



RESOLUTION

concerning

ACCEPTANCE OF
DEVELOPMENT PLANS
FOR
CENTRAL CONNECTICUT STATE UNIVERSITY
AND
EASTERN CONNECTICUT STATE UNIVERSITY

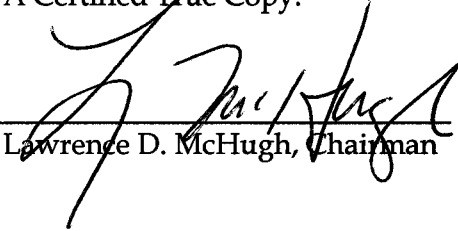
November 4, 1999

- WHEREAS, The Board of Trustees for the Connecticut State University System is committed to the significant expansion of endowments in order to benefit the students of the Connecticut State University System, and
- WHEREAS, That, in accordance with Board Resolution 98-49, the four universities and the System Office were requested to submit development plans for Board approval, and
- WHEREAS, Upon approval of such plans, authorization was given to the universities and the System Office to expend specific amounts from their fund balances to support personnel to implement the plans even though such expenditures may cause the fund balance to become less than required by Board policy, and be it further
- WHEREAS, A Development Committee of the Board of Trustees was created to facilitate preparation of the development plans by establishing fundraising goals, and the Committee has reviewed the development plans with the Presidents and the Chancellor, therefore be it
- RESOLVED, That to achieve the systemwide goal of raising \$120 million for endowments which would maximize state matching funds available through 2008, the two larger universities in the CSU System should seek to raise \$40 million over a ten-year period and the two smaller universities should seek to raise \$20 million, and be it further
- RESOLVED, That the appropriate ratio of staff to funds raised over the ten-year period should not exceed 30%, and be it further

RESOLVED, That the Board of Trustees for the Connecticut State University System accept the development plans for Central Connecticut State University and Eastern Connecticut State University, and be it further

RESOLVED, That the Development Committee is directed to monitor the progress of these plans, recommending adjustments as necessary from time to time and reporting same to the Board of Trustees.

A Certified True Copy:



Lawrence D. McHugh, Chairman

ITEM

Acceptance of the Development Plans for Central Connecticut State University and Eastern Connecticut State University

BACKGROUND

The Board of Trustees for the Connecticut State University System is committed to the significant expansion of endowments in order to benefit the students of the Connecticut State University System and in accordance with Board Resolution 98-49, the four universities were requested to submit development plans for Board approval.

Upon approval of such plans, authorization was given to the universities to expend specific amounts from their fund balances to support personnel to implement their plans even though such expenditures might cause the fund balances to become less than required by Board policy.

In February 1999 an Ad Hoc Development Committee of the Board was formed to facilitate preparation of the development plans by establishing fundraising goals. The Committee, now established as a standing committee of the Board, has conducted a series of meetings with the presidents and the Chancellor. Meetings were held in May, June and September to review their draft plans and discuss the best approach to take advantage of state matching funds over a ten-year period and achieve the goal for a potential \$120 million.

In its meetings with the presidents and the Chancellor, the Committee focused on the how well the draft plans responded to the following questions:

1. What are the broad development goals of your university, and how are they defined in light of growing knowledge of your prospect pool?
2. What are the key themes of your development program and how are the cases evolving to gain support for those themes?
3. What are the key activities that you will undertake to develop prospects and raise fund?
4. What are the required staff and budget needed to accomplish your plan?
5. What do you need and expect from the Board of Trustees and the CSU System Office to support your development work?

Additionally, the Committee requested that each university identify costs of activities related solely to fundraising activities other than development which have an impact on fundraising and can be "charged-back" to development efforts, and to distinguish current or new spending from costs in the prior year (1998-99). It also asked that each plan identify the source of funds needed to fund the budget that was developed, specifically how much would come from operating funds and how much from reserves.

Finally, the committee sought to identify any impediments faced by the universities in meeting their established goals.

On October 4, 1999, the Board of Trustees approved the development plans for Southern Connecticut State University, Western Connecticut State University, and the Development Support Plan for the CSU System.

ANALYSIS

On October 21, the Development Committee met with President Judd and President Carter to review the plans for Central Connecticut State University and Eastern Connecticut State University.

Central Connecticut State University

Central Connecticut State University's revised addendum to its development plan has responded to the questions posed by the Committee. The Central Connecticut State University Development Plan (Revised) sets forth goals and approaches to fund-raising which are consistent with the University's mission, priorities and needs, focusing on scholarships for students, academic program support, and community service and economic development. Along with these goals is a discussion of both the strategies required to achieve these goals and the cost of their implementation. The plan rightfully notes that annual giving is the important initial driver in improved fundraising. It also calls attention to the fact that a state matching fund per se is not a basis for major fundraising. It proposes an organization of professionals as a key element in implementing the plan.

Key initiatives will include a major gifts program, planned giving, annual giving as the foundation of the development effort, and advancement services. The goals are modest, especially in the first two years. When compared to cost, significant staffing and resources are frontloaded, with projected staffing at 23 positions. The ratio of cost to funds raised is in excess of 80%. As the years progress, the ratios improve but only slightly. While there is no magic ratio and staff needs to be in place as efforts increase, the plan involves a costly initial investment that sustains for some years

Central indicated that the ratio of cost to funds raised will decrease and fall within the 30% level desired by the Board over the ten-year period. The source of funds to support the development plans will be primarily from the operating budget and use of reserves will be minimal.

Eastern Connecticut State University

Eastern Connecticut State University provides more detailed responses to each of the questions raised in its latest revision. It effectively combines the previous versions of its plan making its proposed development strategy and case statements more coherent. The Ten-Year Development Plan presents an experience-based analysis of the challenges and opportunities for giving at ECSU. During its initial phase, Eastern has identified seeking donors for major gifts, planned gifts, and donors for advanced gifts, as essential to their "silent phase". The plan is sanguine about the need to build a culture of giving, strengthen the capacity of the Alumni and Foundation Boards to support significant growth in fundraising, and bolster annual giving as a stepping stone to increased

giving. The existence of ample naming opportunities for campus structures and increased faculty and staff giving are also noted as present and real opportunities.

Beyond the initial three-year effort, Eastern has based its seven-year projections on several premises. They include: that the president is afforded the appropriate time to devote to fund raising, that there are data requirements necessary for effective fundraising which ECSU needs, that a needs assessment process is needed before embarking on a major gift effort, and that because of the strained financial infrastructure of ECSU, CSU funding is needed for operating as well as other support and for the required development staff.

A Scale of Giving Chart along with "Contribution Pyramids" is provided along with three annual goals. These goals are modest and appear to be reasonable. The staff needed to achieve these goals appears high. Again the ratio of staff to funds raised involves a costly initial investment which sustains for some years.

As part of the presentation of Eastern's revised plan, the issue of additional funding was raised. Although the plan asserts that the ability of the university to move forward with the development effort is hindered unless such resources are forthcoming, the Committee believes this is a separate matter not falling under their purview. However, the Committee strongly recommends that the Finance and Administration Committee of the Board review Eastern's alternative proposals for support of their development activities to analyze whether they or other alternatives could be implemented.

During the discussion, Eastern assured the Committee of its commitment to meet the goal of \$20 million, regardless of the outcome of such a review.

CHANCELLOR'S RECOMMENDATION

Acceptance of the development plans for Central Connecticut State University and Eastern Connecticut State University.

Central Connecticut State University
New Britain, Connecticut
Development Plan
October 15, 1999

The following information is provided as an addition to the Central Connecticut State University Development Plan (revised) which was submitted to the Board of Trustees Development Committee on September 7, 1999. It contains responses to specific questions posed by the Committee to provide a clearer understanding of the plan presented by the University.

1. What are the broad development goals of your university, and how are they defined and refined in light of the growing knowledge of your prospect pool?

Central has based its development goals on two factors: 1) institutional mission, priorities and needs and 2) the University's past success with voluntary giving.

In the Plan, we have identified initial goals that are consistent with the University's mission, priorities and needs. Namely, scholarships for students (\$8 million), academic program support (\$6 million) and community service and economic development (\$2 million). We will address these goals more specifically in the next section of this narrative. However, these goals are consistent with our past successes in fund raising for the University. Student scholarship funds, for example, represent almost 60% of our endowment. Moreover, our constituents, particularly our alumni, can be easily convinced of the case for support when they are made to realize how rapidly tuition and fees have escalated over the year. Indeed, our scholarship endowment has grown because it represents a need with which many donors can readily identify.

Much more needs to be done in terms of knowing our prospect pool. As we engage more fully in fund-raising activities, we will continue our analysis of our current prospect pool using available donor profiling techniques. We will also establish a prospect research component in the Development Office to maximize the information we have available to us on our constituents. As we grow more knowledgeable of our prospects' ability to give, and more importantly their *inclination and preferences* for giving, we will redefine and broaden our development

goals. As we achieve success in the initial years of this plan, our attention will be turned to exploring the feasibility of a capital campaign: a fund raising program with a multi-million dollar goal that is achieved in a short period of time. Success in the early stages of this plan will lay the foundation for a successful capital campaign in the later years.

It is important to note, however, that University priorities and needs must drive development planning, not vice versa. It would not be prudent to pursue private support together with state matching support for programs and projects that are not intimately tied to the University's strategic plan.

2. What are the key themes of your development program and how are cases evolving to gain support for these themes?

Scholarships for students are clearly the highest institutional priority. As college costs increase, the student population we serve is challenged in its ability to meet these costs. Many of our students qualify for financial aid which attempts to meet 80% of need in a 60:40 ratio of grants to loans. However limited grant funds are rapidly depleted leaving even the most needy students having to turn to loans to meet college expenses. In 1998-99 for example, the University provided \$6.2 million in need based grants and \$1.8 million in scholarships. During the same period, however, students borrowed over \$14 million to help finance the cost of higher education. Clearly, these figures support our initial goal to raise \$8 million in scholarship endowment.

Similarly, voluntary support strategically linked to academic programs and donor interests helps us define overall development goals. Our success in raising funds for the Endowed Chair in Polish and Polish American Studies is a good example of matching institutional program priorities with donor interest. The high concentration of Polish Americans in the central Connecticut region and the support of the legislature from the program's inception have created an environment where private support has flourished. Similarly, initial work on the proposed William O'Neill Chair has also been well received and we are confident that we can move ahead with this objective with assurance. We believe the \$6 million for academic program support outlined in the Plan will stimulate significant donor interest in the initial years of our plan. The projects are priorities which have been identified through the University's own planning process and in consultation with agencies and organizations with whom we will cooperate to bring them about.

Finally, in keeping with our mission of service, \$2 million has been set as a goal for projects linked to community service and regional economic development. The Institute for Industrial and Educational Technology has been well received in its short five-year existence. In addition to serving hundreds of small manufacturers across Connecticut each year, the Institute has almost single-handedly managed New Britain's Initiative for a Competitive Inner City project. We hope to capitalize on this success and gain voluntary support for expansion of IIET and related programs to further our mission of service to the community, the region and the state.

While these goals represent a total of \$16 million, we will continue to link our long-term strategic planning to the development process in order to continue to identify programs and projects that warrant outside support. Therefore, these goals should be viewed as only the beginning of a long-term development strategy to achieve \$40 million or more as new priorities emerge from the University's long-term strategic planning.

3. What are the key activities you will undertake to develop prospects and raise funds?

There are several key initiatives which will be employed to meet our development goals:

A. Major Gifts

A major gifts (\$50,000 or more) program involving University leadership, development and alumni staff members, and volunteers from the CSU, Foundation and Alumni Boards will be employed. The President, the Vice Presidents and key leadership from the various boards assisted by staff members will all be expected to participate in this initiative. Participation includes personal giving at leadership levels and cultivation and solicitation of other major gift prospects. The President and Vice Presidents will be expected to manage upwards of 20 prospects at any given time; volunteers from the boards will be expected to handle at least five major gift prospects each. Development staff will assist by providing prospect research findings, case materials, and moves management assistance. As staff members cultivate donors at lower levels, new prospects will be identified and brought into cultivation for major gift solicitation. Major gift prospecting, cultivation and solicitation is an on-going process entailing a significant

commitment on the part of University officials and volunteer leadership. Although a lengthy process, major gifts programs will pay rich dividends over the years. In fact, no campaign of any magnitude can be successful without a major gifts component.

B. Planned Giving

Planned giving plays an important role in a total development program. Like major gifts, planned gifts (bequests, remainder trusts, etc.) require a significant cultivation period. Unlike major gifts which are usually outright gifts of cash or marketable securities, planned gifts are generally larger and more generous because they normally do not occur during the life of the donor. At this time, Central is named as the beneficiary of several planned gifts that can total in excess of \$10 million. This is quite significant in light of the fact that we have no formal planned giving program. Even a modest program of regular mailing on planned giving opportunities to selected prospects is bound to result in even more planned gift contracts with the University.

The unknown factor in planned giving is that the timing of the gifts is out of our control. For example, one planned gift contract presently in force at CCSU has a guaranteed value of \$1.5 million but it will not mature until 2012, several years after the current state match program has expired.

C. Annual Giving

The foundation of every successful development operation, the University will focus on developing its annual giving program further. In 1998-99, as a result of an aggressive telemarketing effort, the number of alumni donors to the annual fund increased by 36% over the prior years. Moreover, it raised our alumni donor participation rate from 5.8% in 1997-98 to 7.6% in 1998-99. Clearly, we need to continue this aggressive annual fund effort to continue this positive trend.

As noted in the plan and accompanying budget spreadsheets, we will intensify our annual giving solicitation by producing more frequent and professionally designed *targeted* mailings and expanded telemarketing programs using both volunteers and professional firms. We will also design related materials (e.g. enhanced publications to alumni and non-alumni friends) to complement and support our efforts in voluntary giving.

D. Advancement Services

Totally absent from the development operation at the present time is an advancement services unit. As the Plan states, this unit centralizes the administrative functions of development and allows the development staff to focus on their real mission – donor cultivation and fund raising. A prospect research staff is an important component in the advancement services unit and is an integral part of this plan. Additionally, the advancement unit is the central *gifts records office* and is responsible for all of the activities associated with that function.

4. What are the required staff and budget needed to accomplish your plans?

Frontloading the enhanced development operation is costly in relation to the dollars raised. Optimistically, Central expects to spend fifty cents for every dollar raised in the first three years of the plan. Such a commitment is even more painful given that the University has not invested substantially in the development operation until now. Needless to say, monitoring of fund-raising activities and results must be ongoing so that adjustments can be made at any time to control costs. Subsequently, however, costs should stabilize and, if the Plan is successful, fund raising revenue should increase geometrically.

A. Personnel

The attached chart is a comprehensive organizational chart of the advancement operation with existing personnel and new positions. We estimate the cost of personnel in the first three years of the plan to be \$2 million in salaries and wages and fringe benefits.

In addition to full-time staff, it is wise to engage professional consultants who can objectively assist in shaping the advancement efforts, provide prospect profiling services, and test our fund raising assumptions through feasibility studies. Though not included in our original submission, we estimate \$200,000 for the consultants in the first three years of the Plan.

B. Other Expenses

We estimate another \$700,000 in expenses for the development operation alone during the first three years of the plan. These funds will be used to enhance our

present operation and significantly upgrade our printed materials. They will also support entertainment, travel, and other staff and volunteer expenses associated with an enhanced development operation. In addition, as noted in the Plan, we anticipate significant increases in the alumni and public relations efforts as a means of supporting the advancement goals. Salaries, fringes, and other expenses for alumni, public relations and marketing through 2001-02 amount to \$4 million.

In addition, space shortages on campus will necessitate leasing off campus space to accommodate the advancement operation. The current quarters on the top floor of a women's residence hall are simply inadequate, not to mention the inaccessibility of the location to alumni and prospective donors. We estimate minimally 4,000 square feet at \$15 per square foot for three years for a total cost of \$2.16 million over the three years of the Plan. It is assumed that a building on campus to house the development and alumni operation will be completed after the third year.

C. Summary of first three-year expenses

	1998-99	1999-00	2000-01	2001-02	Total	Source	
						Budget	Reserves
Development Expenses							
Personnel w/fringes	336,964	437,416	553,245	694,975	2,022,600	2,022,600	
Other Expenses	56,000	184,000	217,000	250,000	707,000	357,000	350,000
Consultants			100,000	100,000	200,000		200,000
Office Space			240,000	240,000	480,000		480,000
Total Dev. Expenses	392,964	621,416	770,245	944,975	3,409,600	2,379,600	1,030,000
Goal	700,000	900,000	1,100,000	1,300,000	4,000,000		
Alumni							
Personnel w/fringes	105,271	144,721	201,063	207,094	658,149	658,149	
Other Expenses	21,600	21,600	200,000	225,000	468,200	250,000	218,200
University Relations							
Personnel w/fringes	287,781	294,132	302,956	312,044	1,196,913	1,196,913	
Other Expenses	42,500	42,500	50,000	55,000	190,000	190,000	
Marketing							
Personnel w/fringes				62,400	62,400	62,400	
Other Expenses		400,000	500,000	600,000	1,500,000	1,200,000	300,000
Total Alumni, University Relations & Marketing Expenses					4,075,662	3,557,462	518,200

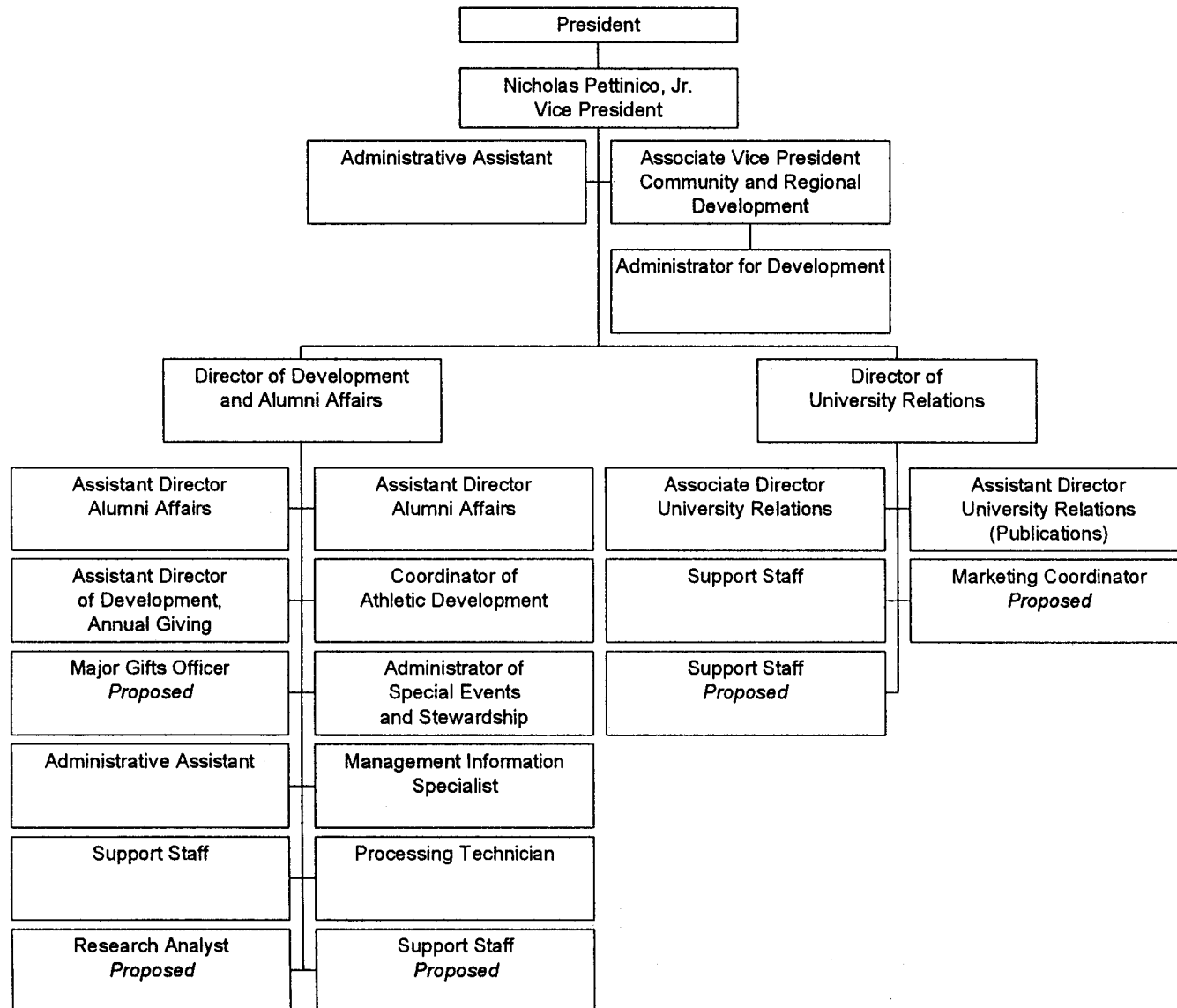
5. What do you need and expect from the Board of Trustees and the CSU System Office to support your development work?

The leadership of the Board is critical to the success of any institution's development efforts. Their role in giving and getting major gifts is essential. Recall the following gift table which was presented to the Board Development Committee in June. One can easily grasp the magnitude of the fund goal when it is viewed in this way.

Gift Amount	Number	Total
4,000,000	1	4,000,000
2,000,000	2	4,000,000
1,000,000	4	4,000,000
500,000	8	4,000,000
250,000	16	4,000,000
150,000	30	4,500,000
100,000	40	4,000,000
75,000	40	3,000,000
50,000	50	2,500,000
25,000	100	2,500,000
15,000	100	1,500,000
10,000	100	1,000,000
under 10,000	Numerous	1,000,000
Total:		40,000,000

The Board of Trustees, together with the Foundation and Alumni Boards, must provide key leadership in contributing and soliciting top-level gifts. Absent that leadership, the development program will be significantly hindered. An excerpt from a leaflet prepared by the Association of Governing Boards is included in our September 7th Plan which outlined some of the generally accepted principles for Board involvement in fund raising.

Central Connecticut State University Office of Institutional Advancement



Central Connecticut State University Development Plan

C. Summary of first three-year expenses (1999-00 to 2001-02)

	1998-99	1999-00	2000-01	2001-02	Total	Source	
						Budget	Reserves
Development Expenses							
Personnel w/fringes	336,964	437,416	553,245	694,975	1,685,636	2,022,600	
Other Expenses	56,000	184,000	217,000	250,000	651,000	301,000	350,000
Consultants			100,000	100,000	200,000		200,000
Office Space			80,000	80,000	160,000		160,000
Total Dev. Expenses	392,964	621,416	950,245	1,124,975	2,696,636	2,323,600	710,000
Goal	700,000	900,000	1,100,000	1,300,000	3,300,000		
Alumni							
Personnel w/fringes	105,271	144,721	201,063	207,094	552,878	658,149	
Other Expenses	21,600	21,600	200,000	225,000	446,600	196,600	250,000
University Relations							
Personnel w/fringes	287,781	294,132	302,956	312,044	909,132	909,132	
Other Expenses	42,500	42,500	50,000	55,000	147,500	147,500	
Marketing							
Personnel w/fringes				62,400	62,400	62,400	
Other Expenses		400,000	500,000	600,000	1,500,000	1,200,000	300,000
Total Alumni, University Relations & Marketing Expenses					3,618,510	3,173,781	550,000

Development Expenses for Central Connecticut State University

1998-99			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund-raising only			
1. VP for Advancement	35,000	10,500	1/3 for development
2. Director of Development and Alumni Affairs	12,500	3,750	2/3 BANNER; 1/3 AI/Dev
3. Assistant Director - Annual Giving	48,440	14,532	
4. Coordinator of Athletic Development	50,938	15,281	
5. Special Events & Stewardship	17,100	5,130	1/2 year
6. Management Information Specialist	18,900	5,670	1/2 year
7. Support Staff (2)	76,325	22,898	
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising)			
1			
2			
3			
etc.			
Total Personnel Costs:	259,203	77,761	
Other Expenses			
(list by functional area)	Amount		Comments
(non-personnel costs)			
(Fund-raising only)			
Prospect Research	0		
Publications and Solicitation Materials	38,000		
Postage	6,000		
Travel & Entertainment	2,000		
Office Expense	10,000		
Consultant Costs	0		
Office Space	0		
Other outsourced functions:	0		
Other: (detail)	0		
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):			
Total Other Expenses:	56,000		
Total Development Expenses:	315,203	77,761	
Total Fund-Raising Goal:	700,000		
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses
Alumni Relations	80,975	24,293	21,600
Public Relations	221,370	66,411	42,500
Marketing			

Development Expenses for Central Connecticut State University

1999-2000			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund-raising only			
Total for Last Year's Positions continued:	259,203	77,761	
New Positions this year			
1. VP for Advancement	7,800	2,340	Inc. to 40% for development
2. Director of Development and Alumni Affairs	25,950	7,785	Inc. to 50% for development
3. Special Events and Stewardship	17,753	5,326	Inc. to full year
4. Management Information Specialist	21,441	6,432	Inc. to full year
5. Salary increases for remaining staff	4,327	1,298	
etc.			
Total for Last Year's partial positions continued:			
New Personnel this year in other activities who work part-time in fund-raising:			
1			
2			
etc.			
Total Personnel Costs:	336,474	100,942	
Other Expenses			
(list by functional area)	Amount		Comments
(non-personnel costs)			
(Fund-raising only)			
Total OE from prior year continuing:	56,000		
New OE this year (detail below)			
Prospect Research	6,000		
Publications and Solicitation Materials	112,000		
Postage	4,000		
Travel & Entertainment	6,000		
Office Expense	0		
Consultant Costs	0		
Office Space	0		
Other outsourced functions:	0		
Total partial OE from other activities from prior year continuing:			
Total OE from other activities related to fund-raising, new this year:			
Total Other Expenses:	184,000		
Total Development Expenses:	520,474	100,942	\$150,000 from reserves
Total Fund-Raising Goal:	900,000		
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses
Alumni Relations	111,324	33,397	21,600
Public Relations	226,255	67,877	42,500
Marketing			400,000

Development Expenses for Central Connecticut State University

2000-2001			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund-raising only			
Total for Last Year's Positions continued:	336,474	100,942	
New Positions this year			
1. VP for Advancement	12,200	3,660	Inc. to 1/2 for development
2. Major Gifts Officer	42,000	12,600	
3. Research Analyst	26,000	7,800	
4. Salart increases for remaining staff	8,899	2,670	
etc.			
Total for Last Year's partial positions continued:			
New Personnel this year in other activities who work part-time in fund-raising:			
1			
2			
etc.			
Total Personnel Costs:	425,573	127,672	
Other Expenses			
(list by functional area)	Amount		Comments
(non-personnel costs)			
(Fund-raising only)			
Total OE from prior year continuing:	184,000		
New OE this year (detail below)			
Prospect Research	2,000		
Publications and Solicitation Materials	25,000		
Postage	2,500		
Travel & Entertainment	1,000		
Office Expense	2,500		
Consultant Costs	100,000		
Office Space	80,000		
Other outsourced functions:	0		
Total partial OE from other activities from prior year continuing:			
Total OE from other activities related to fund-raising, new this year:			
Total Other Expenses:	397,000		
Total Development Expenses:	822,573	127,672	\$280,000 from reserves
Total Fund-Raising Goal:	1,000,000		
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses
Alumni Relations	154,664	46,399	200,000
Public Relations	233,043	69,913	50,000
Marketing			600,000

Development Expenses for Central Connecticut State University

2001-2002			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility
Fund-raising only			
Total for Last Year's Positions continued:	425,573	127,672	
New Positions this year			
1. VP for Advancement	20,400	6,120	Inc. to 2/3 for development
2. Support Staff	33,500	10,050	
3. Salary increases for remaining staff	55,123	16,537	
etc.			
Total for Last Year's partial positions continued:			
New Personnel this year in other activities who work part-time in fund-raising:			
1			
2			
etc.			
Total Personnel Costs:	534,596	160,379	
Other Expenses			
(list by functional area)	Amount		Comments
(non-personnel costs)			
(Fund-raising only)			
Total OE from prior year continuing:	397,000		
New OE this year (detail below)			
Prospect Research	2,000		
Publications and Solicitation Materials	25,000		
Postage	2,500		
Travel & Entertainment	1,000		
Office Expense	2,500		
Consultant Costs	0		
Office Space	0		
Other outsourced functions:	0		
Total partial OE from other activities from prior year continuing:			
Total OE from other activities related to fund-raising, new this year:			
Total Other Expenses:	430,000		
Total Development Expenses:	964,596	160,379	\$280,000 from reserves
Total Fund-Raising Goal:	1,200,000		
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses
Alumni Relations	159,303	47,791	225,000
Public Relations	240,034	72,010	55,000
Marketing	48,000	14,400	750,000



**Ten-Year Development Plan
Eastern Connecticut State University
1999-2009**

October 1999

Table of Contents

Introduction	3
Broad Development Goals of Eastern	4
Key Themes of Eastern's Development Programs	9
Key Activities - Goals and Strategies	13
Required Staff and Budget to Accomplish Plan	18
Expectations for Support from CSU and Trustees	24
Development Expenses (Templates)	25
Appendices	
Naming opportunities	
Annual Fund Case Statement	

**TEN-YEAR DEVELOPMENT PLAN
FOR
EASTERN CONNECTICUT STATE UNIVERSITY
1999-2009**

This ten-year development plan is based upon five questions asked by the Board of Trustees. The questions are:

1. What are the broad development goals of Eastern Connecticut State University, how are they defined and refined in the light of growing knowledge of your prospect pool?
2. What are the key themes of Eastern's development program and how are cases evolving to gain support for these themes?
3. What are the key activities that will be undertaken to develop prospects and raise funds?
4. What are the required staff and budget needed to accomplish our plan?
5. What do we expect from the Board of Trustees and CSU System Office to support our development work at Eastern?

Eastern has spent considerable time over the past several years developing a comprehensive approach to fund raising. The development of a three-year plan was helpful in laying the groundwork for further success. The exercise of developing a ten-year plan is beneficial in assessing where we are historically as an institution, and, considering this, where we anticipate we will be in the next ten years. As stated in previous narratives to the Board of Trustees, there are several impediments to our fund raising efforts at Eastern that need to be addressed so that the president has time to devote to this important endeavor. It should also be understood that adequate fiscal resources have not been available to Eastern.

In the last five years, the ECSU Foundation has done well with their investments. While we would like to believe that investment gains will continue at the rate of the past five years, the market history has shown that this is unlikely.

While the challenges of the next ten years will be great, we do believe they are achievable with the proper resources.

THE BOARD'S QUESTIONS

1. What are the broad development goals of Eastern Connecticut State University, how are they defined and refined in light of growing knowledge of your prospect pool?

Eastern has no substantial history of charitable giving and philanthropy. This is not unusual for a state institution, particularly in the Northeast. Added to that, Eastern has undergone a series of name changes since its founding as the Willimantic Normal School in 1889. Alumni, in particular, closely identify with the name of the institution they graduated from.

As state support has increasingly dwindled over the years, development and fund-raising initiatives have taken on even greater significance. For example, with state operating assistance to Eastern now at 37%, charitable giving will now have to bridge the current gap and look to the future. In the last four years, Eastern has taken a far more aggressive posture but a great deal of planning and preparation are still required to bring fund-raising and development from their current adolescence to full maturity.

It is certainly possible that with the required resources, we can raise \$20 million in endowment purposes over the next nine years. An expanded development staff, additional allocated budget, efficient usage of the president's time, the development of an expanded volunteer base, prospect management efforts, the continued growth of our prospect pool, and a solid plan will make this possible.

Additionally, as we develop better ways in the next few years to utilize the Banner software and its capabilities, particularly in the area of prospect research, this will greatly aid us in moving ahead with identifying and expanding our prospect pool and research efforts.

We anticipate that as we go through the ten-year development effort, there will be adjustments that will need to be made in order to reach the proposed goals. We anticipate spending the first three years in further developing a major endowment initiative and seeking lead major gifts that will set us in the right direction of achieving the \$20 million goal. Major gifts, planned gifts, and seeking donors for advance gifts, prior to "going public" with the campaign will be critical to the first three years, which we have identified as "the silent phase."

THE FIRST THREE YEARS

We agree with the System that expenses will be weighed heavily to the first three years in order to gear up for the last seven.

If the resources are available, it is our plan to expand our development and support staff during the first three years, undergo the essential training, and begin serious implementation of our plan.

For the first three years, we project the following budget totals and fund raising goals:

Year I 1999-2000

Total personnel costs	\$354,617
fringes	101,550
OE, and other	144,006
Total expenses	600,173
Fund raising goal	760,000

Year II 2000-2001

Total personnel costs	\$603,677
fringes	170,340
OE, and other	118,000
Total expenses	892,017
Fund raising goal	1,010,000

Year III 2001-2002

Total personnel costs	\$648,677
fringes	183,740
OE, and other	102,250
Total expenses	934,667
Fund raising goal	1,111,000

Fund raising expenses during previous year 1998-1999

Total personnel costs	\$173,467
fringes	52,040
OE, and other	38,018
Total expenses	263,525
Fund raising goal	609,000
Actual raised*	645,000

* = dependent on audit review

THE REMAINING SEVEN YEARS

During the first three years, which we have called the "silent phase" of the endowment campaign, given the resources, we will undergo several efforts to lead us into the remaining seven years of the campaign and to reaching the goals described in this document. As mentioned previously, an even more comprehensive approach to fund raising will need to be achieved, and a revised needs assessment conducted.

Annual giving is certainly integral to all fund raising efforts, current and future. Our total fund raising projections over the seven-year period will, however, not be based upon an annual giving model, but that of a comprehensive gift effort, focusing on major and planned gifts.

We have based our remaining seven-year projections upon the following premises:

- That the required resources have been allocated for operating and other support essential to the process.
- Resources to hire professional and support staff have been forthcoming.
- Volunteers are ready to step forward with their own gift as well as solicit work with the staff to solicit others.
- The president is afforded the appropriate time to devote to fund raising
- Additional prospects are identified and a growing prospect pool in place.

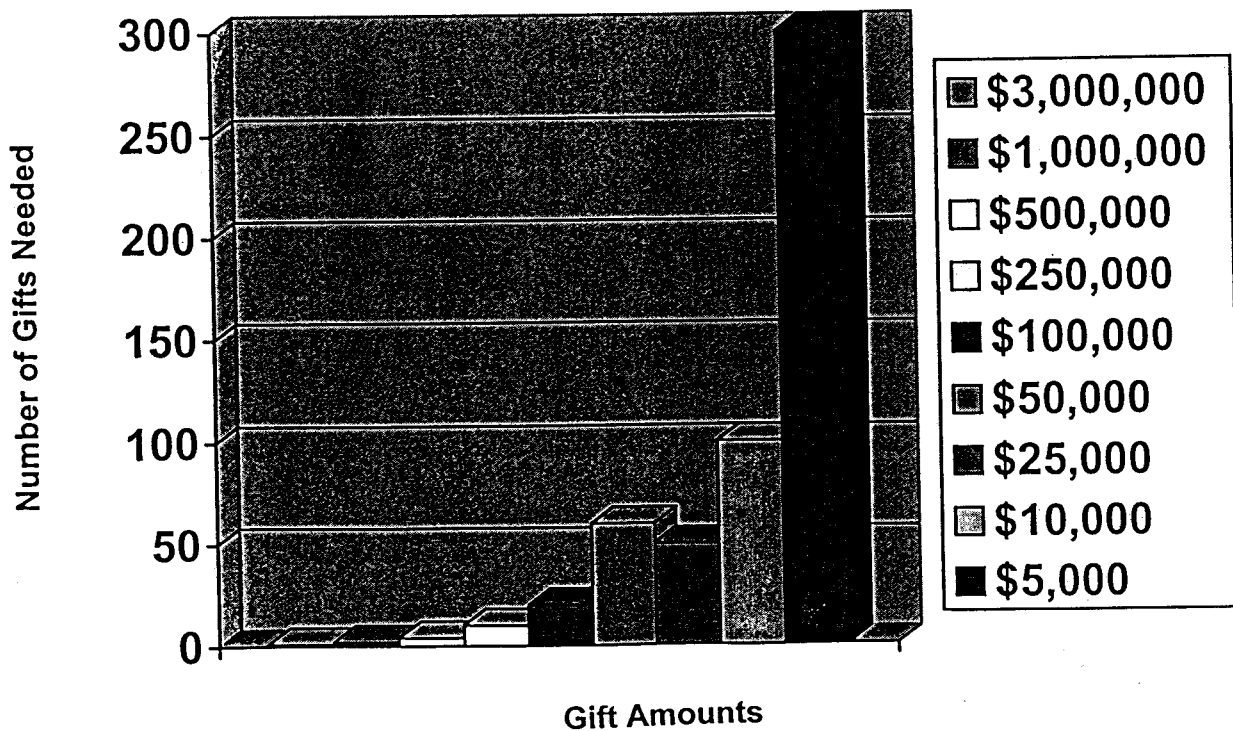
SEVEN-YEAR SCALE OF GIVING TABLE FOR EASTERN CONNECTICUT STATE UNIVERSITY 2002-2008

With the appropriate resources, a seven-year Scale of Giving Table for Eastern Connecticut State University would look something like the following:

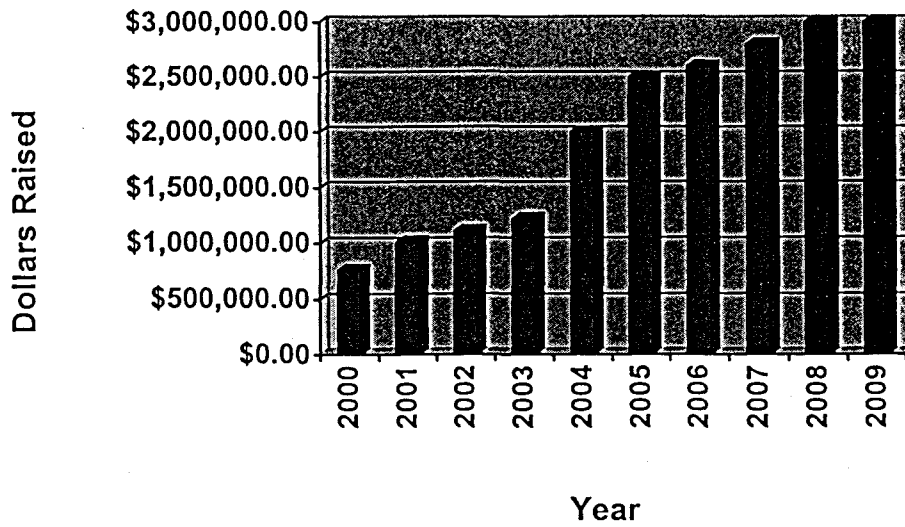
FOR A \$20 MILLION CAMPAIGN

<i>Number of Gifts</i>	<i>Size of Gift</i>	<i>Total</i>
1 gift	\$3,000,000	\$3,000,000
2 gifts	1,000,000	2,000,000
4 gifts	500,000	2,000,000
10 gifts	250,000	2,500,000
20 gifts	100,000	2,000,000
60 gifts	50,000	3,000,000
50 gifts	25,000	1,250,000
100 gifts	10,000	1,000,000
300 gifts	5,000	1,500,000
Other gifts		1,750,000
		\$20,000,000

The next table graphs the number of gifts and the amounts required to raise \$20 million.



**Eastern Connecticut State University
Ten Year Campaign**



If this campaign were to take place, the timing of the campaign would be in the last seven years. Campaign totals do not include eligible state matching dollars. It is anticipated that most leadership and major gift donors would pledge their payments over three-five years, with the additional years available for campaign financial clean-up.

<u>Fiscal Year</u>	<u>Dollars Raised by Year</u>
2000	\$760,000
2001	\$1,010,000
2002	\$1,111,000
2003	\$1,219,000
2004	\$2,000,000
2005	\$2,500,000
2006	\$2,600,000
2007	\$2,800,000
2008	\$3,000,000
2009	\$3,000,000
	\$20,000,000

2. What are the key themes of Eastern's development program and how are cases evolving to gain support for these themes?

Over the past decade, Eastern has laid the groundwork for additional support from individuals, corporations, and foundations, not only in Connecticut, but from other regions. We have developed and increased relationships and initiated several collaborative and partnership efforts with other organizations and businesses. We began alumni chapters in Sri Lanka and the United Arab Emirates, and stepped up international recruiting efforts. Our faculty have lectured nationally and internationally, and, through their respective associations with others have developed student internship and outreach programs far beyond the region of Eastern Connecticut.

Eastern's student body now reaches statewide, nationally, and to nearly forty countries. Active student internship and cooperative programs have successfully placed our students with numerous companies, forging ongoing strong relationships. The president has visited several countries, initiating numerous opportunities for exchange and collaborative programs.

Approximately 92 percent of Eastern alumni remain in the state upon graduation. Our alumni are successfully employed in a variety of capacities regionally, nationally, and internationally. Time and time again, alumni surveys demonstrate satisfaction with the university and how the university was instrumental in alumni success.

As we all know, positive and expanded relationships and stewardship play an increasing role in the university's ability to extend and increase its fund raising efforts.

KEY THEMES

In this section, we specifically name five related themes, all of which tie-in with the university's mission and the CSU vital few goal in respect to increased fund raising activity.

1. The Fund for a New Century

"The Fund for a New Century" will be Eastern's overall key theme during the duration of the campaign. The Fund for a New Century is a special challenge program to raise funds for Endowment at Eastern, and to utilize the opportunities presented by the state matching challenge.

Naming opportunities have been defined in the following current and projected facilities on campus:

J. Eugene Smith Library
Fine Arts Instructional Center
Science Instructional Center
Early Childhood and Family Resource Center
Baseball Complex
Residential Life facilities

Within the J. Eugene Smith Library, for example, seven rooms and areas have already been named through leadership and major gifts either paid outright or over a period of three to five years.

Further success was achieved through the Associates Campaign, an endowment campaign designed to solicit support from smaller donations for endowment purposes. Over \$23,000 in endowment support has been raised through this campaign thus far.

Within the Baseball complex, the scoreboard was named and all thirty outfield signs sold, bringing in revenue targeted for endowment purposes. The Zittel Family Club Section was named, thanks to the support of a six-figure bequest by a recent friend of the university.

In addition, opportunities for support have been identified for the following:

Special Needs: Eastern is constantly in need of new and/or additional computer and campus-wide equipment. Our technologically-oriented society mandates the purchase and maintenance of up-to-date computer hardware and software, laboratory resources, and other instructional materials. Eastern intends to make every effort to keep abreast of the instructional potential within developing technologies, and to partner with businesses and other entities in these endeavors.

General Unrestricted Endowment: Endowments that are not restricted to specific uses are crucial to the quality of education provided by the University. Unrestricted Endowment funds can be applied to educational field trips, lectures, faculty and student seminars, faculty resources, equipment resources, special library resources, community outreach programs, and overall Annual Fund operations to name only a few of the many areas that will benefit by support to general endowment.

2. Building Dreams....thanks to you!

The Annual Fund must be strong as we enter a major gift effort, and must emerge even stronger after the major gift effort is over. In order to sustain a strong Annual Fund, the Annual Fund theme will be present throughout the major gift effort. Case statements will reflect the need for annual operating support to support library and educational programs, laboratory resources, student enrichment programs, and support to academic divisions and departments.

Introduced several years ago, **The Tower Society** is a gift club that recognizes leadership and major gifts. Initially designed to lead into a major gift campaign, the Tower Society has assisted in identifying major gift prospects, thus adding to our prospect pool.

3. The Campaign for Future Generations

Using this theme, Eastern's alumni, in particular, will be targeted to "give back" to their alma mater through scholarship support and, by doing so, assist the generations of students that followed them.

4. The Heritage Society

The Heritage Society is a bequest and planned giving society, which encourages gifts from a targeted population of alumni and friends of the university. Members of the Heritage Society have named Eastern in their respective wills and have included Eastern as part of their respective estate plans.

To increase membership in the Heritage Society, Eastern is currently studying strategies to achieve this goal. Such vehicles will include planned giving brochures and newsletters, the effective use of volunteers, and targeting populations, including the "baby boomer" generation.

5. The Arts, Sciences, and Early Childhood/Family Education

As Eastern works toward its mission of Connecticut's Liberal Arts Institution, new facilities will be critical to achieving this goal. Eastern has strong academic programs in all of these areas. Through numerous outreach, partnering, and collaborative efforts, we believe we have a base of support upon which to grow.

We believe new facilities will help meet the academic mission. Concurrently, new facilities will strongly encourage others to become involved, and, in doing so, provide a prime opportunity to increase our fund raising resources.

While much thought has gone into the development of these themes, and in matching Eastern's strengths and strategic planning (vital few goal) to these themes, the Office of Institutional Advancement will need to work more closely with others in order to develop these themes during the initial silent phase in the first three years.

3. What are the key activities that will be undertaken to develop prospects and raise funds?

The following key activities will be essential to developing prospects and raising funds:

- The identification of and securing of major gifts, including planned gifts
- Sustaining and growing a strong Annual Fund
- The effective use of volunteers
- Ongoing stewardship
- Enhance marketing and public relations efforts

Each of the following goals must be viewed long-term, with goals, strategies, and activities as part of strategic planning. Ongoing evaluation, at least on a yearly basis will be important throughout the entire ten-year plan. Adjustments will need to be made, where needed, in order to fulfill the proposed ten-year goals.

The Annual Fund will build the basis of support for all major gift activity. Planned giving will be an integral part of major gift development.

An expanded Advancement staff will be critical to the growth of all fund raising for the university. In our Three-Year Plan, we built in the high-level position of Associate Vice President for Institutional Advancement. We see this position as critical to major and planned gift development.

In addition, clerical assistance in the Institutional Advancement office will be imperative, as will be on-site staff to support the alumni/development Banner module. Banner is a wonderful source of our data, but, we must be able to expand its use as we expand our goals over the duration of this plan.

As is our current practice, Eastern will continue to review the feasibility of further naming buildings and spaces within the buildings. Revenue from these kinds of programs will be critical to building our endowment.

The identification of prospects is a key component in all aspects of the development program. Once we have identified and utilized additional components of Banner, we will be ready to include prospect screening through internal and external methods. The prospect management tool within Banner will be managed by the proposed Associate Vice President for Institutional Advancement as part of the major gift effort.

Individual research conducted by a prospect researcher in the Institutional Advancement Office is the ideal in terms of identifying the best prospects. A trained researcher, using today's technology, such as Banner and other data bases such as Lexus/Nexus will provide invaluable information about prospects and their areas of interest.

Prospect screening through external means will also be extremely beneficial in the future. This kind of screening will greatly assist in the research process, providing information regarding a prospect's capabilities and areas of interest.

The process of identifying who are potential prospects serves many purposes. By identifying the best prospects, as defined by established criteria, focus is given to these efforts. Beyond the obvious prospects, such as alumni, parents of current students/graduates and the respective boards, there are several other constituencies to be considered, such as corporations, foundations, faculty and staff, emeritus faculty, local businesses, and current students, in some cases.

Cultivating a prospect's interest takes time and is a critical and necessary step that assists in securing a gift. Personal visits by a volunteer and staff are often the best form of cultivation. In addition, an invitation to events, on campus and off, is necessary to help sustain an active level of involvement by the prospect. Also, consistent communication through written publications from the institution, volunteers, and assigned staff plays a role in the cultivation of the prospect by keeping them connected and in touch with the mission of the university.

Once identified, it is then key for the president, university development staff, members of the president's staff, and others, working with the volunteers to spend the required time with prospects. Eastern intends to have 150 prospects (based on level of potential) on their prospect list at any given time.

In a growing development program, it is essential to build the respective boards in the process, continually identifying new volunteers and ways to get and keep them involved with the university. While the operating side of a development program must be the responsibility of the staff, it is essential that major fund raising efforts be volunteer-driven. Volunteers must be properly cultivated and must be aware of the responsibilities to be placed upon them, particularly with fund raising and with staff, in making asks for major gifts to the university. It is imperative that each volunteer makes his or her own gift at the highest level possible, prior to asking for support from others.

The proper use of volunteer time, including alumni, will make the difference between a mediocre and a growing and vital Annual Fund/major gift program.

GOALS/STRATEGIES/ACTIVITIES

A. MAJOR GIFTS (Individual, including Alumni and Friends, Corporation, Foundations, collaborative ventures)

GOAL Increase all leadership and major gifts

Strategy/Activity

- Utilize the state matching opportunity in solicitations
- Utilize all opportunities for investment growth
- Alumni endowment funds move into Foundation
- Conduct campaign for endowment purposes
- The use of planned giving to achieve goals
- Develop specific plans to reach strategies, targeted visits
- Strengthen volunteer committee development
- Increase staff to reach major gift goals
- Use of prospect research vehicles
- Staff for Banner data base management
- Naming opportunities on campus
- Growth of the Foundation and Alumni boards
- Efficient use of President's time in all fund raising activity
- Ongoing stewardship with all constituencies
- Expansion of Reunion giving opportunities
- Increase grant proposals/awards
- Phonathons, special events to build support
- Schedule of targeted visits for assigned prospects
- Efficient and effective use of volunteer time
- Parent giving program as feasible

B. SUSTAINING and GROWING A STRONG ANNUAL FUND
(Individual, including Alumni, Corporate, Foundations)

GOAL To consistently increase the Annual Fund in order to build strength for major gift activity

Strategy/Activity

- Develop a schedule of targeted visits and assignments
- Continue to strengthen opportunities for volunteer and committee work
- Further develop use of Banner to target markets
- Use of the senior class gift to build Alumni support
- Increase special events goals, including Fun*Ding
- Expanded staffing
- Further expand the Foundation board development committee
- Further expand Alumni annual fund activity
- Increase Alumni dues program
- Increase use of phonathons, including in-house
- Increased parent activity through use of Student Banner component
- Parent giving from first-year student to Alumni parent

C. THE EFFECTIVE USE OF VOLUNTEERS

GOAL To grow all volunteer efforts (Alumni, Parents, Friends)

Strategy/Activity

- Expand Foundation and Alumni boards to reflect fund raising goals
- Identify future officers/directors to move forward
- Expanded staffing to work with volunteers
- Increase diversity/demographics among boards, where possible
- Work with Executive Committees to achieve goals
- Development of Nominating Committee
- Review by-laws and change; adapt all policies, where needed
- Conduct strategic planning with boards to achieve goals

D. ONGOING STEWARDSHIP

GOAL Promote Stewardship among donors, prospective donors, and all friends/constituents of the university

Strategy/Activity

- Develop and sustain a prospect pool of 150 prospects at all times
- Expanded staffing to work with growing prospect pool
- Expanded Homecoming/Reunion activity
- Establish schedule for visits/contact
- Work with Foundation, Alumni boards and their respective development committees to pair with donors
- Active Alumni Chapter stewardship activities
- Ongoing evaluation/adjustments to strategies/activities

E. ENHANCE MARKETING/PUBLIC RELATIONS EFFORTS

GOAL Enhance the university's image to assist with all fund raising

Strategies/Activity

- Review respective publications with University Relations staff
- Review marketing/publicity opportunities with University Relations
- Develop image plans with University Relations
- Design case statement publications that enhance all fund raising activity
- Use of planned giving materials to prospective audiences
- Develop brochures to assist with major/planned gifts/state match
- Enhanced Annual Fund brochures
- Include endowment/planned giving/Annual Fund promotions within current publications, such as President's Annual Report to Donors, Alumni News, Envoy.

4. What are the required staff and budget needed to accomplish our plan?

In this section are detailed budget estimates containing the personnel and operating funds needed to achieve the goal of raising \$20 million by 2009.

First, it should be understood that Eastern has been under-funded by more than \$1 million annually. Although the CSU System Office has tried to address this problem in part, its efforts have still left Eastern in a fiscally constrained situation. As stated in my March 9, 1999 letter to Chancellor Cibes, in a four-year period, Eastern failed to benefit from over \$7 million it was due. Because of this and previous under-funding, it now is not possible to say that institutional reserves can provide the money to hire the needed staff and to cover the necessary operating costs. On the other hand, we have delayed in the past and are continuing to delay filling positions as a means to reduce the draw down of reserve funds. A large number of non-instructional positions have been kept vacant as well, though approved in the Spending Plans. This has helped us increase our reserve to help cover the following commitments:

1. \$1,600,000 for faculty provided by the CSU System Office. Eastern must assume this responsibility FY 01.
2. Have \$725,000 in escrow for a parking garage that must be built in FY 01, if construction of the Fine Arts building, Early Childhood building, and Student Center is not to be delayed. Also, three existing parking lots will be eliminated by the construction.
3. Cover for the loss of enrollment when High Rise is renovated. This means losing 262 students during the renovation.
4. Increased student enrollment continues to entail hiring faculty to meet the part-time faculty ratios as dictated by the AAUP Collective Bargaining Agreement. It should be understood that other non-teaching staff had to be hired as well because of greater student numbers. Further, we now must fill positions we have kept vacant in order to keep our personnel costs down and increase funds to meet the Board of Trustee five (5) percent mandate.

To cover the personnel and operating funds associated with raising the \$20 million, I suggest that the CSU System Office provide Eastern with \$1 million over a three-year period. This would be in lieu of the \$7 plus million that Eastern should have received.

The \$1 million could be forthcoming by allowing Eastern to cover \$1 million of the \$1.6 million due in FY 01. We would cover the \$200,000 the next fiscal year and cover the entire amount thereafter.

Another suggestion is that the CSU System Office provide the \$725,000 for the parking garage escrow account. The remaining \$275,000 would be provided by allowing Eastern to assume responsibility for the full cost of its teaching personnel.

With either approach, Eastern would consider that it has been paid in full. I trust that one of these approaches- or some other arrangement- will be found acceptable. It will enable Eastern to hire staff; provide operating funds; and cover the cost of the needs (specific staffing needs and more specific operating needs) antecedent to a capital campaign. As a result of this, the specific staffing needs will be identified along with the more specific operating needs. Funds from Eastern's reserves and/or this request will be included in Eastern's Spending Plan, beginning in FY 01. Otherwise, we simply do not believe it will be possible to hire staff and cover the operating expenses in a timely manner.

We anticipate that the costs of personnel and operating funds to raise \$20 million will come to approximately 30 percent over time. In the initial years, however, the percentage will be higher because of start-up needs and the necessity to complete a needs assessment and other activities required during the first several years.

.....

The current development staff consists of the following individuals:

Vice President for Institutional Advancement
Development Officer
Development Specialist (2)
Administrative Assistant to the Vice President
Major Gift Officer (a temporary position provides 50% to major gift work)
University Assistant (2 part-time at 19 hours per week)
Bookkeeper (part-time at 9 hours per week)

We propose that new hiring focus on the following areas:

- MAJOR GIFTS
- PLANNED GIFTS
- ANNUAL FUND
- EXPANDED USE OF VOLUNTEERS

Associate Vice President for Institutional Advancement

The Associate Vice President will work with the Vice President on all major gift/planned giving activity. This position will also work closely with all volunteer groups.

Director of Annual/Capital Gifts

The Director of Annual/Capital Gifts will work to ensure a strong Annual Fund, while assisting in the ongoing identification of major gift opportunities.

Director of Corporate/Foundation Relations

This position will work closely with the Vice President and Associate Vice President to identify corporate and foundation sources primarily for major giving opportunities. Grant writing will be a significant responsibility of this individual.

Prospect Researcher

This position will work with the Associate Vice President and Director of Annual/Capital Gifts to identify prospects and conduct prospect research. The identification of potential grants will be a significant aspect of this position.

User Support Specialist

Data Entry Assistant

A development office must have the appropriate systems information staff, dedicated solely to advancement purposes.

Support Staff

In order to support the development administrators, the addition of support and clerical staff will be essential to assist all new initiatives.

In addition, we will need the following University Relations positions to support development efforts:

Assistant to the Director/Photography

Writer/Special Events Assistant

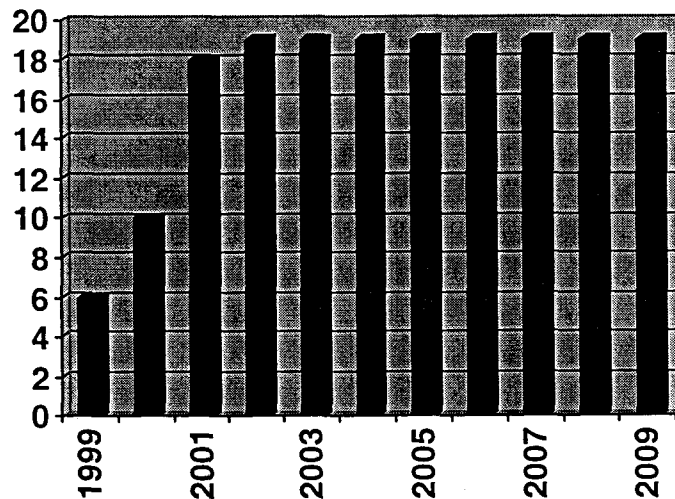
Web Page Development Assistant

A comprehensive approach to fund raising will require the hiring of professionals with specific and specialized knowledge in fund raising. Support staff are needed to enhance all fund raising efforts. Working as a team, these individuals will enable us to be comprehensive in our approach.

It should be understood that other individuals will need to be hired as our needs become clearer as a result of a comprehensive review and assessment.

Below is a chart demonstrating what Eastern believes is the required development staffing to engage in a \$20,000,000 campaign:

**Development Staff Needs at Eastern
1999-2009**



On the next two pages, we have included examples of staffing at some of our peer institutions, as well as the gifts obtained.

**LISTING OF DEVELOPMENT ACTIVITIES,
PEER INSTITUTIONS**

NAME	Salem State College
LOCATION	Salem, Massachusetts
FULL TIME STUDENTS	9,558
ALUMNI	30,000
FOUNDED	1854
YEAR DEVELOPMENT BEGAN	Late 1970's through Alumni Assoc.
TOTAL ANNUAL GIVING	\$813,449 (1998)
AVERAGE GIFT	\$30.00 to \$50.00
LARGEST GIFT	\$250,000 spread over five years
FTE STAFF	9
NAME	Truman State University
LOCATION	Kirksville, Missouri
FULL TIME STUDENTS	6,261
ALUMNI	45,000
FOUNDED	1867
YEAR DEVELOPMENT BEGAN	1982
TOTAL ANNUAL GIVING	\$1.8 million in gifts (\$1.16 million in unplanned gifts) (1998)
AVERAGE GIFT	\$72.00 – annual fund
LARGEST GIFT	\$1 million- planned gifts from emeritus
FTE STAFF	16
NAME	Framingham State University
LOCATION	Framingham, Massachusetts
FULL TIME STUDENTS	5,160
ALUMNI	18,000
FOUNDED	1839
YEAR DEVELOPMENT BEGAN	Annual Giving Office began 1994-95
TOTAL ANNUAL GIVING	\$70,000 – 100,000
AVERAGE GIFT	\$25-\$50
LARGEST GIFT	Telephone calling - \$2500 Bequest - \$750,000 in 1997
FTE STAFF	1 PT Staff Person 30-35 hrs./wk. + work study students (Alumni Office also exists) President and Vice President are also committed to doing fund-raising

NAME	<u>Bridgewater State University</u>
LOCATION	Bridgewater, Massachusetts
FULL TIME STUDENTS	8,711
ALUMNI	30,000
FOUNDED	1840
YEAR DEVELOPMENT BEGAN	Alumni Program began in 1950's-limited fund-raising 1987 Foundation created 1994 1 st VP for Institutional Advancement hired and serious fund raising began
TOTAL ANNUAL GIVING	Last year – \$1.2 million + \$320,000 in matching gifts from the state
AVERAGE GIFT	\$40.00 - \$80.00
LARGEST GIFT	\$1 million
FTE STAFF	5 Professional Staff

NAME	<u>Winthrop College</u>
LOCATION	Rock Hill, South Carolina
FULL TIME STUDENTS	5,402
ALUMNI	40,000
FOUNDED	1886
YEAR DEVELOPMENT BEGAN	1986
TOTAL ANNUAL GIVING	\$763,821 (98-99)
AVERAGE GIFT	Not Available
LARGEST GIFT	\$1.3 million this year – single donation
FTE STAFF	11 (9 Development, 2 UA)

In comparison, Eastern's data appear below:

NAME	<u>Eastern Connecticut State University</u>
LOCATION	Willimantic, Connecticut
FULL TIME STUDENTS	3,428 (FT)
ALUMNI	19,000
FOUNDED	1889
YEAR DEVELOPMENT BEGAN	Foundation began in 1971, limited fund raising until early 1990s
TOTAL ANNUAL GIVING	\$645,000 (98-99) through Foundation-dependent on final audit review
AVERAGE GIFT	\$40 for alumni
LARGEST GIFT	\$120,000 bequest; \$100,000 Davis grant, \$90,000 SNET grant
FTE STAFF	4 ft development, plus ½ temp. position

Beginning on Page 26 are the templates depicting estimated staff and budget needed to accomplish our plan.

5. What do we expect from the Board of Trustees and CSU System Office to support our development work at Eastern?

The Grenzenbach Glier report was very clear on defining the needs of a growing development program at the CSU-related universities. Of particular assistance in this report, was the recognition that technology is crucial to all development efforts and must be put into place at the respective universities. Banner will help us achieve the technical needs; however, now the required support of the technical and other needs vital to a growing development program is essential in order to utilize the software to full capacity.

It is commendable that the CSU system recognizes the necessity to move forward with an aggressive, forward-thinking development program at each of the universities. It is also commendable that the CSU system realizes that at Eastern, for these efforts to be successful, essential support by the system is required.

In order for the president to spend a minimum of 30% of his time on fund raising activity, adjustments to current time restrictions must be made. This will require careful deliberation so that the president is relieved of numerous functions and obligations in order to devote more time to fund raising.

In any fund raising effort, the Trustees are excellent sources of identifying potential volunteers, prospects, and donors for any of the campuses. We welcome their support.

The CSU System and the Trustees can be invaluable in many ways as we continue to strive to meet our fund raising goals. We look forward to their continued assistance.

The next eleven pages contain the requested templates which identify staffing and expenses needed to proceed with a successful major gift campaign.

In conclusion, we are confident that we can achieve the \$20 million goal, and perhaps more, with the required staffing, operating funds, and space in which to house development and university relations personnel. We accept the challenge and look forward to continuing the journey to achieve success.

Development Expenses for Eastern Connecticut State University

Personnel (list by position)	1998-99		Primary Responsibility	Percent Of Time
	Salary (only portion for development)	Fringes		
Fund-raising only				
1) VP for Advancement	\$50,000	\$15,000	Adm/Dev.	50% Dev.
2) Development Officer	\$31,000	\$9,300	Adm/Dev.	50% Dev.
3) *Major Gift Officer	\$14,100	\$4,230	Alumni/Dev.	30% Dev.
4) Development Specialist	\$20,000	\$6,000	Dev and Support	50% Dev.
etc. Development Specialist	\$21,500	\$6,450	Dev and Banner	50% Dev.
Administrative Assistant	\$27,267	\$8,180	Adm/Dev.	75% Dev.
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising)				
1) President				
2) Graphic Design Specialist	\$9,600	\$2,880	University Publication Design	30%
3) etc.				
Total Personnel Costs:	\$173,467	\$52,040		
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Prospect Research				
Events				
Publications	\$6,000			
Mailing	\$3,700			
Travel & Entertainment	\$11,000			
Office Expense	\$13,406			
Consultant Costs				
Other outsourced functions:				
Other: (detail) OE	\$34,106			
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):				
Computer Development	\$3,912			
Total Other Expenses:				
Total Development Expenses:	\$263,525			
Total Fund-Raising Goal:	\$609,000 **			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations	\$8,250			
Public Relations	\$3,610			
etc.				
* temporary position				
** Actual \$645,000, dependent on audit review				

Development Expenses for Eastern Connecticut State University

	1999-2000			
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility	Percent Of Time
Fund-raising only				
Total for Last Year's Positions continued:				
New Positions this year				
1) Associate Vice President	\$72,000	\$21,600	Major/Planned Giving	75%
2) Director of Annual/CAP Gifts	\$56,000	\$16,800	Dev and Alum Gift	100%
3) Secretary	\$37,000	\$11,110	Support Dev.	100%
etc. University Assistant	\$16,150		Support Dev.	100%
Total for Last Year's partial positions continued:	\$173,467	\$52,040		
New Personnel this year in other activities who work part-time in fund-raising:				
1)				
2)				
etc.				
Total Personnel Costs:	\$354,617	\$101,550		
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Total OE from prior year continuing:				
New OE this year (detail below)				
OE	\$7,500	(Proposed)		
Equipment	\$17,400	(Proposed)		
Total partial OE from other activities from prior year continuing:				
Total OE from other activities related to fund-raising, new this year:	\$44,106	(Actual)		
Needs Assessment	\$75,000			
Total Other Expenses:	\$144,006			
Total Development Expenses:	\$600,173	(Proposed)		
Total Fund-Raising Goal:	\$760,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations	\$8,663			
Public Relations	\$15,409			
etc.				

Development Expenses for Eastern Connecticut State University

Personnel (list by position)	2000-2001		Primary Responsibility	Percent Of Time
	Salary (only portion for development)	Fringes		
Fund-raising only				
Total for Last Year's Positions continued:				
New Positions this year				
1) Director, Corporate/Fnd Relations	\$53,000	\$15,900	Dev and Grants	100%
2) Prospect Researcher	\$44,000	\$13,200	Prospect Resarch/Grants	100%
3) User Support Specialist	\$48,000	\$14,400		100%
4) Secretary	\$38,000	\$11,400	Support Dev	100%
5) Data Entry	\$32,500	\$9,750		100%
etc. University Assistant	\$19,760		Dev. Writer	100%
Total for Last Year's partial positions continued:	\$354,617	\$101,550		
New Personnel this year in other activities who work part-time in fund-raising:				
Assistant to Director/Photo	\$6,800	\$2,040		20%
Writer/Special Events Assistant	\$7,000	\$2,100		20%
Total Personnel Costs:	\$603,677	\$170,340		
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Total OE from prior year continuing:				
New OE this year (detail below)	\$70,000	(Proposed)		
Computer Equipment	\$25,000	(Proposed)		
Publications				
Mailing				
Traveling				
Office Expense	\$23,000			
Total partial OE from other activities from prior year continuing:				
Total OE from other activities related to fund-raising, new this year:				
Phonathon				
Prospect Research				
Total Other Expenses:	\$118,000			
Total Development Expenses:	\$892,017			
Total Fund-Raising Goal:	\$1,010,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations	\$9,096			
Public Relations	\$15,717			
etc.				

Development Expenses for Eastern Connecticut State University

Personnel (list by position)	2001-2002		Primary Responsibility	Percent Of Time
	Salary (only portion for development)	Fringes		
Fund-raising only				
Total for Last Year's Positions continued:				
New Positions this year				
1) Secretary	\$37,000	\$11,000		100%
2)				
3)				
etc.				
Total for Last Year's partial positions continued:	\$603,677	\$170,340		
New Personnel this year in other activities who work part-time in fund-raising:				
1) Web Page Development Assistant	\$8,000	\$2,400		\$20%
2)				
etc.				
Total Personnel Costs:	\$648,677	\$183,740		
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Total OE from prior year continuing:				
New OE this year (detail below)	\$81,250	(Proposed)	For Better outreach and solicitation to donors	
Computer Equipment	\$12,500			
Publications				
Mailing				
Traveling				
Office Expense	\$8,500			
Total partial OE from other activities from prior year continuing:				
Total OE from other activities related to fund-raising, new this year:				
Total Other Expenses:	\$102,250			
Total Development Expenses:	\$934,667			
Total Fund-Raising Goal:	\$1,111,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations	\$9,551			
Public Relations	\$16,031			
etc.				

Development Expenses for Eastern Connecticut State University

2002-2003				
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility	Percent Of Time
Fund-raising only				
1) VP for Advancement				75% Dev.
2) Associate VP for Advancement				100% Dev.
3) Development Officer				75% Dev.
4) Director, Annual/Capital Gifts				100% Dev.
5) Director, Corporate/Foundation Relations				100% Dev.
6) Development Specialist				75% Dev.
7) Development Specialist				75% Dev.
8) Prospect Researcher				100% Dev.
9) Administrative Assistant				75% Dev.
10) User Support Specialist				100% Dev.
11) Secretary II				100% Dev.
12) Secretary II				100% Dev.
13) Secretary II				100% Dev.
14) Data Entry Assistant				100% Dev.
15) University Assistant (19 Hours)				100% Dev.
16) University Assistant (19 Hours)				100% Dev.
17) Assistant to Director/Photo				20% Dev.
18) Writer/Special Events Assistant				20% Dev.
19) Web Page Development Assistant				20% Dev.
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising				
1) President				30%
2) Graphic Design Specialist				
3) etc.				
Total Personnel Costs:				
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Prospect Research				
Events				
Publications				
Mailing				
Travel & Entertainment				
Office Expense				
Consultant Costs				
Other outsourced functions:				
Other: (detail) OE				
Portion of Other Expenses In Other Activities Related to Fund- Raising (only fund-raising related):				
Computer Development				
Total Other Expenses:				
Total Development Expenses:				
Total Fund-Raising Goal:	\$1,219,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations				
Public Relations				
etc.				

Development Expenses for Eastern Connecticut State University

Personnel (list by position)	2003-2004		Primary Responsibility	Percent Of Time
	Salary (only portion for development)	Fringes		
Fund-raising only				
1) VP for Advancement				75% Dev.
2) Associate VP for Advancement				100% Dev.
3) Development Officer				75% Dev.
4) Director, Annual/Capital Gifts				100% Dev.
5) Director, Corporate/Foundation Relations				100% Dev.
6) Development Specialist				75% Dev.
7) Development Specialist				75% Dev.
8) Prospect Researcher				100% Dev.
9) Administrative Assistant				75% Dev.
10) User Support Specialist				100% Dev.
11) Secretary II				100% Dev.
12) Secretary II				100% Dev.
13) Secretary II				100% Dev.
14) Data Entry Assistant				100% Dev.
15) University Assistant (19 Hours)				100% Dev.
16) University Assistant (19 Hours)				100% Dev.
17) Assistant to Director/Photo				20% Dev.
18) Writer/Special Events Assistant				20% Dev.
19) Web Page Development Assistant				20% Dev.
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising)				
1) President				
2) Graphic Design Specialist				30%
3) etc.				
Total Personnel Costs:				
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Prospect Research				
Events				
Publications				
Mailing				
Travel & Entertainment				
Office Expense				
Consultant Costs				
Other outsourced functions:				
Other: (detail) OE				
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):				
Computer Development				
Total Other Expenses:				
Total Development Expenses:				
Total Fund-Raising Goal:	\$2,000,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations				
Public Relations				
etc.				

Development Expenses for Eastern Connecticut State University

2004-2005				
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility	Percent Of Time
Fund-raising only				
1) VP for Advancement				75% Dev.
2) Associate VP for Advancement				100% Dev.
3) Development Officer				75% Dev.
4) Director, Annual/Capital Gifts				100% Dev.
5) Director, Corporate/Foundation Relations				100% Dev.
6) Development Specialist				75% Dev.
7) Development Specialist				75% Dev.
8) Prospect Researcher				100% Dev.
9) Administrative Assistant				75% Dev.
10) User Support Specialist				100% Dev.
11) Secretary II				100% Dev.
12) Secretary II				100% Dev.
13) Secretary II				100% Dev.
14) Data Entry Assistant				100% Dev.
15) University Assistant (19 Hours)				100% Dev.
16) University Assistant (19 Hours)				100% Dev.
17) Assistant to Director/Photo				20% Dev.
18) Writer/Special Events Assistant				20% Dev.
19) Web Page Development Assistant				20% Dev.
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising				
1) President				
2) Graphic Design Specialist				30%
3) etc.				
Total Personnel Costs:				
Other Expenses				
(list by functional area)	Amount		Comments	
(non-personnel costs)				
(Fund-raising only)				
Prospect Research				
Events				
Publications				
Mailing				
Travel & Entertainment				
Office Expense				
Consultant Costs				
Other outsourced functions:				
Other: (detail) OE				
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):				
Computer Development				
Total Other Expenses:				
Total Development Expenses:				
Total Fund-Raising Goal:	\$2,500,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations				
Public Relations				
etc.				

Development Expenses for Eastern Connecticut State University

2005-2006				
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility	Percent Of Time
Fund-raising only				
1) VP for Advancement				75% Dev.
2) Associate VP for Advancement				100% Dev.
3) Development Officer				75% Dev.
4) Director, Annual/Capital Gifts				100% Dev.
5) Director, Corporate/Foundation Relations				100% Dev.
6) Development Specialist				75% Dev.
7) Development Specialist				75% Dev.
8) Prospect Researcher				100% Dev.
9) Administrative Assistant				75% Dev.
10) User Support Specialist				100% Dev.
11) Secretary II				100% Dev.
12) Secretary II				100% Dev.
13) Secretary II				100% Dev.
14) Data Entry Assistant				100% Dev.
15) University Assistant (19 Hours)				100% Dev.
16) University Assistant (19 Hours)				100% Dev.
17) Assistant to Director/Photo				20% Dev.
18) Writer/Special Events Assistant				20% Dev.
19) Web Page Development Assistant				20% Dev.
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising)				
1) President				
2) Graphic Design Specialist				30%
3) etc.				
Total Personnel Costs:				
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Prospect Research				
Events				
Publications				
Mailing				
Travel & Entertainment				
Office Expense				
Consultant Costs				
Other outsourced functions:				
Other: (detail) OE				
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):				
Computer Development				
Total Other Expenses:				
Total Development Expenses:				
Total Fund-Raising Goal:	\$2,600,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations				
Public Relations				
etc.				

Development Expenses for Eastern Connecticut State University

Personnel (list by position)	2006-2007		Primary Responsibility	Percent Of Time
	Salary (only portion for development)	Fringes		
Fund-raising only				
1) VP for Advancement				75% Dev.
2) Associate VP for Advancement				100% Dev.
3) Development Officer				75% Dev.
4) Director, Annual/Capital Gifts				100% Dev.
5) Director, Corporate/Foundation Relations				100% Dev.
6) Development Specialist				75% Dev.
7) Development Specialist				75% Dev.
8) Prospect Researcher				100% Dev.
9) Administrative Assistant				75% Dev.
10) User Support Specialist				100% Dev.
11) Secretary II				100% Dev.
12) Secretary II				100% Dev.
13) Secretary II				100% Dev.
14) Data Entry Assistant				100% Dev.
15) University Assistant (19 Hours)				100% Dev.
16) University Assistant (19 Hours)				100% Dev.
17) Assistant to Director/Photo				20% Dev.
18) Writer/Special Events Assistant				20% Dev.
19) Web Page Development Assistant				20% Dev.
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising)				
1) President				
2) Graphic Design Specialist				30%
3) etc.				
Total Personnel Costs:				
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Prospect Research				
Events				
Publications				
Mailing				
Travel & Entertainment				
Office Expense				
Consultant Costs				
Other outsourced functions:				
Other: (detail) OE				
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):				
Computer Development				
Total Other Expenses:				
Total Development Expenses:				
Total Fund-Raising Goal:	\$2,800,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations				
Public Relations				
etc.				

Development Expenses for Eastern Connecticut State University

2007-2008				
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility	Percent Of Time
Fund-raising only				
1) VP for Advancement				75% Dev.
2) Associate VP for Advancement				100% Dev.
3) Development Officer				75% Dev.
4) Director, Annual/Capital Gifts				100% Dev.
5) Director, Corporate/Foundation Relations				100% Dev.
6) Development Specialist				75% Dev.
7) Development Specialist				75% Dev.
8) Prospect Researcher				100% Dev.
9) Administrative Assistant				75% Dev.
10) User Support Specialist				100% Dev.
11) Secretary II				100% Dev.
12) Secretary II				100% Dev.
13) Secretary II				100% Dev.
14) Data Entry Assistant				100% Dev.
15) University Assistant (19 Hours)				100% Dev.
16) University Assistant (19 Hours)				100% Dev.
17) Assistant to Director/Photo				20% Dev.
18) Writer/Special Events Assistant				20% Dev.
19) Web Page Development Assistant				20% Dev.
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising)				
1) President				
2) Graphic Design Specialist				30%
3) etc.				
Total Personnel Costs:				
Other Expenses (list by functional area) (non-personnel costs)	Amount		Comments	
(Fund-raising only)				
Prospect Research				
Events				
Publications				
Mailing				
Travel & Entertainment				
Office Expense				
Consultant Costs				
Other outsourced functions:				
Other: (detail) OE				
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):				
Computer Development				
Total Other Expenses:				
Total Development Expenses:				
Total Fund-Raising Goal:	\$3,000,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations				
Public Relations				
etc.				

Development Expenses for Eastern Connecticut State University

2008-2009				
Personnel (list by position)	Salary (only portion for development)	Fringes	Primary Responsibility	Percent Of Time
Fund-raising only				
1) VP for Advancement				75% Dev.
2) Associate VP for Advancement				100% Dev.
3) Development Officer				75% Dev.
4) Director, Annual/Capital Gifts				100% Dev.
5) Director, Corporate/Foundation Relations				100% Dev.
6) Development Specialist				75% Dev.
7) Development Specialist				75% Dev.
8) Prospect Researcher				100% Dev.
9) Administrative Assistant				75% Dev.
10) User Support Specialist				100% Dev.
11) Secretary II				100% Dev.
12) Secretary II				100% Dev.
13) Secretary II				100% Dev.
14) Data Entry Assistant				100% Dev.
15) University Assistant (19 Hours)				100% Dev.
16) University Assistant (19 Hours)				100% Dev.
17) Assistant to Director/Photo				20% Dev.
18) Writer/Special Events Assistant				20% Dev.
19) Web Page Development Assistant				20% Dev.
Personnel in other activities who also perform fund-raising duties (here list only the portion of salary related to fund-raising)				
1) President				
2) Graphic Design Specialist				30%
3) etc.				
Total Personnel Costs:				
Other Expenses (list by functional area) (non-personnel costs)				
(Fund-raising only)				
Prospect Research				
Events				
Publications				
Mailing				
Travel & Entertainment				
Office Expense				
Consultant Costs				
Other outsourced functions:				
Other: (detail) OE				
Portion of Other Expenses in Other Activities Related to Fund- Raising (only fund-raising related):				
Computer Development				
Total Other Expenses:				
Total Development Expenses:				
Total Fund-Raising Goal:	\$3,000,000			
Total for other activities related to fund-raising:	PS	Fringe	Other Expenses	
Alumni Relations				
Public Relations				
etc.				

Naming Opportunities

Eastern Connecticut State University

The university greatly appreciates gifts of every amount. In addition to general giving, the opportunity exists for a building, facility, or special endowment to be named according to the wishes of the individual benefactor.

The university is pleased to offer the following named gift opportunities:

• Early Childhood and Family Resource Center	1,000,000
• Endowed Academic Chair	1,000,000
• Fine Arts Instructional Center	1,000,000
• Science Instructional Center	1,000,000
• Baseball Stadium	500,000
Within the Baseball Facility:	
Diamond (playing field)	150,000
Grandstands	100,000
Concourse/Main Gate Entryway	75,000
Press Box	25,000
• Clock Tower	500,000
• Admissions Building	250,000
• Residential Village	250,000 (per complex)

Naming Opportunities
Eastern Connecticut State University

• Within the J. Eugene Smith Library:	
Center for Instructional Technology	500,000
Community Conference Room	100,000
Conference Suite (460, 461)	100,000
Micro Lab 1 (107)	100,000
Micro Lab 11 (109)	100,000
Demo Class Room (436)	75,000
Interactive Lab (108)	75,000
Main Entry – Lobby (2 nd Level, includes Library Information Kiosk)	75,000
Main Entry – Lobby (1 st Level)	60,000
Archive Manuscript Room (466)	50,000
Library Meeting Room (417)	50,000
Publication/Production Room (420)	50,000
Reading Areas (Floors 1, 2, & 3)	50,000 (Each)
24-Hour Study Room (106)	50,000
Electronics Room (423)	25,000
Lounge Area (3 rd Floor)	25,000
Materials Examination Room (424)	25,000
Meeting Room (402)	25,000
Multi-Media Reserve Areas (242, 244)	25,000
Preview Rooms 1 (421) and 2 (422)	25,000 (Each)
Seminar Rooms (147, 266, 314, 315)	25,000 (Each)
Study Areas (some divided)	25,000 (Each)
Faculty Office 1 and 2 (425)	20,000 (Each)
Materials Examination Room (429)	20,000
Staff Office 1,2, and 3 (426) (427) (428)	20,000 (Each)
Newspaper/Periodical Reading Area (212)	15,000
Research Carrels (16, on 3 rd Floor)	15,000
Group Study Rooms (6)	10,000 (Each)
(One, 235, is a special group study to accommodate students with disabilities)	
Multimedia Storage (430)	5,000
Research Study Rooms (16)	5,000 (Each)

Naming Opportunities
Eastern Connecticut State University
Page 3

- **Equipment Endowment** 500,000
- **Within Charles R. Webb Hall:**
 - Deans' Suites (2) 110,000 (Each)
 - Academic Wings (1 per floor) 100,000 (Each)
 - Auditorium (Room 110) 100,000
 - Main Computer Lab (4th Floor) 100,000
 - Auxiliary Computer Labs (7) 50,000 (Each)
 - First Floor Classrooms 50,000
 - Language Learning Lab 50,000
 - Main Lobby 50,000
 - Upper Floor Classrooms 50,000
- **Endowed Named Scholarship** 100,000
- **Named Special Purpose Endowment** 100,000
 (Named Library Resource Endowment, Faculty Resource Endowment)
- **Socratic Plaza (outdoors)** 50,000
- **Academic Quadrant (between Library and Charles R. Webb Hall)** 50,000

The Annual Fund at Eastern Connecticut State University

Eastern on the Move

Eastern Connecticut State University is no longer one of Connecticut's best kept secrets. Our steadily-rising enrollment and expanding campus are proof that "the word is out!" People know about Eastern and its mission as Connecticut's public residential liberal arts university.

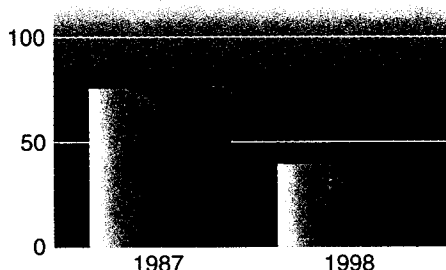
Hallmarked by its exceptional academic and extracurricular programs, state of the art facilities, a notably safe campus, and its commitment to diversity among students, faculty and staff, Eastern has become the jewel of the East.

We're extremely proud of our new campus library, two new residence halls, our new admissions center, and other improvements on the horizon. But at Eastern, student achievement really begins with our commitment to academic excellence. By promoting effective teaching and learning, we help students make successful transitions to college life.

The results are truly heartfelt, as each year an increasing number of graduates are rewarded with great jobs. These

Eastern Needs Your Assistance

Yes, we have had a great deal of construction on campus. But, please remember that these projects are funded by capital project funds. The operating appropriation from the state is now 37% of our actual operating costs, down from 75% in 1987.

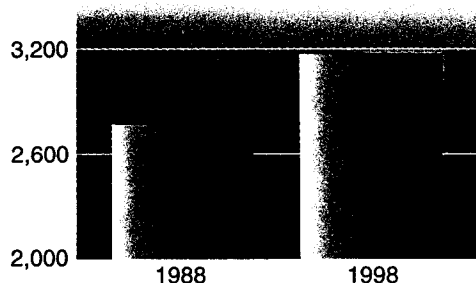


You can make the difference!

new alumni also take something very special with them — the knowledge of the positive effects of giving back to one's community that is part of Eastern's co-curricular experience. We firmly believe our graduates are equipped not only for career success, but also to make a better world, to really make a difference in society.

Total Full-Time Undergraduate Enrollment

While the operating appropriation has dropped significantly, enrollments at Eastern continue to climb at a dramatic pace.



The Annual Fund

The Eastern Connecticut State University's Annual Fund is the University's yearly program seeking unrestricted gifts to support the ongoing needs of the university. Many donors prefer to give to specific projects or programs, and only those students and faculty members benefit from those gifts. Annual Fund gifts are put to use across the entire campus, so that all students benefit from your generosity.

Pledges and Gifts

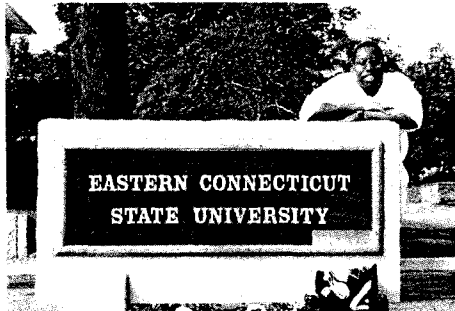
You are contacted by telephone and/or by mail each year. Pledges can be made toward the Annual Fund at anytime during the fiscal year, but need to be paid by the end of the fiscal year on June 30. You can make your gift immediately, whether it be by check, money order, VISA, MasterCard or transfer of stock.

Gifts to the Annual Fund benefit CURRENT Eastern programs by providing the resources that cannot be funded by state assistance, tuition or fees. Annual Fund gifts support library and educational supplies, laboratory resources, student enrichment programs, and support to academic divisions and departments.



A Special Message

"In my four years at Eastern, the campus has changed radically. I never imagined that a beautiful library would now stand where the old baseball field once was. I feel that it is thanks to the generosity of Eastern's donors that buildings like the new library are shooting up all over campus. With the extensive capabilities of the new facilities on campus, students are able to meet the high standards set forth by the faculty here at Eastern. There are more scholarships to apply for and several student facilities to enrich our college years. The help of past and future donations are quickly making Eastern Connecticut State University one of the nation's top-notch schools."



*Andrea H. Kelly
Accounting Major, Class of 2000*

Matching Gifts

Many employers sponsor matching gift programs that can double, or even triple, your contribution to Eastern. Please request a form from your personnel or public affairs office, and mail it with your contribution. If you have any questions regarding matching gifts, call Eastern's Office of Institutional Advancement at 860-465-5531.



Recognition of Your Support

All contributors to the Annual Fund are listed in the President's Annual Report. Leadership Gifts receive additional recognition through the following gift clubs:

Tower Society:	\$5,000 and above annually
<i>Platinum</i>	\$50,000 and higher
<i>Diamond</i>	\$25,000-\$49,999
<i>Gold</i>	\$15,000-\$24,999
<i>Silver</i>	\$10,000-\$14,999
<i>Bronze</i>	\$5,000-\$9,999
F.R. Noble Associates:	\$1,000-\$4,999 annually
The 1889 Society:	\$500-\$999 annually
The President's Circle:	\$300-\$499 annually
The Century Club:	\$100-\$299 annually



*Thank you for your
support and generosity*



Eastern Connecticut State University

Office of Institutional Advancement
192 High Street
Willimantic, CT 06226
860-465-5531
inst_adv2@ecu.ctstateu.edu