hired two student assistants to help with writing and research. Submitted detailed information to numerous media and organizations that compile green rankings. Planned website and other marketing approaches.
- Redesigned and launched numerous department websites - Kinesiology & Rec Admin [www.humboldt.edu/~kra](http://www.humboldt.edu/~kra), Biological Sciences [www.humboldt.edu/~biosci](http://www.humboldt.edu/~biosci), Sociology [www.humboldt.edu/~soc](http://www.humboldt.edu/~soc), Applied Technology [www.humboldt.edu/~apptech](http://www.humboldt.edu/~apptech).
- Developed the WASC informational campaign - [www.humboldt.edu/~wasc](http://www.humboldt.edu/~wasc).
- Redesigned parents' newsletter and produced two editions.
- Completed building signage for SHC, BSS, HBAC, PEP. Completed wall displays for the Health Center, which includes 27 pieces of large-format photography.
- Developed OptionB marketing campaign—includes identity and give-away promo items, as well as a website and ad campaign to start in Fall 08.
- Established a plaque standard for honoring donors and friends, and produced the first one.
- Developed a website to showcase the Fisher Chair - [www.humboldt.edu/~sillett](http://www.humboldt.edu/~sillett).

- Developed websites for the Schatz Lab and the Marine Lab - [www.schatzlab.org](http://www.schatzlab.org) and [www.humboldt.edu/~marinelb](http://www.humboldt.edu/~marinelb).
- Developed a website for the Indian Teacher & Education Personnel Program [www.humboldt.edu/~hsuitepp](http://www.humboldt.edu/~hsuitepp).
- Developed a CMS/Student Student module marketing campaign.
- Assisted with efforts to make all HSU websites accessible per the ADA and directives from the Chancellor's Office.
- Completed redesign of *Humboldt Magazine*.

## News and Information

- Handled emergency communications and messaging for two crisis situations – the fire at the Old Music Building and the bomb threats at multiple campus sites.
- Completed the Emergency Communications Manual and participated in two training scenarios with campus police and other units.
- Launched a campus news website that is linked to a new weekly e-newsletter called Humboldt State NOW - <http://now.humboldt.edu>.
- Published more than 115 stories on Humboldt State NOW, including more than 30 longer features.
- Distributed more than 90 media advisories to local and regional outlets. Topics included Redwood Coast Connect, partnership with Chinese universities, profile on the provost, hydrogen fuel station, CCAT, BSS building and various research/accomplishments by faculty and students.
- Completed another edition of Humboldt Magazine.
- Responded to more than 50 public records requests.
- Recorded eight Inside HSU programs highlighting campus faculty as well as several dozen promos for airing on KHSU.

## **Printing Services**

- Installed and maintained new addressing equipment, providing the campus with a much cheaper system for sending bulk mail. In a 7-month period, the new system has saved the University approximately \$35,200 in postage costs, generated approximately \$9,200 in revenue for Marketing and Communications, and prevented the need to print and hand-label more than 140,000 pieces of mail.
- Solved numerous challenges related to multiple printing presses and digital plate-setter, to produce high-end process and multi colored jobs including department brochures, Admissions and Housing recruitment/ outreach pieces, and commencement materials.
- Continued to run the Xerox 4110 & 2240, and Konica Minolta C450, for efficient short turnaround color, black and white, and mail-merge/variable data copying capabilities.
- Employed and trained 6 students to help run efficient production in specialized areas of printing, bindery, and copy services.
- Completed and delivered 1,303 press, 1,024 copy, and 61 automated mail jobs (compared to 900 press and 1,100 copy jobs the year before).

# Planning and Assessment

## Planning

Planning in the division is an on-going initiative that benefits from focused efforts during the summer, a significant mid-year review, and a willingness to evolve plans throughout the year as new circumstances dictate. With continual review throughout the year the planning process follows the general calendar outlined below and produces a written plan/calendar of key steps and responsibilities.

- Late April/Early May – The Vice President discusses with departmental managers the planning process and major goals, priorities, and objectives for the next year.
- Early May - The Vice President meets individually with each manager to review progress on plans and objectives from the past year and discuss the general priorities for the upcoming year.
- Late May – Managers meet with their departmental teams to refine plans for the next year, assign responsibilities and calendar them on the division’s planning calendar.
- Early June – The Vice President meets with all managers to review the division’s planning calendar with an eye toward alignment with key goals and objectives as well as to maximize coordination and efficiency.
- Late June – At an all division retreat, the Vice President and key managers review and discuss the plan for the upcoming fiscal year with the entire division.
- January – The Vice President and managers conduct a mid-year review and discussion of progress on the plan.
- Throughout the year in management meetings, the calendar plan is referenced as needed to stay on course and emphasize key priorities.

## **Assessment**

The following set of assessment variables each measure specific and important aspects of our current work. While the bottom lines of total gift income and other assessments are very important, they can both be greatly influenced by factors that have very little to do with the effectiveness of our **current** work. Fundraising results can vary greatly because of large estate gifts, windfall gifts that are the result of years of cultivation, macro-economic shifts, funding for advancement operations, prominent campus controversy or scandal, etc.

These assessments provide historical data going back several years so that we may assess ourselves against ourselves. They also provide a comparison with a peer group of institutions, listed below, and a group of schools to which we aspire, also listed below. By providing these various ways of looking at the data we can assess progress on key influential variables, observe trends over time, and make comparisons, all in order to continuously improve on our work.

The Peer Group includes public universities that are similar in size, number of alumni, program mix, and are on the west coast. They include: CSU Sonoma, CSU San Marcos, CSU Stanislaus, Central Washington University, Eastern Washington University, Southern Oregon University, Evergreen State College, and CSU Bakersfield.

The Aspiration Group includes schools that are similar in size and number of alumni and on the west coast, but are more selective, have larger endowments, are private, and have had a robust advancement program over a number of years. They include: Loyola Marymount University, and Santa Clara University.

This data is drawn from the American Council on Education's annual Voluntary Support of Education survey, the National Association of College and University Business Officers survey of endowments, HSU's Office of Budget and Institutional Data, and the Lilly Endowment Funded annual CSU report on expenditures in advancement.

Special Note: Some institutions amended their previous year's report which explains any discrepancies in the historical data on peers between this year's annual report and last year's annual report.

## Number of Alumni Donors and Alumni Giving Participation Rate

At nearly all Universities, most gift dollars come from alumni. They are the most likely donors to make large current or planned gifts. Broadening this base of key donors is critical to future success. The number of alumni giving is also used as a surrogate variable for alumni satisfaction by key observers of higher education, including *U.S. News and World Report*. Lastly, when an alumnus/a makes a gift they become much more involved in the life of HSU, they are invested in our success and more likely to make large gifts in the future.

### Number of Alumni Donors

Year	HSU	Peer Group Average	Aspiration Group Average
2004	1,923	1,616	8,503
2005	1,982	1,683	8,351
2006	1,976	1,401	8,104
2007	3,581	1,644	8,004
2008	4,338	1,310	7,450

### Participation Rate

Year	HSU	Peer Group Average	Aspiration Group Average
2004	4.60%	4.20%	14.80%
2005	4.50%	3.70%	13.20%
2006	4.40%	3.20%	12.50%
2007	7.50%	3.10%	11.90%
2008	10.03%	2.40%	10.80%

## Total Number of All Donors

The number of donors is a general indicator of overall fundraising activity. It provides an indication of the volume of receipting and acknowledgment related work and gift data work. It is also a good indicator of the direction and breadth of general affinity for HSU.

Year	HSU	Peer Group Average	Aspiration Group Average
2004	4,251	2,127	18,001
2005	4,353	1,934	18,823
2006	4,024	1,839	15,021
2007	7,034	1,807	15,300
2008	7,921	1,551	14,426

## Number of Deferred Irrevocable Gifts

Most large gifts are deferred. Institutions that garner a number of deferred gifts annually are guaranteed a steady stream of significant gift income well into the future. It is also an indication of trust in the stability of the institution. HSU must develop the capacity to pursue and facilitate these types of gifts.

Year	HSU	Peer Group Average	Aspiration Group Average
2004	0	1.00	6.0
2005	0	.80	7.5
2006	0	.67	4.0
2007	0	.17	5
2008	1	2	2

## Endowment Market Value

Taxes are funding a decreasing proportion of the operational needs of public universities like HSU. A strong and growing endowment is one, if not the best, way to fill that funding gap. Managing the existing endowments and adding new endowments is a significant part of Advancement's Work.

Year	HSU and HSUAF	Peer Group Average	Aspiration Group Average
2004	\$11,588,553	\$15,481,514	\$348,679,821
2005	\$12,663,531	\$13,860,875	\$396,802,000
2006	\$16,072,445	\$15,863,841	\$475,960,392
2007	\$18,796,897	\$19,495,177	\$538,347,500
2008	\$18,447,207	\$19,249,476	\$527,549,500

## Endowment Rate of Return

(Net of Fees, and as of Fiscal Year End on June 30)

2004	2.5%*
2005	3.65%**
2006	9.30%***
2007	15.46%***
2008	0.001***

\* No record of annual rate of return was kept prior to April 2005 when the HSU Advancement Foundation assumed responsibility for managing the majority of the endowment. This interest rate is an estimation based on bank money market rates of return – the only investment vehicle used by HSU at the time.

\*\* In 2005 the HSU Advancement Foundation held funds for 1 quarter, the Sponsored Programs Foundation held funds for 3 quarters. Since April 2005, the majority of endowment funds are managed by the HSUAF. The fiscal year ending in June 2006 was the first full year for the HSUAF to manage endowment funds. NACUBO Endowment Survey for 2005 included only \$10,348,000, the total of HSUAF funds.

\*\*\* The NACUBO Endowment Survey includes both HSU and HSUAF endowments.

## **Total Giving Excluding Bequests and Total Giving from Bequests Only**

Besides the obvious benefits of having more money to advance the mission of HSU, it is important to separate bequests out of other giving. While bequests are of course very important and are influenced over time by good advancement work, inclusion in yearly gift totals can cause wild fluctuations that obscure some of the underlying giving trends.

### **Total Giving Excluding Bequests**

<b>Year</b>	<b>HSU</b>	<b>Peer Group Average</b>	<b>Aspiration Group Average</b>
2004	\$2,968,411	\$2,671,573	\$7,118,136
2005	\$2,337,315	\$4,916,929	\$29,404,754
2006	\$2,671,865	\$3,179,458	\$34,651,094
2007	\$3,824,973	\$3,536,383	\$41,542,479
2008	\$3,495,900	\$4,589,266	\$42,113,240

### **Total Giving From Bequests Only**

<b>Year</b>	<b>HSU</b>	<b>Peer Group Average</b>	<b>Aspiration Group Average</b>
2004	\$5,173,367	\$142,400	\$1,091,415
2005	\$3,006,405	\$109,642	\$3,187,245
2006	\$1,942,655	\$651,574	\$13,680,133
2007	\$1,004,846	\$888,310	\$1,751,338
2008	\$78,217	\$180,318	\$3,028,531

## First Year Student Applications and Enrollments

### Transfer Applications and Enrollments

While enhanced marketing and communications has many benefits (attracting and retaining quality faculty, enhancing the fundraising environment, influencing politicians and other opinion-shapers, improving academic reputation, student retention, campus morale and understanding, community relations, etc.) the primary goal of our marketing effort is enrollment.

The good work of the Enrollment Office, academic quality, an attractive campus, and strong student support programs are of course very important to attracting and retaining students. Marketing is also an important factor and influences each step in the enrollment process: the action of inquiring, the decision to apply, and the final step of enrolling. There are other ways marketing can be assessed, but most methods are time-consuming and expensive. Anecdotal evidence and other narrow target results are also monitored, but only these general enrollment numbers are presented because of their breadth and priority.

	First Year Students		Transfer Students	
	Applications	Enrollment	Applications	Enrollment
Fall 2004	6319	772	2449	837
Fall 2005	7205	829	2455	790
Fall 2006	7204	981	2495	805
Fall 2007	8217	1056	2669	928
Fall 2008	9634	1191	2533	757

# Funding For University Advancement

Growing a strong and sustained advancement effort requires funding. It is also important to steward well the resources invested and to ensure their efficient use. Therefore, the following statistics concerning advancement funding are important to monitor. These statistics are from the Lilly Foundation funded study conducted with the CSU campuses and are not available for the 2007-2008 year until January. Per the Lilly study, advancement funding is defined as funding for development (fundraising) programs, alumni programs, and communications programs not targeted toward prospective students. Some studies show that cost to raise a dollar averages about \$ .17. According to the “Hedgepeth” study conducted in conjunction with the CSU, in 2006-2007 the CSU high was \$ .42, the low was \$ .03, the mean was \$ .18, and the median was \$ .15.

## HSU Cost to Raise One Dollar (Total Giving)

FY 2003 – 2004	.05
FY 2004 – 2005	.06
FY 2005 – 2006	.08
FY 2006 – 2007	.12
FY 2007 – 2008	

## Rank of HSU among the 23 CSU’s in advancement funding as a % of the general fund

2005	23rd
2006	23 <sup>rd</sup>
2007	22 <sup>nd</sup>
2008	

**Rank of HSU among the 23 CSU's in advancement funding per alumnus of record**

2005	20th
2006	20 <sup>th</sup>
2007	20 <sup>th</sup>
2008	

**Rank of HSU among the 23 CSU's in advancement funding per enrolled student**

2005	21st
2006	21 <sup>st</sup>
2007	21 <sup>st</sup>
2008	

# Major Objectives for 2008-2009

- Fill the newly created associate vice president for development and alumni position
- Build capacity for a planned giving effort, including the development of planned giving promotional materials and guidelines, and the recruitment of a full-time planned giving professional
- Begin the pre-planning for a comprehensive campaign, including the identification of campaign counsel, assembling of key volunteers, developing a campaign plan and budget, and increasing development staff
- Continue and bolster the work to expand the number of alumni and others giving to the University
- Engage HSUAF board members as ambassadors with top prospects
- Expand fundraising efforts with parents
- Increase the number of high level donor cultivation events
- Test new strategies with direct mail to increase the base of donors
- Eliminate redundant data and gift-processing work at KHSU
- Increase financial sustainability of KHSU
- Pursue transfer of state held endowments to the HSUAF
- Increase recognition for HSU's leadership in sustainability
- Focus more resources on cultivating relationships with potential major donors

## **Concluding Remarks**

Significant progress toward further strengthening HSU's advancement programs was made in 2007-2008. There was continued emphasis on building the base of donors, strengthening the fundraising infrastructure, and enhancing enrollment-related marketing and campus-based communications. The next few years will see a continued emphasis on these efforts with an expanded focus on planned giving, high-level volunteer outreach, campaign preparation, target marketing and general reputation building. There is optimism that the changes underway on campus will facilitate a more positive environment for advancement activity and that the current economic conditions will turn around. This, along with a growing number of generous alumni and other benefactors and the opportunity to celebrate Humboldt State University's 100-year anniversary, all point toward continued progress in the years ahead.