



Pennsylvania's State System for Higher Education

Charge for Donors/Alumni Relations/Foundations Working Group

November 12, 2020

Overview

The framework for the Working Groups (WG) includes:

- [Integrations Overall Charter](#) – Provides the purpose and organizational structure for the overall Integrations initiative, including Integration Guidelines with Guiding Principles.
- [Working Group Charter](#) – Defines the roles and responsibilities of the Working Groups and articulates the purpose, goals, principles, scope, roles, and deliverables with which the WGs are charged.
- Working Group Charge (this document) – Includes specific milestones, questions, and goals to be addressed by each WG specifically.

WG Deliverables and Timing

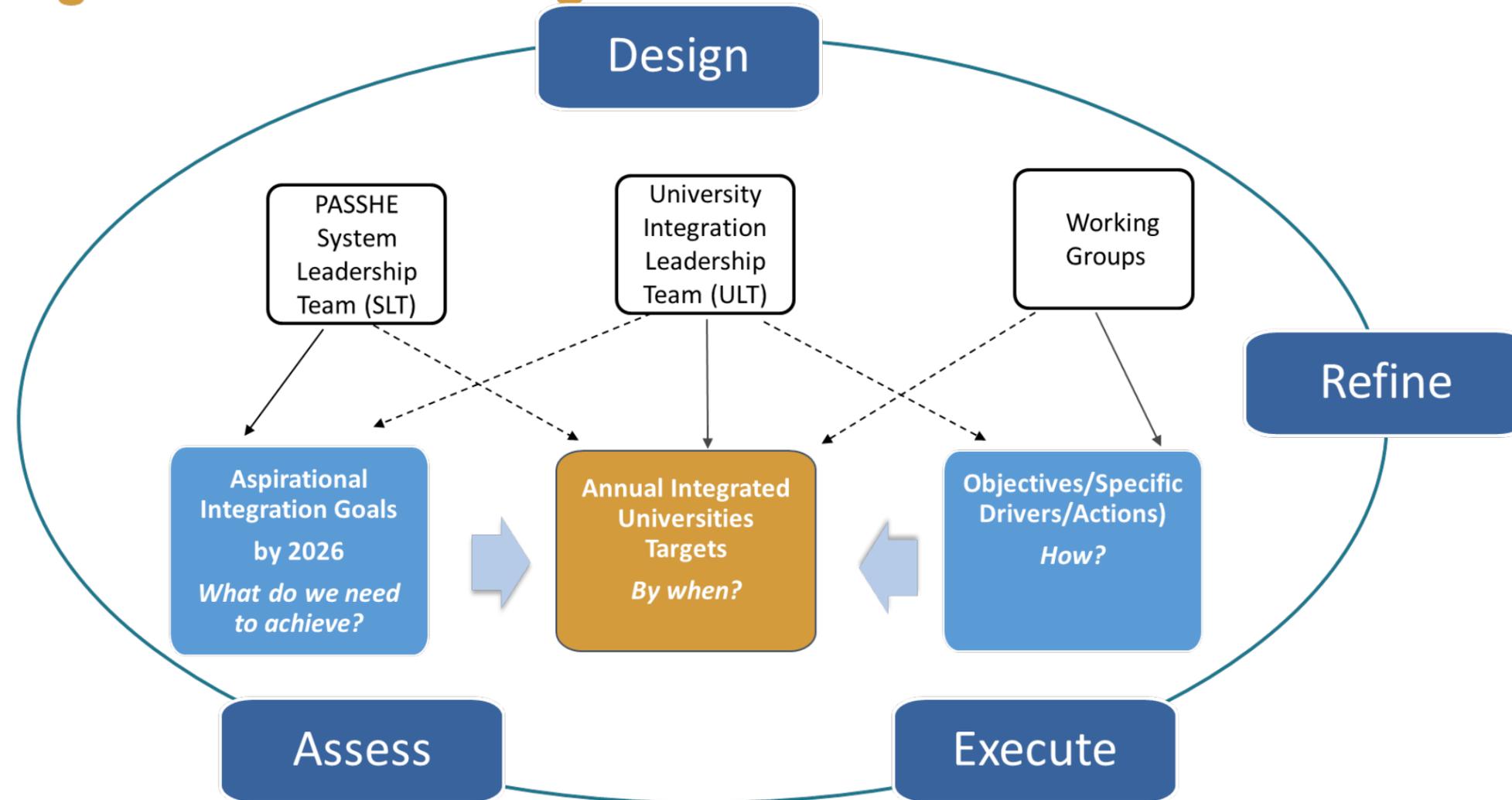
Timing	Deliverable	Details
11/18/20	Consultation Plan – Determine who to consult with, how, and how WG consultation aligns with initiative-level consultation	See <i>Consultation Plan template</i> provided on SharePoint.
12/4/20	Critical Path August 2022 – Confirm the critical path milestones and define the critical path steps and timing to meet critical path milestones for Fall 2022 (what must be done by August 2022 for successful launch and how long will it take)	See <i>Critical Path Milestones</i> and <i>Critical Path Steps template</i> provided on SharePoint.
12/11/20	Aspirational Goals and Annual Targets – Aspirational goals to accomplish by 2026, and define annual integrated institution targets to evaluate progress	See below and <i>Goals/Targets template</i> provided on SharePoint.
1/8/21	Priority 1 Questions (First Draft) – Use above to filter, prioritize, and develop draft recommendations for Priority 1 questions (i.e., key questions to define the future state) and accompanying organizational charts and impact analysis	See below, <i>Priority 1 Recommendations template</i> , and <i>Organizational Chart template</i> provided on SharePoint.
1/15/21	Priority 2 Considerations for 2022-2026 – Outline considerations for what can be done after August 2022 and how it can be sequenced (i.e., known prerequisites)	See below and <i>Priority 2 Considerations template</i> provided on SharePoint.
2/12/21	Priority 1 Questions (Second Draft) -- Update recommendations, incorporating feedback from Systems Leadership Team (SLT) on First Draft	See above.
3/12/21	Priority 1 Questions (Final Draft) – Update recommendations, incorporating feedback from SLT on Second Draft	See above.



Goal Setting

Related to the aspirational goals provided in the Integrations Initiative Charter, define annual integrated institution targets against which to evaluate progress.

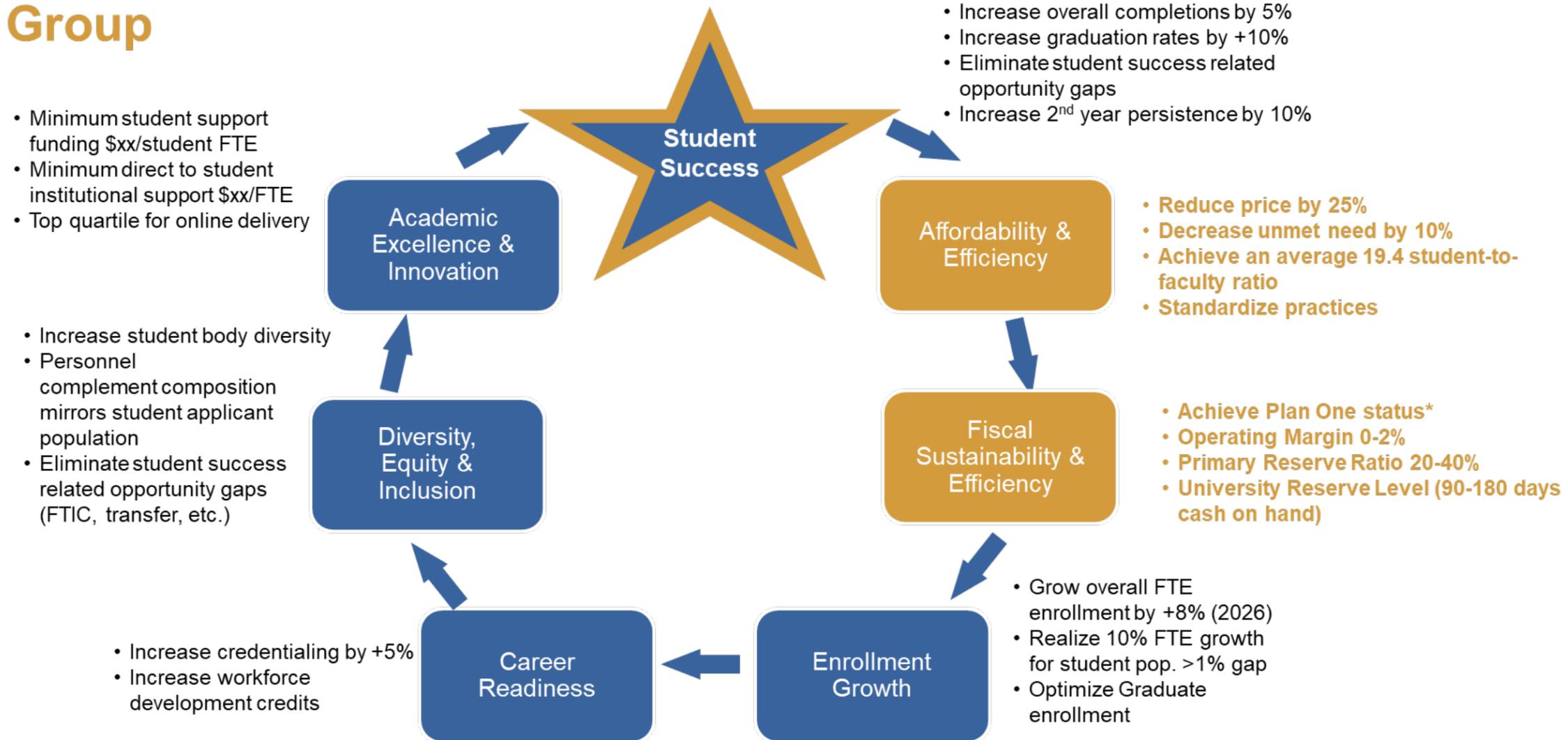
Integration Goal Setting Process





The overall aspirational integrations-level goals are included below and within the Integrations Initiative Charter. Address the highlighted goal(s) applicable to your WG.

Goals Relevant to Donors/Alumni Relations/Foundations Working Group





Integration Overarching Considerations

- What is the current resource inventory for the area (people, facilities, technology, policies)?
- What elements can be integrated into a singular structure for performing the necessary functions (and, as an exception, which require joint and concurrent delivery models)?
- What data do we have regarding existing functions in this area? What data will inform decisions?
- What are the qualitative considerations related to integrating this function?
- Have we kept the guiding principles, goals, and objectives in mind in our efforts?
- What input from other working groups is critical to forming alternatives and recommendations?

For Each Recommendation, Assess the Impacts

- People – Student, faculty, staff, governance (e.g., trustees, organizations) – individuals impacted by the change and any know required activities to support the change (classification, side letter changes, training etc.)
- Process – Policy, procedures, contracts, partnerships, etc., that support the current state which would have to be changed to support the recommendation
- Technology – Systems, support, applications that support the recommended changes and if any updates would be required
- Finance – Required funding to implement or lead to a cost savings
- Physical Assets – Physical assets (buildings) that would be impacted by recommendations
- Compliance and Legal – Federal, state, and local laws, regulations, and other requirements that would need to be changed to implement the recommendation
- Community – Known community stakeholders impacted by the recommendation
- Benefits – Anticipated benefits associated with the recommendation – linked to goals and objectives, if possible
- Risk – Known risks associated with implementation of the recommendation

Use the considerations and questions below to discuss, prioritize, and develop draft recommendations for Priority 1 questions to define the future state and impact analysis.

	High-Level Areas of Consideration	Questions to Inform Recommendations
Donors/Alumni Relations/Foundations Working Group	<ul style="list-style-type: none"> • Defining campus identity early is the most important and #1 factor for our ability to engage alumni and raise strategic resources <p><u>University Fundraising / Alumni Engagement (Resources, Processes, Logistics)</u></p> <ul style="list-style-type: none"> • Organizational structures for advancement services and donor relations • Integrated Fundraising efforts while still maintaining a campus identity/brand • Impact on fundraising efforts – current /future • Impact on existing deferred gifts (estate commitments, pledges, etc.) and combination of commitments • Inventory of current fundraising initiatives and priorities at each University and any potential fundraising 	<p><u>Priority 1 Questions – Critical Path (What design assumptions must be determined for the combined function/one University?)</u></p> <ol style="list-style-type: none"> 1. Review and assess the organizational structures at all three institutions for risk, effectiveness and efficiencies 2. Research and consider other centralized models with an awareness of alumni and donor impact 3. Assess potential of centralization of alumni and development staff, services and systems such as data base management, investment services, annual giving, prospect research and planned giving 4. Identify existing outsourced services and contracts in place that can be optimized for use on all three campuses 5. Review all three institution’s naming policies and identify any naming implications to review 6. Review donor agreements and identify restrictions 7. Determine any liability/risk associated with centralization and/or integration 8. Research and discuss the possibility of combining alumni and career service at all three institutions 9. Will resources (i.e., staff, budgets, technology, etc.) be university or foundation-based resources? <p><u>University Fundraising / Alumni Engagement (Resources, Processes, Logistics)</u></p> <ol style="list-style-type: none"> 1. What would an integrated organizational structure / staffing model for University fundraising, alumni engagement and data services look like? 2. What would integrated University fundraising, alumni engagement and data services staff responsibilities look like to maximize fundraising totals? 3. What existing fundraising, alumni engagement and data services staff expertise can be shared by each University in an integrated model? 4. What restrictions on naming exist within endowments and scholarship / funding agreements? 5. What liabilities exist and where is there potential for cost savings? 6. What other deadlines and time dependent issues need to be addressed by August 2022?



	High-Level Areas of Consideration	Questions to Inform Recommendations
	<p>initiatives and priorities at integrated entity</p> <ul style="list-style-type: none"> • Integrated alumni engagement efforts while still maintaining campus identity brand • Restrictions on donations for naming <p><u>Foundations / Alumni Associations</u></p> <ul style="list-style-type: none"> • Separate alumni associations while still maintaining a campus identity/brand • Foundation corporate structures • Retention of separate foundations or issues and timing for combination • Consider creation of combined foundation leaders council post-integration prior to or in lieu of combination • Endowment levels at each university foundation and endowment restrictions • Impact on foundation and alumni association bylaws • Issues related to foundations' real property and debt structures • Services/disciplines for consideration within this area 	<p><u>Foundations / Alumni Associations</u></p> <ol style="list-style-type: none"> 1. What capital assets are owned by existing foundations / alumni associations? Data not priority. 2. What liabilities exist and where is there potential for debt optimization? Data not priority. 3. What restrictions on naming exist within endowments and scholarship / funding agreements? 4. What is the impact on foundation bylaws (i.e., exist for the benefit of XX university?) 5. Are there other disciplines/areas that should be considered for inclusion within the advancement portfolio? 6. What other deadlines and time dependent issues need to be addressed by August 2022? <p><u>Priority 2 Considerations – Implementation Considerations and Any Known Prerequisites</u></p> <p><u>University Fundraising / Alumni Engagement (Resources, Processes, Logistics)</u></p> <ul style="list-style-type: none"> • Develop an integrated set of processes and procedures needed for the integrated entity • Recommend a volunteer structure that supports both integration and campus goals • Defining ratios of success for alumni relations and fundraising • Will separate alumni associations continue to exist while still maintaining a campus identity/brand? • How will fundraising efforts work while still maintaining a campus identity/brand? • How will existing alumni relations and advancement functions integrate? • What factors should be considered in evaluating whether it is possible/desirable to merge the existing foundations? • What will communications to donors look like both now to keep these constituencies engaged/get their buy-in and in the future? • Coordinate with Communications and Marketing Working Group to ensure consistency of narrative, while fleshing out the “stories” that will be a key component of our alumni and donor relations strategy? • What does existing fundraising and alumni engagement data look like for each university? How will it be enhanced? • What systems are used by University’s for fundraising and alumni engagement (databases, platform, etc.)? <p><u>Foundations / Alumni Associations</u></p> <ul style="list-style-type: none"> • Are separate alumni associations their own 501 (c) organizations and will they continue to exist while maintaining a campus identity/brand? • What input will the integrated institution have on the functioning of existing foundations (separate boards of 501(c) entities)? • What systems are used at foundations to manage endowments and the transfer of scholarships and other gifts to existing institutions? • Inventory future gift opportunities and needs? • What is the condition of existing foundation endowment data (donor records, restrictions, etc.)? • Keeping these entities informed and “bringing them along” as the integration process unfolds will be critical. Communications will be foundational to this. • Work with Communications and Marketing Working Group for alumni and donor communication strategy <p>Note: Alumni associations and foundation boards are to act as consulting bodies rather than members of the Working Group</p>