ETSU Annual Giving Operating Plan
2017-18
June 6, 2017

Executive Summary

This document establishes the plan and schedule for annual giving activities for East Tennessee State University. University Advancement developed this plan with the cooperation of the academic units and the Alumni Association.

Annual Giving Vision, Mission, Values, and Goals:

**Vision** – the Annual Giving Office will build and sustain a significant base of supporters, ensuring a continuing source of annual, expendable, and primarily unrestricted funding for the University.

**Mission** – we will acquire, upgrade, and renew contributors to the University, providing thoughtful and compelling case statements and acknowledge/communicate the impact of donors’ actions. We will also identify and cultivate future major and planned gift supporters and collaborate effectively with Advancement colleagues.

**Values** – we are guided by strong ethics (as reflected in University policy and the ETSU Core Values), by a high level of accountability, and by the pursuit of excellence.

Annual Giving Goals:

1. Develop, Document, and Communicate Consistent Practices:
   a. Benchmark with colleagues and aspirational peers
   b. Review/document procedures
   c. Develop methods to analyze data and target specific opportunities
   d. Develop a means to communicate with deans and other senior leaders

2. Increase Annual Giving by at least 10% in 2017-18

3. Increase Donor Participation:
   a. Analyze historical data and patterns
   b. Segment donor populations to prioritize and maximize effectiveness
   c. Reach out to constituents on a regular basis to build giving habits and provide stewardship
   d. Develop themed giving communities to promote passion, belonging, and teamwork
   e. Plan and conduct an ETSU “giving day”
   f. Plan and conduct a faculty and staff giving campaign

4. Improve the awareness/importance of student philanthropy and heighten the visibility of Annual Giving among students
Plans and Activities

Unit-Specific Solicitation Activities:
- **Major Gift Officers** – annual giving will work closely with directors of development in the units to ensure the close collaboration needed to provide consistent solicitations to prospects.
- **Targeted Mail Appeals** – we will prepare and send one direct mail letter per year, targeted to alumni of the specific unit.
  - In the case of alumni who have more than one degree (which is true for nearly 11,000 of our alumni), they will receive a mailing from each unit from which they received a degree/certificate.
  - Letters are prepared such that they are consistent with other annual fund letters for that fiscal year, but customized to include content, branding, and/or signatures from the unit in particular.
  - Letters will include a customized contribution card recommending designations specific to the respective unit. For Continuing Studies and Academic Outreach, Graduate Studies, Honors College, Libraries, Roan Scholars, Student Affairs, and other units as determined, Annual Giving will work closely with Advancement Services and assigned directors of development to establish and maintain constituent lists. These lists may include past donors of the unit/program, past student interns, past employees, those with a personal passion, and others. Annual Giving will use these constituent lists to solicit annually on behalf of these programs.
  - Unit heads will approve letters and Annual Giving will distribute as shown in Appendix 2.
- **Phonathon** – the ETSU Phonathon, administered by the Applied Social Research Laboratory (ASRL), calls donors on behalf of ETSU.
  - We will schedule calls to alumni so they take place in the opposite semester from which we schedule that unit’s direct mail letters (see Appendix 2).
  - Units can participate in/attend calling sessions and/or provide additional information for callers.
  - ASRL uses College Fact Sheets and incorporates unit-specific information into call scripts.
  - ASRL will make up to three calls to a given household, varying the time of day.
  - Annual Giving handles all follow-up communications to include reminders to pay pledges.

Central Activities:
- **End-of-Year Message and Calendar** – one letter per year, mailed around the first part of December, targeting all donors of the past three years. This letter will serve as stewardship to loyal donors and serve as a reminder to make tax-deductible contributions before the end of the year. This letter will include content regarding current events on campus, but will not be customized by unit. Letter will include a pocket calendar, contribution card, and link to on-line giving.
- **Events** – we will attend selected events to help students better understand philanthropy in general and the purpose of the Annual Fund, in specific. In addition, we want students to understand there is a gap between the amount paid for tuition and the total cost of higher education.
- **GivingTuesday/Giving Day:**
  - **Fall** – we will continue to participate in GivingTuesday (November 28, 2017), but we will do so primarily as a means of saying thank you to our donors. Annual Giving will manage this program with the advice and guidance of unit directors of development.
  - **Spring** – we will plan a separate giving day, which may use the GivingTuesday name. This will be a solicitation activity and will emphasize a faculty/staff/retiree campaign, among other outreach. Annual Giving will form a cross-campus committee (to include representatives from each major unit) to plan and conduct giving day activities.
- **Simple Simon Postcard** – one per year, mailed around the same time as the calendar, targeting all alumni, aside from those who’ve given in the past three years (~60,000).

- **Website, Newsletters, and Social Media** – Annual Giving will prepare content for use on our own website and in newsletters, social media, and other similar media channels. Content will always include an invitation to engage and/or to give. Stories will be from the general viewpoint of ETSU and won’t be customized by unit, although we may use examples of students, programs, or curriculum. Stories will always include the link to on-line giving and our phone number.

- **Pledge Confirmation/Reminders** – Annual Giving will follow up on pledges made through the Phonathon and mail appeals. Reminder process will be:
  - Reminder Confirmation Letter – sent approximately 2 weeks from date pledge is made
  - Reminder 1 – sent ~60 days after the date of the original pledge
  - Reminder 2 (e-mail) – sent ~90 days after the date of the original pledge, if not already paid
  - Reminder 3 – sent ~120 days after the date of the original pledge, if not already paid.
  - Approximately 150 days after the date of the original pledge, outstanding pledges will be “written off.”

- **No-contact Confirmation** – once per year, Annual Giving will reach out to alumni and friends who have indicated more than 5 years ago, they do not want to be solicited. The letter will provide updated information regarding ETSU and ask them to either renew or retract their request that we not contact them.

- **Calendar and Fiscal Year End (FYE) Calls/Letters** – starting around late-November and again in late-May, Annual Giving will begin reaching out to donors who have not made pledges/donations during the year. The December session will include a reminder of the upcoming deadline to make tax-deductible donations. This effort may involve all Advancement staff members and students and will continue up to the holiday break and the end of the fiscal year, respectively. See Appendix 4.

- **Scholarship Funding** – we will monitor unspent scholarship funding. Specifically, we will work with DoDs to ensure award criteria/documentation is appropriate and that funds are being awarded.

- **Matching Giving** – Annual Giving will promote, monitor, and help administer the corporate matching giving program.
  - Links and information will be added to all communications, including the acknowledgement people receive when they make a gift on-line.
  - We have subscribed to the HEP Matching Giving database and have incorporated the link in our website and into our on-line giving form.
  - Projects are underway to identify where people work and to understand which employers match. Upon completion, we will add this information to Banner.
  - We are working to proactively:
    - Provide matching giving verbiage, forms, and information so major gift officers/prospects, can include along with the initial solicitation.
    - Remind annual gift donors to prepare/send matching forms after they donate.
    - We may also set up anticipated/expected matches in Banner, when donors who work for matching companies donate. This would allow us to better track and follow up on such possible matches.

**Stewardship Activities:**
- **Giving Levels, Clubs, and Societies** – these are utilized to help encourage donors to “move” to higher levels of giving and to encourage continued support. See the table at right, showing average

<table>
<thead>
<tr>
<th>Level</th>
<th>Annual Gifts</th>
<th>Leadership Annual Gifts</th>
<th>Major Gifts</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100</td>
<td>$250</td>
<td>$500</td>
<td>$1,000</td>
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<tr>
<td>$500</td>
<td>$1,000</td>
<td>$1,911 Society</td>
<td>$5,000</td>
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</table>
gift levels over the past 5 years. Also refer to the figure below, showing “movement” of new givers to major gift levels.

- **First-time Donors** – because donors are difficult to engage and because they are more likely to give next year if they gave this year, we’ll send a letter and some other memento as a thank you for donating.

- **Consecutive Year Donors** – once per year, Annual Giving will provide recognition for people who donate for 5 years or more consecutively. This will include a letter and memento.

- **Gap or Returning Donors** – once per year, Annual Giving will provide recognition for people who have donated again after not donating for 3 years or more. This will include a letter and memento.

- **Graduation to Higher Giving Levels** – Annual Giving will research and recommend a process to provide recognition for people who have attained one or more giving levels (see Appendix 1). Recognition will include a letter, discussion of possible benefits of the particular giving level, and a reminder of what it takes to move to the next higher level.

- **Tax Statements** – no later than January 31 of each year, Advancement Services will provide donors with a summary of their donations for the year. This summary will give the total amount donated through all means, including payroll deduction.

- **Endowment Reports** – Annual Giving will prepare reports for most endowments, providing financial status of accounts. Reports, when completed (~December 2017), will be provided to DoDs to deliver in the preferred way for each donor.

- **Holidays** – Annual Giving will periodically recognize holidays and other events that may tie in to giving activity. Recognition will take place via electronic means or through cards/letters/calls.

**Calendar of Activities** – see Appendix 1

**Themes and Branding**

- The Annual Giving portfolio is referred to generally as the ETSU Annual Fund. All materials generated will be similarly branded, including ETSU and/or college markings, as appropriate. Content will be developed to convey a consistent message/theme. Specifically, it will reflect our efforts to sustain ETSU and that even though this is an “annual” fund, the nature of our work is perpetual and continuing, without regard to specific campaign objectives.

- See Appendix 2 for a sample communication.

**Evaluation**

The Annual Giving Office will review this plan each year, make updates, recommend changes, and share with all directors of development. DoDs should share with their deans and/or department heads. All parties will receive a copy of the final plan, including the planning calendar. To evaluate effectiveness, we will use the metrics shown in the Annual Fund Metrics Pyramid (right).
## Appendix 1 – Calendar of Annual Fund Activities

<table>
<thead>
<tr>
<th></th>
<th>Direct-Mail Letters</th>
<th>Phonathon Calls</th>
<th>Events</th>
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<tbody>
<tr>
<td><strong>July, 2017</strong></td>
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<tr>
<td></td>
<td>Prepare Draft Letter</td>
<td>Prepare Schedule/Script</td>
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<tr>
<td></td>
<td>Coordinate with Units</td>
<td>Coordinate with Units</td>
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<tr>
<td><strong>August, 2017</strong></td>
<td>15th - Cont. Studies (2,546)</td>
<td>No Calls</td>
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<tr>
<td></td>
<td>15th - Graduate Studies (2,460)</td>
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<tr>
<td><strong>September, 2017</strong></td>
<td>1st - Business and Technology (21,745)</td>
<td>Education</td>
<td>Preview EXPO</td>
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<td></td>
<td>1st - Public Health (4,264)</td>
<td>Library</td>
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<td></td>
<td></td>
<td>Honors College</td>
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<td></td>
<td></td>
<td>Medicine</td>
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<tr>
<td><strong>October, 2017</strong></td>
<td>1st - Arts &amp; Sciences (25,849)</td>
<td>Clinical &amp; Rehab Hlth Sci</td>
<td>Homecoming</td>
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<td></td>
<td>TBD - Medicine (7,200)</td>
<td>Pharmacy</td>
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<td></td>
<td>15th - Student Affairs (1,650)</td>
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<tr>
<td><strong>November, 2017</strong></td>
<td>20th - GivingTuesday Postcard (10,500)</td>
<td>Nursing</td>
<td>GivingTuesday</td>
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<tr>
<td></td>
<td>20th - Simple Simon Postcard (60,000)</td>
<td>GivingTuesday/Thankathon Calls - TBD</td>
<td></td>
</tr>
<tr>
<td><strong>December, 2017</strong></td>
<td>5th - Pocket Calendar Mailing (10,500)</td>
<td>No Calls</td>
<td>Graduation Celebration</td>
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<tr>
<td><strong>January, 2018</strong></td>
<td>25th - Library (807)</td>
<td>No Calls</td>
<td></td>
</tr>
<tr>
<td><strong>February, 2018</strong></td>
<td>15th - Honors College (990)</td>
<td>Business &amp; Technology</td>
<td></td>
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<tr>
<td></td>
<td>15th - Clinical &amp; Rehab Hlth Sci (5,210)</td>
<td>Continuing Studies</td>
<td></td>
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<td></td>
<td></td>
<td>Graduate Studies</td>
<td></td>
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<tr>
<td><strong>March, 2018</strong></td>
<td>1st - Education (16,580)</td>
<td>Arts &amp; Sciences</td>
<td>Graduation Celebration</td>
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<tr>
<td></td>
<td>1st - Pharmacy (522)</td>
<td>Public Health</td>
<td></td>
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<td></td>
<td>15th - Nursing (7,674)</td>
<td>Student Affairs</td>
<td></td>
</tr>
<tr>
<td><strong>April, 2018</strong></td>
<td>TBD - We Meant to Call, but lybunt</td>
<td>Not Yet Givers</td>
<td>ETSU Giving Day</td>
</tr>
<tr>
<td></td>
<td>LYBUNT - Friends &amp; Partners (TBD)</td>
<td>Thankathon Calls</td>
<td></td>
</tr>
<tr>
<td><strong>May, 2018</strong></td>
<td>Final Push Postcards (as budget allows)</td>
<td>No Calls</td>
<td></td>
</tr>
<tr>
<td><strong>June, 2018</strong></td>
<td>No Mailings</td>
<td>No Calls</td>
<td></td>
</tr>
</tbody>
</table>

LYBUNT = Last Year But Not Yet This Year  
Simple Simon = No Frills Postcard Typically Sent to Alumni Who Haven’t Given to ETSU Before
Appendix 2 – Sample Annual Appeal (front side)

[Date]

[Name]
[Street Line 1]
[Street Line 2]
[City, State, and Zip]

Dear [Name],

Greetings from the College of [College]!


ETSU impacts thousands of students per year and affects our world in countless ways. To continue making differences in students’ lives, we ask for your support. Fill out the enclosed card or learn about other ways to give at www.etsu.edu/waystogive. With generous and passionate alums like you beside us, we are confident we will become the best regional university in the nation.

Sincerely,

[Dean Name],
Dean

P.S. [Use verbiage here that refers to something above and causes the reader to look at the content of the letter]
Alex is from Bristol, Tennessee. Before arriving at ETSU, he worried about staying so close to home, unlike some of his friends. Today, he’s very grateful he made the decision he did because it afforded him so many opportunities he may not have otherwise had. Alex has studied abroad, been involved in undergraduate research, participated in Preview and Orientation Leaders Organization (POLO), and served as president of the Student Government Association. Among his many other extra-curricular activities, Alex counts high among them his service on the Sherrod Library Student Advisory Council. This broad group of students meets regularly with the Dean of Libraries and other staff to discuss ways the Sherrod Library might better serve all ETSU students.

“The Library is really one of our most critical resources and one all students need to use. I’ve appreciated the chance to work with the Library dean and staff, as well as my fellow students to make an impact.”

Alex Cassell / 2017
History/Political Science
Appendix 3 – Contacting LYBUNTs (those who donated last year but not this)

Background:
Retaining donors we have worked so hard to acquire is critical to growing production amounts and to alumni participation.

Every 6 months, Annual Giving will prepare lists of donors who gave last year but have not given by the time of the report. List will be separated by college/unit, where possible. All DoDs will receive the entire list, but we don’t want donors to receive multiple calls. If a DoD feels strongly about calling a prospect not on “their” list, they should negotiate this with the other DoD(s) involved.

DoDs are asked to make a touch with each household. They can do this by personal visits, phone calls, e-mails (personal versus “bulk”) or letters. DoDs may decide to call donors in May/June or November/December, depending on the particular donor(s).

If you talk with a prospective donor and they would like something in writing, see the attached as a starting point.

Schedule:

<table>
<thead>
<tr>
<th>July</th>
<th>Fiscal year begins</th>
</tr>
</thead>
<tbody>
<tr>
<td>November</td>
<td>Simple Simon (no-frills reminder to non-donors) (central)</td>
</tr>
<tr>
<td>December</td>
<td>Calls to LYBUNTs (by area)</td>
</tr>
<tr>
<td>February</td>
<td>LYBUNT postcard/e-mail (central)</td>
</tr>
<tr>
<td>April</td>
<td>LYBUNT postcard/e-mail (central)</td>
</tr>
<tr>
<td>June</td>
<td>Calls to LYBUNTs (by area) Fiscal year ends</td>
</tr>
</tbody>
</table>

LYBUNT Calling Lists will include:
- Salutation (Dr., Mr., Mrs., etc.)
- Donor Name
- Spouse Name
- Concatenated Salutation (John Doe and Mary Smith)
- Phone Number
- Address
- E-mail (if applicable)
- Employer
- College/Department they graduated from
- Date of last gift
- Amount of last gift
- Last Gift Designation
- Prospect Manager
Appendix 3 – Contacting LYBUNTs (Sample Scripts)

Hello, may I speak with [Name of Prospect]? Hi Dr./Mr./Mrs./Ms. ____________, I’m glad I was able to reach you – my name is ____________ and I’m the (title) at East Tennessee State University. We’re coming to the end of our fiscal/calendar year on ____________, and we are reaching out to our past donors to see if they will renew a gift to the University this year. [For end-of-CY,] If we receive your gift postmarked by December 30th, your gift qualifies as a tax-free charitable donation for the 20XX tax year.

“I already received a call; I said I’d think about it.”  Okay, thanks for your consideration. In the event you decide to make a gift before ____________, is it ok if I send you a postage paid return envelope in the mail? If yes, Is <address> the correct place to send? Also note that you can make an online gift at any time by visiting: www.etsu.edu/give

“I don’t think I can do anything this year.” I understand. We realize that it’s not always feasible to support ETSU; however; at this point in the year, we are emphasizing alumni participation...so, really, even a gift of $____ would be more than generous. If not, perhaps $20.17 for 2017.

“Yes and/or what did I give last year?” Last year you made a gift of $_____ to ______________. Do you think you could do $_____ this year? (Upgrade giving level; work back to last year’s amount)

“Sure. Just send me something in the mail.” Great. I will be more than happy to send you some more information. Is there anything in particular you would like to know more about? I just want to remind you that our giving year ends on June 30th. We would be so appreciative if you could make your gift by that date. Do you think you are able to do a gift of $___?” (Upgrade; if that’s no good, perhaps another amount or $20.16 for 2016.

No reply… There are a lot of great things happening right now on campus [talk about your area(s). Last year you made a gift of $_____ to ______________. Do you think you could do $_____ this year (Upgrade giving level)

Pledge closure...
1. Thank again for gift
2. Verify contact info – emphasize e-mail and employer name
3. Make sure to provide/remind on-line giving link: www.etsu.edu/give
4. Thank again and tell donor to have a great night/afternoon

Rejection closure....
1. “Thanks for taking some time to talk with me.”
2. “We hope we can count on your support for next year.”
3. Thank again, and tell donor to have a great night/afternoon.

Voicemail Script:
Hello, I’m calling to speak with Dr./Mr./Mrs./Ms. ____________, My name is ____________ and I’m the (title) at East Tennessee State University. We’re coming to the end of our fiscal year on June 30th, and I am calling to see if you’d consider making a renewal gift to the University this year. You can give me a call back at _____________ or, if you’d like to make a donation online, you can visit www.etsu.edu/give. Thanks very much for your time and have a great day!

Make checks payable to ETSU Foundation, PO Box 70721, Johnson City, TN 37614
Appendix 3 – Contacting LYBUNTs (Sample “Invoice” Letter)

November 21, 2016

Larry LaRoue
1234 56th Street
Maynard, IN 47421

Dear Mr. LaRoue,

Thanks for everything you do for ETSU!

Thanks so much for taking the time to e-mail us about supporting ETSU. I understand you are interested in renewing your support to ETSU, perhaps to the College of XXXXX. Your donation will be put to work immediately, helping the University’s most critical assets: our students.

To complete your gift, you can either fill in the form below and return in the envelope provided, or visit our website at www.etsu.edu/give. If you have questions or need more information, do not hesitate to reach out to me at (423) 439-6141 or seejs1@etsu.edu.

Thanks again for your generosity and support. Your involvement is truly valued, as it ensures progress toward our vision of becoming the best regional university in the nation.

Sincerely,

Jon See, Exec Dir. Annual Giving

P.S. Double or even triple your gift to ETSU at no additional cost! If your employer has a matching program, include the appropriate form with your gift.

ETSU Annual Fund Gift
I am enclosing $_______ to support East Tennessee State University

E00229167

Larry LaRafferty
1324 14th Street
Bedford, Indiana 47421

<table>
<thead>
<tr>
<th>Payment Method</th>
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<tbody>
<tr>
<td>Online: <a href="http://www.etsu.edu/give">www.etsu.edu/give</a></td>
</tr>
<tr>
<td>Check: #_______(Payable to ETSU Foundation)</td>
</tr>
<tr>
<td>Credit: Visa / MasterCard / Discover / AmEx</td>
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<tr>
<td>Card#: ____________________________</td>
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<tr>
<td>Expiration: <strong>/</strong>/__ CVV/CVC Code: __ ___</td>
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<tr>
<td>Signature: ____________________________</td>
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