

Western Nevada College Administrative Program Review Report

Development and External Affairs / Foundation

2010

2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

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| Administrative Department: | Development & External Affairs WNC Foundation |
| Program Name: | Development & External Affairs WNC Foundation |
| Review Period: | 2005 - 2010 |
| Date Submitted: | September 2010 |
| Date of Previous Review: | March 2003 – Development Audit conducted by Joan Edwards & Associates |
| Program Department Head: | Helaine Jesse Morres, Vice President of Development & External Affairs |
| Program Review Team Members: | Helaine Jesse Morres, Vice President of Development & External Affairs, Chair Barbara Ford, Institutional Research, Internal Reviewer Austin Jones, ASWN Senator George McNulty, Student Services Counselor Robert Morin, Division Chair, Political Science Faculty Sandi Richman, Special Projects Coordinator Leslie Townsend, Assistant to the Vice President |
| External Reviewer: | Cheri Glockner, Carson Tahoe Regional Healthcare, Director of Development |

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Program Description

College and Program Mission

| COLLEGE MISSION STATEMENT | PROGRAM MISSION STATEMENT |
|---|--|
| <p>Western Nevada College inspires success in our community through opportunities that cultivate creativity, intellectual growth and technological excellence, in an environment that nurtures individual potential and respects differences.</p> | <p>The Development & External Affairs Department's mission is to develop understanding and support among the various constituencies of Western Nevada College in order to secure the resources required to fulfill WNC's educational mission. The DEA Department strives to achieve these goals through rigorous fund development, stewardship, and excellent public relations.</p> <p>The WNC Foundation's mission is to maintain and enhance the quality of life in western Nevada by developing friends and funds for support of the educational, cultural, and service goals of WNC. The WNC Foundation supports the entire college family in its overall pursuit of excellence.</p> |

College and Department Goals

| COLLEGE STRATEGIC GOALS | PROGRAM GOALS AND OUTCOMES |
|--|---|
| <ol style="list-style-type: none"> 1. Improve student success in program completion and graduation rates 2. Ensure institutional excellence in teaching, programs and services 3. Embrace our college's many communities and respond to their diverse needs. | <ol style="list-style-type: none"> 1. Increase private funding by 5% per year <p>Private funding has decreased each year since 2007, primarily due to the economy; however, in a staffing analysis done with IPEDS comparable schools and other Nevada community colleges, it is clear that staffing is a concern for the DEA Department.</p> <p>It is important to note that with respect to scholarship fundraising, the number of dollars has increased since last year and in 2009-</p> |

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| | <p>2010 we hit an all-time high for number of scholarships awarded. Number of students receiving scholarships remains even.</p> <p>Athletic fundraising continues to be a priority for the foundation as there are no state funds available for supporting the women's softball and men's baseball programs. There are baseball and softball dugout clubs, and an annual athletic fundraiser held in January of each year. Raising money for operations is difficult and it is suggested that there be an increased effort at the legislative level to allow community college presidents the ability to utilize state dollars for student-athletes if it is prudent to do so.</p> <p>It is increasingly difficult to raise unrestricted funds versus restricted funds. Most donors like their money to go to specific projects such as scholarships, particular programs, or athletics. Unrestricted monies are needed for expenses as the required annual audit, which is very expensive, and becoming difficult to fund. In future years, it may be necessary for the college to incur this expense on behalf of the foundation.</p> <p>(See appendices for pertinent graphs.)</p> <p>2. Increase the number of employees giving by 5% per year</p> <p>Employee giving continues to grow with this year's 70% being the highest percentage of employees giving since the inception of the employee giving campaign in 1994. The committee has met the goal of five percent each year since 2005 with the exception of 2008 when there was a three percent decrease. In 2009-2010, the increase was 11%. Dollars raised are very impressive and demonstrates strong commitment from employees toward the mission of the college.</p> |
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| | <p>(See appendices for pertinent graphs.)</p> <p>3. By Year 2012 – Raise a Cumulative \$20 million</p> <p>Total fundraising to-date since the inception of the development office in 1994 is at \$17,432,309.00. The foundation would need to raise an additional \$2.6 million to reach the goal of \$20 million by 2012. It is entirely feasible this goal will be reached, especially with the kick-off of the Major Gifts Campaign in the fall of 2010. (See appendices for pertinent graphs.)</p> |
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Short Description

Unique characteristics:

The WNC Foundation Board was developed for the sole purpose of supporting and enhancing the educational pursuits of WNC in the community. To this end, the main objective of the board is to raise funding for the continuing growth of the college. The purpose of the Development and External Affairs Department is to coordinate all private fundraising activities through one office and assist in the following:

- i. Provide a continuity of message in building understanding and support for college-wide funding needs;
- ii. To avoid conflict and duplication of effort in the fundraising contact program;
- iii. To maximize the contribution from each potential donor.
- iv. To provide a complete accounting and audit trail of all monies donated to the college.
- v. To ensure that no other fundraising efforts compete with the priorities established by the WNC Foundation in support of the college.

Concerns or trends affecting the program:

We are at a crossroads in Nevada. Our economy is spiraling downward and the expected state budget deficit exceeds \$3 billion, over half of the current budget. People are losing their jobs and their homes at a record rate. Nevada's unemployment rate of 14.2% is the highest in the country and the March 2010 foreclosure rates were 3.5 times the national average making Nevada number one in that area as well.

WNC has a fundamental responsibility not only to the economic health of the state of Nevada, but to its residents by providing graduates with the skills needed to be effective in a global, increasingly competitive economy. Our state requires workers who are more productive and resilient than in earlier

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times. This means they must be learners for life, capable of returning to higher education to retool for changes and to refine skill requirements.

While no one can say for sure how the Foundation will fare in efforts to raise money this year, several trends will influence how generous donors will be in the next few years – a reduction in estate taxes – *this year people whose estates are worth less than \$3.5 million will be exempt from estate taxes, compared with the \$2 million limit last year*; low investment returns – *falling interest rates and dividends will depress many donors' income from bonds and other sources*; possibility of inflation – *if inflation rises over time with increased government spending, gift annuity payments to older donors could be worth far less than they were initially and curtail the popularity of such gifts*; no minimum required withdrawal from individual retirement accounts – *because retirement savings have been decimated in the economic meltdown, a new law was passed that eliminates the requirement that donors aged 70 1/2 take a minimum distribution from their retirement accounts, income that is taxable – some donors may not have the incentive to give through their retirement accounts as a way to satisfy the withdrawal rule*; more pressure on bequests from medical costs – *with people living longer and medical costs skyrocketing, the percentage of their estates that donors leave to charities may be reduced*; a push to lower fund-raising costs – *as charities seek ways to offset the effects of the bad economy, they are resorting to layoffs, hiring freezes, and other cost cutting measures – scrimping on fundraising, however, could depress donations even further in the long run. (Source: Sharpe, Robert F. Chronicle of Philanthropy, January 20, 2009, "Trends that will affect fundraising in 2009.")*

Significant changes or needs in the next five years:

The Financial Challenge

Western Nevada College can impact the future of Nevada and its economy by producing college-educated citizens who can contribute financially, socially, and economically to bring about a healthy Nevada at the top of national lists instead of at the bottom. Providing a quality, affordable education to our students is important to us. To do so, we must look beyond traditional sources of funding to remain responsive to community and student needs. With the dramatic cuts in state funding for higher education, and the increase in tuition, we need to keep educational opportunities accessible and affordable. WNC must take the necessary steps to continue meeting student and employer needs while keeping pace with advancing technology. We recognize that meeting these challenges to ensure our economic future will not come without its cost. Understanding traditional sources cannot provide all the funding that is required, the college must seek community support.

Choose to Make A Difference

"Choose to Make a Difference," the campaign for the Western Nevada College Foundation is the most ambitious effort to raise funds from private sources in the history of the institution. The campaign is the result of a disciplined process of evaluation which identified critical needs not met by traditional funding sources. The board of directors of the WNC Foundation commissioned a comprehensive interview of 97 top community and business leaders. These leaders identified four major priorities that focus on needs for scholarships, expanded facilities, and upgraded instructional equipment. Major improvements in these areas are seen as critical to increased productivity and continued strength in our work force.

The WNC Foundation is leading the college in expanding and growing instruction and services, and in developing new and better ways to do both. A major gifts campaign will make the difference between an ordinary and an extraordinary college.

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Funding Priorities

Science & Technology Equipment Endowment

Goals: foster an environment for scientific and mathematical inquiry, create innovative solutions for regional economic development, and provide a technically skilled workforce in western Nevada

More technological advances have been made in the past one hundred years than in all the previous centuries combined. In order to accommodate the ever-increasing speed at which technology is advancing, WNC must continually upgrade its science and computer labs, the Jack C. Davis Observatory, and provide the most up-to-date equipment for nursing and allied health, manufacturing and welding technology, alternative energies, and other science based classes such as astronomy, chemistry, biology, and geology.

By creating a lasting endowment, the college will be able to fund new state-of-the-art science and technology equipment that will meet the needs of local businesses and industries for years to come and allow us to enhance existing training labs and upgrade equipment for the applied sciences, technology, and manufacturing areas.

Benefits:

- *State-of-the-art technology and techniques will be available to enhance student education and ensure better preparation for the world of work*
- *A better educated workforce will be available to Nevada employers*
- *High tech business & industry will relocate to Nevada as a result of the skilled workforce*
- *Students will have access to current instructional equipment and methods that will result in enhanced student learning*
- *Students will be trained on state-of-the-art equipment, resulting in the acquisition of relevant skills to either assist them in securing an immediate job or aid them in their quest for an advanced degree*
- *Graduate more highly trained students in cutting edge technologies*

Machine Tool Technology Addition

Goals: increase the opportunity for advanced learning and industry-specific training and skill development

As part of its effort to strengthen economic diversity in western Nevada, the college will expand the Woody Wurster Machine Tool Technology Center by 3,500 sq. ft. to allow for an expanded grinding/inspection room, state-of-the-art particle collection system, and enhanced learning areas. This addition will also increase the floor space available in the main laboratory area for additional machine tooling equipment. With this investment in our students, the college will enhance its ability to provide regional industries with a workforce better trained in all aspects of the machining industry. In addition, we will be able to provide the needed instruction in a safer learning environment.

In order for Western Nevada College to remain a dominant force in our region when it comes to providing technically skilled employees to the local workforce, we must ask the community for support.

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Benefits:

- *The economic well-being of the area will be enhanced by the availability of trained technicians and workers in a variety of industry fields*
- *WNC will be able to provide state-of-the-art training with world class equipment, machinery, computers, and networked learning*
- *Business and industry will be able to raise standards and expectation for new employees as well as being able to retrain existing employees to higher levels of technical competence and productivity*
- *As enrollment has grown, there is a need to provide more space for the increased use and application of CNC machines and the installation of sheet metal equipment for new classes*

Science & Technology Scholarship Endowment

Goals: encourage the study of science, technology, engineering, and math and increase the number of students in those program areas

Our state and nation's future is inextricably linked to developments in science, technology, engineering, and mathematics. The demands of our changing economy and workplace, the need for an educated citizenry, and the intrinsic value of mathematical and scientific knowledge make these areas essential to the education of today's students for tomorrow's world. At WNC, we are committed to attracting and supporting top quality students to a wide variety of science and technology programs. By establishing a permanent scholarship endowment, we will help capable and worthy students reach their educational goals and achieve their dreams.

Benefits:

- *Encourage students to enroll in science, technology, engineering, and math classes by providing scholarship assistance*
- *Connect academic learning to the world beyond the classroom*
- *Contributing to the education of future scientists and engineers*
- *Educated and well-trained students enter the workforce in good-paying jobs, and go on to give back to our communities and future generations*

Student Life – Women's Softball Field

Goal: increase community and school pride at Western Nevada College by building a women's softball field on the Carson Campus, increase attendance and support from students, local schools, and area residents

The success of our students is the primary goal of WNC. Research has shown that attention to the total student experience allows for more meaningful connections to the college, and a deeper investment by the students to their college and education.

As part of a long range visioning process and student success plan, it was determined that the educational experience at WNC would be greatly enhanced by initiating athletic programs. Since the establishment of athletics in 2002, WNC has found that athletics provide students the opportunity to develop critical interpersonal skills, and encourages continuation of their education. Athletics has become a compelling reason for some students to go to college and national studies show that rural and

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minority students receive added support and encouragement from athletics. It is also widely accepted that community college education is enhanced by extra-curricular activities.

The intercollegiate softball field will be a NJCAA sanctioned field with permanent seats, dugouts, scoreboard, and press box.

Benefits:

- *Increased opportunities for female, rural, and minority students in intercollegiate athletics*
- *Create feeling of community pride and sense of connection to WNC*
- *Strengthen bond between students and their school and their communities*

Niches Served

Campus Chat

The WNC Foundation recognizes that the community is the nearest, dearest and most accessible source of contribution for the college. To help connect the college with the community, the foundation created a public access television program to increase the college's exposure to communities in the college's service area. Campus Chat is a ½ hour monthly informational series sponsored by the foundation to update area residents about existing and new programs offered at WNC as well as capital projects and community services. Campus Chat taped its inaugural program on November 20, 2001 on the Carson campus. Over 100 new programs have been aired on local television stations since its inception. The program, hosted by the Vice President of Development and External Affairs, Helaine Jesse Morres, and produced by the foundation's special project coordinator, Sandi Richman, covers many facets of the college. It is an excellent "show me" source for the ways Western Nevada College is enhancing the face of area communities. Plan for future shows include appearances by donors, on a regular basis, to speak about their decision to support the college's students, and recipients who have benefited by donor support. The focus on publicly recognizing donor generosity will hopefully promote retention of current donors and add new donors.

In Touch Publication

The WNC Foundation exists to maintain and enhance the quality of life in western Nevada by developing friends and funds for the support of the college. To appreciate and maintain a connection with existing donors, pursue support from college alumni, and develop friendships with other potential college supporters in the community, the WNC Foundation creates and distributes a semi-annual publication "*In Touch*." The 15-page magazine contains a message from the Chairman of the Board and informs readers of college events, student accomplishments, foundation news and ways to give. Individual donors are highlighted in each issue and thanked for their support of the college, and each issue recognizes all donors who have made a gift to the college and thoughtfully invested in the support of the educational experience of our students. The goal is retention of current donors and addition of new donors as the publication is shared with family and friends. Future issues will include an envelope for giving that may serve as a reminder while simplifying the process of sending in a check. The mailing list includes all avenues of possible revenue; current alumni and past alumni who have asked to continue receiving issues, all donors who have donated in the past 18 months, foundation board of trustees, and members of the Board of Regents. Copies are distributed to all campuses to be displayed and to the Nevada State Library and Archives. An electronic copy is sent to all faculty and staff throughout the WNC system.

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Scholarships

The WNC Foundation Board was developed for the sole purpose of supporting the educational pursuits of WNC in the community. An essential component is providing assistance to qualified students who are in need of financial support. After setting parameters of fairness and objectivity, a scholarship process was established in conjunction with the Financial Assistance office. The process involves the selection of qualified candidates (who comply with each individual donor's criteria) from a list of ratings completed by a diverse and trained scholarship committee. The scholarship application deadline is prominently displayed on all campuses, and each student is given ample time to submit an online application. In the future, since most students meet with a counselor when admitted to the college, a more formal method will be devised to provide each counselor at each campus a packet of information/flyer/brochure to distribute to students to encourage them to apply for a scholarship. After selections are made and award sheets are completed, each donor is notified in writing with information about his/her recipient. Although the donor has been thanked in writing when the funds are received, the scholarship donor notification letter serves as an additional acknowledgment of the donor's generosity. The student recipients are required to write a thank you note to each of their donors to convey their appreciation of the significance of the support they are receiving. The foundation hosts an annual donor appreciation and scholar recognition reception. Donors have the opportunity to meet their recipients, have photographs taken, and each donor is recognized on stage and in a slide presentation to further acknowledge the foundation's appreciation of their generosity. Again, this is a venue to encourage the retention of current donors and perhaps generate additional scholarships. It also may encourage students attending, their families and friends, and staff at the college to become a participant in the scholarship program.

Coffee with Carol

Coffee with Carol is scheduled at all three campuses during the spring and fall semesters. Coffee with Carol gives the community the opportunity to meet President Dr. Carol Lucey and learn more about the college, faculty and programs at WNC. Each Coffee with Carol has a special faculty presenter with a specific topic. A continental breakfast is served and participants receive a Coffee with Carol commemorative mug. Invitations are sent out. The Coffee with Carol is scheduled from 7:30-8:30am generally on a Friday.

Employee Giving Campaign

Each year the foundation has a new themed employee giving campaign. The goal is to increase employee donations each year. Employees can either give a one-time donation or sign-up for monthly payroll deduction by completing a pledge form. One hundred percent of the donation goes to the designated fund and is fully tax-deductible. Pledges are for five years and may be increased, decreased, or cancelled at any time. There is an employee giving campaign committee that discusses the new campaign with all the details.

Spartan 300

The Western Nevada College Wildcats Athletics Spartan 300 is a group of individuals, businesses, and organizations who believe that the community college athletics experience is something worth fighting for. Each member of the Spartan 300 has pledged to donate \$100 per month for five years (total pledge \$6,000) to ensure that Nevada male and female student-athletes continue to have the opportunity to excel on the playing field while they succeed in the classroom. Each \$100 monthly pledge is noted as a "shield" that helps ensure the success of Wildcats athletics. Donors can pledge as many "shields" as they wish. Only 300 shields will be sold. Monies will be used to benefit WNC baseball and softball programs. Members of this elite group will have their names inscribed on a permanent "Shield of Honor" that will be displayed prominently at the WNC Carson City campus. There is a Spartan 300 web page listing the names of participants.

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Western Nevada Astronomical Society (WNAS)

WNAS is a membership driven amateur astronomer group located at the Jack C. Davis Observatory on the Carson Campus. Members receive a membership card along with monthly newsletters and are invited to the WNAS meetings.

The Jack C. Davis Observatory is open to the public on Saturday evenings throughout the year. WNAS hosts "[Star Parties](#)" Saturdays from sundown until 11 p.m. A star party is simply a gathering of people who share a common interest in astronomy. The society may schedule additional star parties for astronomical events like solar or lunar eclipses or meteor showers.

Faculty/Staff Appreciation Breakfast

At the beginning of the fall semester each year, the WNC Foundation and the Carson City Kiwanis Club host the annual faculty/staff appreciation breakfast prior to the all-staff meeting conducted by the president. The Foundation started this event over 10 years ago as a way to thank faculty and staff for their support throughout the year and to welcome them to the new academic year. The breakfast consists of pancakes, sausages, and eggs and is well attended each year by over 100 staff members.

Special Events

The annual athletic fundraiser in January is scheduled at the Peppermill Resort Spa Casino in Reno. Each year there is a different speaker such as Dustin Pedroia, Steve Garvey, Mark Kotsay, etc. All proceeds go to baseball and softball. The foundation recruits staff/volunteers to work the event. The event includes a three-course prime rib dinner, hosted beer/wine, and live music. There is a raffle, live and silent auctions, and no-host cocktails. Master of ceremonies is Bryan Samudio, KRNV Channel 4 (NBC) news/sports anchor. The Athletics Development committee is in charge of getting raffle prizes, auction items, and the guest speaker.

The annual WNC Golf Classic in September is scheduled either at Eagle Valley Golf Course or Thunder Canyon Golf Course. It includes 18 holes of golf, snacks, BBQ lunch and awards. There is also a raffle. The golf committee is in charge of getting raffle prizes and the awards. The golf classic benefits the special projects of the WNC Foundation, such as the scholarship recognition reception, In Touch newsletter, Campus Chat, faculty staff appreciation breakfast, and more.

The annual No-Limit Texas Hold-em Poker Tournament for WNC athletics is scheduled at the Peppermill Resort Spa and Casino in Reno. The tournament is scheduled in October or November. Coach DJ Whittemore is in charge of this fundraiser.

Community Relations

The Vice President of Development & External Affairs is responsible for fostering a positive image of the college in the community and is involved in the coordination of communications, community outreach, and special events with the help of volunteers. It involves the interaction and management of the various publics that are intertwined with the college. The community includes donors, neighbors, public officials, government agencies, other non-profits, and potential donors. The VPDEA is very active in the community, serving on numerous boards, attending a multitude of events, luncheons, and other activities. The importance of being a public, visible face cannot be overstated and helps in the cultivation, retention, and stewardship of donors.

Legislative Relations

Legislative advocacy on behalf of the college is undertaken by the college president, the Vice President of Finance & Administrative Services, and the Vice President of Development & External Affairs. The External Affairs office was established to build and strengthen relationships with elected officials at the federal, state, and local levels, as well as with appointed government officials and community

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representatives. The office advocates for the college's agenda legislatively and in regulatory matters. The work may also include developing government-based funding opportunities focused on the college's strategic priorities. The VPDEA registers as the official lobbyist for the college at the Nevada State Legislature. The legislature convenes biannually and will meet again in 2011.

Foundation Committees

The Development & External Relations Department staff also coordinates all of the committees of the WNC Foundation Board, which include:

Finance Committee: reviews the financial statements and to provides guidance to the foundation board on investment policies and strategies

Executive Committee: recommends policies to the Board of Trustees, helps manage and direct foundation personnel, and are responsible for board development and strategic planning

Donor Relations & Events Committee: responsible for the proper stewardship of donors to the college; assists in donor-related events; and primary goal is retention of donors

Athletic Development Committee: raise funds for the basic operations of the men's baseball and women's softball teams, including organizing the annual fundraiser

Golf Classic Committee: coordinate and organize the annual golf classic

Management Committee: oversees functions and procedures related to the Major Gifts Campaign

Scholarship Committee: this a joint college and foundation committee that selects recipients for the many scholarships that are offered by the WNC Foundation and WNC; also responsible for the annual scholarship recognition reception each fall

Observatory Board of Governors: this group runs and oversees the operations of the Jack C. Davis Observatory, while more independent than the other committees, the board still relies on the DEA Department for assistance with various issues and events and all money related matters

Quality of Program

Faculty and Staff Information

Position #03000 (1.0 FTE) Executive Faculty

Vice President of Development & External Affairs, Helaine Jesse Morres

MA Speech Communication, 1997, University of Nevada, Reno

BA History, 1986, University of Oregon, Eugene

CFRE – Certified Fundraising Executive designation from the Association of Fundraising Professionals

Over 20 years experience in development, external relations, and fundraising

At NSHE since October 1, 1993

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The Vice President of Development & External Affairs leads, administers, manages, operates, develops, preserves, and supervises all aspects of the WNC Foundation operations, including all expenditures of the foundation's funds, with authority from and responsibility to the president of WNC and the WNC Foundation Board of Trustees. This individual is also responsible for providing leadership for marketing and public relations efforts, as well as serving as the legislative liaison for WNC.

Position #03001 (1.0 FTE) Administrative Faculty Assistant to the Vice President of Development & External Affairs, Leslie Townsend

A.A. Degree Western Nevada College

Office Management Certificate

21 years experience in office management & executive support

At NSHE since July 1, 1988

Under the direction of the Vice President of Development & External Affairs, the assistant is responsible for keeping track of accounts & budgets, executive support and office management.

Position #53090 (.53 FTE) Letter of Appointment Foundation Special Projects Coordinator, Sandi Richman

B.S., Occupational Therapy, University of Southern California

8 years experience in rehabilitation and retinal imaging

5 years experience as regional, national and international trade show coordinator

13 years experience as controller/treasurer of self-established Montessori elementary school

2 years office management experience

At NSHE since December 1, 2002

The WNC Foundation Special Projects Coordinator reports to the college's Vice President of Development & External Affairs and is responsible for (i) coordinating all aspects of the scholarship program including solicitation, public relations, recipient identification, fund disbursement, scholarship reception (ii) writing the bi-annual donor/alumni newsletter, (iii) producing the monthly foundation television program, (iv) updating foundation website, (v) assisting in other duties as assigned.

Evidence of Effectiveness

Systematic Assessment

See appendices for fundraising graphs. Additionally, the WNC Foundation is audited and/or reviewed every year by an external auditor.

Evidence of Satisfaction

An Administrative Program Review Survey pertaining to the Development & External Affairs Department was conducted in November 2008 and is attached.

In the spring of 2008, a feasibility study was conducted by the Clements Group and is attached.

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Findings and Recommendations

The Program Review process has been a time for assessing past performance, celebrating successes, and rethinking missed opportunities. Adjusting long-term strategies and goals in response to this analysis will be essential in effectively managing and measuring the WNC Foundation's and Development and External Affairs financial and organizational success and in charting its future. Overall, the department functions fairly effectively but needs to realign itself better to maximize results.

We must be careful though not just to focus on comparative dollars raised from campaign to campaign or year to year. The impacts of relationship building, partnerships, and strategic alliances are crucial to the success, yet are difficult to measure.

The upcoming year promises to be a pivotal one in our world of philanthropy. The turbulent economy, the degrading state budget, rapidly evolving technology, and shifting demographics are all expected to shape the way we will operate in 2010 and beyond. As a result, we expect to face significant fund-raising and investment challenges. Despite all of the potential challenges, however, we will also have opportunities and it is our goal to take advantage of those opportunities.

Clearly, the decrease in fundraising revenues is a concern. It is imperative the Vice President of Development & External Affairs "get out of the office" and spend more time face-to-face with donors and building relationships. In order to achieve this, the department may need to leverage the staffing better by delegating non-development duties/activities to others, providing training for staff and/or developing the board and volunteers to help with development activities.

It is recommended that two and a half full-time employees be hired in the department – one as a development coordinator to assist with the major gifts campaign and general fundraising, one as a grants writer to leverage the vast amount of capital available on the federal and private grant level, and a .53 fte employee to assist with accounting and other office duties.

In the FY2010 audit from Kafoury Armstrong & Co., the DEA Department and WNC Foundation received the following recommendations:

Although the support staff of the Foundation is limited, we believe certain steps could be taken to separate incompatible duties. The basic premise is that no one employee should have access to both physical assets and the related accounting records or to all phases of a transaction. One of the most critical areas of separation is cash, where we noted that the bookkeeper handles incoming checks, prepares the deposit slip, posts receipts to donation tracking system, and receives and reconciles the monthly bank statement. The result is the danger that intentional or unintentional errors could be made and not detected.

➤ *Recommendations:*

- *Mail should be opened by an employee not responsible for accounting. That person should also prepare a list of the cash received, and prepare the deposit slip.*
- *Bank statements should be opened and reviewed by someone other than the employee maintaining cash records. In addition, this person should also review the monthly reconciliations after they are prepared.*
- *Signed checks should be mailed without allowing them to be returned to the employee responsible for accounts payable.*

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It is almost physically impossible to implement the recommendations above with the two employees currently working in the foundation office (the VP and the assistant to the VP), nor is it feasible or practical to have the vice president involved in day-to-day duties, yet the workload is so great that there is no other option at this point.

It is also recommended that a strategic plan be developed solely around increasing the number of “asks” by the department and the WNC Foundation Board. It will be necessary to benchmark the current number of asks and then proceed forward with a clear, measurable plan of action.

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Appendices

- 1) IPEDS Comparable College Staffing Analysis
- 2) Scholarship Fundraising and Awards Comparison
- 3) Employee Giving Statistics
- 4) Total Foundation Fundraising & Assets by Fiscal Year (audited)
- 5) Special Event Fundraisers
 - a. Annual Athletics Fundraisers
 - b. Golf Classics
- 6) 2008 Feasibility Study conducted by the Clements Group
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IPEDS Comparable College Staffing Analysis

Using Schools from the IPEDS Comparison Group and Nevada Community Colleges

1) **Central Oregon Community College**

4.3 FTE

Executive Director – 1.0 FTE

Development Officer - .80 FTE

Administrative Assistant – 1.0 FTE

Accountant – 1.0 FTE

Scholar Coordinator - .50 FTE

FY10 fundraising - \$1,034,000

Contact: Carrie Coil - ccoil@cocc.edu (541-383-7213)

2) **Midland College (Texas)**

4.0 FTE

Executive Director/VP Institutional Advancement – 1.0 FTE

Administrative Assistant – 1.0 FTE

Secretary – 1.0 FTE

Grants Writer – 1.0 FTE

FY10 Fundraising - \$3.0 million

Contact: Eileen Piwetz (432-683-4526)

3) **Truckee Meadows Community College**

4.0 FTE

Executive Director/Chief Advancement Officer – 1.0 FTE

Administrative Assistant – 1.0 FTE

Scholarship/Donor Coordinator – 1.0 FTE

Grant Writer – 1.0 FTE

FY10 Fundraising – \$1.3 million

Contact: Paula Lee Hobson (775-674-7686)

4) **Great Basin College**

5.06 FTE

Executive Director – 1.0 FTE

Controller - .53 FTE

Services Coordinator – 1.0 FTE

Assistant Services Coordinator - .53 FTE

Annual Giving/Planned Giving Officer – 1.0 FTE

Grants Writer – 1.0 FTE

FY 10 Fundraising - \$370,000

Contact: Lisa Heise (775-753-2246)

2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

5) *College of Southern Nevada*

4.0 FTE

Executive Director – 1.0 FTE

Operations Manager – 1.0 FTE

Special Events Manager – 1.0 FTE

Scholarship Coordinator – 1.0 FTE

FY10 Fundraising – unavailable at this time

Contact: Jacque Matthews (702-651-7301)

6) *Everett Community College (Washington)*

3.0 FTE

Executive Director – 1.0 FTE

Administrative Assistant – 1.0 FTE

Annual Fund Coordinator – 1.0 FTE

FY10 Fundraising - \$195,000

Contact: John Olson (425-388-9555)

7) *Western Nevada College*

2.49 FTE

Executive Director/VPDEA – 1.0 FTE

Assistant to the VPDEA - 1.0 FTE

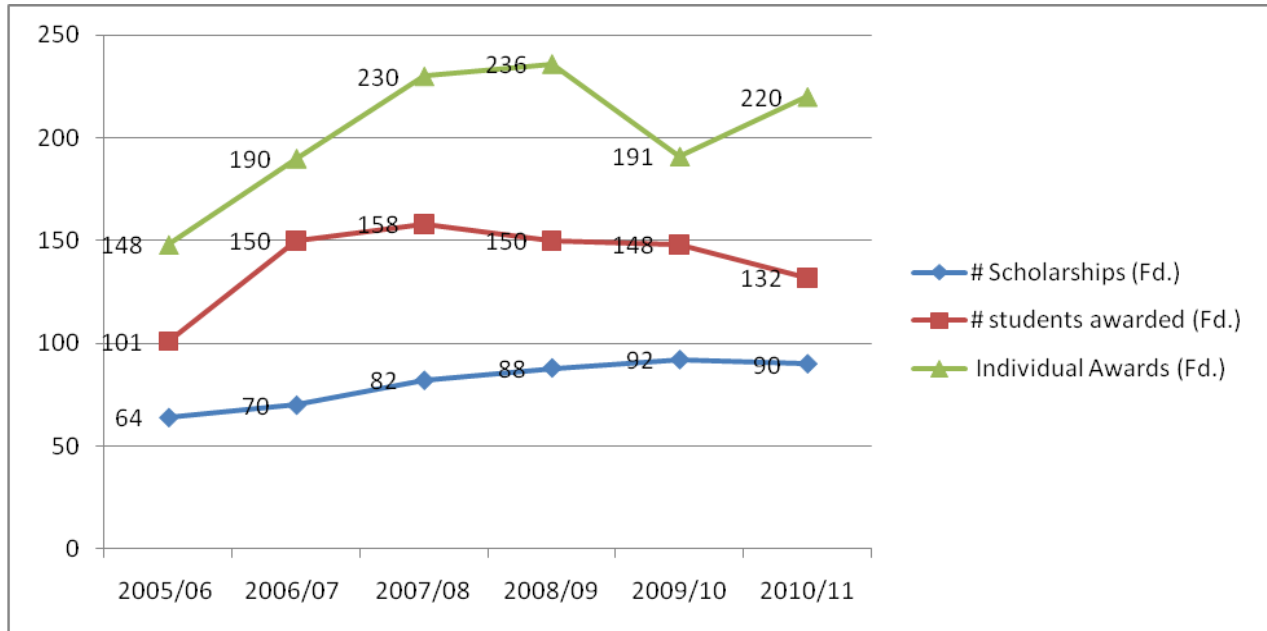
Special Projects Coordinator – .49 FTE

FY10 Fundraising - \$678,613

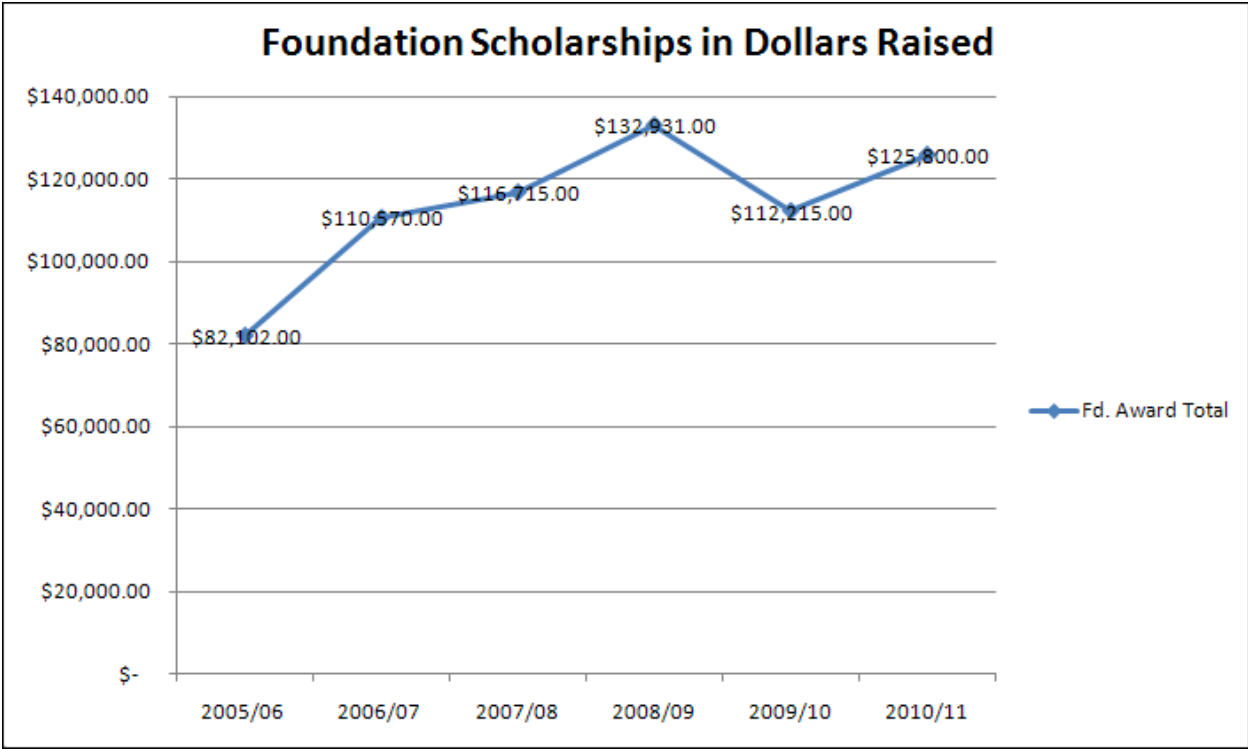
2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

Scholarship Fundraising and Awards Comparison

| | # Scholarships (Fd.) | # students awarded (Fd.) | Individual Awards (Fd.) | Fd. Award Total |
|----------------|----------------------|--------------------------|-------------------------|-----------------|
| 2004/05 | 49 | 87 | 126 | \$ 72,150.00 |
| 2005/06 | 64 | 101 | 148 | \$ 82,102.00 |
| 2006/07 | 70 | 150 | 190 | \$ 110,570.00 |
| 2007/08 | 82 | 158 | 230 | \$ 116,715.00 |
| 2008/09 | 88 | 150 | 236 | \$ 132,931.00 |
| 2009/10 | 92 | 148 | 191 | \$ 112,215.00 |
| 2010/11 | 90 | 132 | 220 | \$ 125,800.00 |



**2010 WNC Administrative Program Review Report:
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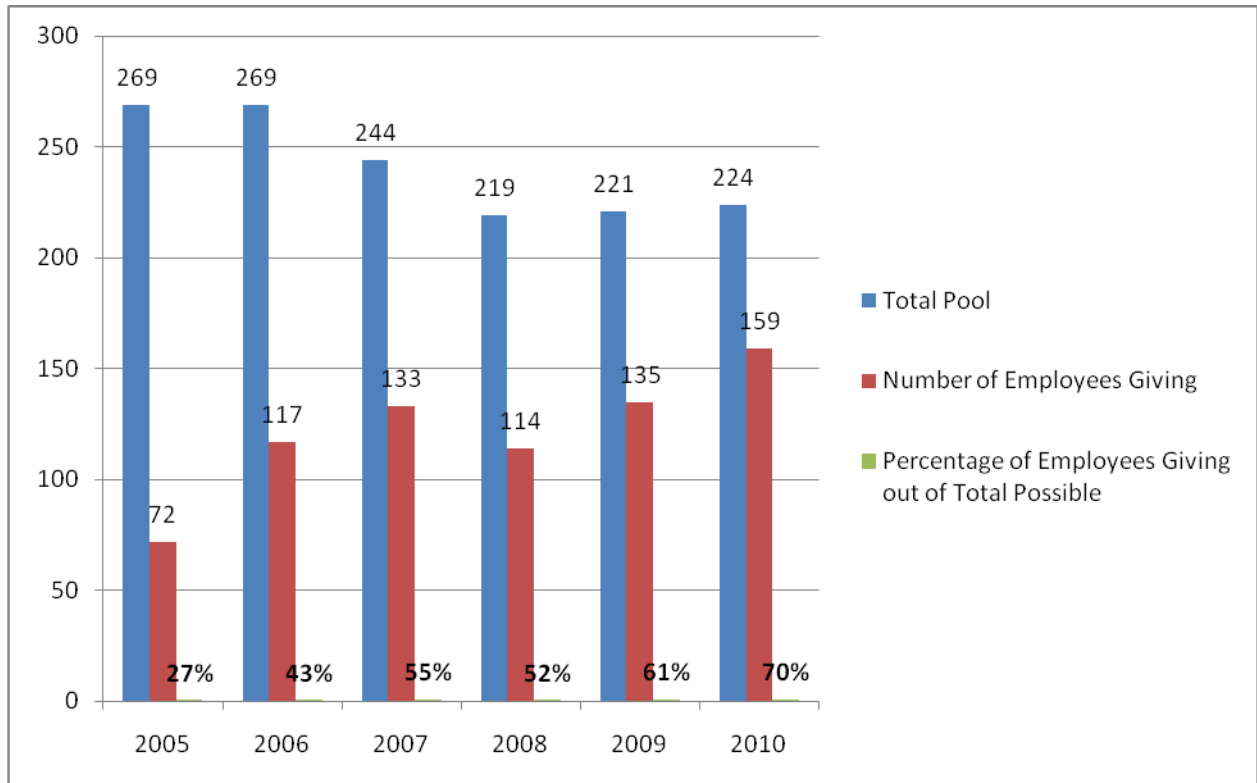
2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

Employee Giving Statistics

| Employee Giving | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|---------------|--------------|---------------|--------------|---------------|--------------|
| Total Dollars Raised | \$ 143,667.00 | \$180,567.00 | \$150,589.00 | \$178,164.52 | \$151,954.25 | \$157,272.42 |
| Increase in Dollars | \$33,899.00 | \$36,900.00 | \$(29,978.00) | \$27,575.52 | \$(26,210.27) | \$5,318.17 |
| | | | | | | |
| Employee Giving | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
| Total Pool | 269 | 269 | 244 | 219 | 221 | 224 |
| Number of Employees Giving | 72 | 117 | 133 | 114 | 135 | 159 |
| Percentage of Employees Giving out of Total Possible | 27% | 43% | 55% | 52% | 61% | 70% |



2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

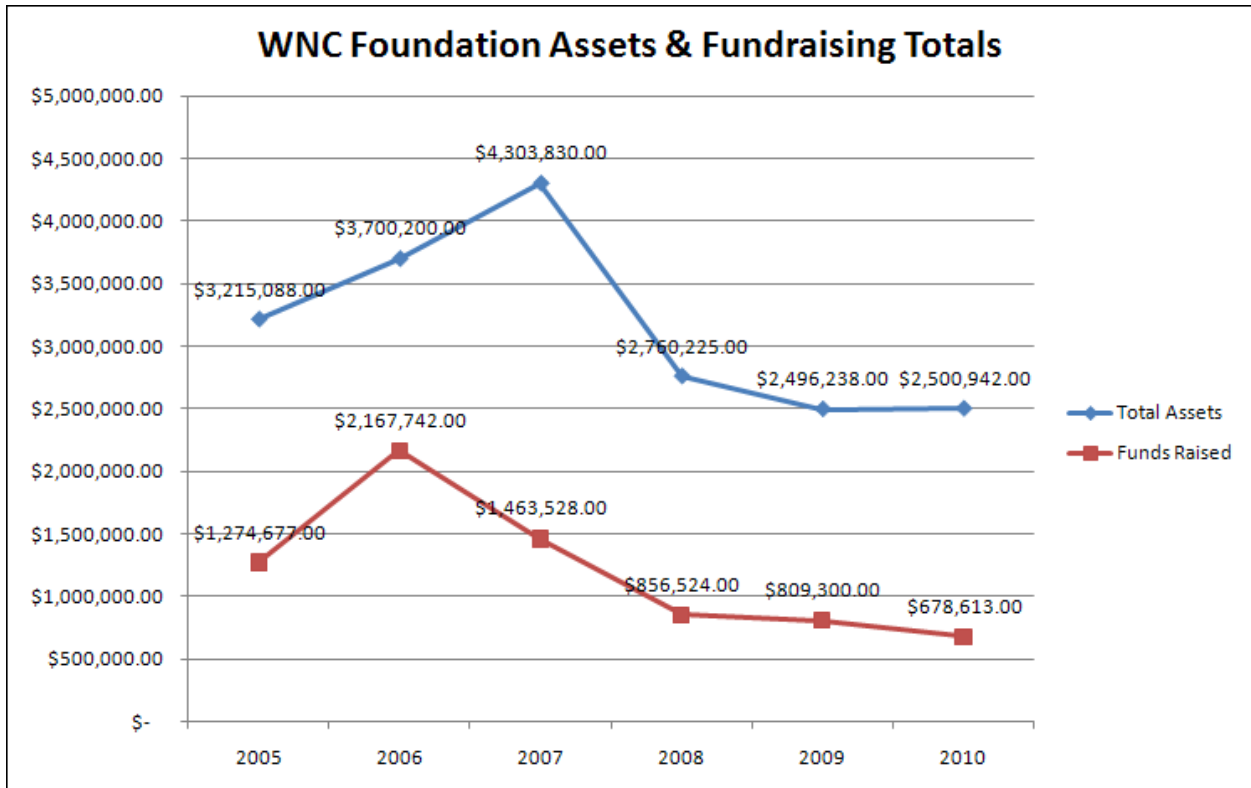


2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

Total Foundation Fundraising & Assets by Fiscal Year (audited)

| | Total Assets | Funds Raised |
|-----------------------------------|---------------------|---------------------|
| 1995 | \$ 486,897.00 | \$ 443,946.00 |
| 1996 | \$ 398,125.00 | \$ 318,185.00 |
| 1997 | \$ 1,882,290.00 | \$ 1,555,191.00 |
| 1998 | \$ 1,108,023.00 | \$ 585,405.00 |
| 1999 | \$ 1,584,406.00 | \$ 3,059,651.00 |
| 2000 | \$ 1,756,447.00 | \$ 784,219.00 |
| 2001 | \$ 2,170,723.00 | \$ 921,564.00 |
| 2002 | \$ 2,322,927.00 | \$ 637,960.00 |
| 2003 | \$ 2,322,927.00 | \$ 963,299.00 |
| 2004 | \$ 2,707,687.00 | \$ 912,505.00 |
| 2005 | \$ 3,215,088.00 | \$ 1,274,677.00 |
| 2006 | \$ 3,700,200.00 | \$ 2,167,742.00 |
| 2007 | \$ 4,303,830.00 | \$ 1,463,528.00 |
| 2008 | \$ 2,760,225.00 | \$ 856,524.00 |
| 2009 | \$ 2,496,238.00 | \$ 809,300.00 |
| 2010 | \$ 2,500,942.00 | \$ 678,613.00 |
| Total Fundraising to Date: | | \$ 17,432,309.00 |

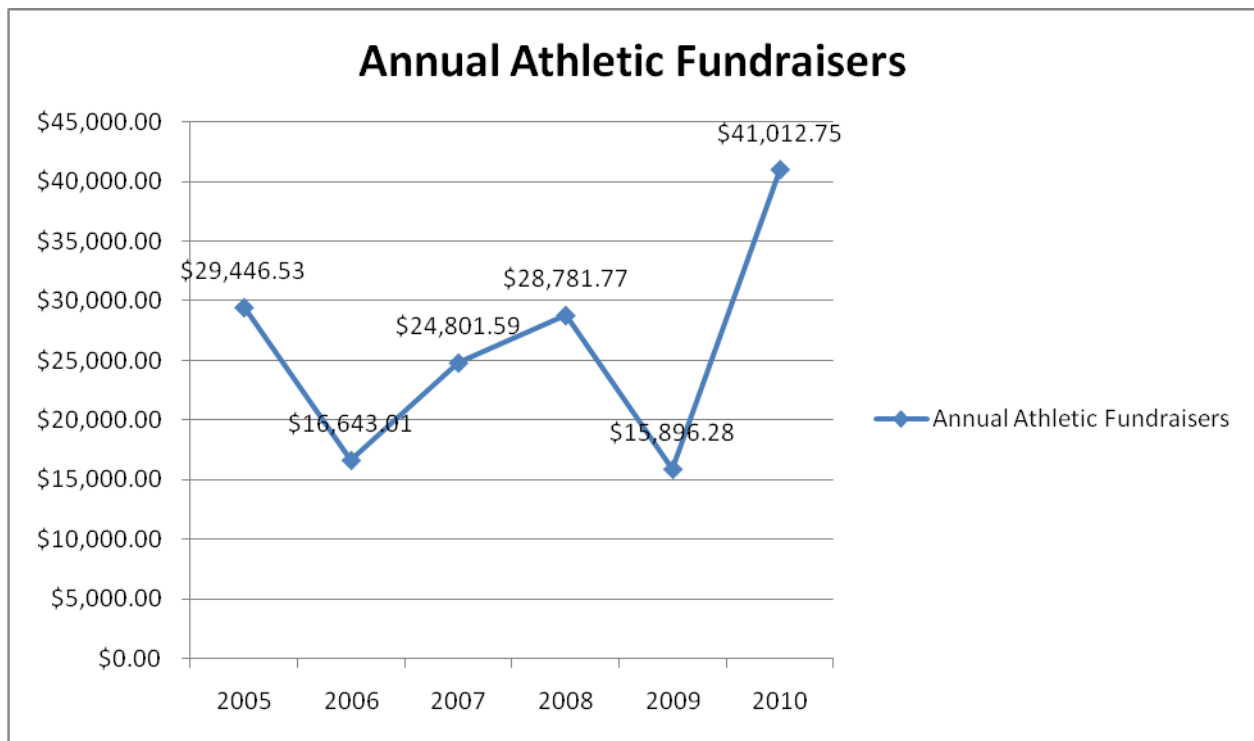
2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation



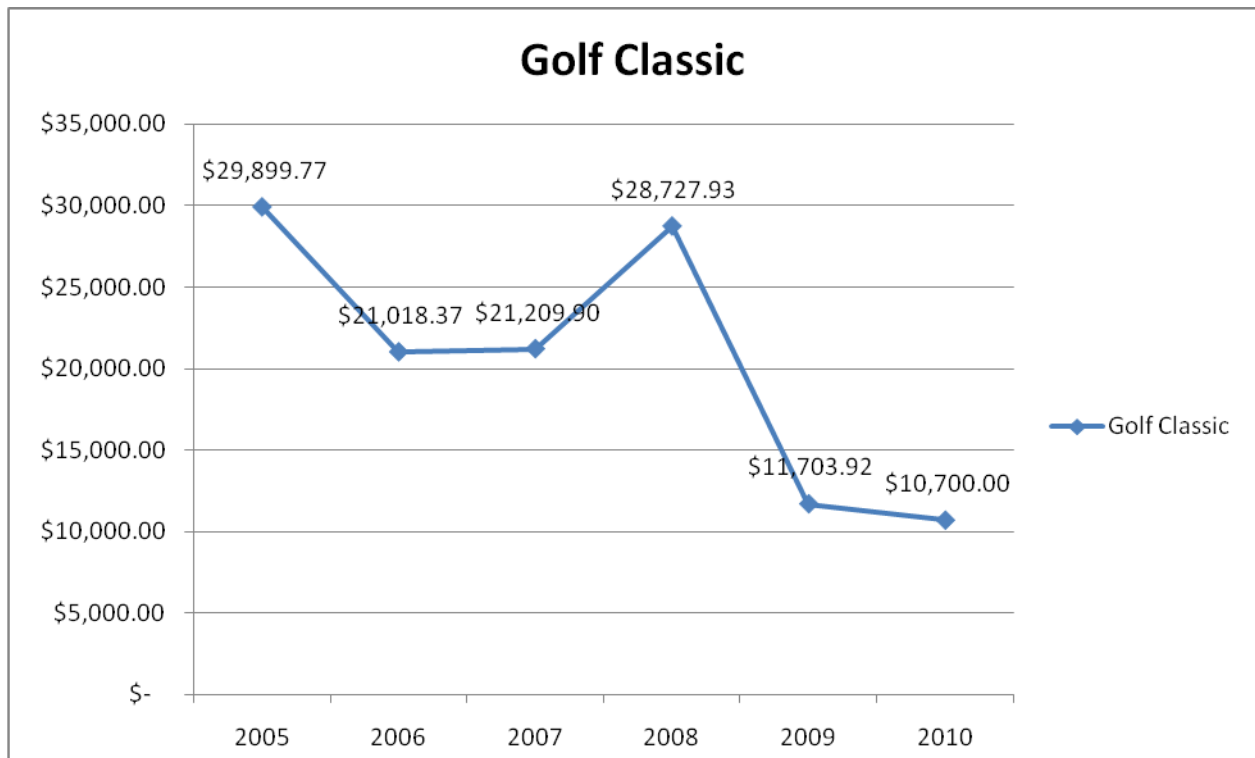
2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

Special Event Fundraisers

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Annual Athletic Fundraisers | \$29,446.53 | \$16,643.01 | \$24,801.59 | \$28,781.77 | \$15,896.28 | \$41,012.75 |
| Golf Classic | \$ 29,899.77 | \$ 21,018.37 | \$ 21,209.90 | \$ 28,727.93 | \$ 11,703.92 | \$ 10,700.00 |



2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation



**2010 WNC Administrative Program Review Report:
Development and External Affairs / Foundation**

2008 Feasibility Study conducted by the Clements Group

Western Nevada College Feasibility Study

Findings and Conclusions

WNC's Strengths:

- Enjoys a strong reputation for providing the large service region with access to quality, responsive, affordable programs and for its ability to reach out to the large rural areas in the service region
- Is recognized for its quality partnerships with many area industries and the highly responsive and relevant workforce training programs it provides
- Employs dedicated, knowledgeable, student-centered, and professional leadership, faculty, and staff
- Offers a collegial and caring atmosphere as well as small class size and low student/teacher ratios
- Offers strong academic programs, including several 4-year programs

Challenges Facing WNC:

- Locating additional resources due to reduced state funding
- Remaining responsive to the needs of the college's wide and diverse service area
- Maintaining current and responsive programs and keeping up with technology
- Fostering the willingness of some long-term employees to adapt and change to current methods and practices
- Enhancing rural outreach and increasing industry partnerships

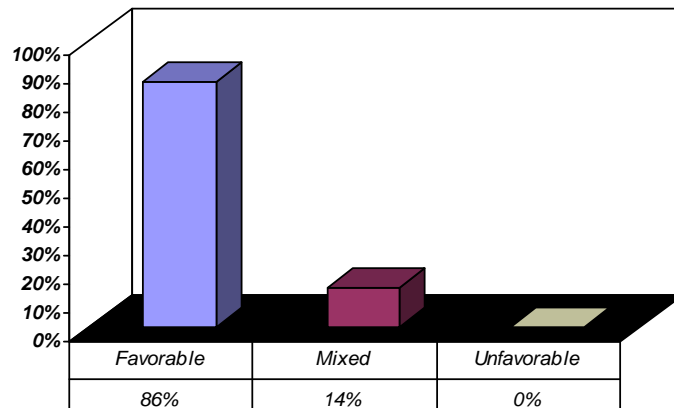
Overview

This section contains a compilation of findings based on individual interviewee responses, any ensuing informal discussions, and conclusions drawn from the findings.

Each interviewee was assured that responses would be treated in confidence and that any comments used in the written report would not be attributed to any specific respondent.

Percentages are derived from the total number of interviewees who offered opinions.

Impression of WNC



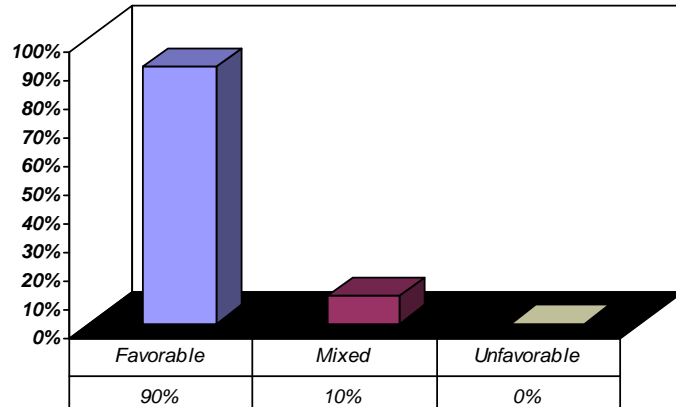
| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 8 | 0 | 0 | 0 | 8 |
| Community Leaders | 62 | 13 | 0 | 1 | 76 |
| <i>Subtotal</i> | 70 | 13 | 0 | 1 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 13 | 0 | 0 | 0 | 13 |
| Totals | 83 | 13 | 0 | 1 | 97 |

Conclusions

A significant majority of the respondents are favorable toward Western Nevada College. These respondents believe the college does an excellent job providing educational opportunities for the broad service area.

Impression of the Administration

Respondents consider WNC President, Dr. Carol Lucey, to be an open, energetic, and visionary leader.



Respondents say:

“The administrative team is very community oriented.”

“The administration makes every effort to meet the needs of local industry.”

“Dr. Lucey is a very effective, visionary, and open leader.”

“The administrative team is committed to the college’s mission.”

“Helaine, Connie, and Bus are well known and well respected within the community.”

“They are enthusiastic and highly energetic leaders.”

“Each person brings different strengths to the team.”

“The administration encourages candor and open discussion.”

| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 8 | 0 | 0 | 0 | 8 |
| Community Leaders | 62 | 8 | 0 | 6 | 76 |
| <i>Subtotal</i> | 70 | 8 | 0 | 6 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 12 | 1 | 0 | | 13 |
| Totals | 82 | 9 | 0 | 6 | 97 |

Conclusions

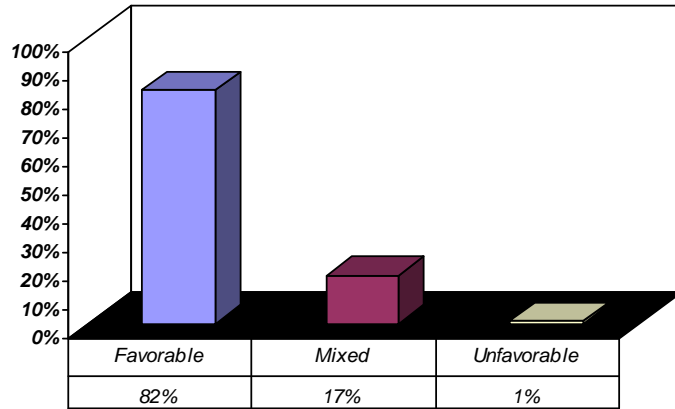
An overwhelming majority of the respondents are favorable toward the Western Nevada College administrative team. Respondents indicate the administrators are responsive, open, and committed to the college’s mission. WNC President, Dr. Carol Lucey is regarded by respondents as visionary and energetic.

Those holding mixed opinions point to a need for enhanced communication between the administration and the internal and external community. None of the respondents were unfavorable.



Impression of the Faculty

Faculty members are viewed as committed to student success and enthusiastic about teaching.



Respondents say:

“Faculty members have a passion for teaching and a genuine desire to see their students succeed.”

“They are dedicated, compassionate, visible, and team-oriented.”

“Faculty members have a strong desire to improve the community through education.”

“I am not familiar with the faculty team.”

“Some members of the faculty could be more open to change.”

“The faculty is very qualified; they teach at WNC because they want to.”

| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 5 | 1 | 0 | 2 | 8 |
| Community Leaders | 48 | 9 | 1 | 18 | 76 |
| <i>Subtotal</i> | 53 | 10 | 1 | 20 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 10 | 3 | 0 | 0 | 13 |
| Totals | 63 | 13 | 1 | 20 | 97 |

Conclusions

A significant majority of the respondents are favorable toward the WNC faculty team. Faculty members are considered to be committed to student success and enthusiastic about teaching. Many respondents add that the faculty members are compassionate and accessible.

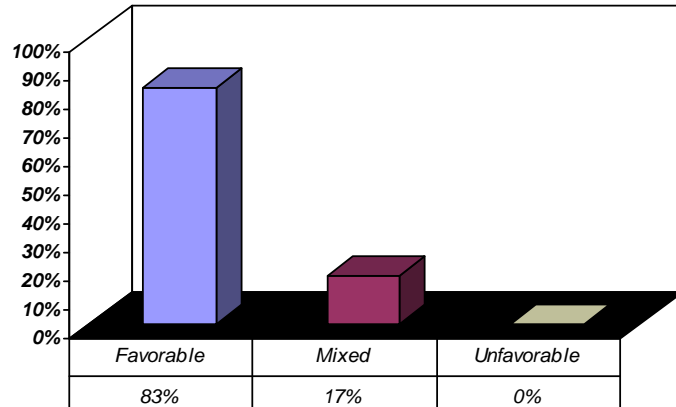
Those offering mixed opinions agreed, for the most part, with the above opinions. However, these respondents pointed to a need on the part of a few faculty members to remain open to change.

Twenty of the interviewees did not offer opinions, many indicating they knew few or none of the faculty.



Impression of the Advisory Boards

Many believe board members are effective advisors and advocates.



Respondents say:

“This is a good cross-section of the ‘movers and shakers’ of the community.”

“Board membership is comprised of diverse experience and knowledge.”

“Board members effectively analyze community needs and advise where the college can meet those needs.”

“These are people who are part of the business and social circles within the community.”

“Board members effectively market and advocate for the college.”

“I would like to see additional private-sector, business, and student representation on the board.”

“These are the pillars of our society – a great resource.”

| Category | Favorable | Mixed | Unfavorable | No Opinion | Total |
|--------------------|-----------|-----------|-------------|------------|-----------|
| EXTERNAL | | | | | |
| Board Members | 7 | 0 | 0 | 1 | 8 |
| Community Leaders | 50 | 10 | 0 | 16 | 76 |
| Subtotal | 57 | 10 | 0 | 17 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 5 | 3 | 0 | 5 | 13 |
| Totals | 62 | 13 | 0 | 22 | 97 |

Conclusions

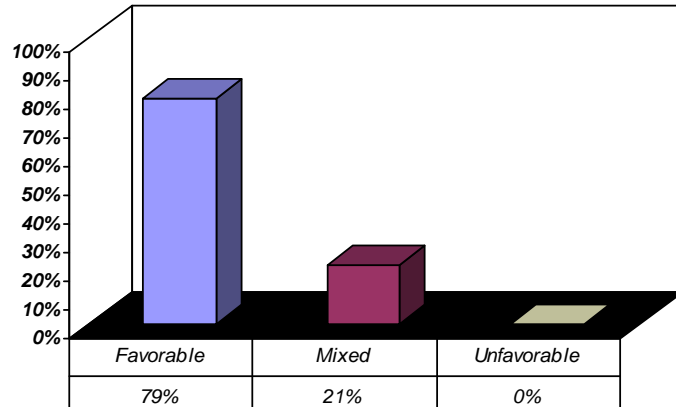
A significant majority of the respondents are favorable toward the WNC Advisory Boards. Respondents believe board members are diversely representative of their region and that they make up the influential and affluent leaders in the area. Many add board members are effective in providing advice to the college and serving as advocates of WNC.

Those holding mixed opinions recommend the boards be strengthened with additional representation from the private-sector, business, and student communities. Many believe there is a perception that the boards are too political.



Impression of the WNC Foundation Board

Respondents indicate board members are well connected within the community.



Respondents say:

“The foundation was successful in bringing the baseball field and the observatory to the college.”

“Board members are well connected within the community and have the best interests of the college at heart.”

“They have done an excellent job raising funding.”

“I believe the board should cultivate additional members of influence and affluence, representing a broader range of experience.”

“I am not familiar with the foundation’s fundraising abilities.”

“The board represents a wide range of the service area.”

“Helaine is a skilled fundraiser.”

| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 6 | 2 | 0 | 0 | 8 |
| Community Leaders | 44 | 11 | 0 | 21 | 76 |
| <i>Subtotal</i> | 50 | 13 | 0 | 21 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 8 | 2 | 0 | 3 | 13 |
| Totals | 58 | 15 | 0 | 24 | 97 |

Conclusions

A strong majority of the respondents are favorable toward the foundation board as a fundraising group for the college. These respondents indicate that the foundation board members are geographically and professionally representative. Many indicate they have a very successful fundraising history.

Those holding mixed opinions believe the board could be strengthened with additional influential and affluent individuals representing a broader range of experience.

Twenty-four of the interviewees did not offer opinions, indicating they knew few or none of the foundation board members.



Opinion Regarding the Proposed Initiatives

Machine Tool Technology Center Expansion

Respondents believe the Center is critical to the area's workforce training needs.

Respondents say:

“Anything that enhances the ability of the college to provide a trained workforce is critical to the college and the community.”

“The environment we are in makes this initiative critical. Many companies requiring trained workers in the field have relocated here.”

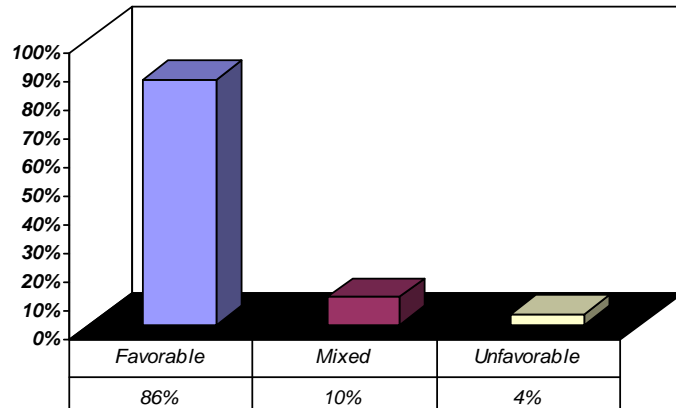
“I think this is a core and relevant program.”

“I need more information as I am not familiar with this field.”

“We need people trained in these areas.”

“I am not sure the enrollment supports the investment.”

“This is also a safety issue; we currently don't have enough room for the equipment.”



| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 7 | 0 | 0 | 1 | 8 |
| Community Leaders | 55 | 6 | 3 | 12 | 76 |
| <i>Subtotal</i> | 62 | 6 | 3 | 13 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 9 | 2 | 0 | 2 | 13 |
| Totals | 71 | 8 | 3 | 15 | 97 |

Conclusions

A significant majority of the respondents are favorable toward the *Machine Tool Technology Center Expansion*. These respondents believe this Center would enhance the college's ability to provide a trained workforce. Many add that there is a need for trained people in this field. Internal respondents indicate there is a need for additional space to house equipment and that the current lack of space is a potential safety hazard.

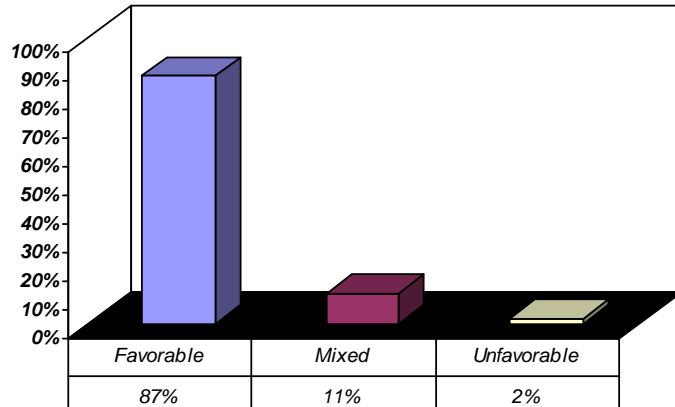
Those holding mixed opinions request additional information regarding the specifics of the initiative, including data indicating enrollment will support the need for the Center.



Opinion Regarding the Proposed Initiatives

Nursing/Science Facility - Fallon Campus

Respondents are favorable toward the Nursing/Science Facility - Fallon Campus initiative, indicating it would fill a critical need.



Respondents say:

“WNC’s nursing program is exceptional and anything that can be done to further enhance it is important.”

“The healthcare field is where the greatest demand is.”

“I am passionate about this. The community is proud of the program in Fallon.”

“The need is there; the demand is high.”

“I like it, but don’t forget to emphasize the ‘science’ portion also.”

“This is good for the community and the college.”

“This is a good direction to go. I am extremely favorable.”

“I am concerned the enrollment numbers won’t support it.”

| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 7 | 0 | 0 | 1 | 8 |
| Community Leaders | 66 | 7 | 0 | 3 | 76 |
| <i>Subtotal</i> | 73 | 7 | 0 | 4 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 7 | 3 | 2 | 1 | 13 |
| Totals | 80 | 10 | 2 | 5 | 97 |

Conclusions

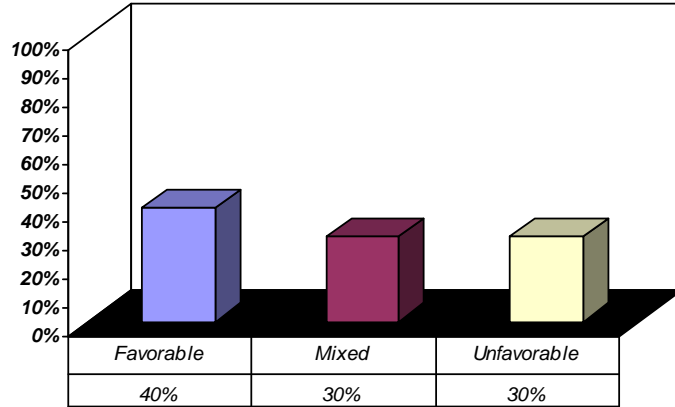
Respondents are significantly favorable toward the *Nursing/Science Facility - Fallon Campus* initiative. These respondents consider this field to be a growing and critical area in which the college can provide trained workers. Many are impressed with the current nursing program at the college and believe this will further enhance and strengthen it.

Those holding mixed opinions question the need for this initiative in light of current enrollment numbers.



Opinion Regarding the Proposed Initiatives *Athletic Facilities*

Respondents are split in their opinions regarding this initiative.



Respondents say:

“Athletic programs and facilities are important in establishing a collegiate feeling.”

“This would be nice, but academics are more important.”

“I am ambivalent towards this initiative. Its nice, but not sure it’s necessary.”

“Some good comes from sports, but few are successful making a living at it.”

“I am not convinced this is a compelling need.”

“I believe the existing field should be used for this.”

| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 6 | 2 | 0 | 0 | 8 |
| Community Leaders | 24 | 22 | 25 | 5 | 76 |
| <i>Subtotal</i> | 30 | 24 | 25 | 5 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 6 | 4 | 3 | 0 | 13 |
| Totals | 36 | 28 | 28 | 5 | 97 |

Conclusions

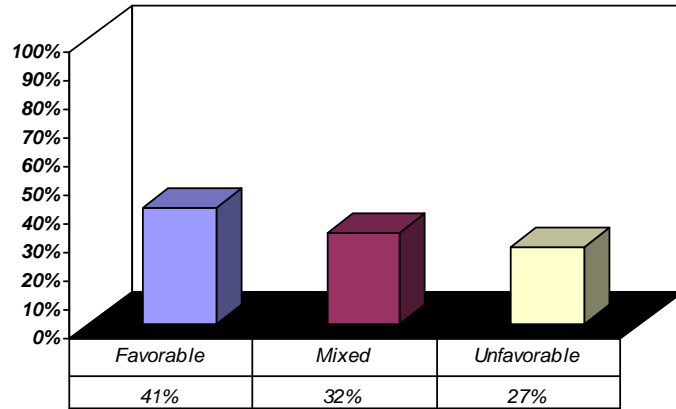
Respondents are split regarding their opinions of the *Athletic Facilities* initiative. Those who hold favorable opinions believe it will enhance the collegiate atmosphere.

Many of those responding with mixed or unfavorable opinions indicate the need is not compelling enough or that academics are more critical than athletics.



Opinion Regarding the Proposed Initiatives *Center for the Arts*

Forty-one percent of the respondents believe the Center will enhance the entire community.



Respondents say:

“We have needed this for a long time.”

“This would enhance the entire community.”

“With budget constraints as they are, we must focus on the core academics.”

“I like the idea; however, it will be difficult to pull off.”

“My concerns revolve around the cost.”

“I am mixed. I support the arts, but believe there are existing facilities that serve this need adequately.”

“I don’t believe the cost is equal to the benefits.”

| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 3 | 5 | 0 | 0 | 8 |
| Community Leaders | 27 | 22 | 24 | 3 | 76 |
| <i>Subtotal</i> | 30 | 27 | 24 | 3 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 9 | 3 | 1 | 0 | 13 |
| Totals | 39 | 30 | 25 | 3 | 97 |

Conclusions

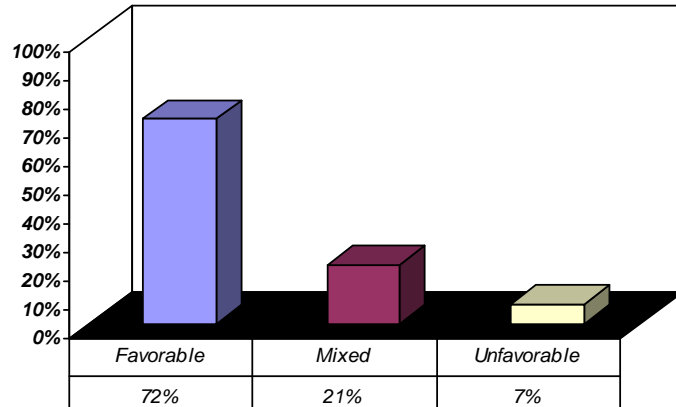
Forty-one percent of the respondents are favorable toward the *Center for the Arts* initiative. These respondents believe that this initiative will enhance the entire community.

Those holding mixed or unfavorable opinions question whether the community will support this initiative and/or whether the cost is equal to the benefits.



Opinion Regarding the Proposed Initiatives *Allied Health/Wellness Center - Carson Campus*

Many respondents believe this initiative is critical to the college's ability to respond to the growing health-science industry's needs.



Respondents say:

“This initiative would enhance the effectiveness of the institution.”

“I am pleased to see this in the plans for WNC.”

“I think there are higher priorities, the core subjects for example.”

“I would like to see a collaboration with area hospitals.”

“This center goes hand-in-hand with the nursing program.”

“I am absolutely in favor of the Center. Anything that enhances the health sciences is good.”

“I like the allied health portion, but I have mixed feelings about the wellness center.”

| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 6 | 0 | 1 | 1 | 8 |
| Community Leaders | 48 | 18 | 4 | 6 | 76 |
| <i>Subtotal</i> | 54 | 18 | 5 | 7 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 11 | 1 | 1 | 0 | 13 |
| Totals | 65 | 19 | 6 | 7 | 97 |

Conclusions

A strong majority of the respondents are favorable toward the *Allied Health/Wellness Center - Carson Campus* initiative. These respondents see this as a high priority and critical to the college's ability to respond to the growing health-sciences field.

Many of those who are mixed or unfavorable consider the Center to be a lower priority. Others note they are favorable toward the allied health portion, but not as favorable toward the wellness center.



Opinion Regarding the Proposed Initiatives *“Top Ten” Scholarship Endowment*

Respondents who are favorable believe scholarships increase accessibility for many students who could not otherwise attend WNC.

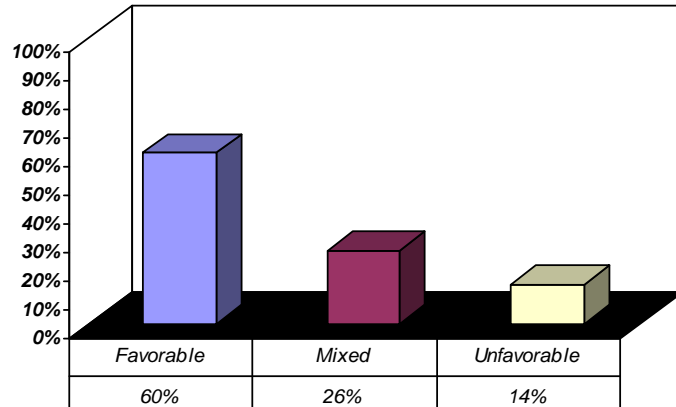
Respondents say:

“Awarding scholarships to the top 10 percent will keep the best and brightest in our area.”

“I believe if a student is in the top 10 percent, he/she will find a way to go to college.”

“The top 10 percent don’t attend community colleges. I would like to see this developed as a need-based scholarship.”

“Scholarships are important as they increase accessibility. The more the better!”



| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 3 | 3 | 1 | 1 | 8 |
| Community Leaders | 43 | 20 | 12 | 1 | 76 |
| <i>Subtotal</i> | 46 | 23 | 13 | 2 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 10 | 1 | 0 | 2 | 13 |
| Totals | 56 | 24 | 13 | 4 | 97 |

Conclusions

A majority of the respondents are favorable toward the *“Top Ten” Scholarship Endowment*. These respondents believe scholarships increase accessibility and that this one may keep the “best and the brightest” in the region.

Some of those responding with mixed or unfavorable opinions believe students who are resourceful enough to be in the top 10 percent academically will have opportunities to obtain a post-secondary education on their own. Others indicate they believe these students would not attend community colleges and would go straight to four-year institutions.



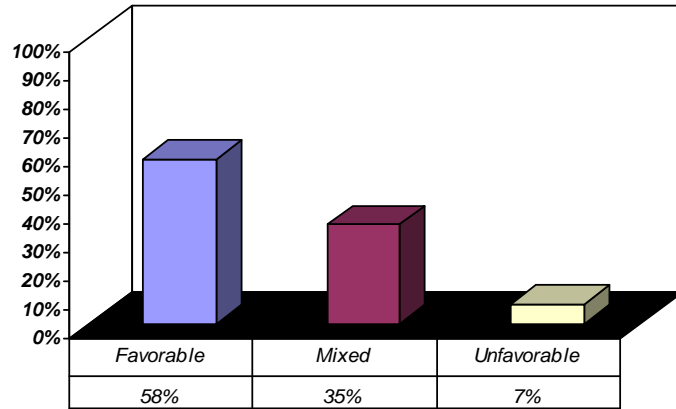
Opinion Regarding the Proposed Initiatives *Endowment for Equipment Acquisitions*

Respondents believe a well-managed endowment for this purpose will serve the college well.

Respondents say:

“If it is well managed, it could serve the college well.”

“I need additional information before I can give an opinion.”



| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 4 | 2 | 1 | 1 | 8 |
| Community Leaders | 35 | 21 | 5 | 15 | 76 |
| <i>Subtotal</i> | 39 | 23 | 6 | 16 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 8 | 5 | 0 | 0 | 13 |
| Totals | 47 | 28 | 6 | 16 | 97 |

Conclusions

A small majority of the respondents are favorable toward the *Endowment for Equipment Acquisitions*. These respondents believe if this endowment is well managed it could serve the college well.

Those holding mixed or unfavorable opinions indicate they will need additional information regarding the specifics of this initiative.



Opinion Regarding the Proposed Initiatives *Endowed Chair of Nursing*

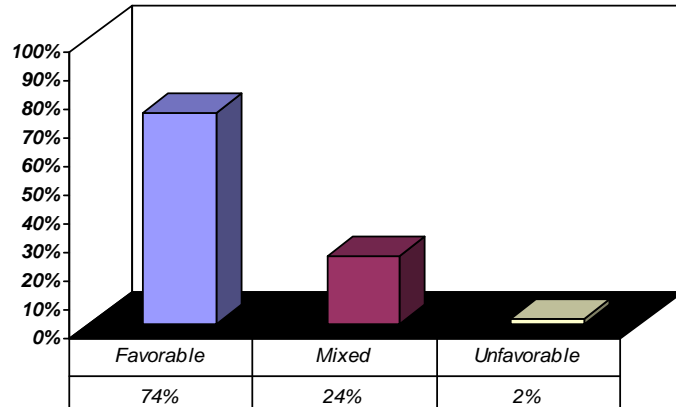
Respondents believe the endowment will greatly enhance the nursing program and its objectives.

Respondents say:

“This endowment will further enhance the other nursing program objectives.”

“I am all for this.”

“I like the idea, but believe there are other higher priorities.”



| Category | Fav. | Mixed | Unfav. | No Opinion | Total |
|--------------------|------|-------|--------|------------|-------|
| EXTERNAL | | | | | |
| Board Members | 4 | 3 | 0 | 1 | 8 |
| Community Leaders | 55 | 15 | 2 | 4 | 76 |
| <i>Subtotal</i> | 59 | 18 | 2 | 5 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 9 | 4 | 0 | 0 | 13 |
| Totals | 68 | 22 | 2 | 5 | 97 |

Conclusions

A strong majority of the respondents are favorable toward the *Endowed Chair of Nursing* initiative. These respondents believe this initiative greatly enhances the nursing program and its future objectives.

Those holding mixed or unfavorable opinions did not disagree with the validity of the endowment. However, they do not consider it to be as high of a priority as some of the other initiatives.



Opinion Regarding the Proposed Initiatives

Priority Rankings

External Rankings

| Priority Order | 1st | 2nd | 3rd | Tot |
|---|-----|-----|-----|-----|
| Nursing/Science Facility - Fallon Campus | 39 | 22 | 9 | 70 |
| Machine Tool Technology Center Expansion | 25 | 15 | 6 | 46 |
| Endowed Chair of Nursing | 4 | 15 | 19 | 38 |
| Allied Health/Wellness Center - Carson Campus | 2 | 17 | 15 | 34 |
| "Top Ten" Scholarship Endowment | 8 | 3 | 13 | 24 |
| Center for the Arts | 3 | 1 | 10 | 14 |
| Endowment for Equipment Acquisitions | 0 | 7 | 7 | 14 |
| Athletic Facilities | 2 | 3 | 2 | 7 |

*External respondents consider the **Nursing/Science Facility - Fallon Campus** initiative to be the highest priority need.*

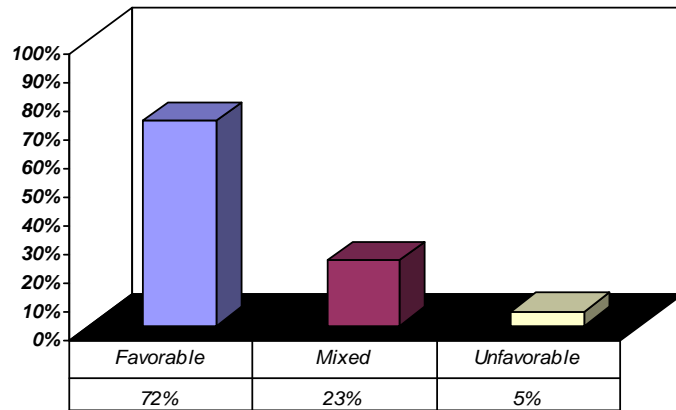
Internal Rankings

| Priority Order | 1st | 2nd | 3rd | Tot |
|---|-----|-----|-----|-----|
| Allied Health/Wellness Center - Carson Campus | 5 | 3 | 2 | 10 |
| Center for the Arts | 2 | 3 | 2 | 7 |
| "Top Ten" Scholarship Endowment | 2 | 3 | 1 | 6 |
| Machine Tool Technology Center Expansion | 1 | 2 | 3 | 6 |
| Nursing/Science Facility - Fallon Campus | 3 | 0 | 1 | 4 |
| Endowed Chair of Nursing | 0 | 1 | 1 | 2 |
| Endowment for Equipment Acquisitions | 0 | 0 | 2 | 2 |
| Athletic Facilities | 0 | 0 | 2 | 2 |

*Internal respondents consider the **Allied Health/Wellness Center - Carson Campus** initiative to be the highest priority need.*

Opinion Regarding the Proposed Major Gifts Campaign

Respondents are strongly favorable toward conducting a major gifts campaign on behalf of Western Nevada College.



Respondents say:

“Major gifts campaigns are almost necessary these days.”

“A campaign could draw more attention to the college.”

“It could be the only way to raise the funding the college needs.”

“I have mixed feelings. I believe a campaign is necessary. However, I am not sure the economy is good enough right now to move forward.”

“It’s definitely worth the try.”

| Category | Fav. | Mixed | Unfav. | No Resp. | Total |
|-------------------|-----------|-----------|----------|----------|-----------|
| EXTERNAL | | | | | |
| Board Members | 7 | 1 | 0 | 0 | 8 |
| Community Leaders | 49 | 17 | 4 | 6 | 76 |
| Totals | 56 | 18 | 4 | 6 | 84 |

Conclusions

Respondents are strongly favorable toward conducting a major gifts campaign on behalf of Western Nevada College. These respondents believe the college is worthy of private-sector support and that a campaign is necessary and will be well received.

Those holding mixed or unfavorable opinions cite economic problems as the reason for their responses.

Overall, respondents believe a well-led and well-marketed campaign will receive community support.



Opinion Regarding the Proposed Campaign Schedule

Respondents cite economic conditions as the reason for their "uncertain" responses.

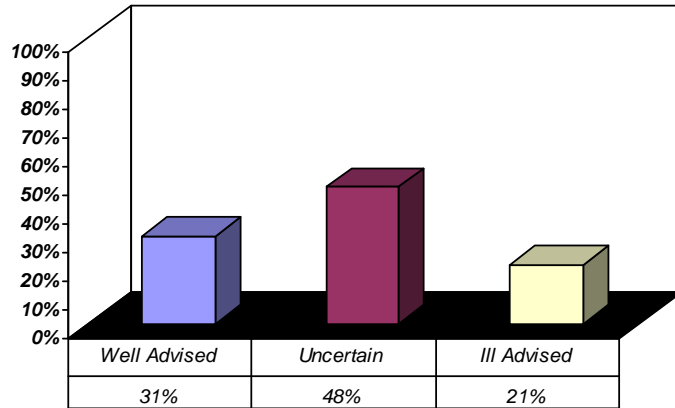
Respondents say:

"Anytime is better than never."

"We may need to delay or extend the campaign to contend with the economic difficulties in the area."

"If we are ready and well prepared, now is a good time."

"I would like to see the college wait until after the elections."



| Category | Well Advised | Uncertain | Ill Advised | No Resp. | Total |
|-------------------|--------------|-----------|-------------|-----------|-----------|
| EXTERNAL | | | | | |
| Board Members | 4 | 3 | 1 | 0 | 8 |
| Community Leaders | 16 | 28 | 13 | 19 | 76 |
| Totals | 20 | 31 | 14 | 19 | 84 |

Conclusions

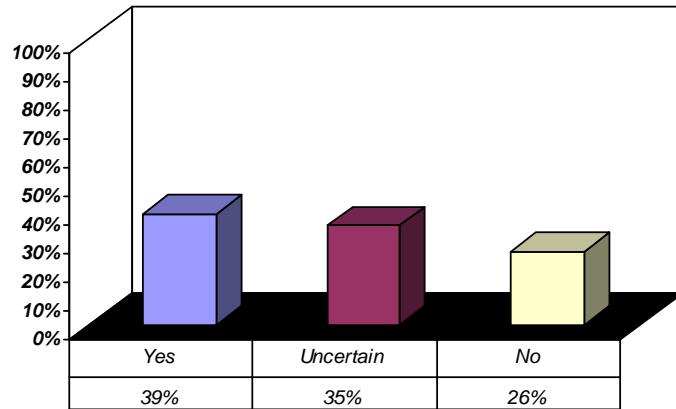
Forty-eight percent of the respondents indicate they are uncertain whether the proposed campaign schedule is well advised. These respondents, along with the majority of those responding in the "ill advised" category, believe the economy may not be strong enough to support a campaign at this time. Many add the campaign could be lengthened to contend with the economic conditions.

Those who believe the proposed campaign schedule is well advised indicate the campaign is needed and that now is as good of a time as any.



Opinion Regarding the Proposed \$49.8 Million Goal

Thirty-nine percent of the respondents indicate they believe the proposed \$49.8 million goal is attainable.



Those who are uncertain or believe the goal is not attainable suggest the following alternatives:

| <u>Goal Amount</u> | <u>Times Mentioned</u> |
|----------------------|------------------------|
| \$5 million | 3 |
| \$6 million | 2 |
| \$7 million | 2 |
| \$8 million | 2 |
| \$9 million | 2 |
| \$10 million | 5 |
| \$11 million | 3 |
| \$12 million | 3 |
| \$13 million | 2 |
| \$14 million | 2 |
| \$15 million | 3 |
| \$16 million | 2 |
| \$17 million | 2 |
| \$18 million | 2 |
| \$19 million | 2 |
| \$20 million | 7 |
| \$21 million | 2 |
| \$22 million | 2 |
| \$23 million | 2 |
| \$24 million | 2 |
| \$25 million | 10 |
| \$25 to \$30 million | 4 |

| Category | Yes | Uncertain | No | No Resp. | Total |
|-------------------|-----------|-----------|-----------|----------|-----------|
| EXTERNAL | | | | | |
| Board Members | 3 | 3 | 2 | 0 | 8 |
| Community Leaders | 27 | 24 | 18 | 7 | 76 |
| Totals | 30 | 27 | 20 | 7 | 84 |

Conclusions

Thirty-nine percent of the respondents believe the proposed \$49.8 million goal is attainable. Thirty-five percent of the respondents are uncertain and 26 percent believe the goal is not attainable.

Some of the respondents who are uncertain or believe the goal is not attainable recommend alternative amounts (see side bar).

Overall, these results demonstrate that respondents believe WNC is worthy of private-sector support.



Potential Donors and Campaign Leaders

Potential Donors

During most successful major gifts campaigns, a relatively small number of gifts account for at least 60 to 80 percent of the total amount raised. A "Table of Investments Necessary to Raise \$49.8 Million," reflecting gifts needed at various levels (Appendix E), was shared with the interviewees and they were asked to identify potential donors at the top giving levels. The results are as follows:

| <u>Amount</u> | <u>Potential Donors</u> |
|---------------|-------------------------|
| \$7,500,000 | 17 |
| 5,000,000 | 7 |
| 2,500,000 | 24 |
| 500,000 | 65 |
| 100,000 | 51 |
| 50,000 | 23 |

Responding interviewees identified over 140 individual potential donors capable of making gifts from \$50,000 to \$7.5 million over a three- to five-year period.

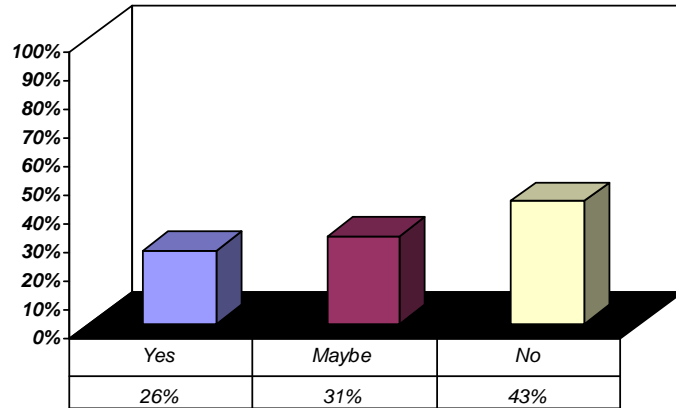
Potential Campaign Leaders

Over 90 individuals were suggested as potential leaders for the campaign. Of these, 70 were named as potential campaign general chair. Eight were named several times.

Eighteen employees were identified as potential leaders for the internal "family" campaign.

Willingness to Participate

Fifty-seven percent of the respondents indicate they are or might be willing to participate in a campaign conducted on behalf of WNC.



| Category | Yes | Maybe | No | No Resp. | Total |
|--------------------|-----|-------|----|----------|-------|
| EXTERNAL | | | | | |
| Board Members | 5 | 3 | 0 | 0 | 8 |
| Community Leaders | 11 | 24 | 41 | 0 | 76 |
| <i>Subtotal</i> | 16 | 27 | 41 | 0 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 9 | 3 | 1 | 0 | 13 |
| Totals | 25 | 30 | 42 | 0 | 97 |

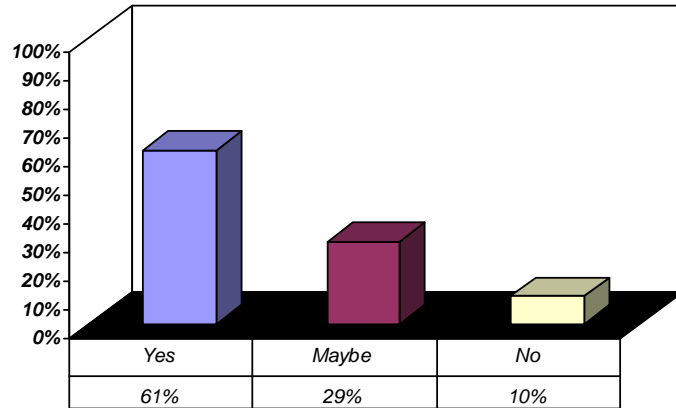
Conclusions

Fifty-seven percent of the respondents indicate they are or might be willing to participate in a campaign conducted on behalf of WNC.

Those who responded in the “no” category cite time constraints as the reason for their responses.

Willingness to Contribute

Ninety percent of the respondents indicate they are or might be willing to contribute to a campaign conducted on behalf of WNC.



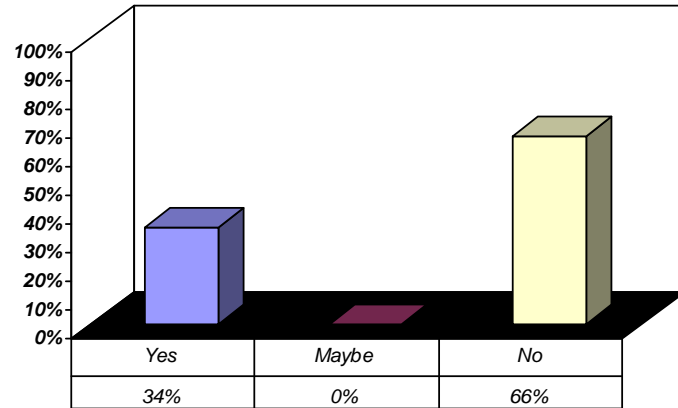
| Category | Yes | Maybe | No | No Resp. | Total |
|--------------------|-----|-------|----|----------|-------|
| EXTERNAL | | | | | |
| Board Members | 7 | 1 | 0 | 0 | 8 |
| Community Leaders | 40 | 26 | 10 | 0 | 76 |
| <i>Subtotal</i> | 47 | 27 | 10 | 0 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 12 | 1 | 0 | 0 | 13 |
| Totals | 59 | 28 | 10 | 0 | 97 |

Conclusions

Ninety percent of the respondents indicate they are or might be willing to contribute to a campaign conducted on behalf of WNC.

Table of Investments

Respondents listed potential gifts in the range of \$300.00 to \$1.5 million.



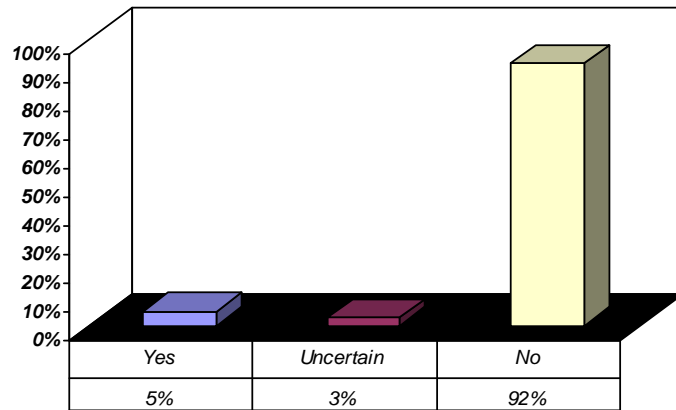
| Category | Yes | Maybe | No | Total |
|--------------------|-----|-------|----|-------|
| EXTERNAL | | | | |
| Board Members | 4 | 0 | 4 | 8 |
| Community Leaders | 23 | 0 | 53 | 76 |
| <i>Subtotal</i> | 27 | 0 | 57 | 84 |
| INTERNAL | | | | |
| Adm., Fac. & Staff | 6 | 0 | 7 | 13 |
| Totals | 33 | 0 | 64 | 97 |

Conclusions

Respondents indicated potential gifts in the range of \$300.00 to \$1.5 million.

Matching Gifts

Ninety-two percent of the respondents indicate their companies do not participate in matching gifts programs.



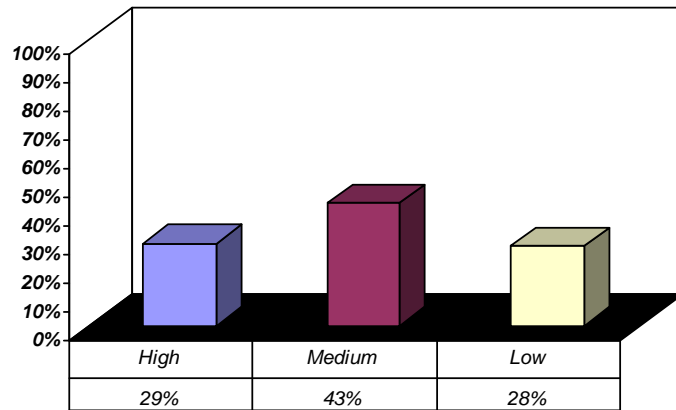
| Category | Yes | Uncertain | No | No Resp. | Total |
|-------------------|----------|-----------|-----------|-----------|-----------|
| EXTERNAL | | | | | |
| Board Members | 0 | 0 | 7 | 1 | 8 |
| Community Leaders | 3 | 2 | 52 | 19 | 76 |
| Totals | 3 | 2 | 59 | 20 | 84 |

Conclusions

While the number of respondents whose respective companies participate in matching gifts programs is limited to five percent, WNC should seek matching gifts wherever they are available.

Philanthropic Priorities

Seventy-two percent of the respondents place the needs of WNC at a high or medium priority compared to their other philanthropic priorities.



| Category | High | Medium | Low | No Resp. | Total |
|-------------------|-----------|-----------|-----------|----------|-----------|
| EXTERNAL | | | | | |
| Board Members | 3 | 4 | 0 | 1 | 8 |
| Community Leaders | 20 | 30 | 22 | 4 | 76 |
| Totals | 23 | 34 | 22 | 5 | 84 |

Conclusions

A majority of the interviewees, 72 percent, place WNC’s needs at a high or medium priority compared to their other philanthropic needs, indicating the college is worthy of private-sector support.

Planned Giving Arrangements

Today, community leaders know that quality not-for-profit organizations that serve their communities must plan far into the future.

Interviewees were asked to provide information about their planned giving arrangements, specifically:

- 1 If they would be willing to participate in or assist with an educational seminar on financial or estate planning
- 2 If they have a will or trust
 - a. If yes, have they designated any charitable organizations as beneficiaries?
 - b. If yes to "a", have they made a provision for WNC in their wills or trusts?
- 3 Would they consider making provisions for WNC in their wills or trusts?

Financial or Estate Planning Seminar

| Category | Yes | Maybe | No | No Resp. | Total |
|--------------------|-----|-------|----|----------|-------|
| EXTERNAL | | | | | |
| Board Members | 6 | 0 | 2 | 0 | 8 |
| Community Leaders | 28 | 10 | 36 | 2 | 76 |
| <i>Subtotal</i> | 34 | 10 | 38 | 2 | 84 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 9 | 2 | 2 | 0 | 13 |
| Totals | 43 | 12 | 40 | 2 | 97 |

Fifty-five respondents indicate they will or might participate in a financial or estate planning seminar.

Establishment of a Will or Trust

Seventy-seven respondents indicate they have established a will or trust.

| Category | Yes | No | No Resp. | Total |
|--------------------|-----|----|----------|-------|
| EXTERNAL | | | | |
| Board Members | 7 | 1 | 0 | 8 |
| Community Leaders | 60 | 16 | 0 | 76 |
| <i>Subtotal</i> | 67 | 17 | 0 | 84 |
| INTERNAL | | | | |
| Adm., Fac. & Staff | 10 | 3 | 0 | 13 |
| Totals | 77 | 20 | 0 | 97 |



Planned Giving Arrangements

Designation of Beneficiaries

| Category | Yes | No | No Resp. | Total |
|--------------------|-----|----|----------|-------|
| EXTERNAL | | | | |
| Board Members | 1 | 6 | 0 | 7 |
| Community Leaders | 23 | 36 | 1 | 60 |
| <i>Subtotal</i> | 24 | 42 | 1 | 67 |
| INTERNAL | | | | |
| Adm., Fac. & Staff | 3 | 7 | 0 | 10 |
| Totals | 27 | 49 | 1 | 77 |

Twenty-seven respondents have designated non-profit beneficiaries in their wills or trusts.

Designation of College in Will or Trust

Five of the respondents said that they have designated WNC in their wills or trusts.

| Category | Yes | No | No Resp. | Total |
|--------------------|-----|----|----------|-------|
| EXTERNAL | | | | |
| Board Members | 0 | 1 | 0 | 1 |
| Community Leaders | 3 | 19 | 1 | 23 |
| <i>Subtotal</i> | 3 | 20 | 1 | 24 |
| INTERNAL | | | | |
| Adm., Fac. & Staff | 2 | 1 | 0 | 3 |
| Totals | 5 | 21 | 1 | 27 |

Willingness to Name WNC in Future

| Category | Yes | Maybe | No | No Resp. | Total |
|--------------------|-----|-------|----|----------|-------|
| EXTERNAL | | | | | |
| Board Members | 5 | 2 | 1 | 0 | 8 |
| Community Leaders | 17 | 27 | 19 | 10 | 73 |
| <i>Subtotal</i> | 22 | 29 | 20 | 10 | 81 |
| INTERNAL | | | | | |
| Adm., Fac. & Staff | 8 | 2 | 1 | 0 | 11 |
| Totals | 30 | 31 | 21 | 10 | 92 |

Sixty-one respondents indicate they will or might consider naming WNC in their wills or trusts in the future.

Major Factors that will Influence WNC's Ability to Raise Significant Funds

Following, in order of most often mentioned, are the interviewees' opinions regarding the major factors that will influence WNC's ability to raise significant funds:

- Contending with a struggling economy and fundraising competition
- Remaining sensitive and inclusive with the entire service region
- Enhancing awareness of the college's mission and success stories, and developing a compelling and clearly-defined need for private-sector support
- Developing partnerships with area educational institutions and the region's industries

2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

Program Review Plan of Action: FY 2011 – FY 2014

| 1. Key Strategies for Raising More Money | | | |
|--|---|-----------------------|---------------------|
| Responsible Unit | General Principles | Plan of Action | Action Items |
| WNC Foundation Board of Trustees, Foundation Executive Director, Special Projects Coordinator, Assistant to the Vice President | <ul style="list-style-type: none"> • Ask frequently • Make asking a priority • Create a diversified fundraising plan • Collect data on donors • Create loyalty with donors • Schedule weekly team meetings regarding fundraising • Schedule new appointments and follow-up appointments for asks • Thank you notes must be timely especially if you want more gifts | • | • |
| 2. Counting and Increasing the number of Asks | | | |
| Responsible Unit | General Principles | Plan of Action | Action Items |
| Foundation Executive Director, Special Projects Coordinator, Assistant to the Vice President | <ul style="list-style-type: none"> • It's not about quantity, but quality • Develop system of how to accurately count the asks • Develop benchmark of asks before counting asks • Strive to have 10-15 asks between the four general areas of fundraising • Determine which area needs additional asks • Use calendar to keep track of asks and to follow up on them | • | • |

2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

| | <ul style="list-style-type: none"> • Add asking to to-do list • Make smart, personalized asks • Keep on track with asking by scheduling it on a specific day – finish a grant proposal; an appeal letter; making a call to a donor • Grant proposals = 1 ask (must be specific and personalized and follow guidelines, form letters do not count) • Individual solicitations = 1 ask • Sponsorship requests = 1 ask • Bulk Mail/E-Mail = 1 ask (whether it's 5 or 500, it's one ask) • Getting auction items isn't really asking | | |
|--|--|--|---|
| 3. Traditional Mail and E-Mail | | | |
| Responsible Unit | General Principles | Plan of Action | Action Items |
| Foundation Executive Director, Special Projects Coordinator, Assistant to the Vice President | <ul style="list-style-type: none"> • Create a plan for bulk mail (newsletters, invitations, e-mail blasts) • Mail frequently or as much as you can afford to (either in time or dollars spent) • Expand e-mail mailing lists • Space out e-mail or bulk mail asks evenly – approximately once a month • When you send out any bulk or e-mail ALWAYS attach a link to give, or an | <ul style="list-style-type: none"> • Increase number of donors and non-donors who receive college news and happenings via e-mail • Include reply envelope with each issue of InTouch • E-mail E-Haps to expanded mailing lists • On every e-mail, include link to PayPal • Create e-mail lists for all Coffee with Carol invitation lists | <ul style="list-style-type: none"> • |

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| | <p>envelope</p> <ul style="list-style-type: none"> • Make it as personal as possible • Segment lists (donors vs. non-donors vs. lapsed donors) • Personal notes make a difference – never use “dear friends” • Tell the whole story • Consider Facebook and Twitter as part of your e-mail campaign | | |
|--|--|---|---|
| 4. Individuals | | | |
| Responsible Unit | General Principles | Plan of Action | Action Items |
| WNC Foundation Board of Trustees, Foundation Executive Director, Special Projects Coordinator, Assistant to the Vice President | <ul style="list-style-type: none"> • Create an individual giving program • 80% of philanthropy comes from individuals (70% during lifetime – 10% from bequests) • Analyze fundraising income and break it down by individual-corporation-foundation • Analyze database for top 20 largest donors • Analyze the 20 most loyal donors, the ones with the longest giving history (no matter the level) • Launch individual giving and solicitation program • Ask at least 10-15 of top lists • Work with the foundation board and with college staff to develop more prospects • Invite prospects to | <ul style="list-style-type: none"> • Percentage of donors who continue to give year-to-year will remain consistent • Schedule meetings with loyal and top donors • Ask them why they are so loyal and do they want to get involved | <ul style="list-style-type: none"> • |

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| | <p>events on campus</p> <ul style="list-style-type: none"> • Ask “who might be interested in this college that we are so passionate about?” • The best way to re-engage past donors is to pick up the phone, personal is always the best, ask the question | | |
|---|---|---|---|
| 5. Events | | | |
| Responsible Unit | General Principles | Plan of Action | Action Items |
| <p>Athletic Development Committee</p> <p>Golf Classic Committee</p> <p>Donor Relations & Events</p> <p>WNC Board of Trustees</p> <p>Foundation Executive Director</p> | <ul style="list-style-type: none"> • Events are expensive, but do have pros and cons • It is not about selling tickets, it is about sponsorships • create sponsorship levels for each event – levels depend on people on committee and resources available • make levels a little higher • recruit honorees and speakers • make your committee a sponsorship selling one instead of the “fund spending” committee (the ones that pick the speaker, the food, the price and the decorations) • Should make \$1.00 for every 50 cents invested in an event – need to count time, effort, and evaluate each time • May be better to focus on individuals or mail | <ul style="list-style-type: none"> • Ask each committee member for the names they will be soliciting for sponsors • | <ul style="list-style-type: none"> • |

2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

| | | | |
|--|--|--|---|
| | or grants instead of events | | |
| 6. Responsible Unit | | | |
| | General Principles | Plan of Action | Action Items |
| Foundation Executive Director, Special Projects Coordinator, Assistant to the Vice President | <ul style="list-style-type: none"> • Research grants proactively • Foundation Center and Grant Station are good sources • Google Search works well too • Do the foundations fund in your geographic area? • Is there a mission match? • Follow guidelines exactly and answer all questions that are asked • Research a “wealth screening” feature for your database • Have a board member contact granting agency prior to application being submitted | <ul style="list-style-type: none"> • Contact the Foundation program officer to build a relationship – before a grant is submitted; ask to see if they agree WNC is a good match | |
| 7. Scholarships | | | |
| | General Principles | Plan of Action | Action Items |
| Foundation Executive Director, Special Projects Coordinator, Assistant to the Vice President | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • |
| 8. Board Development | | | |
| | General Principles | Plan of Action | Action Items |
| WNC Foundation Board of Trustees, Foundation | <ul style="list-style-type: none"> • 100% participation of board of trustees give | <ul style="list-style-type: none"> • Ask your board confidentially to write | <ul style="list-style-type: none"> • |

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| <p>Executive Committee, Foundation Executive Director</p> | <p>annually</p> <ul style="list-style-type: none"> • Each board members needs to be individually asked each year • Giving year – July 1 – June 30 • Pledges are acceptable • Are your board members stretching to give to college? • Many ways for the board to be involved in fundraising - identify prospects, thank you notes, calls • Have board members work to the best of their ability | <p>down their charitable giving – who’s in their top three? Are you?</p> <ul style="list-style-type: none"> • | |
|--|--|--|---|
| 9. Responsible Unit | General Principles | Plan of Action | |
| <p>WNC Foundation Board of Trustees, Foundation Executive Committee, Foundation Executive Director</p> | <ul style="list-style-type: none"> • Coffees with Carol • Walk to Vegas • InTouch donor and alumni newsletter • Campus Chat • Faculty-Staff Appreciation Breakfast • Western Nevada Astronomical Society • Scholarship Reception • Spartan 300 • Golf Classic • Athletic Fundraiser • Employee Giving Campaign | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • |

**2010 WNC Administrative Program Review Report:
Development and External Affairs / Foundation**

2008 Program Review Survey

ADMINISTRATIVE PROGRAM REVIEW SURVEY 2008

Invitations to take this survey were distributed on November 13, 2008 to 466 respondents. Those who did not complete the survey were sent reminders on November 20 and November 25.

The number of respondents was 141 for a 30% return rate and a margin of error of 8.42%.

Non-Academic Program Review 2008-2009 - Development & External Affairs Department

Q22 On average, I have direct contact (email, phone, in-person) with Development & External Affairs Department:

- 11 *More than once a week.*
- 4 *Once a week.*
- 9 *Once every couple of weeks.*
- 14 *Once a month.*
- 24 *Once every two months, or less frequently*
- 77 *I have not had direct contact with this department in the past 12 months.*

Q23 Indicate your level of agreement with the following statements regarding the Development & External Affairs Department:

| | <i>Strongly Agree</i> | <i>Agree</i> | <i>No Opinion</i> | <i>Disagree</i> | <i>Strongly Disagree</i> | <i>Not Applicable</i> |
|--|-----------------------|--------------|-------------------|-----------------|--------------------------|-----------------------|
| Staff members listen well. | 24 | 32 | 6 | 0 | 0 | 1 |
| Staff are professional. | 26 | 30 | 6 | 0 | 0 | 1 |
| Staff are helpful in resolving problems | 24 | 26 | 7 | 0 | 0 | 6 |
| Staff respond to my requests in a timely manner. | 24 | 26 | 6 | 1 | 0 | 6 |

Q24 Please rate your degree of satisfaction with the Development & External Affairs Department in the following areas:

| | <i>Very Satisfied</i> | <i>Satisfied</i> | <i>No Opinion</i> | <i>Dissatisfied</i> | <i>Very Dissatisfied</i> | <i>Not Applicable</i> |
|---|-----------------------|------------------|-------------------|---------------------|--------------------------|-----------------------|
| Accessibility. | 25 | 29 | 7 | 1 | 0 | 1 |
| Efficiency of service. | 25 | 29 | 7 | 0 | 0 | 2 |
| Accuracy of information or advice. | 25 | 27 | 7 | 0 | 0 | 4 |
| Usefulness of information or advice. | 23 | 27 | 7 | 1 | 0 | 4 |
| Responsiveness to requests and other inquiries. | 24 | 29 | 7 | 1 | 0 | 2 |
| Communication about services offered. | 25 | 24 | 9 | 2 | 0 | 3 |

Q25 Indicate your level of agreement with the following statements regarding the Development & External Affairs Department:

| | <i>Strongly Agree</i> | <i>Agree</i> | <i>No Opinion</i> | <i>Disagree</i> | <i>Strongly Disagree</i> | <i>Not Applicable</i> |
|---|-----------------------|--------------|-------------------|-----------------|--------------------------|-----------------------|
| This department supports teamwork and collaboration across the college community. | 28 | 24 | 7 | 3 | 0 | 1 |
| This department's hours of operation are adequate to meet my needs. | 21 | 27 | 10 | 0 | 0 | 4 |
| Overall, this department provides quality customer service. | 26 | 26 | 8 | 1 | 0 | 1 |

Q26 What type of information would you like to see disseminated from the Development & External Affairs Office?

9

Q27 Please check all the following events sponsored by the Development & External Affairs Office or the WNC Foundation you have attended in the last year. (Check all that apply.)

45 *Faculty/staff appreciation breakfast*

13 *Coffee with Carol*

21 *Scholarship Appreciation & Recognition reception*

21 *Employee giving campaign kick-off reception*

14 *Annual athletic fundraiser*

29 *"Walk to San Diego" annual walk-a-thon*

6 *Golf classic fundraiser*

Q28 If you didn't attend any events, why not?

15

Q29 The Development & External Affairs Department has a website that contains information I need (policies and procedures, contact information, forms, etc.).

20 *Yes*

1 *No*

42 *I don't know*

Q30 Have you visited the WNC Foundation website in the past year?

23 *Yes*

40 *No*

Q31 What prompted you to do so?

19

Q32 Comments or suggestions regarding the Development & External Affairs Department:

7

Non-Academic Program Review 2008-2009 - Development & External Affairs Department

Q22 On average, I have direct contact (email, phone, in-person) with Development & External Affairs Department:

- 8% *More than once a week.*
- 3% *Once a week.*
- 6% *Once every couple of weeks.*
- 10% *Once a month.*
- 17% *Once every two months, or less frequently*
- 55% *I have not had direct contact with this department in the past 12 months.*

Q23 Indicate your level of agreement with the following statements regarding the Development & External Affairs Department:

| | <i>Strongly Agree</i> | <i>Agree</i> | <i>No Opinion</i> | <i>Disagree</i> | <i>Strongly Disagree</i> | <i>Not Applicable</i> |
|--|-----------------------|--------------|-------------------|-----------------|--------------------------|-----------------------|
| Staff members listen well. | 38% | 51% | 10% | 0% | 0% | 2% |
| Staff are professional. | 41% | 48% | 10% | 0% | 0% | 2% |
| Staff are helpful in resolving problems | 38% | 41% | 11% | 0% | 0% | 10% |
| Staff respond to my requests in a timely manner. | 38% | 41% | 10% | 2% | 0% | 10% |

Q24 Please rate your degree of satisfaction with the Development & External Affairs Department in the following areas:

| | <i>Very Satisfied</i> | <i>Satisfied</i> | <i>No Opinion</i> | <i>Dissatisfied</i> | <i>Very Dissatisfied</i> | <i>Not Applicable</i> |
|---|-----------------------|------------------|-------------------|---------------------|--------------------------|-----------------------|
| Accessibility. | 40% | 46% | 11% | 2% | 0% | 2% |
| Efficiency of service. | 40% | 46% | 11% | 0% | 0% | 3% |
| Accuracy of information or advice. | 40% | 43% | 11% | 0% | 0% | 6% |
| Usefulness of information or advice. | 37% | 44% | 11% | 2% | 0% | 6% |
| Responsiveness to requests and other inquiries. | 38% | 46% | 11% | 2% | 0% | 3% |
| Communication about services offered. | 40% | 38% | 14% | 3% | 0% | 5% |

Q25 Indicate your level of agreement with the following statements regarding the Development & External Affairs Department:

| | <i>Strongly Agree</i> | <i>Agree</i> | <i>No Opinion</i> | <i>Disagree</i> | <i>Strongly Disagree</i> | <i>Not Applicable</i> |
|---|-----------------------|--------------|-------------------|-----------------|--------------------------|-----------------------|
| This department supports teamwork and collaboration across the college community. | 44% | 38% | 11% | 5% | 0% | 2% |
| This department's hours of operation are adequate to meet my needs. | 34% | 44% | 16% | 0% | 0% | 6% |
| Overall, this department provides quality customer service. | 42% | 42% | 13% | 2% | 0% | 2% |

Q26 What type of information would you like to see disseminated from the Development & External Affairs Office?

100%

Q27 Please check all the following events sponsored by the Development & External Affairs Office or the WNC Foundation you have attended in the last year. (Check all that apply.)

85% *Faculty/staff appreciation breakfast*

25% *Coffee with Carol*

40% *Scholarship Appreciation & Recognition reception*

40% *Employee giving campaign kick-off reception*

26% *Annual athletic fundraiser*

55% *"Walk to San Diego" annual walk-a-thon*

11% *Golf classic fundraiser*

Q28 If you didn't attend any events, why not?

100%

Q29 The Development & External Affairs Department has a website that contains information I need (policies and procedures, contact information, forms, etc.).

32% *Yes*

2% *No*

67% *I don't know*

Q30 Have you visited the WNC Foundation website in the past year?

37% *Yes*

63% *No*

Q31 What prompted you to do so?

100%

Q32 Comments or suggestions regarding the Development & External Affairs Department:

100%

| |
|--|
| Q26 - What type of information would you like to see disseminat... |
| I like the updates about how many employees are donating to the foundation and the scholarship information. |
| I would like to see the vp more involved in community fund raising. |
| I'd like to see us doing a "Day of Caring". |
| I'm okay the way it is. |
| Knowledge of new programs being developed and more about rural area growth and development. |
| More information/updates on what is going on with our Athletic programs would be nice. |
| mroe information on what they fund |
| The employees in this department are always helpful, pleasant, and professional. If I had to choose one department that is truly "the best" on campus, this would be it! (P.S. No, unfortunately, I do not work in this department.) |
| They seem to disseminate relevant information consistently. |

| |
|---|
| Q28 - If you didn't attend any events, why not? |
| Don't fit in my schedule |
| Either not interested (gold, athletic dinner) or an inconvenient location (scholarshoip dinner) |
| I am not interested in the athletic teams we have now. The Golf Classic is too expensive for me and my husband to enter. I am usually too tired to travel to Carson City after a full day or full week of work for an event held in the evening. I am already giving to the foundation. |
| I wasn't invited. |
| Limited time |
| No time available. |
| No time. |
| No time. I am already overcommitted. |
| Not a priority |
| not interested |
| Not interested in athletics and did not feel the need to walk. |
| Staff duties; Some events of no interest to me. |
| Too rich for my blood/pocketbook. And I haven't really researched the Coffee w/Carol - but imagined it was not for classified. |
| Unable due to work or prior personal commitments. |
| was not aware |

| |
|---|
| Q31 - What prompted you to do so? |
| Checking to see if it changed its name to Development & External Affairs or was still under Foundation. |
| Curiosity |
| Curiosity |
| curiosity. |
| I enjoy the "What's Happening" series. |
| information about classes |
| Interest in funds being given to the college and how they were distributed. |
| Interest in programs |
| Just to see the information displayed. |
| Looking for forms. |
| looking for information |
| scholarship information |
| Searching for information |
| Searching for information about Foundation procedures. |
| see whats up |
| seeking information about a program or event |
| SPorts |
| to check out giving options |
| To see if community fund raising was happening |

Q32 - Comments or suggestions regarding the Development & Exter...

Helaine and her staff do an excellent job for WNC.

Helaine and staff have always gone above and beyond for our requests. I know that there is often confusion about the procedures for the Foundation but they have always been extra accomodating for our questions and needs.

I don't feel employees should be hounded for donations with phone calls and personal contact during the recruitment campaigns. You could probably get more people to give if the contracts were on a yearly basis.

I like the way we are updated on Foundation "issues" on a regular basis. I think more could be done to ask new employees, and those unaware of the events the Foundation sponsors, to participate. Personal invitations would be nice. It seems that pretty much the same people help with all their events.

Keep up the good work!

More information about benefactors and businesses that support the college so as classified personnel are willing to do business with these benefactors for personal needs.

Start community fund raising for each campus

2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

External Review Report



Date: October 4, 2010

To: Helaine Jesse, Vice President of Development and External Affairs

From: Cheri Glockner, Director of Development and Public Relations

Re: External Reviewer report

Thank you for the opportunity to be a part of this process. As the Development Officer for Carson Tahoe Regional Healthcare, I appreciate the hard work and dedication of the Development Staff and Foundation Board as positioned in this review document. In my experience, WNC is recognized as a leader among the fundraising entities within our region and the department should be commended for its work and efforts throughout the past several years.

Comments below are based on review of the program, supporting documentation and my experience in the community.

1. PROGRAM DESCRIPTION: The mission statement as presented is fairly cumbersome. I would suggest a shorter, more concise statement that merges the vision of the department and Foundation.
2. COLLEGE AND DEPARTMENT GOALS: Are in line with best practices of education and healthcare Development departments around the nation. Given the financial challenges in and around our region, a 5% increase in all areas of fundraising is achievable. The focus on Major Gifts will require a focused effort. Adding personnel to achieve this goal may be required.. Donor cultivation and stewardship are both time intensive. Current staffing may not be adequate to meet the major gift goal.
3. DESCRIPTION OF DEPARTMENT:
 - a. Unique Characteristics and Challenges – evidence of both was presented well.
4. FUNDING PRIORITIES:
 - a. Goals, strategy and benefits were thoughtful and cohesive. Given the depth of the priorities and the affect on students and community, I would encourage the staff to correlate student goals with all community relations opportunities. WNC is unique in its efforts within our region. Awareness to these efforts will bring added credibility to funding priorities.
5. NICHES SERVED: This section was of particular interest to me. The variety of duties assigned to this department is impressive.

2010 WNC Administrative Program Review Report: Development and External Affairs / Foundation

- a. Quality communication, community relations and development are extremely important to WNC and other large non-profits within our region – awareness breeds loyalty which is the key to attracting students, staff and donors. As the responsibilities of the
- b. Development department are diverse and distinct from the daily activities that encompass a learning environment, articulating value is always a challenge. Reviewing the list of “niches served” would be valuable for personnel within and associated with WNC. For example, a list of community activities and service organization memberships currently attended by Development staff should be available to WNC administration and staff.
- c. I would recommend staff set goals to associate the time spent with duties assigned. Also, adding measurement goals to each “niche” would help to ensure the Development team has the resources required to complete their tasks.