

# ETSU Annual Giving Operating Plan 2019-20 July 24, 2019

## Executive Summary

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

### Annual Giving Vision, Mission, Values, and Goals:

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

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

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



### Annual Giving Goals:

1. Develop, Document, and Communicate Consistent Practices:
  - a. Benchmark with colleagues and aspirational peers
  - b. Review/document procedures
  - c. Develop methods to analyze data and target specific opportunities
  - d. Develop a means to communicate with deans and other senior leaders
2. Increase Annual Giving by at least 10% in 2019-20 (raise ~\$1.76M)
3. Increase Donor Participation:
  - a. Analyze historical data and patterns
  - b. Segment donor populations to prioritize and maximize effectiveness
  - c. Reach out to constituents on a regular basis to build giving habits and provide stewardship
  - d. Develop themed giving communities to promote passion, belonging, and teamwork
  - e. Plan and conduct ETSU Day of Giving (DoG), including a faculty and staff giving campaign
4. Improve the awareness/importance of student philanthropy and heighten the visibility of Annual Giving among students
5. Increase Social Media activities – rebrand Facebook and enhance Instagram activities

## Plans and Activities

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### Unit-Specific Solicitation Activities:

- **Major Gift Officers** – annual giving will work closely with all advancement officers to ensure the close collaboration needed to provide consistent solicitations to prospects.
- **Targeted Direct Mail and E-mail Appeals** – we will prepare and send one direct mail letter per year, targeted to alumni of each major ETSU unit, with follow-up via e-mail.
  - o In the case of alumni who have more than one degree (which is true for a large number of our alumni), they will receive a mailing from each unit from which they received a degree and/or certificate.
  - o Letters are prepared to be generally consistent with other annual fund letters for that fiscal year, but customized to include content, branding, and/or signatures from the unit in particular.
  - o Letters will include a customized reply slip recommending designations specific to the unit.
  - o For Continuing Studies and Academic Outreach, Graduate Studies, Honors College, Libraries, Roan Scholars, Student Affairs, and other units as determined, Annual Giving will work closely with Advancement Services and assigned directors of development to establish and maintain constituent lists. These lists may include past donors of the unit/program, past student interns, past employees, those with a personal passion, and others. Annual Giving will use these constituent lists to solicit annually on behalf of these programs.
  - o Unit heads will approve letters and Annual Giving will distribute as shown in Appendix 1.
- **Phonathon** – the ETSU Phonathon has been placed on a “pause” for at least the 2018-19 and 2019-20 fiscal years. While a systematic phonathon program will not take place, Annual Giving may call or otherwise communicate with households who have consistently given via the phone channel in past years. The College of Medicine Phonathon will continue as in the past and Annual Giving will provide support for credit card acceptance and pledge follow-up.

### Central Activities:

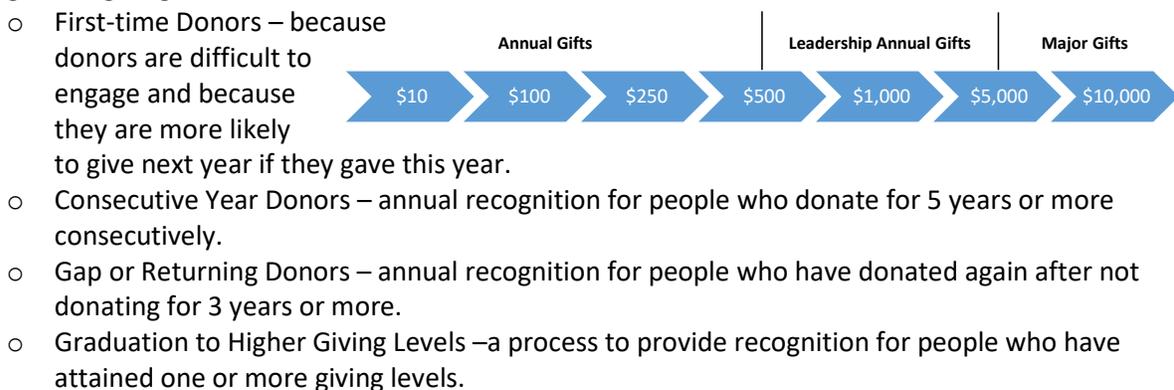
- **End-of-Year Message and Calendar** – one letter per year, mailed around the first part of December, targeting all donors of the past three years. This letter/calendar stewards loyal donors and serves as a reminder to make tax-deductible contributions before the end of the year. This letter will include content regarding current events on campus, but will not be customized by unit. Letter will include a pocket calendar, reply slip, and link to on-line giving.
- **Events** – we will attend selected events to help attendees better understand philanthropy in general, and the purpose of the Annual Fund, in specific. In addition, we want students to understand there is a gap between the amount paid for tuition and the total cost of higher education. Examples of events include Expo (new freshmen), graduation celebration, etc.
- **Day of Giving:**
  - o **Fall** – we will continue to participate in GivingTuesday (December 3, 2019), but we will do so primarily as a means of saying thank you to our donors. Annual Giving will manage this program with the advice and guidance of unit directors of development.
  - o **Spring** – we will plan a separate giving day (April 22, 2020). This will include solicitation activities and will emphasize a faculty/staff/retiree campaign, student philanthropy, and outreach to partners and friends. Annual Giving will form a cross-campus committee (to include representatives from each major unit) to plan and conduct giving day activities and to recruit ETSU advocates to help spread the word.
- **Simple Simon Appeal** – once per year, mailed around the same time as the calendar, targeting all alumni, aside from those who’ve given in the past three years. We plan a second Simple Simon, of sorts, as part of Day of Giving communications.

- **Website, Newsletters, and Social Media** – Annual Giving will prepare content for use on our own website and in newsletters, social media, and other similar media channels. Content will always include an invitation to engage and/or to give. Stories will be from the general viewpoint of ETSU and won't be customized by unit, although we may use examples of students, programs, or curriculum. Stories will always include the link to online giving and Annual Giving contact info.
- **Pledge Confirmation/Reminders** – Annual Giving will follow up on pledges made through the College of Medicine Phonathon, through personal calls to phone givers, and through WETS-FM drives. Reminder process will be:
  - Pledge Confirmation Letter – sent approximately 2 weeks from date pledge is made
  - Reminder 1 – sent ~60 days after the date of the original pledge
  - Reminder 2 (e-mail) – sent ~90 days after the date of the original pledge, if not already paid
  - Reminder 3 – sent ~120 days after the date of the original pledge, if not already paid.
  - Approximately 150 days after the date of the original pledge, outstanding pledges will be “written off.”
- **Failed Credit Cards** – follow up on failed transactions whether one-time or recurring. Work with Foundation Accounting (for TouchNet), WETS-FM, iModules, and donors to get accepted transactions for all credit card gifts.
- **No-contact Confirmation** – once per year, Annual Giving will reach out to alumni and friends who have indicated more than 5 years previous, they do not want to be solicited. The letter will provide updated information regarding ETSU and ask them to either renew or retract their request that we not contact them.
- **Last Year but Unfortunately Not This (LYBUNT) Letters** – the December edition of this letter will be combined with the Pocket Calendar mailing and will include a reminder of the upcoming deadline to make tax-deductible donations. Throughout the year, we will send Anniversary Cards to donors one year from the date of their last gift. See Appendix 3. Annual Giving will keep the AVP for Advancement and DoDs in the loop on these communications, to include sending them a list of the current LYBUNTS. Major Gift Officers may reach out personally (in person or by phone, letters, or e-mail) in an effort to remind people to give. Appendix 3 includes information DoDs can use to contact constituents.
- **President's Circle Solicitations & Reminders** – Annual Giving will reach out periodically to remind President's Circle members of the commitment to donate \$500 per fiscal year. Refer to the President's Circle Policy.
- **Scholarship Funding** – we will monitor unspent scholarship funding. Specifically, we will work with DoDs to ensure award criteria/documentation is appropriate and that funds are being awarded. When we identify endowments needing modification, the unit DoD will take the lead role to do so.
- **Matching Giving** – Annual Giving will promote, monitor, and help administer the corporate matching giving program.
  - Links and information will be added to all communications, including the acknowledgement people receive when they make a gift online.
  - We have subscribed to the HEP Matching Giving database and have incorporated the link in our website and into our online giving form.
  - We are working to proactively:
    - Provide matching giving verbiage, forms, and information so major gift officers/prospects, can include along with the initial solicitation.
    - Remind annual gift donors to prepare/send matching forms after they donate.
    - We may also set up anticipated/expected matches in Banner, when donors who work for matching companies donate. This would allow us to better track and follow up on such possible matches.

- **Leadership Annual Giving** – we are working on developing a program focusing on consistent givers, encouraging them to aspire to major gift-level support. We will work closely with advancement officers to ensure consistency and to make sure we don’t duplicate efforts.

**Stewardship Activities:**

- *Thank You Notes from Students* – placed in the envelope with the gift acknowledgement to all donors, except WETS-FM, Athletics, and Quillen College of Medicine.
- *Giving Levels, Clubs, and Societies* – **these are still under development**, but will be utilized to help encourage donors to renew and to “move” to higher levels of giving. Refer to the figure below for general giving levels.



- o First-time Donors – because donors are difficult to engage and because they are more likely to give next year if they gave this year.
- o Consecutive Year Donors – annual recognition for people who donate for 5 years or more consecutively.
- o Gap or Returning Donors – annual recognition for people who have donated again after not donating for 3 years or more.
- o Graduation to Higher Giving Levels – a process to provide recognition for people who have attained one or more giving levels.
- *Tax Statements* – no later than January 31 of each year, **Advancement Services** will provide recurring givers (credit card, EFT, payroll, and those sending monthly checks [bill pay]) with a summary of their donations for the year. This summary will give the total amount donated through all means.
- *Endowment Reports* – Annual Giving will prepare reports for most endowments, providing financial status of accounts. Reports, (completed ~December of each year), will be provided to DoDs to deliver according to the preference of each donor.
- *Holidays* – Annual Giving will periodically recognize holidays and other events that may tie in with giving activities. Recognition may take place via electronic means or through cards/letters/calls.

**Calendar of Activities** – see Appendix 1

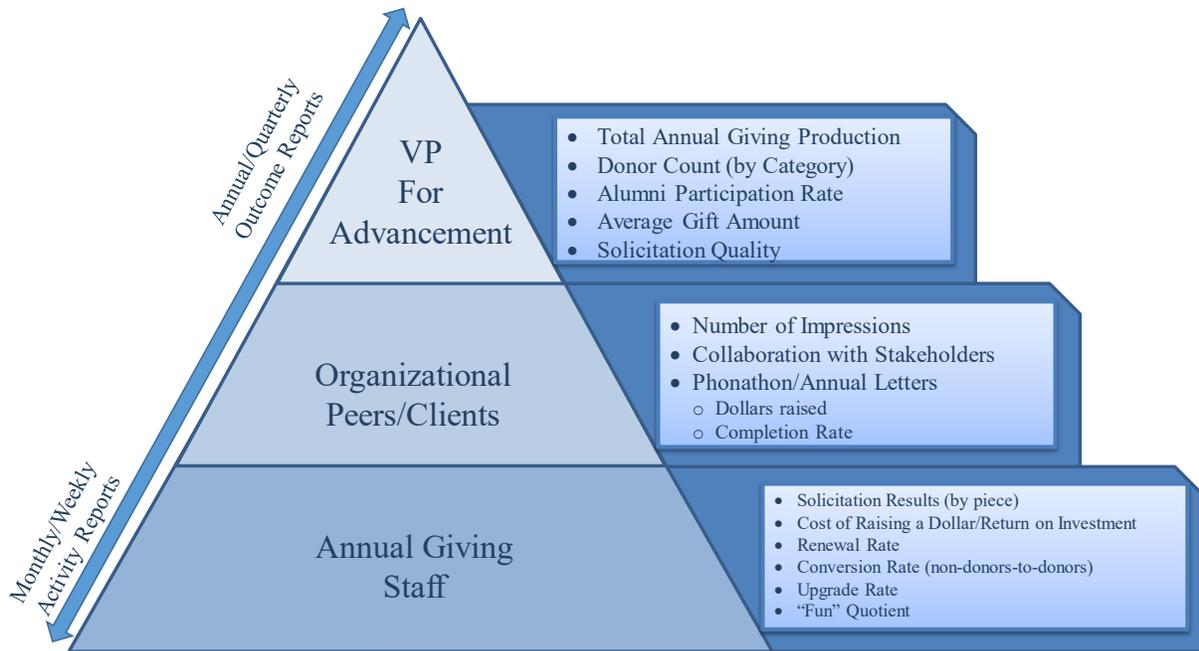
**Themes and Branding**

- The Annual Giving portfolio is referred to generally as the ETSU Annual Fund. All materials generated will be similarly branded, including ETSU and/or college markings, as appropriate. Content will be developed to convey a consistent message/theme. Specifically, it will reflect our efforts to sustain ETSU and that even though this is an “annual” fund, the nature of our work is perpetual and continuing, without regard to specific campaign objectives.
- See Appendix 2 for a sample communication.

## Evaluation

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The Annual Giving Office will review this plan each year, make updates, recommend changes, and solicit feedback from all directors of development. DoDs should share with their deans and/or department heads. We will post the final plan, including the communications calendar, to the Policies section of our website. To evaluate effectiveness of our programs, we use the metrics and process shown in the Annual Fund Metrics Pyramid (below).



## Appendix 1 – Calendar of Annual Fund Activities

### ETSU Annual Giving Activity Calendar

	Direct-Mail	E-Mails	Giving Day	Social	Events/Other
<b>July, 2019</b>	Prepare Draft Letter Coordinate with Units President's Circle				
<b>August, 2019</b>	Cont Stu (2,600) Grad Stu (2,500) 15th - CBAT (24,500)	Cont Stu Grad Stu		Welcome Back	
<b>September, 2019</b>	Pub Hlth (5,000) CAS (30,000) 15th - Stu Life (1,700)	CBAT CAS Stu Life		Student Features	Community Showcase Preview EXPO
<b>October, 2019</b>				Student Features Tailgates & Fball	2nd - Homecoming 9th - Grad Celebration
<b>November, 2019</b>	1 - COM (3,803)	COM GT		2nd - Homecoming Thanksgiving	
<b>December, 2019</b>	3rd - GivingTuesday (11K) 5th - Pocket Cal (11K) 5th - Holiday Cards (PC)	5th - Simon 15th - Holiday	ID Volunteers & Unit Champions	GivingTuesday EOCY Giving Holidays	13th - Graduation Rehearsal
<b>January, 2020</b>	Library (900) Honors (1200) CCRHS (6,000) President's Circle		Unit Toolkits Committee Mtg	Welcome Back Spring Semester	
<b>February, 2020</b>	COE (18,500) Nursing (9,000)	Lib; Honors; CCRHS COE	Advance Msging Committee Mtg Promo Items	Student Features Holidays	
<b>March, 2020</b>	2nd - DoG Pre-msg 15 - Class of 1970 (1,000) 20th - Simon (35,000)	Nursing DoG	Advance Msging Committee Mtg	DoG Info Video	Graduation Cel.
<b>April, 2020</b>	Phar (800) Day of Giving (4/22/20)	Phar DoG	<b>Day of Giving (4/22/20)</b>	Faculty/Staff Retiree Posts Student Giving	
<b>May, 2020</b>	President's Circle		Stewardship TY to Volunteers	Graduation Student Giving	8th - Grad Rehearsal
<b>June, 2020</b>	Unsubs	Final Push	Lessons Learned Committee Mtg	EOFY Giving	

Thank You Notes from students = prepared daily

Anniversary Cards = prepared monthly

LYBUNT = Last Year But Not Yet This Year

Simon = No Frills Appeal Typically Sent to Alumni Who Haven't Given to ETSU Before

## Appendix 2 – Sample Annual Appeal (front side)



August 2019

[Barcode]  
[Combined Salutation Name]  
[Address Line 1]  
[Address Line 2]  
[City], [State] [Zip Code]

Dear [Combined Salutation Name],

[Unit-specific Content (~16 lines)]

For over 108 years, the stories of ETSU students, faculty, staff, alumni, and donors have been woven together to tell a much bigger story – the story of an institution improving the quality of life for the people of the Appalachian Highlands. Today, like never before, ETSU is poised to leave a lasting impact. With your help, we have the opportunity to transform the lives of our students and change the story of higher education. Please make your gift today at [www.etsu.edu/give](http://www.etsu.edu/give) or by mail.

For more info, contact [DoD Name], [DoD Title], at 423-439-[Phone], or [email]@etsu.edu or Annual Giving at 423-439-6141 or [annualgiving@etsu.edu](mailto:annualgiving@etsu.edu).

Sincerely,

[Dean/Unit Head]  
Dean

**P.S.** We want to hear your stories as well. Let us know how ETSU impacted you!  
(cut here)

### *ETSU Annual Gift*

I am enclosing \$\_\_\_\_\_ to support the area(s) at ETSU as shown on the reverse.



[E-number]

[Combined Salutation Name]  
[Address Line 1]  
[Address Line 2]  
[City], [State] [Zip Code]

Check here for name/address changes

#### **Payment Method**

**Online:** [www.etsu.edu/give](http://www.etsu.edu/give)

**Check:** # \_\_\_\_\_ (Payable to ETSU Foundation)

**Credit:** Visa / MasterCard / Discover / AmEx

Card#: \_\_\_\_\_

Expiration: \_\_/\_\_/\_\_ CVV/CVC Code: \_\_\_\_

Signature: \_\_\_\_\_

Appendix 2 – Sample Annual Appeal (back side)

## REASONS TO SUPPORT

# ETSU

## GATTON COLLEGE OF PHARMACY



Mia is in her 4th year at Gatton College of Pharmacy. Originally from Sari, Iran, she earned a BS in biology from the University of North Carolina Chapel Hill before coming to ETSU. Mia will complete her P4 year rotations next year and plans to graduate in May 2020 with both her PharmD and MPH with a concentration in epidemiology.

Mia is a member of SNPhA and served as programming chair for Student Life and Wellness, where she helped plan and implement professional development and social programs. She was co-founder and is co-president of University Compulsory Education, a group providing financial support to underserved students in Iran. Since 2015, they raised over \$7K to support 160 students in the Iranian provinces of Khorasan, Sistan, and Baloochestan.

In 2017, Mia was one of only 11 students nationwide selected to participate in the Johnson and Johnson Global Citizen Young Health Leaders Program in New York City. Later that year, she interned at UNICEF on their Polio Eradication Team. This past year she participated in a Gatton global health trip to Uganda. After graduation, Mia hopes to build on her pharmacy training in order to shape policy and advocate/consult with NGOs/non-profits.

### MIA RAHIMI-BALADEZAEI



LOREM IPSUM DOLOR  
SIT AMET.



LOREM IPSUM DOLOR  
SIT AMET.



LOREM IPSUM DOLOR  
SIT AMET.



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LOREM IPSUM DOLOR  
SIT AMET.



LOREM IPSUM DOLOR  
SIT AMET.

(cut here)

Designate my gift to the area(s) below. Gifts with no boxes checked will be directed to University Top Priorities.

<input type="checkbox"/> Arts Initiative <input type="checkbox"/> ETSU Athletics Excellence <input type="checkbox"/> College of Arts & Sciences <input type="checkbox"/> College of Business & Technology <input type="checkbox"/> College of Clinical & Rehabilitative Health Sci <input type="checkbox"/> School of Continuing Studies & Acad Outreach <input type="checkbox"/> Clemmer College (former College of Education) <input type="checkbox"/> School of Graduate Studies <input type="checkbox"/> Honors College	<input type="checkbox"/> James H. Quillen College of Medicine <input type="checkbox"/> College of Nursing <input type="checkbox"/> Bill Gatton College of Pharmacy <input type="checkbox"/> College of Public Health <input type="checkbox"/> Sherrod Library <input type="checkbox"/> Student Life & Enrollment <input type="checkbox"/> Roan Scholars <input type="checkbox"/> University Top Priorities (greatest need) <input type="checkbox"/> Other (describe) _____
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I (or my spouse) work for a matching gift company. Find out if your employer matches at [www.matchinggifts.com/etsu](http://www.matchinggifts.com/etsu).

**Please send me information about:**

<input type="checkbox"/> How to create a scholarship/professorship <input type="checkbox"/> How to include ETSU in my estate plans <input type="checkbox"/> How to make a stock or securities transfer	Office Use <span style="float: right;">AN20XX</span>  ETSU is an AA/EEO Employer
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## Appendix 3 – Contacting LYBUNTs (those who donated last year but not yet this)

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### Background:

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

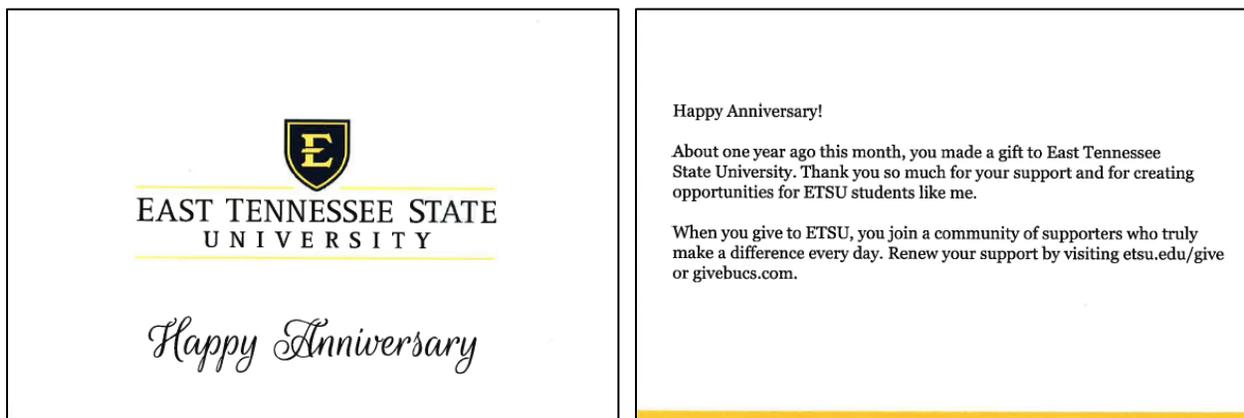
The Goals and Expectations Policy asks prospect managers to conduct or orchestrate a minimum of two substantive face-to-face contacts per year with each managed prospect. Ideally, at least one of these contacts will include a discussion about making an annual gift.

DoDs can use the sample “invoice” letter attached as a starting point, as needed.

### Schedule:

<b>July</b>	Fiscal year begins
<b>July – June</b>	Anniversary Cards to donors on anniversary of their last gift ( <b>central</b> )
<b>November</b>	LYBUNT message added to calendar appeal ( <b>central</b> )
<b>November</b>	Calls to people on the DPT “bubble,” and/or President’s Circle to include a LYBUNT appeal, as determined by directors of development ( <b>units</b> )
<b>April</b>	Day of Giving LYBUNT appeal

### Sample Anniversary Card (**central**):



## Appendix 3 – Contacting LYBUNTs (Sample Scripts)

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

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

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

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**"Yes and/or what did I give last year?"** Last year you made a gift of \$\_\_\_\_ to \_\_\_\_\_. Do you think you could do \$\_\_\_\_ this year? (Upgrade giving level; work back to last year's amount)

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

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

### Pledge closure...

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

### Rejection closure....

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

### Voicemail Script:

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

**Make checks payable to ETSU Foundation, PO Box 70721, Johnson City, TN 37614**

## Appendix 3 – Contacting LYBUNTs (Sample “Invoice” Letter)

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July 1, 2019

John Doe  
5 Dreamy Lane  
Johnson City, TN 37604

Dear Mr. Doe,

Thank you so much for taking the time to speak with me about ETSU. We appreciate your consistent support, especially to the College of XXXXXX. Your donation will go to work immediately, helping our most critical assets: our students.

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

Thanks again for your generosity and involvement!

Sincerely,

Jon See, Exec Dir  
Annual Giving

----- (cut here) -----

### *ETSU Annual Fund Gift*

I am enclosing \$\_\_\_\_\_ to support East Tennessee State University  
Designated to: \_\_\_\_\_

E01234567

John Doe  
5 Dreamy Lane  
Johnson City, TN 37604

#### Payment Method

**Online:** [www.etsu.edu/give](http://www.etsu.edu/give)

**Check:** # \_\_\_\_\_ (Payable to ETSU Foundation)

**Credit:** Visa / MasterCard / Discover / AmEx

Card#: \_\_\_\_\_

Expiration: \_\_/\_\_/\_\_ CVV/CVC Code: \_\_\_\_\_

Signature: \_\_\_\_\_