



Board of Trustees

Advancement & Enrollment Management Committee

10:15 AM
April 30, 2020
Via Zoom

-
- | | |
|---|------------------------------------|
| 1. Call to Order | Trustee Martinez-Alvarez |
| 2. Approval of Minutes
December 11, 2019 | Trustee Martinez-Alvarez |
| 3. Items for Information | |
| a) Funnel Report for Day Admissions and CGCE | Dan Forster |
| b) Enrollment Management Financial Aid Model | Dan Forster/Mike Mazeika |
| c) Changes to Admission Visit Schedule | Dan Forster/Kelly Hart |
| d) Enrollment Projections | Dan Forster |
| e) Marts & Lundy Development Assessment & Campaign Planning Study | Philippe G. Hills, President & CEO |
| f) Public Higher Education Endowment Incentive Program | Erica Broman |
| g) Institutional Advancement Dashboard | Erica Broman |

Attachment(s):

- a) Minutes, December 11, 2019
- b) Funnel Report Day Admissions
- c) Funnel Report CGCE Enrollment Data
- d) Funnel Report CGCE Fall Recruitment Funnel Comparison
- e) Funnel Report CGCE FY21 Recruitment Funnel
- f) Enrollment Management Financial Aid Model
- g) Changes to Admission Visit Schedule
- h) Enrollment Projections
- i) Marts & Lundy Development Assessment & Campaign Planning Study
- j) Marts & Lundy Campaign Planning Study Report
- k) Institutional Advancement Dashboard



Board of Trustees

Advancement and Enrollment Management Committee

Minutes

President's Boardroom, The Horace Mann Center

December 11, 2019

MEMBERS PRESENT: Committee Chair Martinez-Alvarez, Secretary Boudreau and Trustees Alvarado, Magovern, Martin and Neves

MEMBERS EXCUSED: Committee Vice Chair Hagan

TRUSTEE GUESTS PRESENT: Trustee Queenin

Dr. Ramon S. Torrecilha, President of Westfield State University, was also present.

Committee Chair Martinez-Alvarez called the meeting to order at 8:40 AM.

MOTION made by Trustee Magovern, seconded by Trustee Martin, to approve the minutes of the October 10, 2019 meeting. There being no discussion, **Motion passed unanimously.**

Committee Chair Martinez-Alvarez welcomed Dr. Erica Broman, Vice President for Institutional Advancement, who presented the Marts & Lundy draft Case for Support, highlighting:

- The focus was to present a case for 1) increasing student success, 2) expanding efforts within CURCA, the Center for Undergraduate Research and Creative Activity, and 3) reaching out to businesses and nonprofits to partner with them in order to strengthen students and the community through CoLab. All funds raised will also help the College of Graduate and Continuing Education.
- Conversations will take place with individuals in nonprofit leadership roles (trustees, foundation, and alumni) for feedback.
- The \$10 million goal is variable, depending on feedback and staffing. With two departmental staff leaving with the Voluntary Separation Incentive Program (VSIP), it will be impossible to meet that goal if those positions are not filled.
- The draft has not been presented to students but the Advancement office will work with Trustee Neves and the Student Government Association for feedback. It was also suggested to present the draft to the entire Westfield State Experience committee for comment.
- Trustees gave feedback saying they liked the focus on student success and high-impact practices. Targeting students and initiatives that improve student academic experience is important.

Dr. Broman then submitted the staff emeriti nominations and stated that the committee reviewing the applications consisted of herself and representatives of the APA and AFSCME unions. The nominees are all worthy of emeriti status and are rich in history, with one and one-half centuries of combined service to the University.

MOTION was made by Trustee Magovern, seconded by Trustee Martin, to approve the granting of Staff Emeritus/a status, effective December 11, 2019 to the following individuals:

Ms. Deborah Adams
Ms. Susan LaMontagne
Ms. Maureen McCartney
Dr. Carlton Pickron
Ms. Catherine Ryan
Motion passed unanimously.

Dr. Broman continued with the following updates:

- The Marts & Lundy benchmarks on adding staff compared to fundraising and the return on investment were shared. It is critical to hire additional staff to clean up the database so the major gift officers are working with correct information before the start of the campaign. It was questioned whether the department could use senior interns or graduate students for this work. A draft restructuring plan for the department has been created, which would facilitate cleaning the database within a year, but it would need to be maintained by a permanent employee.
- The True Blue and You faculty and staff appeal has gone out. Because there was not a faculty and staff appeal for a number of years, the jump in donations was significant for the first two years of the new appeal, but has dropped.
- The Board of Trustees appeal has been sent and the Foundation and Alumni Boards will be contacted soon. There is not yet 100% participation on any of boards.
- The Institutional Advancement Dashboard was presented noting a gift of \$32,000 from the Beveridge Foundation for the Westfield Pride scholarship.

Mr. Daniel Forster, Vice President for Enrollment Management, was welcomed who gave the following updates:

Admission Projections:

- The internal funnel shows the comparison from 2019. We had a successful summer tour season. There were less prospects so there is expected to be a slight dip in both tours and open houses, but it is still a comfortable margin.
- Admissions is staffed appropriately but technological support is lacking with the Banner program. We need to be moving toward the common app but it will cost hundreds of thousands of dollars to update Banner and the software to help process the application.
- It was suggested to put together a business plan that can identify what the University needs to accomplish to get Enrollment Management where it needs to be and to bring that plan, together with the stage currently in, to the next meeting. Mr. Forster stated that Enrollment Management has created a wish list and has been able to implement the CRM and other projects.
- Dr. Stephanie Sanchez, Interim Dean of College of Graduate and Continuing Education, discussed the comparison between 2018 and 2019 funnels. There was an overall increase between matriculated and non-matriculated students in the fall. Westfield State is in the middle range of tuition and fees relative to neighboring public two- and four-year institutions. Students are much more price conscious and come for price and flexibility. Sixty-five thousand dollars has been earmarked for aid. Agreements are in place with community colleges to make a clear path for their students to come here.

Financial Aid Packaging:

- Mr. Forster stated simulations are being created on strategies prepared by EAB Consultants on changes in amounts and types of awards, resulting in a restructuring of how to package students' financial aid. The state budget needs to be approved before we can determine what to award. EAB suggested three models and we are committed to the second model by infusing \$200,000 with what we have for funds. Net revenue increases with the change in model.

There being no further business, **MOTION** made by Trustee Magovern, seconded by Trustee Martin, to adjourn. **Motion passed unanimously.**

Meeting adjourned at 9:31 AM.

Attachments presented at this meeting:

- a. Minutes, October 10, 2019
- b. Draft Case for Support
- c. Staff Emeritus/a Justifications
- d. Motion: Staff Emeritus/a Status
- e. IA Dashboard
- f. Admission Projections
- g. Financial Aid Packaging

Secretary's Certificate

I hereby certify that the foregoing is true and correct copy of the approved minutes of the Westfield State University Board of Trustees Advancement and Enrollment Management Committee meeting held on December 11, 2019.

Paul Boudreau, Secretary

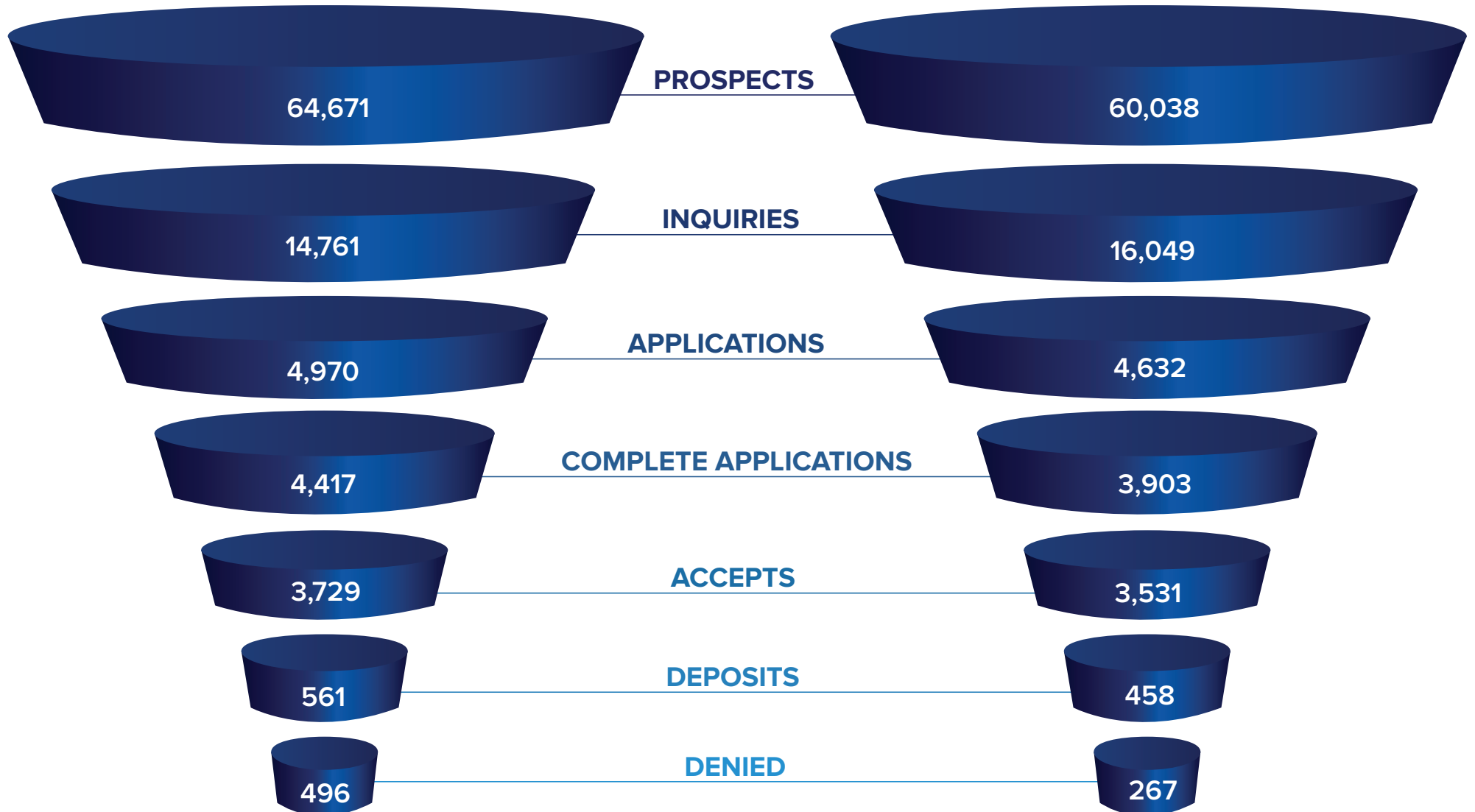
Date

ADMISSION FUNNEL REPORT — FIRST-YEARS

4/15/2020

FALL 2019

FALL 2020

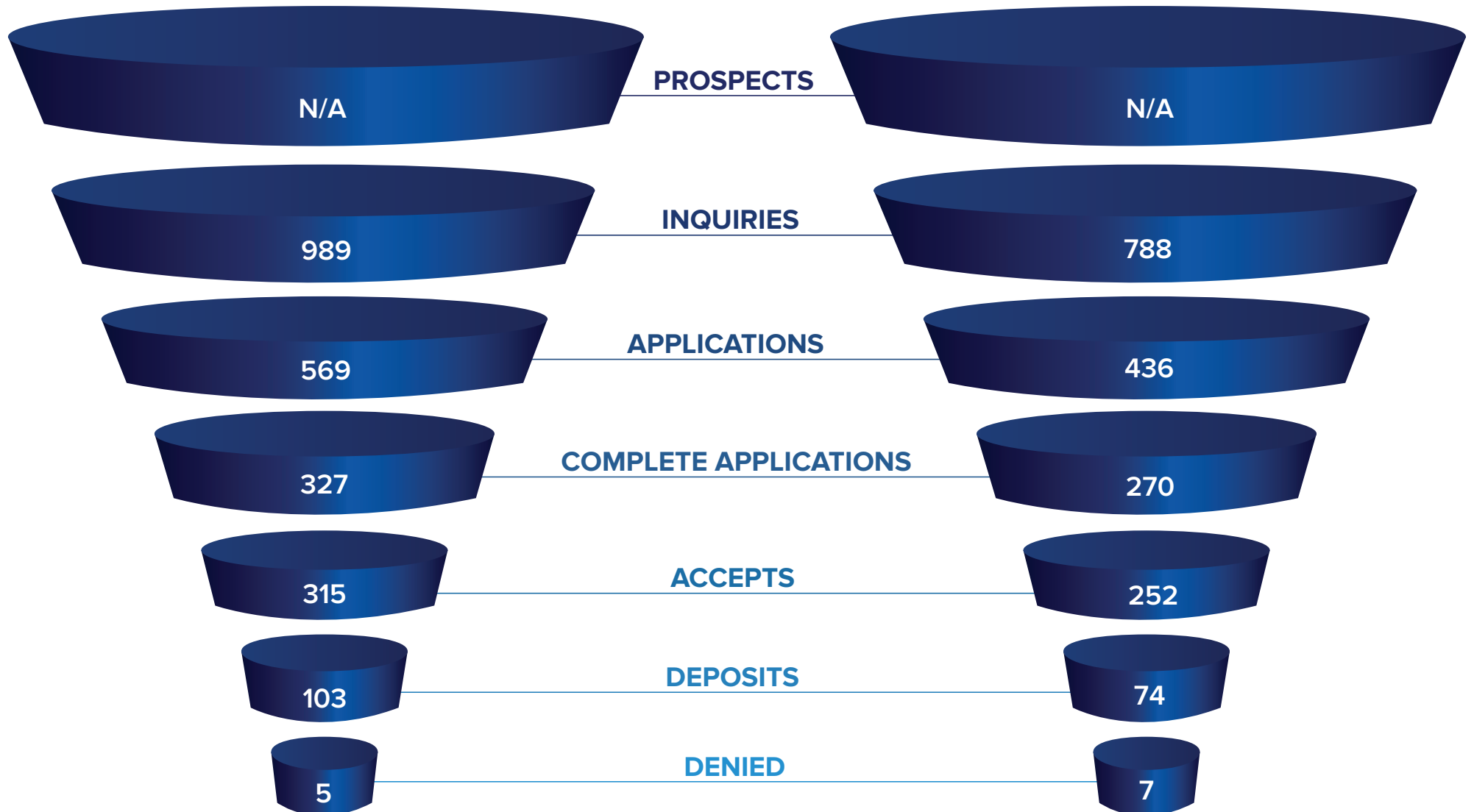


ADMISSION FUNNEL REPORT — TRANSFERS

4/15/2020

FALL 2019

FALL 2020



CGCE Summer I 2019 on 4.17.19 vs. Summer I 2020 Comparison - 2020 enrollment as of 4.17.2020 as of 6:07 a.m.		DISTINCT STUDENT COUNT			SEAT COUNT			CREDITS			AVG SEATS TAKEN					
COLLEGE	STUDENT_TYPE	Summer I 2019	Summer I 2020	Variance	Summer I 2019	Summer I 2020	Variance	Summer I 2019	Summer I 2020	Variance	Summer I 2019	Summer I 2020	Variance	Summer I 2019 FTE	Summer I 2020 FTE	Variance
Evening Undergraduate (UCE)	MATRIC	164	108	-34.15%	227	153	-32.60%	707.0	469.0	-33.66%	1.3841	1.4167	2.35%	59	39	-20
	NON-MATRIC	63	55	-12.70%	69	62	-10.14%	244.0	229.0	-6.15%	1.0952	1.1273	2.92%	20	19	-1
*TOTAL COLLEGE Evening Undergraduate (UCE)		227	163	-28.19%	296	215	-27.36%	951.0	698.0	-26.60%	1.3040	1.3190	1.15%	79	58	-21
Graduate (GCE)	MATRIC	116	95	-18.10%	134	116	-13.43%	402.0	348.0	-13.43%	1.1552	1.2211	5.70%	45	39	-6
	NON-MATRIC	10	13	30.00%	10	13	30.00%	31.0	41.0	32.26%	1.0000	1.0000	0.00%	3	5	1
*TOTAL COLLEGE Graduate (GCE)		126	108	-14.29%	144	129	-10.42%	433.0	389.0	-10.16%	1.1429	1.1944	4.51%	48	43	-5
*TOTAL COLL_TYPE CGCE		353	271	-23.23%	440	344	-21.82%	1,384.0	1,087.0	-21.46%	1.2465	1.2694	1.84%	127	101	-26
Undergraduate Day School	MATRIC (XRG)	6	0	-100.00%	8	0	-100.00%	25.0	.0	-100.00%	1.3333	.0000	-100.00%	2	0	-2
	MATRIC (non-XRG)	285	228	-20.00%	368	304	-17.39%	1,118.0	939.0	-16.01%	1.2912	1.3333	3.26%	93	78	-15
Grand Total		644	499	-22.52%	816	648	-20.59%	2,527.0	2,026.0	-19.83%	1.2671	1.2986	2.49%	223	180	-43

CGCE Summer II 2019 as of 4.17.19 vs. Summer II 2020 Comparison - 2020 enrollment as of 4.17.2020 as of 6:07		DISTINCT STUDENT COUNT			SEAT COUNT			CREDITS			AVG SEATS TAKEN					FTE
COLLEGE	STUDENT_TYPE	Summer II 2019	Summer II 2020	Variance	Summer II 2019	Summer II 2020	Variance	Summer II 2019	Summer II 2020	Variance	Summer II 2019	Summer II 2020	Variance	Summer I 2019 FTE	Summer I 2020 FTE	Variance
Evening Undergraduate (UCE)	MATRIC	98	64	-34.69%	127	93	-26.77%	383.0	282.0	-26.37%	1.2959	1.4531	12.13%	32	24	-8
	NON-MATRIC	23	10	-56.52%	26	13	-50.00%	92.0	40.0	-56.52%	1.1304	1.3000	15.00%	8	3	-4
*TOTAL COLLEGE Evening Undergraduate (UCE)		121	74	-38.84%	153	106	-30.72%	475.0	322.0	-32.21%	1.2645	1.4324	13.28%	40	27	-13
Graduate (GCE)	MATRIC	42	61	45.24%	43	61	41.86%	129.0	183.0	41.86%	1.0238	1.0000	-2.33%	14	20	6
	NON-MATRIC	2	3	50.00%	2	4	100.00%	7.0	12.0	71.43%	1.0000	1.3333	33.33%	1	1	1
*TOTAL COLLEGE Graduate (GCE)		44	64	45.45%	45	65	44.44%	136.0	195.0	43.38%	1.0227	1.0156	-0.69%	15	22	7
*TOTAL COLL_TYPE CGCE		165	138	-16.36%	198	171	-13.64%	611.0	517.0	-15.38%	1.2000	1.2391	3.26%	55	49	-6
Undergraduate Day School	MATRIC (XRG)	5	1	-80.00%	5	1	-80.00%	15.0	3.0	-80.00%	1.0000	1.0000	0.00%	1	0	-1
	MATRIC (non-XRG)	123	102	-17.07%	144	125	-13.19%	439.0	384.0	-12.53%	1.1707	1.2255	4.68%	37	32	-5
Grand Total		293	241	-17.75%	347	297	-14.41%	1,065.0	904.0	-15.12%	1.1843	1.2324	4.06%	93	81	-12

*Notes

Summer 2020 -office working remote during COVID-19 for beginning of registration

2020 Registration opened March 30, 2020

2019 Registration opened april 1, 2019

Fall Funnel Report

Data for Fall 2020 pulled on April 6, 2020

		Fall 2016		Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2019 as of April 9, 2019	
LEVL	SOURCE	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO
GR	RECRUITED	551	.00%	544	.00%	862	.00%	1042	.00%	892	.00%	1006	.00%
	APPLIED	304	47.26%	352	64.71%	342	37.66%	436	41.84%	325	36.43%	421	41.85%
	ACCEPTED	201	55.81%	244	69.32%	250	87.11%	251	57.57%	193	59.38%	202	47.98%
	ENROLLED	170	79.19%	197	80.74%	204	81.60%	192	76.49%	0	.00%	0	.00%
PB	RECRUITED	33	.00%	30	.00%	56	.00%	48	.00%	25	.00%	44	.00%
	APPLIED	25	75.76%	29	96.67%	37	66.07%	29	60.42%	14	56.00%	24	54.55%
	ACCEPTED	15	52.00%	19	65.52%	26	70.27%	24	82.76%	7	50.00%	15	62.50%
	ENROLLED	11	73.33%	16	84.21%	22	84.62%	16	66.67%	0	.00%	0	.00%
SB	RECRUITED	31	.00%	25	.00%	48	.00%	49	.00%	19	.00%	41	.00%
	APPLIED	17	54.84%	23	92.00%	24	50.00%	26	53.06%	4	21.05%	19	46.34%
	ACCEPTED	17	94.12%	22	95.65%	19	79.17%	22	84.62%	3	75.00%	13	68.42%
	ENROLLED	13	81.25%	10	33.33%	13	68.42%	16	72.73%	0	.00%	0	.00%
UG	RECRUITED	414	.00%	294	.00%	405	.00%	498	.00%	316	.00%	352	.00%
	APPLIED	256	61.50%	221	75.17%	207	51.11%	216	43.37%	105	33.23%	155	44.03%
	ACCEPTED	192	70.47%	155	70.14%	148	71.50%	160	74.07%	55	52.38%	82	52.90%
	ENROLLED	125	64.80%	104	67.10%	103	69.59%	137	85.63%	0	.00%	0	.00%
TOTAL RECRUITS		1029		893		1371		1637		1252		1443	
TOTAL APPS		602		625		610		707		448		619	
TOTAL ACCEPTS		425		440		443		457		258		312	
TOTAL ENROLL		319		327		342		361		0		0	

Notes:

Fall Funnel Report

Data for Fall 2020 pulled on April 14, 2020

		Fall 2016		Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2019 as of April 22, 2019	
LEVL	SOURCE	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO
GR	RECRUITED	551	.00%	544	.00%	862	.00%	1042	.00%	968	.00%	1002	.00%
	APPLIED	304	47.26%	352	64.71%	342	37.66%	436	41.84%	397	41.01%	421	42.02%
	ACCEPTED	201	55.81%	244	69.32%	250	87.11%	251	57.57%	228	57.43%	209	49.64%
	ENROLLED	170	79.19%	197	80.74%	204	81.60%	192	76.49%	0	.00%	0	.00%
PB	RECRUITED	33	.00%	30	.00%	56	.00%	48	.00%	25	.00%	44	.00%
	APPLIED	25	75.76%	29	96.67%	37	66.07%	29	60.42%	16	64.00%	25	56.82%
	ACCEPTED	15	52.00%	19	65.52%	26	70.27%	24	82.76%	8	50.00%	20	80.00%
	ENROLLED	11	73.33%	16	84.21%	22	84.62%	16	66.67%	0	.00%	0	.00%
SB	RECRUITED	31	.00%	25	.00%	48	.00%	49	.00%	19	.00%	45	.00%
	APPLIED	17	54.84%	23	92.00%	24	50.00%	26	53.06%	4	21.05%	20	44.44%
	ACCEPTED	17	94.12%	22	95.65%	19	79.17%	22	84.62%	3	75.00%	13	65.00%
	ENROLLED	13	81.25%	10	33.33%	13	68.42%	16	72.73%	0	.00%	0	.00%
UG	RECRUITED	414	.00%	294	.00%	405	.00%	498	.00%	318	.00%	390	.00%
	APPLIED	256	61.50%	221	75.17%	207	51.11%	216	43.37%	107	33.65%	173	44.36%
	ACCEPTED	192	70.47%	155	70.14%	148	71.50%	160	74.07%	61	57.01%	94	54.34%
	ENROLLED	125	64.80%	104	67.10%	103	69.59%	137	85.63%	0	.00%	0	.00%
TOTAL RECRUITS		1029		893		1371		1637		1330		1481	
TOTAL APPS		602		625		610		707		524		639	
TOTAL ACCEPTS		425		440		443		457		300		336	
TOTAL ENROLL		319		327		342		361		0		0	

Notes:

Fall Funnel Report

Data for Fall 2020 pulled on April 17, 2020

		Fall 2016		Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2019 as of April 22, 2019	
LEVL	SOURCE	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO	COUNT	RATIO
GR	RECRUITED	551	.00%	544	.00%	862	.00%	1042	.00%	972	.00%	1002	.00%
	APPLIED	304	47.26%	352	64.71%	342	37.66%	436	41.84%	398	40.95%	421	42.02%
	ACCEPTED	201	55.81%	244	69.32%	250	87.11%	251	57.57%	232	58.29%	209	49.64%
	ENROLLED	170	79.19%	197	80.74%	204	81.60%	192	76.49%	0	.00%	0	.00%
PB	RECRUITED	33	.00%	30	.00%	56	.00%	48	.00%	26	.00%	44	.00%
	APPLIED	25	75.76%	29	96.67%	37	66.07%	29	60.42%	17	65.38%	25	56.82%
	ACCEPTED	15	52.00%	19	65.52%	26	70.27%	24	82.76%	10	58.82%	20	80.00%
	ENROLLED	11	73.33%	16	84.21%	22	84.62%	16	66.67%	0	.00%	0	.00%
SB	RECRUITED	31	.00%	25	.00%	48	.00%	49	.00%	19	.00%	45	.00%
	APPLIED	17	54.84%	23	92.00%	24	50.00%	26	53.06%	4	21.05%	20	44.44%
	ACCEPTED	17	94.12%	22	95.65%	19	79.17%	22	84.62%	3	75.00%	13	65.00%
	ENROLLED	13	81.25%	10	33.33%	13	68.42%	16	72.73%	0	.00%	0	.00%
UG	RECRUITED	414	.00%	294	.00%	405	.00%	498	.00%	316	.00%	390	.00%
	APPLIED	256	61.50%	221	75.17%	207	51.11%	216	43.37%	107	33.86%	173	44.36%
	ACCEPTED	192	70.47%	155	70.14%	148	71.50%	160	74.07%	65	60.75%	94	54.34%
	ENROLLED	125	64.80%	104	67.10%	103	69.59%	137	85.63%	1	1.54%	0	.00%
TOTAL RECRUITS		1029		893		1371		1637		1333		1481	
TOTAL APPS		602		625		610		707		526		639	
TOTAL ACCEPTS		425		440		443		457		310		336	
TOTAL ENROLL		319		327		342		361		1		0	

Notes:

Funnel by Graduate Program for Fiscal Year 2021

FY21 Enrollment Funnel - Includes Fall 2020 as of April 6, 2020																				
Funnel Stage	MSW - Westfield	Goal	% to Goal		MSW- Worcester	Goal	% to Goal		Counseling	Goal	% to Goal		ABA	Goal	% to Goal		Accounting	Goal	% to Goal	
Prospect	386	275	140.4%	=	147	75	196.0%	=	151	90	167.8%	=	85	60	141.7%	=	34	30	113.3%	=
Applications Submitted	196	175	112.0%	=	64	50	128.0%	=	60	50	120.0%	=	21	30	70.0%	=	11	29	37.9%	=
App Complete	167				48				46				16				9			
Admits	106	96	110.4%	=	24	30	80.0%	=	41	25	164.0%	=	10	16	62.5%	=	6	15	40.0%	=
Confirmed	84				19				26				7				4			
Enrolled	0	86	0.0%	=	0	24	0.0%	=	0	20	0.0%	=	0	15	0.0%	=	0	15	0.0%	=

Funnel Stage	Physician Assistant	Goal	% to Goal		CJ	Goal	% to Goal		MPA	Goal	% to Goal		Education	Goal	% to Goal		English	Goal	% to Goal		Total
Prospect	480	250	192.0%	=	36	35	102.9%	=	36	35	102.9%	=	79	110	71.8%	=	13	15	86.7%	=	967
Applications Submitted	287	175	164.0%	=	7	29	24.1%	=	11	27	40.7%	=	22	75	29.3%	=	3	12	25.0%	=	395
Admits	30	30	100.0%	=	0	22	0.0%	=	3	22	13.6%	=	7	48	14.6%	=	0	10	0.0%	=	227
Confirmed	30	30	100.0%	=	0			=	1			=	3			=	0			=	174
Enrolled	30	30	100.0%	=	0	18	0.0%	=	0	17	0.0%	=	0	39	0.0%	=	0	7	0.0%	=	30

FY20 Enrollment Funnel - Includes Fall 2019 as of April 9, 2019																				
Funnel Stage	MSW - Westfield	Goal	% to Goal		MSW- Worcester	Goal	% to Goal		Counseling	Goal	% to Goal		ABA	Goal	% to Goal		Accounting	Goal	% to Goal	
Prospect	408	275	148.4%	=	139	75	185.3%	=	122	90	135.6%	=	92	60	153.3%	=	32	35	91.4%	=
Applications Started																	19			
Applications Submitted	204	175	116.6%	=	72	50	144.0%	=	45	50	90.0%	=	21	30	70.0%	=	12	33	36.4%	=
Admits	95	96	99.0%	=	34	30	113.3%	=	33	25	132.0%	=	15	16	93.8%	=	4	20	20.0%	=
Confirmed	66				24				20				11				2			

154 complete 62 complete 40 complete incl. 2 certs in admit

Funnel Stage	Physician Assistant	Goal	% to Goal		CJ	Goal	% to Goal		MPA	Goal	% to Goal		Education	Goal	% to Goal		English	Goal	% to Goal		Total
Prospect	568	250	227.2%	=	50	35	142.9%	=	56	35	160.0%	=	98	110	89.1%	=	9	15	60.0%	=	1006
Applications Started					20				27				56				6				128
Applications Submitted	266	175	152.0%	=	10	29	34.5%	=	18	27	66.7%	=	34	75	45.3%	=	5	12	41.7%	=	421
Admits	30	30	100.0%	=	4	22	18.2%	=	3	22	13.6%	=	12	60	20.0%	=	2	10	20.0%	=	202
Confirmed	30	30	100.0%	=	1			=	1			=	5			=	1			=	131
Enrolled	30	30	100.0%	=	0	18	0.0%	=	0	18	0.0%	=	0	50	0.0%	=	0	7	0.0%	=	0

Funnel by Graduate Program for Fiscal Year 2021

FY21 Enrollment Funnel - Includes Fall 2020 as of April 14, 2020																				
Funnel Stage	MSW - Westfield	Goal	% to Goal		MSW- Worcester	Goal	% to Goal		Counseling	Goal	% to Goal		ABA	Goal	% to Goal		Accounting	Goal	% to Goal	
Prospect	386	275	140.4%	==	147	75	196.0%	==	151	90	167.8%	==	85	60	141.7%	==	34	30	113.3%	==
Applications Submitted	196	175	112.0%	==	64	50	128.0%	==	60	50	120.0%	==	21	30	70.0%	==	11	29	37.9%	==
App Complete	167				48				46				16				9			
Admits	106	96	110.4%	==	24	30	80.0%	==	41	25	164.0%	==	10	16	62.5%	==	6	15	40.0%	==
Confirmed	92				20				28				6				4			
Enrolled	0	86	0.0%	==	0	24	0.0%	==	0	20	0.0%	==	0	15	0.0%	==	0	15	0.0%	==

Funnel Stage	Physician Assistant	Goal	% to Goal		CJ	Goal	% to Goal		MPA	Goal	% to Goal		Education	Goal	% to Goal		English	Goal	% to Goal		Total
Prospect	480	250	192.0%	==	38	35	108.6%	==	38	35	108.6%	==	76	110	69.1%	==	13	15	86.7%	==	968
Applications Submitted	287	175	164.0%	==	7	29	24.1%	==	12	27	44.4%	==	23	75	30.7%	==	4	12	33.3%	==	398
Admits	30	30	100.0%	==	0	22	0.0%	==	3	22	13.6%	==	8	48	16.7%	==	0	10	0.0%	==	228
Confirmed	30	30	100.0%	==	0			==	2			==	4			==	0			==	186
Enrolled	30	30	100.0%	==	0	18	0.0%	==	0	17	0.0%	==	0	39	0.0%	==	0	7	0.0%	==	30

FY20 Enrollment Funnel - Includes Fall 2019 as of April 16, 2019																				
Funnel Stage	MSW - Westfield	Goal	% to Goal		MSW- Worcester	Goal	% to Goal		Counseling	Goal	% to Goal		ABA	Goal	% to Goal		Accounting	Goal	% to Goal	
Prospect	408	275	148.4%	==	139	75	185.3%	==	122	90	135.6%	==	92	60	153.3%	==	30	35	85.7%	==
Applications Started				==				==				==				==	17			==
Applications Submitted	204	175	116.6%	==	72	50	144.0%	==	45	50	90.0%	==	21	30	70.0%	==	11	33	33.3%	==
Admits	95	96	99.0%	==	34	30	113.3%	==	33	25	132.0%	==	15	16	93.8%	==	4	20	20.0%	==
Confirmed	68			==	26			==	20			==	11			==	2			==

154 complete 62 complete 40 complete incl. 2 certs in admit

Funnel Stage	Physician Assistant	Goal	% to Goal		CJ	Goal	% to Goal		MPA	Goal	% to Goal		Education	Goal	% to Goal		English	Goal	% to Goal		Total
Prospect	568	250	227.2%	==	50	35	142.9%	==	56	35	160.0%	==	96	110	87.3%	==	8	15	53.3%	==	1001
Applications Started				==	21			==	27			==	57			==	4			==	126
Applications Submitted	266	175	152.0%	==	11	29	37.9%	==	17	27	63.0%	==	35	75	46.7%	==	4	12	33.3%	==	420
Admits	30	30	100.0%	==	4	22	18.2%	==	3	22	13.6%	==	14	60	23.3%	==	2	10	20.0%	==	204
Confirmed	30	30	100.0%	==	1			==	1			==	8			==	1			==	138
Enrolled	30	30	100.0%	==	0	18	0.0%	==	0	18	0.0%	==	0	50	0.0%	==	0	7	0.0%	==	0

College of Graduate and Continuing Education

Graduate Admission Funnel Report – Fall '20-Summer I '21

Data as of April 17, 2020

*Cohort programs enroll in fall only, PA spring only

*Rolling admission programs enroll in fall thru summer I

Funnel Stage	MSW - Westfield	Goal	% to Goal	MSW- Worcester	Goal	% to Goal	Counseling	Goal	% to Goal	ABA	Goal	% to Goal	Accounting	Goal	% to Goal
Prospect	386	275	140.4%	147	75	196.0%	151	90	167.8%	85	60	141.7%	34	30	113.3%
Applications Submitted	196	175	112.0%	64	50	128.0%	60	50	120.0%	21	30	70.0%	11	29	37.9%
App Complete	167			48			46			16			9		
Admits	106	115	92.2%	24	30	80.0%	41	28	146.4%	12	16	75.0%	7	15	46.7%
Confirmed	102			20			29			7			4		
Enrolled	0	86	0.0%	0	24	0.0%	0	20	0.0%	0	15	0.0%	0	15	0.0%

Enrollment cap of 86. Apps due Feb 1. for Fall 2020 start; still sending out acceptances and deposits

Enrollment cap of 24. Apps due Feb 1. for Fall 2020 start; still sending out acceptances and deposits

Enrollment cap of 20. Apps due Feb 1. for Fall 2020 start; still collecting possible deposits.

Enrollment cap of 15. Apps due June 1. for Fall 2020 start; still accepting students and collecting deposits

Rolling admissions for Fall 2020 and Spring 2021.

Funnel Stage	Physician Assistant	Goal	% to Goal	CJ	Goal	% to Goal	MPA	Goal	% to Goal	Education	Goal	% to Goal	English	Goal	% to Goal	Total
Prospect	480	250	192.0%	38	35	108.6%	38	35	108.6%	80	110	72.7%	13	15	86.7%	972
Applications Submitted	287	175	164.0%	6	29	20.7%	12	27	44.4%	24	75	32.0%	4	12	33.3%	398
Admits	30	30	100.0%	0	22	0.0%	4	22	18.2%	8	48	16.7%	0	10	0.0%	232
Confirmed	30	30	100.0%	0			2			4			0			198
Enrolled	30	30	100.0%	0	18	0.0%	0	17	0.0%	0	39	0.0%	0	7	0.0%	30

Enrollment cap of 30, final numbers for spring 2020. Applications for spring 2021 open end of April 2020, due in August.

Rolling admissions for Fall 2020, Spring 2021 and Summer 2021. Have 19 students starting this summer due to CJ 4+1 program.

Rolling admissions for Fall 2020, Spring 2021 and Summer 2021.

Rolling admissions for Fall 2020, Spring 2021 and Summer 2021.

Rolling admissions for Fall 2020, Spring 2021 and Summer 2021.

Comparison Data																
FY20 Enrollment Funnel - Includes Fall 2019 as of April 16, 2019																
Funnel Stage	MSW - Westfield	Goal	% to Goal	MSW- Worcester	Goal	% to Goal	Counseling	Goal	% to Goal	ABA	Goal	% to Goal	Accounting	Goal	% to Goal	
Prospect	408	275	148.4%	139	75	185.3%	122	90	135.6%	92	60	153.3%	30	35	85.7%	
Applications Started													17			
Applications Submitted	204	175	116.6%	72	50	144.0%	45	50	90.0%	21	30	70.0%	11	33	33.3%	
Admits	95	96	99.0%	34	30	113.3%	33	25	132.0%	15	16	93.8%	4	20	20.0%	
Confirmed	68	86	79.1%	26	24	108.3%	20	20	100.0%	11	15	73.3%	2	15	13.3%	

College of Graduate and Continuing Education

Graduate Admission Funnel Report – Fall '20-Summer I '21

Data as of April 17, 2020

*Cohort programs enroll in fall only, PA spring only

*Rolling admission programs enroll in fall thru summer I

Funnel Stage	Physician Assistant	Goal	% to Goal	CJ	Goal	% to Goal	MPA	Goal	% to Goal	Education	Goal	% to Goal	English	Goal	% to Goal	Total
Prospect	568	250	227.2%	50	35	142.9%	56	35	160.0%	96	110	87.3%	8	15	53.3%	1001
Applications Started				21			27			57			4			126
Applications Submitted	266	175	152.0%	11	29	37.9%	17	27	63.0%	35	75	46.7%	4	12	33.3%	420
Admits	30	30	100.0%	4	22	18.2%	3	22	13.6%	14	60	23.3%	2	10	20.0%	204
Confirmed	30	30	100.0%	1			1			8			1			138
Enrolled	30	30	100.0%	0	18	0.0%	0	18	0.0%	0	50	0.0%	0	7	0.0%	0



Enrollment Management Financial Aid Model

April 30, 2020

Financial Aid Model

- Created through a partnership with EAB
- Model is for new first year students entering in Fall 2020
 - Current students and incoming transfer students will not see a change in their packaging model
- Emphasis in the new model is more scholarship money for students, while reducing institutional grant aid
- Goal is to meet 15% of demonstrated need for all students through a combination of Federal, State, and University funds

Scholarships

- Class entering Fall 2019
 - Tsongas Scholarship – full tuition & fees
 - Req: 4.0 GPA/1360 SAT
 - Up to 12 scholarships offered
 - Presidential Merit Scholarship - \$4,000
 - Req: 3.75 GPA/1270 SAT
 - Up to 60 scholarships offered
 - Leadership Scholarship - \$2,000
 - Req: 3.50 GPA/1220 SAT
 - No limit on scholarships offered
 - Out of State Scholarship - \$5,000
 - Req: 3.00 GPA/meet all MA BHE standards
 - No limit on scholarships offered

Scholarships

- Class entering Fall 2020
 - Tsongas Scholarship – full tuition & fees
 - Req: 4.0 GPA/1360 SAT
 - Up to 10 scholarships offered
 - Presidential Merit Scholarship - \$4,000
 - Req: 3.75 GPA/1270 SAT
 - Up to 10 scholarships offered
 - Leadership Scholarship - \$2,000
 - Meet EAB Scholarship Grid
 - No limit on scholarships offered
 - Dean Scholarship - \$1,000
 - Meet EAB Scholarship Grid
 - No limit on scholarships offered
 - Out of State Scholarship - \$5,000
 - Req: 3.00 GPA/meet all MA BHE standards
 - No limit on scholarships offered

EAB Scholarship Grid

GPA Points		Test Points (based on 2016 SAT score)		
GPA	Points	SAT	ACT	Points
2.69 or lower	2	910 or lower	16 or lower	1
2.70 – 2.84	4	920 – 970	17/18	2
2.85 – 2.99	6	980 – 1010	19	3
3.00 – 3.14	8	1020 – 1040	20	4
3.15 – 3.29	10	1050 – 1070	20	5
3.30 – 3.44	12	1080 – 1100	21	6
3.45 – 3.60	14	1110 – 1140	22/23	7
3.61 – 3.79	16	1150 – 1180	24	8
3.80 – 4.01	18	1190 – 1240	25/26	9
4.02 or higher	20	1250 or higher	27 or higher	10

Total Points	Applicants	
	Merit	Scholarship
1 – 9	\$0	None
10 – 14	\$1,000	Dean
15 – 19	\$1,000	Dean
20 – 24	\$2,000	Leadership
25 – 30	\$2,000	Leadership

Case Study #1

- MA resident
- On-Campus Resident
- Expected Family Contribution: \$17,797
- 3.19 GPA/1000 SAT
- Old Model Grant Aid
 - Need Based Tuition Waiver: \$970
 - **Total: \$970**
- New Model Grant Aid
 - Dean Scholarship: \$1,000
 - University Grant: \$340
 - **Total: \$1,340**

Case Study #2

- MA resident
- On-Campus Resident
- Expected Family Contribution: \$8,826
- 3.88 GPA/1300 SAT
- Old Model Grant Aid
 - Need Based Tuition Waiver: \$970
 - University Grant: \$1,540
 - **Total: \$2,510**
- New Model Grant Aid
 - Leadership Scholarship: \$2,000 (previously not eligible)
 - Massachusetts Cash Grant: \$680
 - Need Based Tuition Waiver: \$970
 - **Total: \$3,650**

Case Study #3

- MA resident
- On-Campus Resident
- Expected Family Contribution: \$0
- 3.12 GPA/770 SAT
- Old Model Grant Aid
 - Federal Pell Grant: \$6,195
 - Massachusetts Grant: \$1,700
 - Federal SEOG: \$500
 - Housing Grant: \$1,500
 - Massachusetts Cash Grant: \$480
 - University Grant: \$2000
 - **Total: \$12,375**
- New Model Grant Aid
 - Federal Pell Grant: \$6,345
 - Massachusetts Grant: \$1,700
 - Federal SEOG: \$500
 - Housing Grant: \$1,500
 - Need Based Tuition Waiver: \$970
 - **Total: \$11,015**

Case Study #4

- MA resident
- On-Campus Resident
- Expected Family Contribution: \$0
- 3.66 GPA/1130 SAT
- Old Model Grant Aid
 - Federal Pell Grant: \$6,195
 - Massachusetts Grant: \$1,700
 - Federal SEOG: \$500
 - Housing Grant: \$1,500
 - Massachusetts Cash Grant: \$480
 - University Grant: \$2000
 - **Total: \$12,375**
- New Model Grant Aid
 - Leadership Scholarship: \$2,000 (previously not eligible)
 - Federal Pell Grant: \$6,345
 - Massachusetts Grant: \$1,700
 - Federal SEOG: \$500
 - Housing Grant: \$1,500
 - Need Based Tuition Waiver: \$970
 - **Total: \$13,015**

Case Study #5

- MA resident
- Commuter
- Expected Family Contribution: \$0
- 3.02 GPA/900 SAT
- Old Model Grant Aid
 - Federal Pell Grant: \$6,195
 - Massachusetts Grant: \$1,700
 - Federal SEOG: \$250
 - Massachusetts Cash Grant: \$970
 - **Total: \$9,115**
- New Model Grant Aid
 - Federal Pell Grant: \$6,345
 - Massachusetts Grant: \$1,700
 - Federal SEOG: \$300
 - **Total: \$8,345**

Case Study #6

- MA resident
- Commuter
- Expected Family Contribution: \$0
- 4.32 GPA/1000 SAT
- Old Model Grant Aid
 - Federal Pell Grant: \$6,195
 - Massachusetts Grant: \$1,700
 - Federal SEOG: \$250
 - Massachusetts Cash Grant: \$970
 - **Total: \$9,115**
- New Model Grant Aid
 - Leadership Scholarship: \$2,000 (previously not eligible)
 - Federal Pell Grant: \$6,345
 - Massachusetts Grant: \$1,700
 - Federal SEOG: \$300
 - **Total: \$10,345**

Westfield State University Office of Admission Updates
Board of Trustee Meeting
April 30, 2020

- I. Virtual Accepted Student Day Events <http://www.westfield.ma.edu/acceptedstudents>
 - Virtual Accepted Day Program (launched April 6)
 - Platform: Comevo
 - Pre-recorded event that includes welcoming remarks, student-led campus tour, alumni speakers, information about student programs and other resources, as well as next steps to becoming a Westfield State Owl.
 - As of 4/16 there were nearly 500 visitors/guests.
 - Virtual Accepted Student Day Department Meetings (April 13-21)
 - Platform: Black Board Collaborate
 - Live meetings with members of the Westfield State University campus community.
 - A total of 43 sessions offered by members of Academic Affairs, Student Affairs, Enrollment Management, and Institutional Advancement.
 - Format: presentation followed by Q&A.
 - As of 4/16 there were 260 visitors/guests.
 - Additional Virtual Sessions
 - Admission Student Panels (April 29, May 3 & 13)
 - Academic Departments
- II. Virtual Campus Events
 - Live Admission Information Sessions (April 21-May 28)
 - Pre-recorded Information Sessions for first-year and transfer prospective students
- III. “Virtual” Travel
 - High School Panels and Community College Events
 - Virtual College Fair
 - Community College Panels
 - MA High School Counselor Event
- IV. Pure Chat (launched April 6)
 - Allows admission staff to monitor guests who visit website and answer questions that they may have.
- V. Social Media
 - Facebook Class of 2024
 - Instagram
- VI. eCards
 - High School Counselors in New England
 - Community College Advisors
- VII. CRM Communication

2020-2021 Projection

This assumes a 15% decrease for the incoming class due to the Covid-19 crisis. Retention rates decrease by 7% for returners.

	Ret Rate	Spring '20	Fall'20	Ret. Rate	Spring'21	Average	Avg. Billed		
New FyFt Fall			978	0.8	782.4				
New Tr Fall			234	0.88	205.92				
Sophomores	0.745	866	645	0.85	548				
Juniors	0.804	863	694	0.98	680				
Seniors	0.897	953	855	0.92	786				
Ret. Seniors	0.181	1223	221	0.01	2				
New FyFt Spring					85				
New Tr Spring					43				
Total			3627		3133			3380	3280

1150 0.85 977.5
 275 0.85 233.75

March 27 based on 2/25 data



Development Assessment and Campaign Planning Study



Phil Hills
President & CEO
Senior Consultant & Principal

Michelle Stevens
Associate Consultant

Brian A. Zive
Consultant, Analytical Solutions

Kathy L. Howrigan
Senior Consultant & Principal

Myrna Ghorayeb
Associate Consultant

A PRESENTATION BY
Marts&Lundy

Introduction

Our Charge:

Conduct an assessment of Westfield State University's advancement organization to determine the potential for sustainable growth in philanthropic support and a future campaign.

Methodology

Review data and materials

Interview staff and faculty Components included:

- Assessment of the Advancement Organization
- Trends Analysis to review 10 years of data
- Yield Analysis to:
 - Measure major giving capacity of donor base
 - Assess strengths and weaknesses of the *Leading Together* campaign
 - Assist in determining future campaign goal and staffing requirements

Benchmarking Study

- Quantitative look at Westfield's performance in comparison to other select universities

Feasibility Study

- In-person interviews & On-line Feasibility Questionnaire

Top Level Observations

Westfield State's Advancement program an merging program that needs actional resources for long-term success

- Westfield is below the median in almost every category – staffing, funding, and giving – of all of its peer institutions
- Alumni have strong affinity for Westfield, but are not highly engaged
- Re-organization of roles and investment in key operations positions is needed to increase support from alumni and friends.
- Cost per dollar raised has been erratic based on fluctuating major gifts success – indicating that focus on identification and engagement of prospects is critical

Leadership Changes and CoVid-19 will impact giving in the short term

- Westfield must use the next several months to prepare for a post-Covid reality
- New messaging under new leadership can position for a new case for support

Top Level 10 observations

Discovering and engaging new donors is critical

- Investment in research and database management will lead to future growth

Yield Analysis to determine potential goals

- Based upon your database & forecasts the total potential giving campaign range
- Suggests a range for Westfield State of \$6 million to \$10 million

Strategic Recommendations

Strategic Recommendations

- **Grow strategic investment in University Advancement to grow awareness, engagement, and giving**
- **Undertake an intense planning and action program to address issues outlined in the Internal Assessment and Feasibility Study Reports**
- **In the fall of 2020, begin a two to three year quiet phase with an initial goal of \$1 million and \$3 million.**
- **Focus on priorities resonated with interviewees and survey respondents:**
 - Increase Support for Student Success, and
 - Build Real World Partnerships Through CoLab

Strategic Recommendations

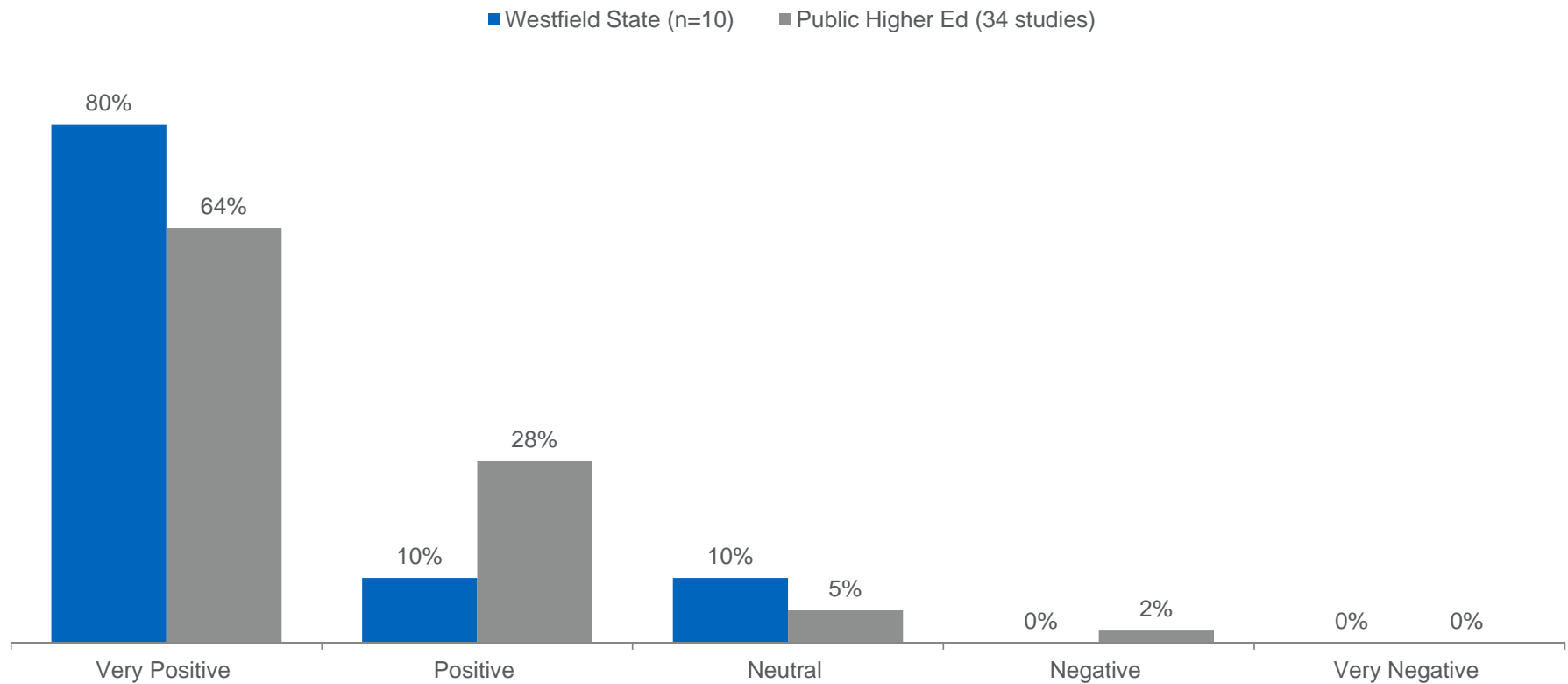
- **Focus a case for support emphasizing Student Success and Real World Partnerships Through CoLab.**
- **Prepare the Board for full involvement will be critical during the quiet phase.**
- **Undertake a comprehensive and focused effort in researching prospects in the database to uncover new donors**
- **Create a plan to engage these new potential donors to move toward giving as the campaign announcement.**

Strategic Recommendations

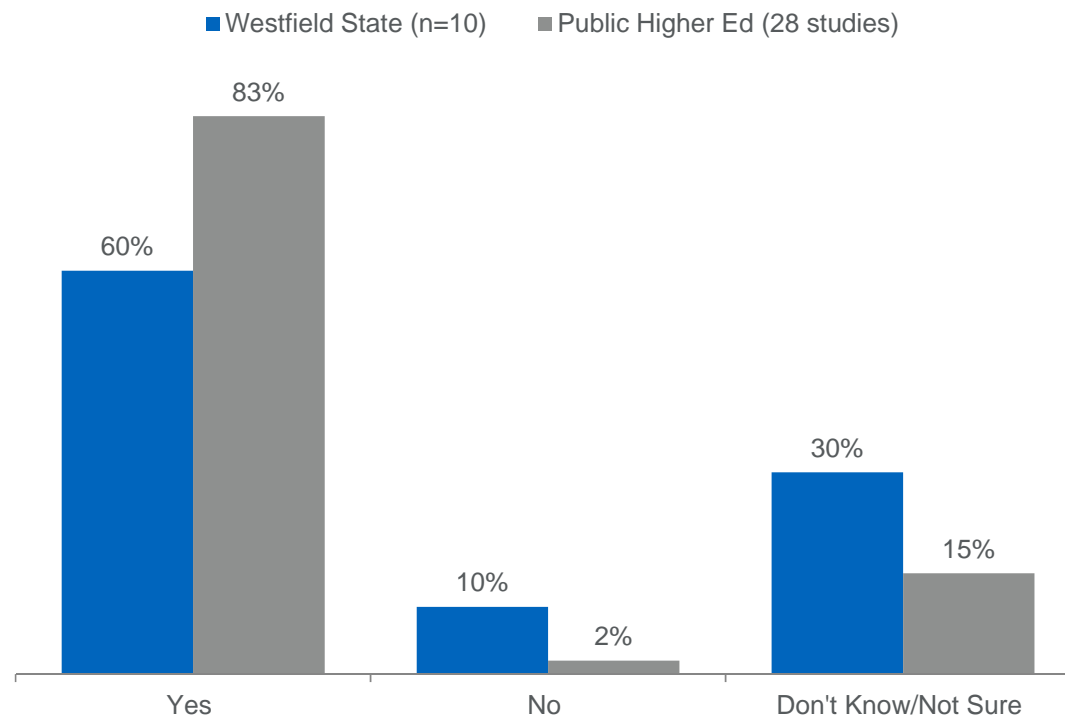
- **Create a professional development/training program for deans and unit directors focused on working together will achieve better results**
- **Further develop promotional and engagement efforts directed to current WSU students, educating them on the value of philanthropy and what is expected of them as a WSU student and alumnus.**
- **Prepare the incoming president to build bridges across the state and beyond to deepen vital relationships with donor prospects and influential leaders.**

Feasibility Study

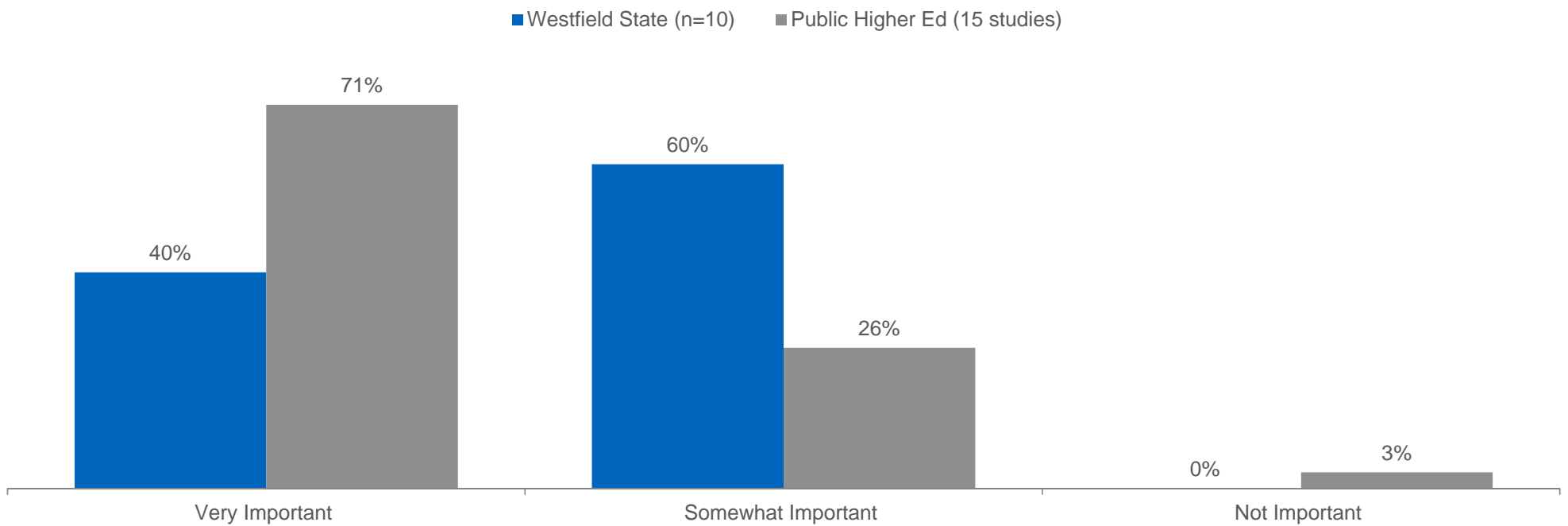
How would you describe your current attitude toward W SU?



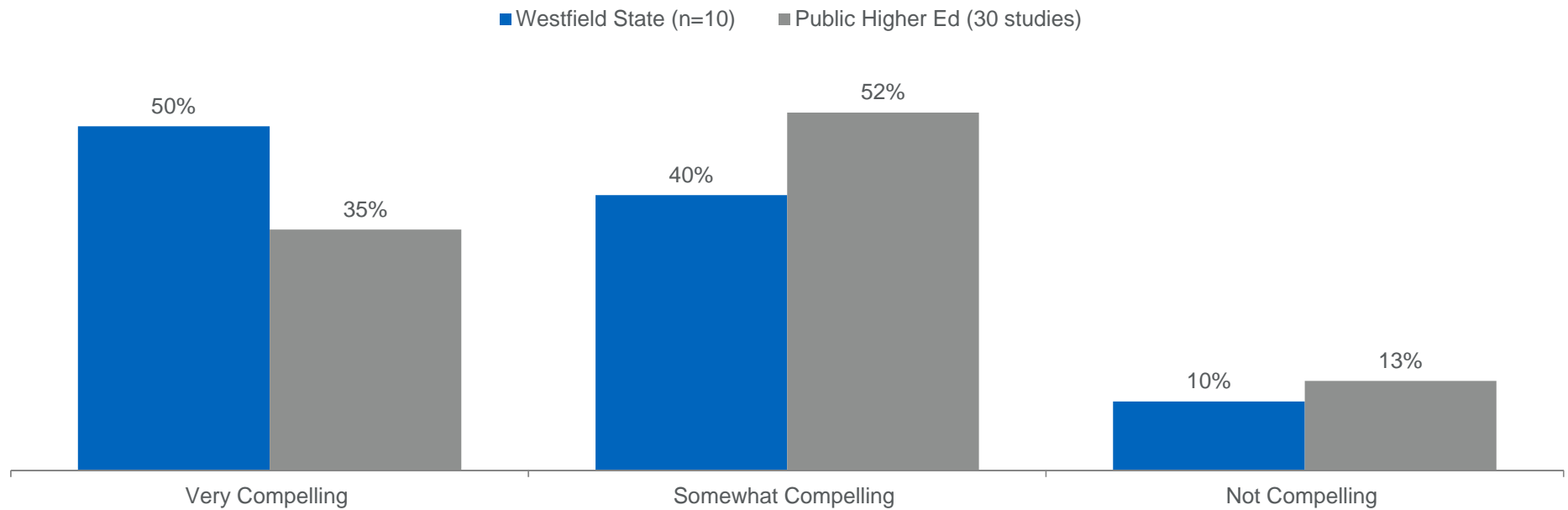
Do you approve of the direction the University is taking?



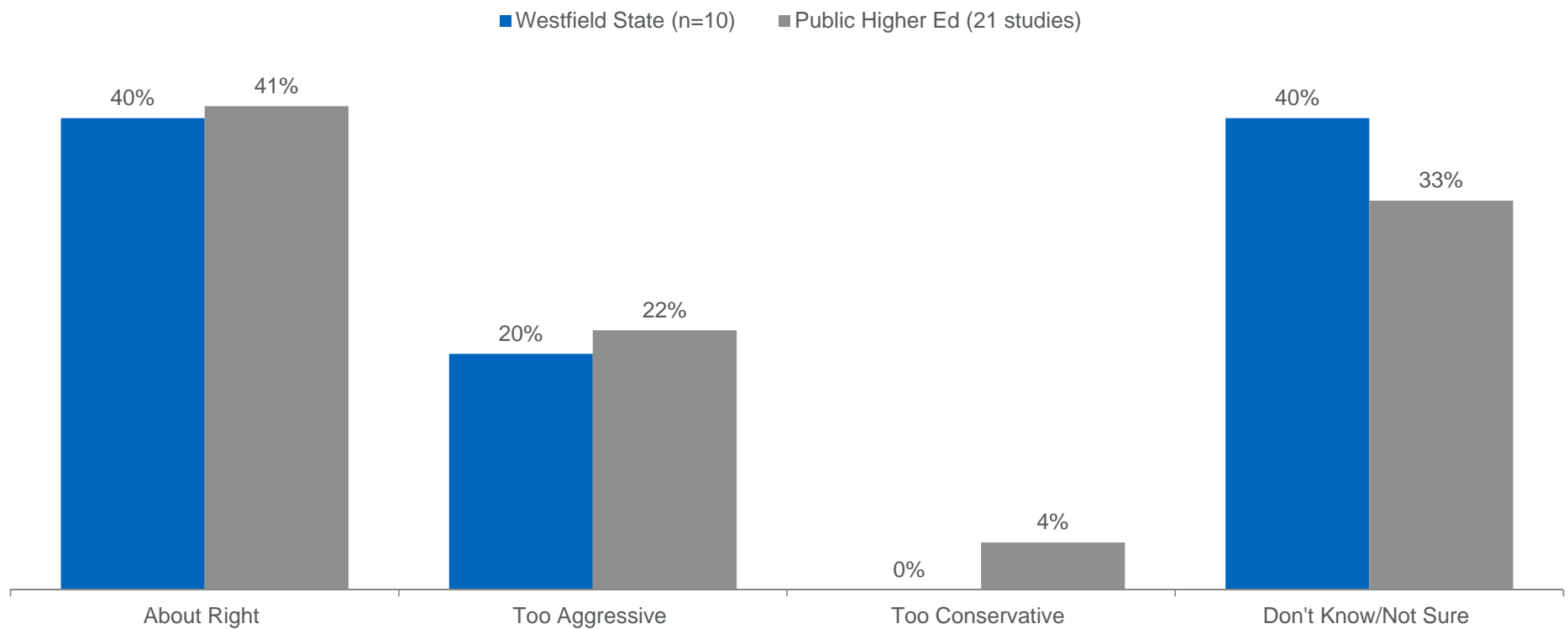
Do you see a campaign at this time as:



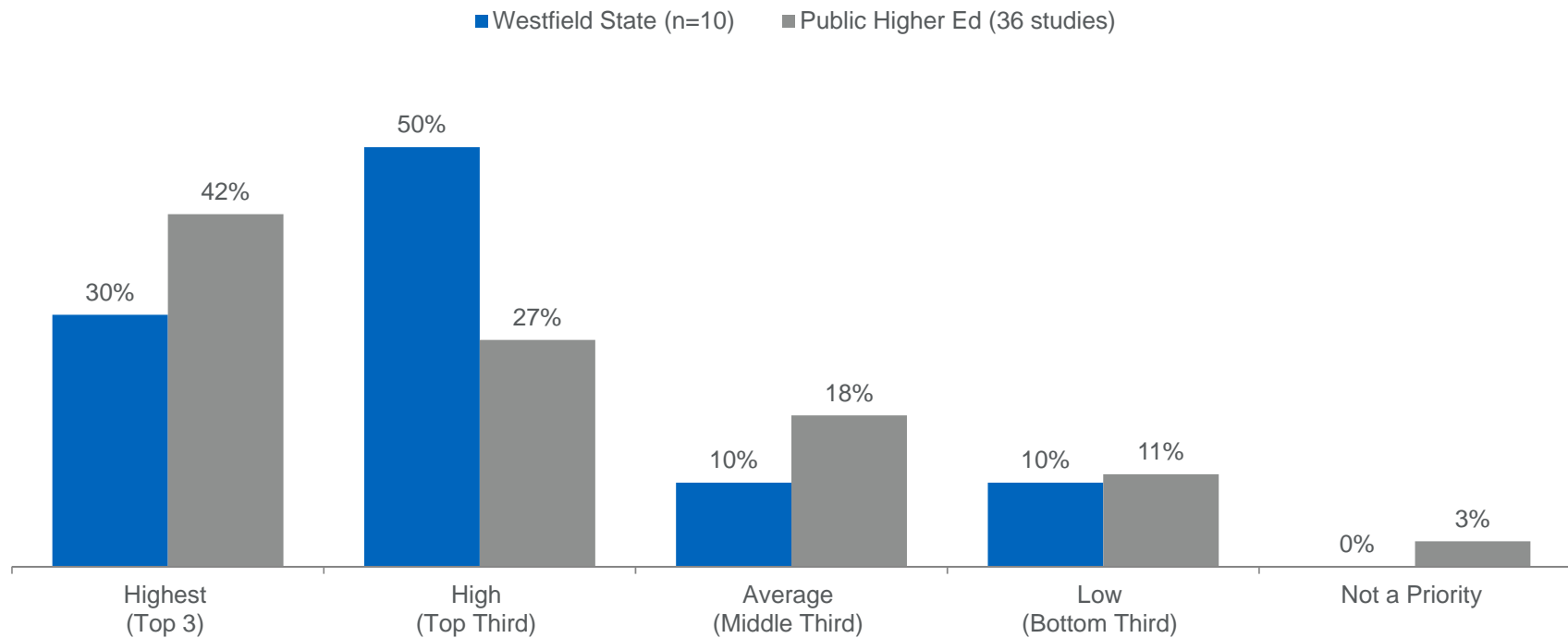
What is your assessment of campaign prospectus draft document?



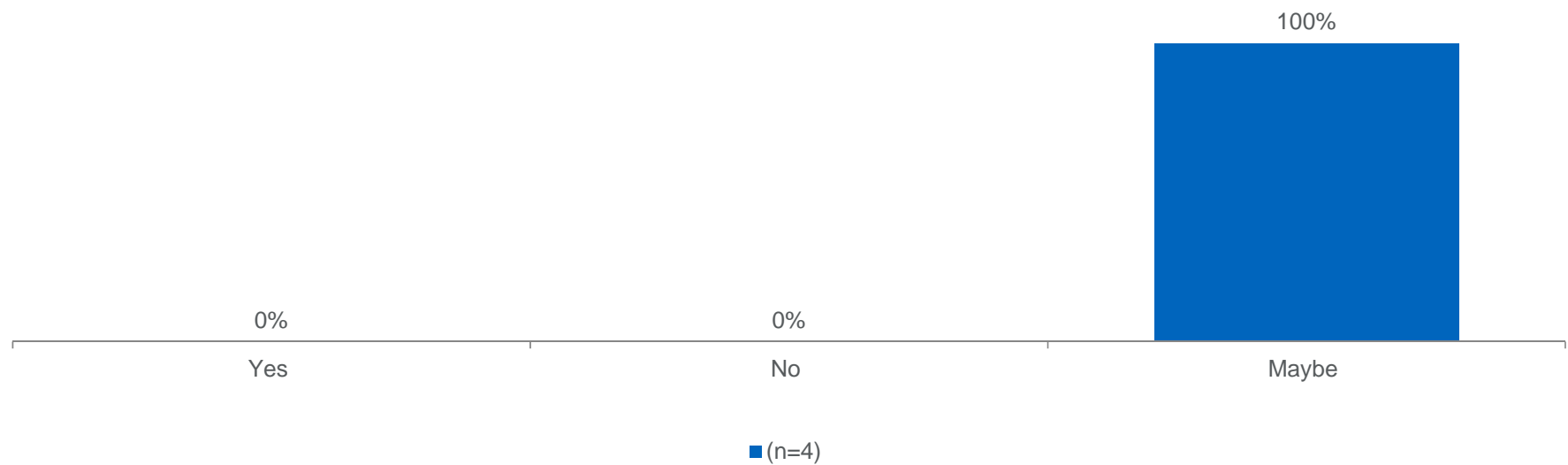
What is your reaction to the preliminary working goal of \$10 million?



Where does W SU rank among your philanthropic priorities?



Do you think it would be possible for W SU to become one of your top philanthropic priorities during the period of the campaign?

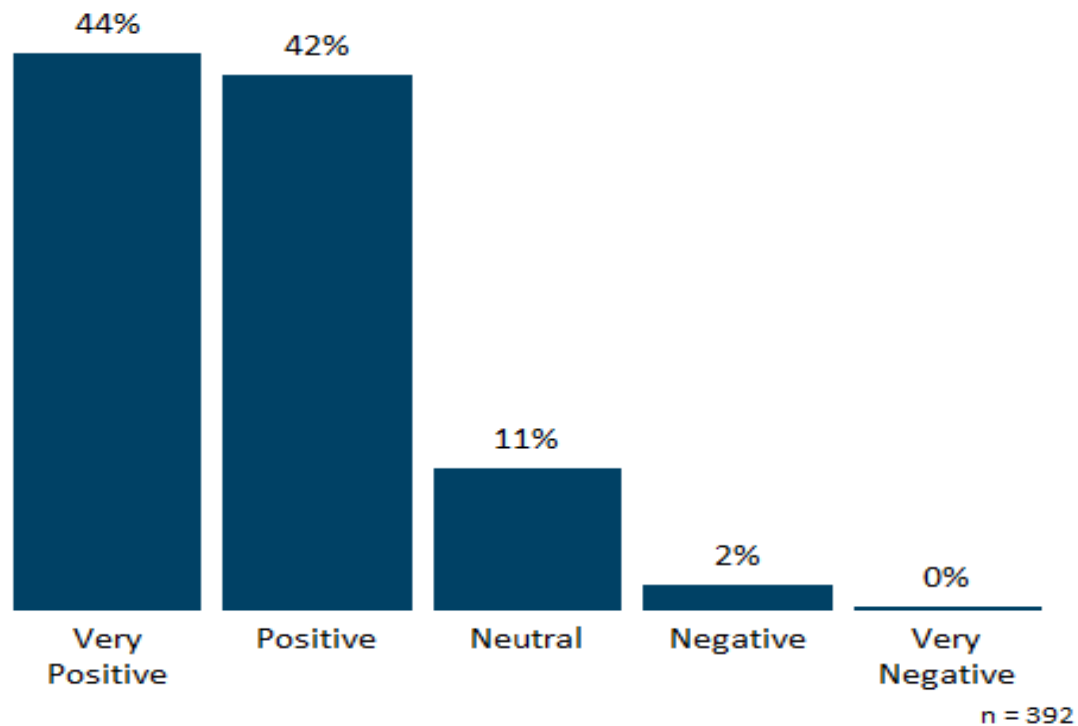


Online Survey

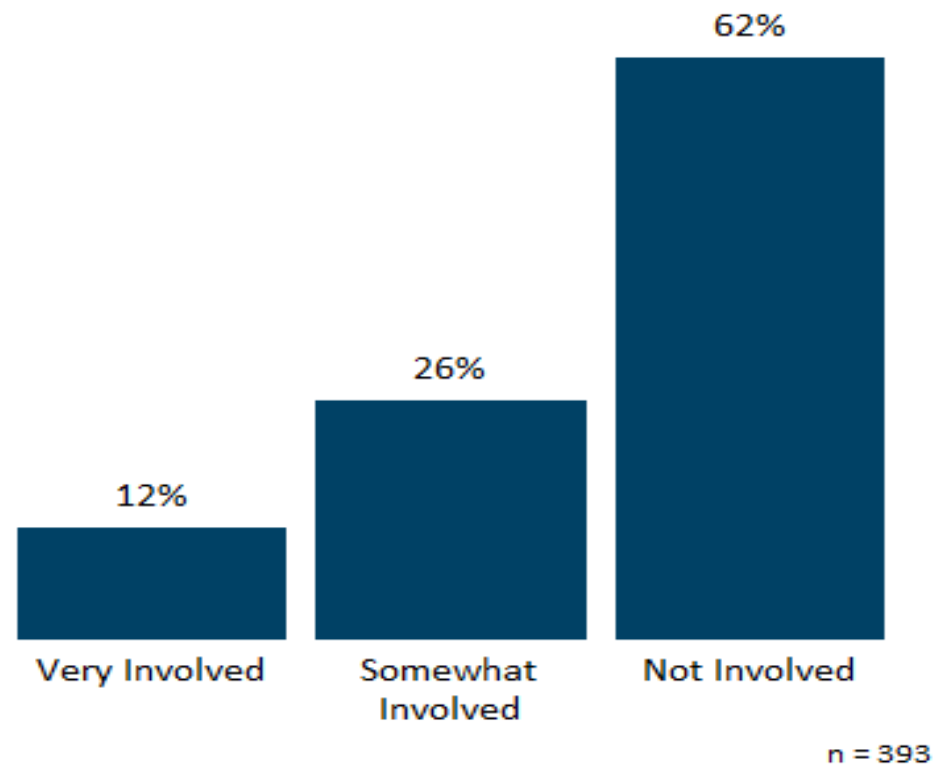
Executive Summary

- 396 Respondents
- 9.8% Response Rate (typically see 8-12 percent response rate)
- 87% of Respondents are Alumni, Parents, and Friends
- 52 Responses from Current and Former Faculty and Staff
- Respondents Hold WSU in High Regard, But Not Very Involved
- Alumni and Friends Rate WSU Reputation Stronger than Faculty & Staff
- Respondents Support WSU's Vision for the Future and Campaign Initiatives

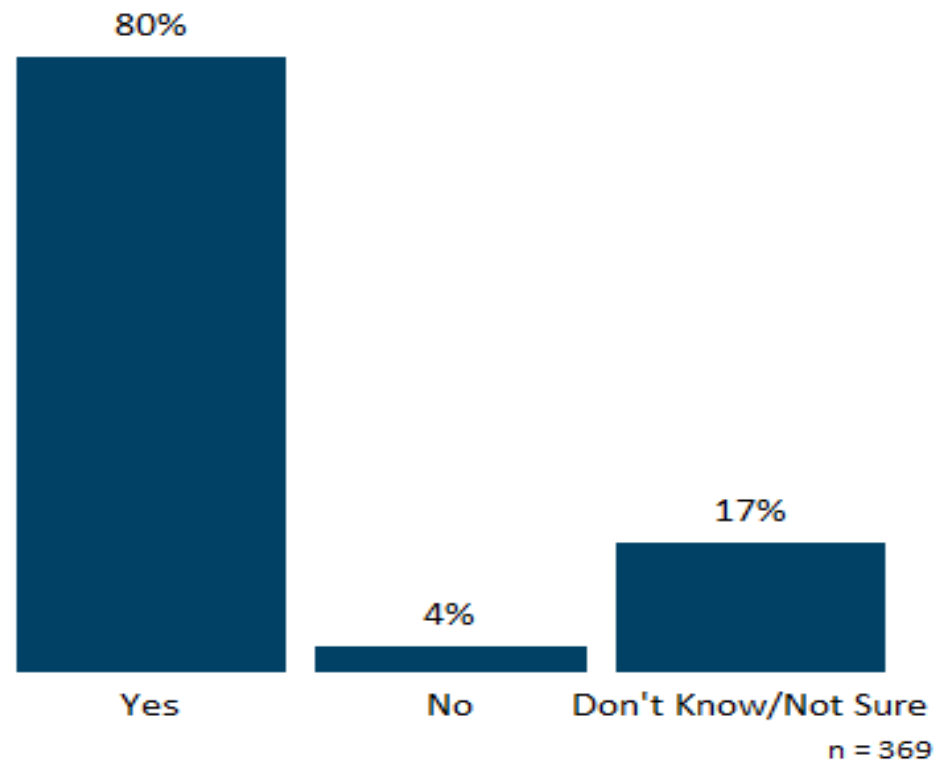
How would you describe your current attitude towards W SU?



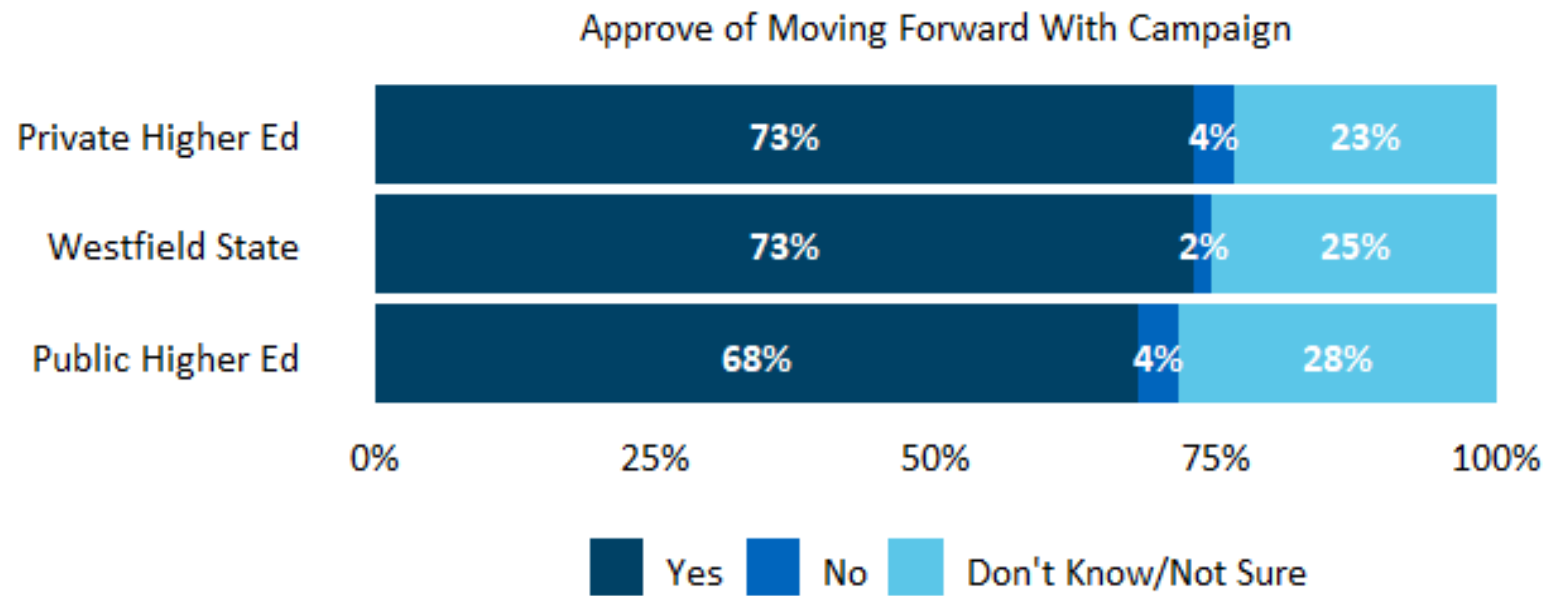
How would you describe your current level of involvement with W SU?



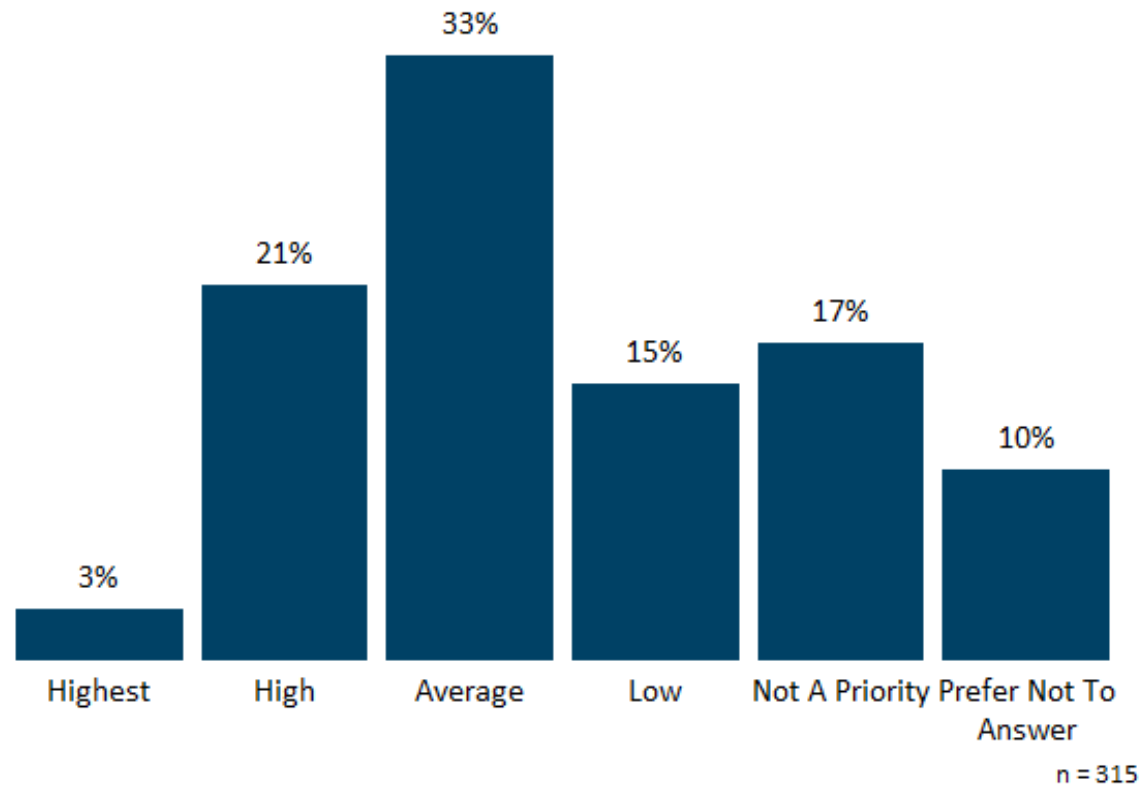
Do you agree with WSU's vision?



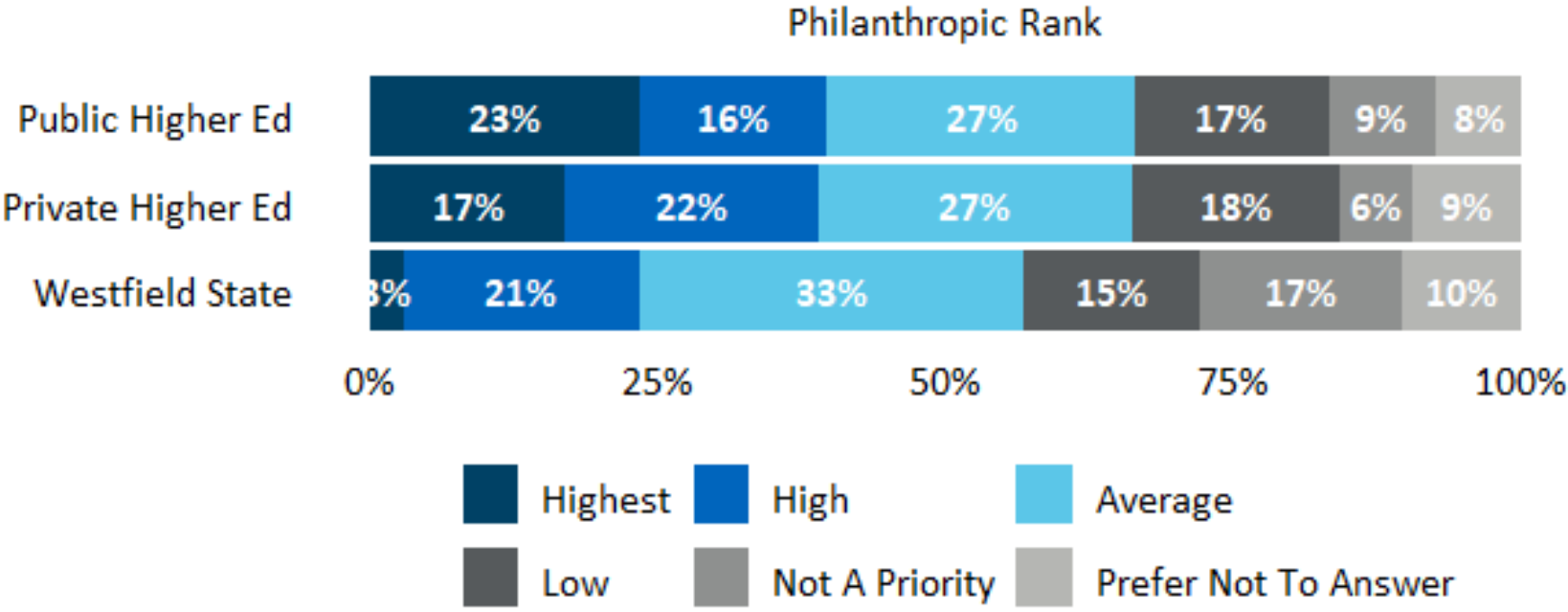
Responses compared to other universities and colleges?



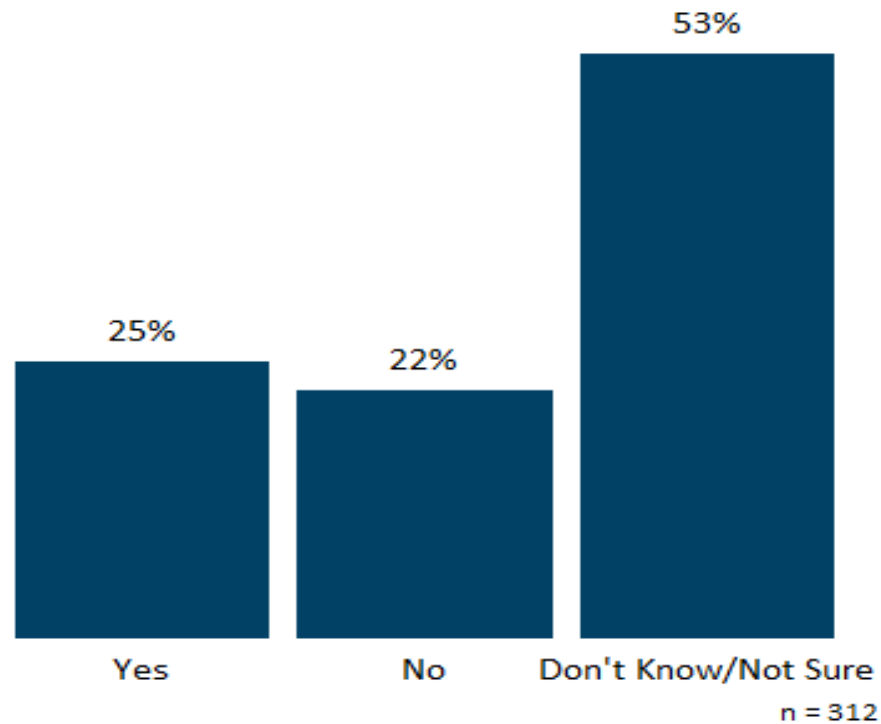
Where does W SU rank among your philanthropic priorities?



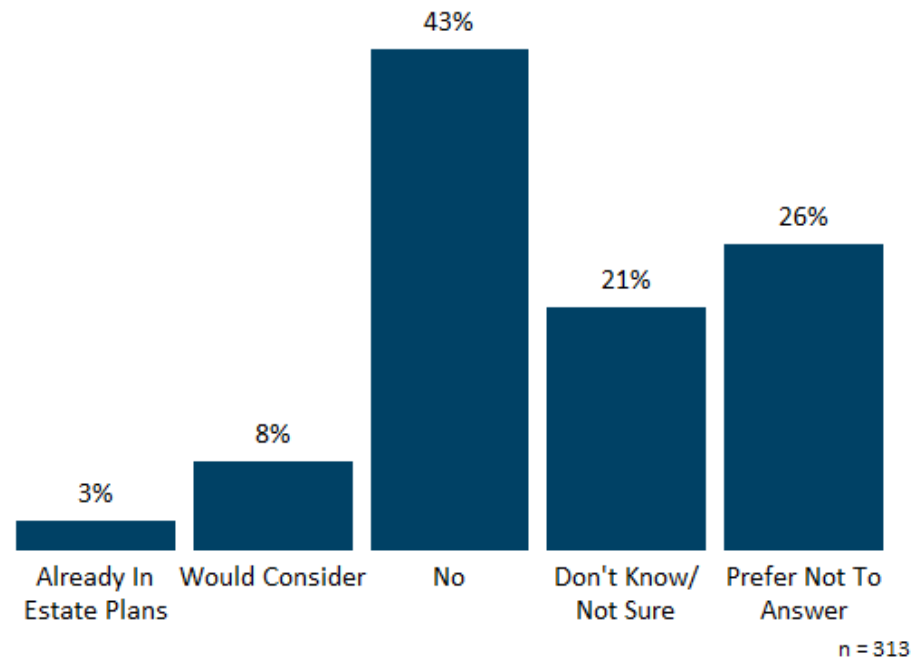
Philanthropic rank compared to other university and college surveys



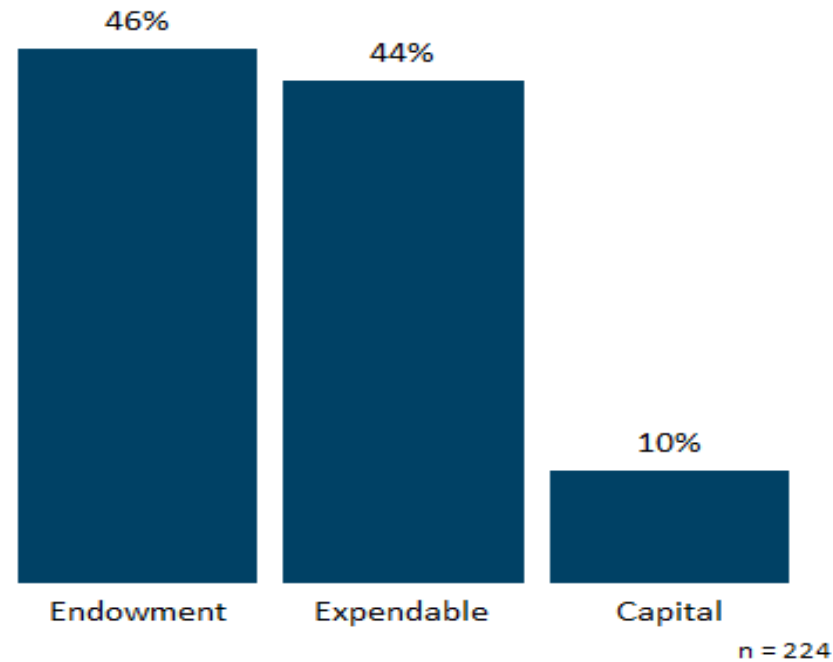
Would you consider making a gift to the Experience Campaign for W SU?



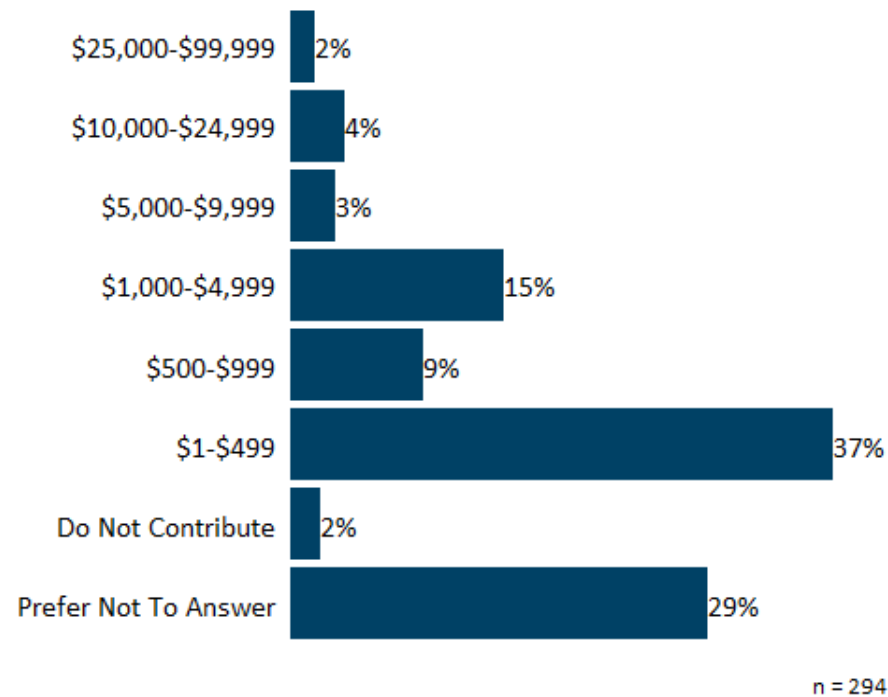
Do you currently have W SU in your estate plans, or would you consider doing so as part of your commitment to this campaign?



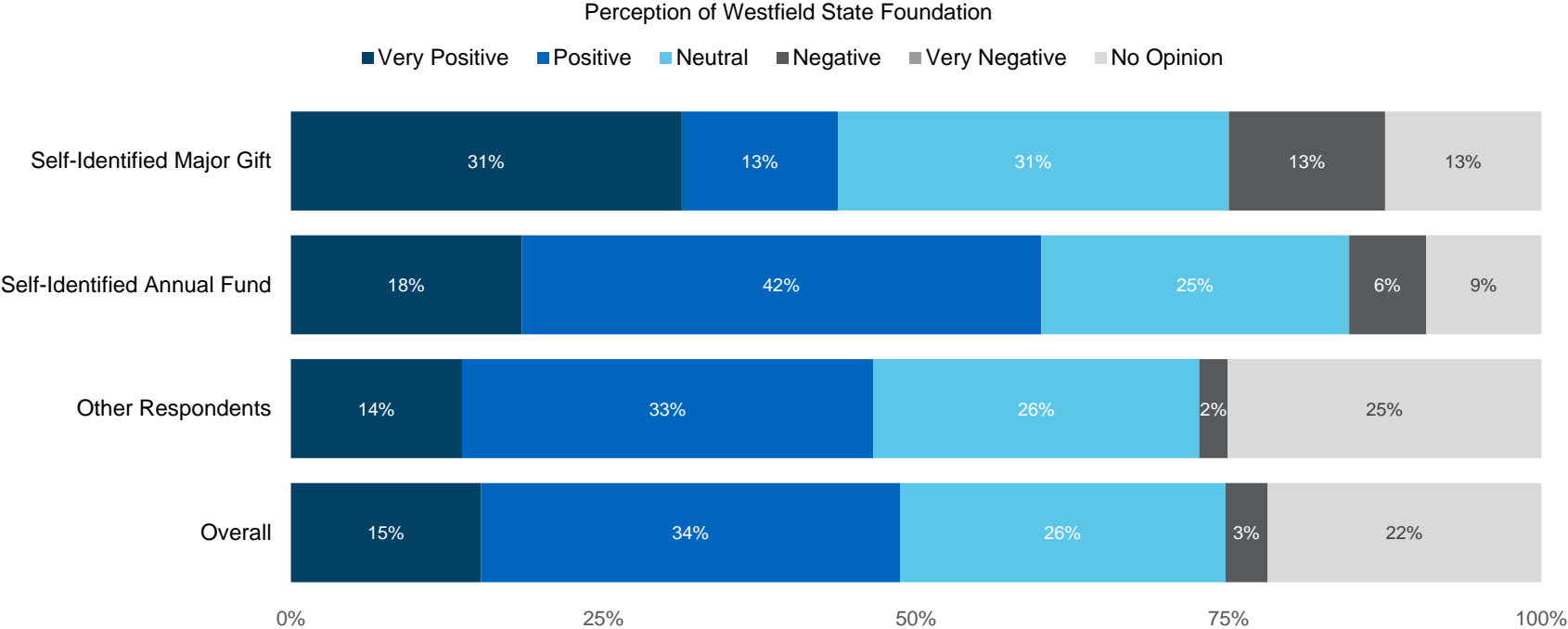
If you were to consider making a significant gift to W SU, would you prefer making an expendable, capital, or endowment gift?



What is the largest financial contribution that your household has ever made to a charitable organization?



Perception of W SU Foundation



Questions



THANK YOU!
Marts&Lundy

A REPORT FOR:



Campaign Planning Study Report



Phil Hills

President & CEO

Senior Consultant & Principal

Kathy L. Howrigan

Senior Consultant & Principal

Brian A. Zive

Consultant, Analytical Solutions

Michelle Stevens

Associate Consultant

Myrna Ghorayeb

Associate Consultant

Contents

- Introduction and Methodology 1**
- Overall Recommendations 4**
 - Strategic Recommendations 4
 - Operational Recommendations 5
- Appendices 8**
 - A. Internal Assessment 8
 - B. Trends Analysis 22
 - C. Benchmarking Study 40
 - D. Yield Analysis 69
 - E. Feasibility Study 97
 - F. Online Constituent Survey 126

Introduction and Methodology

Over the past few years, Westfield State University (WSU) has been in transition with new leadership, strategic planning, the establishment of the four-college system, ongoing contract negotiations, and the recent award of state funding for renovations of the iconic Parenzo Hall. This transition has brought with it the opportunity to increase philanthropic support and engagement to WSU.

During our engagement, WSU announced that President Ramon S. Torrecilha, Ph.D., intends to retire on Aug. 31, 2020, having accomplished key goals including developing and implementing a strategic plan for the institution; elevating the University's standing locally, regionally, and nationally; and making the University more accessible to disadvantaged communities.

Furthermore, WSU's fundraising efforts, along with that of all other universities and non-profit organizations, will be faced with the impact of a global pandemic.

Our recommendations below are made not only within the context of WSU's fundraising potential but also within the context of these local and global challenges.

Our methodology for this project was customized specifically for the needs of WSU. Our team included two senior consultants, our analytics team, and additional team members, each of whom brought specific expertise in areas critical to success in state universities. The Internal Assessment was largely based on interviews conducted by these consultants as well as a review of data and materials. In addition to the Internal Assessment, Marts & Lundy's Analytical Solutions group conducted a Trends Analysis, a Yield Analysis, and a national Benchmarking Study. The Yield Analysis measures the major giving capacity of WSU's donor base, assesses the strengths and weaknesses of the overall fundraising program, and helps determine what might be reasonably raised in a future fundraising effort. The Benchmarking Study provides a quantitative look at how WSU is performing in comparison to other select institutions. More information about the methodology used in these portions of our work is included in the respective sections of this report.

Specifically, WSU engaged Marts & Lundy to undertake a Campaign Planning Study consisting of the following components:

1. Internal Assessment Report

The initial draft of the Internal Assessment Report was delivered to the University in September 2019 and provided recommendations related to vision, leadership, internal development operations, organizational structure and staffing, data systems, processes and procedures, alumni relations programs, development policies, and volunteer engagement.

The Internal Assessment Report indicates that significant internal changes and adjustments must be made in several areas in order for WSU to not only implement a successful campaign but also to build long-term sustainable philanthropic growth.

2. Trends Analysis

A Trends Analysis allows for a comprehensive look at the historical trends in an organization's fundraising program and a historical perspective of fundraising achievement. The process begins with a collection of data covering campaigns, fundraising results (both overall and for the annual fund), advancement staffing, prospects, and general institutional data such as budgets and endowment. This data is synthesized into charts, graphs, and tables to reveal trends that may not be discerned by looking at numbers alone.

Gifts have grown over the past ten years for WSU. For example, in the past three fiscal years, the \$1,000-\$2,499 gift tier has emerged as WSU's most philanthropic annual fund tier. Fiscal year 2018 was the institution's best fundraising year in the past ten years, achieving \$2.9 million.

3. Benchmarking

Marts & Lundy conducted a Benchmarking Study to evaluate WSU's fundraising performance against similar higher education institutions. A total of 15 public colleges and universities (including WSU) were thoughtfully selected by Marts & Lundy and WSU to be included in the peer institution cohort. Institutions were chosen for their similarity in fundraising support per alumni or because they were identified as a peer or aspirant institution by WSU.

The benchmarking cohort consists of aspirant and peer institutions. WSU is relatively smaller than the cohort institutions – it ranks 13 of 15 in total enrollment and 9 of 15 in number of alumni. The results show WSU with an emerging giving program that ranks below the cohort for most measures.

4. Yield Analysis

A Yield Analysis identifies and sets priorities for a group of top prospects, adjusts their potential giving based on their financial capacity and their likelihood of giving, and identifies strengths and weaknesses at different gift levels.

The Yield Analysis indicates a possible campaign goal range of \$6.6 million to \$10.7 million – in major gifts from individuals as part of a comprehensive fundraising campaign. This projection is an affinity-based, risk-adjusted analysis of the University's 16,014 prospects that have a minimum philanthropic capacity of \$10,000.

5. Feasibility Study

Feasibility Study interviews for Westfield State University were designed to develop a detailed strategy for the proposed campaign; further the University's longer-term philanthropic potential through identification and cultivation of prospective leadership gift donors and campaign volunteers; gauge interest in current priorities; and surface any concerns regarding University leadership, governance, and performance.

The Feasibility Study indicates generally positive attitudes toward WSU and its leadership, an enthusiasm for the campaign priorities as articulated in the campaign prospectus, potentially low giving levels for key prospects, concern about the size and timing for the campaign, high

levels of engagement among a core group of prospects, and a potential pool of leadership campaign volunteers.

6. Online Survey

In 2019, WSU contracted with Marts & Lundy to conduct an Online Survey designed to complement an overall Campaign Planning Study for the University. The objective of the survey was to bring a larger audience of prospective donors into the early stages of the campaign. The Online Survey gathered relevant information from 396 Westfield State constituents. The 9.8 percent response rate is strong, as surveys of this type typically see an 8-12 percent response rate.

The Online Survey indicates that the respondents hold Westfield State in high regard but are not very involved with the University. Eighty-six percent have a Very Positive or Positive attitude toward the University. Respondents support Westfield State's vision for the future and its campaign initiatives. Eighty percent agree with the University's vision statement, eclipsing the percentage of agreement by a few points that Marts & Lundy has seen in surveys for other universities and colleges.

Overall Recommendations

Strategic Recommendations

1. Strategic investment in University Advancement is critical in order to grow awareness, engagement, and giving while undertaking an intense planning and action program to address issues outlined in the Internal Assessment and Feasibility Study Reports.
 - a. Hire a dedicated prospect development (research and prospect management) professional and a new development officer (or reallocate an existing development officer's time to planned giving).
 - b. Commit to the associated operational investments needed to implement programs.
2. Immediately, begin the quiet phase of a new campaign lasting two to three years with a goal ranging between \$1 million and \$3 million and focused on priorities resonating most proximately with the interviewees and survey respondents:
 - a. *Increase Support for Student Success*
 - b. *Build Real World Partnerships through CoLab*
3. Refine the case for support with an emphasis on impact and outcomes with a primary focus on *Student Success* and *Real World Partnerships Through CoLab*.
4. Preparing the Board for full involvement will be critical during the quiet phase.
5. Undertake a comprehensive and focused effort in researching prospects in the database that may or may not be familiar to the University to uncover new donors and support and create a plan to engage these new potential donors to move toward giving as the campaign is announced.
6. WSU must refine and strengthen the narrative of the school and the case for support with a compelling vision and aspirational future. A campaign with a strong case for support serves as impetus for this narrative and a vehicle for communicating vision and future direction.
7. Ensure that the mission of supporting students is at the forefront of communications, messaging, plans, and goals.
8. Create an ongoing professional development/training program for deans and unit directors to help them understand campaigns, how working together will achieve better results than working in silos, and how best to manage and work with their development staff.
9. Further develop promotional and engagement efforts directed to current WSU students, educating them on the value of philanthropy and what is expected (or desired) of them as a WSU student and alumnus.

10. The next president will need to build bridges across the state and beyond to deepen vital relationships with donor prospects and influential leaders.

Operational Recommendations

11. Ensure that all volunteer committees and committee members have role clarity and confidence that goals are achievable.
12. Create a training and engagement plan to enhance the fundraising capacity of the president, senior leaders, the Board of Trustees and the Foundation Board members, and other volunteers.
13. Develop a multi-year strategic plan for advancement. An advancement strategic plan will provide a road map for the Advancement team and will be successful in revitalizing the advancement office.
14. Encourage and reward open communication and teamwork among the advancement staff. Be certain to provide deeper content and structure for advancement meetings and state clear expectation and goals.
15. Implement regularized use of realistic, yet aggressive, performance metrics and management to increase accountability.
16. Develop a list of WSU's top 50 to 100 donors and prospects and ensure that they are known and actively engaged by University and Board leadership to explore specific interests and motivations to give.
17. Create overall fundraising and encampment goals and metrics for each major gift officer to encourage external cultivation and solicitation of potential major gift prospects.
18. Ensure that proper policies and procedures are in place for working with donors.
19. Require that all prospect and donor visits are recorded as contact reports on the relevant prospects' records.
20. Hold regular donor strategy sessions with staff and key volunteers; strategies should include at least two to three next moves/actions with clear and measurable outcomes for each move/action.
21. Ensure that sufficient resources are allocated to develop and provide the collateral material necessary for major gift solicitations, including a case for support, proposals, gift agreements, and acknowledgement letters.
22. Develop a comprehensive University plan to develop and manage relationships with WSU's top 25 corporate partners in the state.

23. Create a focused, strategic plan for parent and other non-alumni individual relations and giving.
24. Ensure that advancement's strategic plan encompasses goals, metrics, and budget for the annual giving program, with the program leader contributing to their formation.
25. Consider hiring an additional full- or half-time employee to support the ongoing annual giving efforts.
26. Revisit the phonathon program to ensure that it is effective and sustainable, with an eye toward automation and using students not just for phone calls but also for texting and other digital engagement.
27. Utilize a specialized platform for WSU for #GiveAHoot.
28. Determine key metrics and reporting needs and ensure that they are available to the annual giving program as needed. For example, provide annual giving with the ability to run daily gift reports.
29. Conduct ongoing wealth screening on a regular basis, with batch screenings of the full active file at least every three to four years.
30. Review and update policies and procedures for inputting data and reporting. Once complete, train advancement staff to ensure everyone is using the database in the same manner, especially when updating records.
31. Create a policy and procedure for gift recording – using a sample from another Massachusetts higher education institution.
32. On an annual basis, measure the impact of research on cultivation, solicitation, and gifts awarded.
33. Require that all advancement staff are comfortable with Raiser's Edge and other software and are able to retrieve information critical to the program's success.
34. Evaluate the use of specialized technology by developing adoption plans and evaluating their adoption after a trial period. If not adopted, consider discontinuing the investment.
35. Identify, track, and set goals for key performance indicators, including alumni engagement levels and the relationship between engagement and giving.
36. Ensure that resources are allocated in a manner that engages the broadest population of alumni possible, while providing tangible opportunities for alumni to advance the institution – such as recruitment, advocacy, fundraising, and career mentoring.
37. Develop a strategic and measurable alumni engagement plan as a component of a comprehensive strategic plan for advancement. Marts & Lundy is available to facilitate this

strategic planning process should WSU seek assistance. In broad terms, the strategic plan should emphasize the following:

- a. Overt support of the University's mission and vision – now and into the near-term.
 - b. Alignment of staff positions to strategic priorities.
 - c. Assignment of financial resources to strategic priorities.
 - d. Promotion of institutional advancement through collaborative campus partnerships.
 - e. Contribution to more strategic and “intentional” alumni engagement programming.
 - f. Utilization of alumni relations resources to support the next campaign.
 - g. Service to the needs of alumni and an understanding of their concerns.
 - h. Cultivation of students to be supportive and engaged alumni.
 - i. Identification of key performance indicators including alumni engagement levels and the relationship between engagement and giving.
 - j. Metrics and timelines that contribute to a sense of priority and accountability.
 - k. Enhancement of a positive and enriching working environment.
38. Partner with the vice president of student affairs to develop programming that encourages a lifelong connection and is sustained into the early alumni years.
39. Develop a student cultivation strategy that educates students on what it means to be an alumnus/a of WSU.
40. Explore the development of a more robust reunion program.
41. Event attendee lists must be consistently cross-referenced within advancement to coordinate cultivation efforts and consistently tracked in the alumni database.
42. Hire an advancement communications professional to develop strategy, provide oversight of communications, and develop content for major gifts, planned giving, campaign, alumni relations, annual giving, and stewardship.
43. Evaluate the possibility of a full-time staff member within advancement communications who manages all electronic content and social media for advancement, including alumni programming and events.
44. Build a formal marketing and communications plan around planned giving.
45. Develop a communications and social media strategy that will support all institutional alumni engagement initiatives. An essential component of the communications strategy should be to build a culture of aspiration – the idea that alumni involvement is essential to the success of WSU. Social media posts should mainly inspire conversation and ideas.

Appendices

A. Internal Assessment

A REPORT FOR:



Internal Assessment



Kathy L. Howrigan
Senior Consultant & Principal

Myrna Ghorayeb
Associate Consultant

Contents

- Overall Findings 1**
 - Key Findings from the Internal Assessment 1
- Detailed Observations and Recommendations 2**
 - Advancement Framework 2
 - History and Current Environment..... 2
 - Culture of Philanthropy..... 2
 - President and Board Leadership and Engagement..... 3
 - Advancement Office Resources 4
 - Overall Fundraising Foundation..... 5
 - Advancement Programs 6
 - Major and Planned Giving..... 6
 - Annual Giving 7
 - Advancement Services 8
 - Alumni Relations 9
 - Communications & Marketing..... 11
- Appendix: List of Interviewees 12**

Overall Findings

Over the past few years, Westfield State University (WSU) has been in transition with new leadership, strategic planning, the establishment of the four-college system, ongoing contract negotiations, and the recent award of state funding for renovations of the iconic Parenzo Hall. This transition has brought with it the opportunity to increase philanthropic support and engagement to WSU.

This Internal Assessment is designed to guide WSU as it builds the internal infrastructure for future success; it provides 45 recommendations related to vision, leadership, internal advancement operations, organizational structure and staffing, data systems, processes and procedures, alumni relations programs, development policies, and volunteer engagement.

Key Findings from the Internal Assessment

In the Internal Assessment, Marts & Lundy has identified a number of areas that warrant focused attention. They include the following:

1. WSU has vision and an aspirational future to share with its constituents. It will need to change the external narrative of the school to one of vision and aspiration. A campaign, with a strong case for support, can serve as impetus for this narrative and a vehicle for communicating vision and future direction.
2. Advancement is under-resourced to support a comprehensive campaign. In addition to ensuring that frontline fundraising work is optimized, WSU will need more programmatic resources dedicated to core programs including planned giving, communications, prospect research and management, and annual giving. This may mean reassignment of existing roles and/or addition of new positions.
3. The full advancement team has not yet achieved the levels of trust, organizational effectiveness, and shared understanding that are required to optimize engagement and philanthropic support. This is particularly notable in the relationship between alumni relations and development.
4. WSU is recovering from a series of database conversions and still suffers from data quality issues, though there has been significant improvement.
5. For campaign and future philanthropic growth, WSU will need to develop a comprehensive multi-year plan for advancement and ensure that all programs and members of the advancement team are on board and understand their role within the plan. Absence of such a plan makes efforts to nurture a culture of philanthropy and professionalism even harder. A strategic plan would help get everyone on the same page and aligned around shared goals.

These areas, among others, are included in the detailed observations and recommendations section of this Internal Assessment Report.

Detailed Observations and Recommendations

Advancement Framework

History and Current Environment

- Horace Mann’s guiding principals have remained at the heart of WSU’s mission, and they underpin the goals contained in the University’s recently approved strategic plan: *The Student Experience, Enrollment, Culture, and Resources*. Among the many actions WSU will take to achieve these strategic goals is the renovation of the oldest building on campus.
- In 2018, Governor Charlie Baker approved a \$21.5 million investment from the state for the Parenzo Hall renovation. To raise the remaining funds needed to achieve WSU’s vision for Parenzo Hall – and other priorities still under consideration – the University seeks to launch its first major campaign in nearly a decade.
- Securing the funds for the Parenzo Hall renovations is a significant victory for WSU, especially given a tumultuous recent history; WSU has suffered from a string of unfortunate events at the highest levels of the institution that have shaken WSU faculty and staff, impacting morale.
- WSU has taken the necessary steps to remedy these events, such as strengthening its financial controls and reforming its budgeting process, while taking great measures to rebuild the relationship with the community.
- WSU leadership is confronting some of the internal tensions similar to those experienced by other Massachusetts State Colleges, particularly the faculty vote of no-confidence, which took place in March 2019.
- Since the arrival of Erica Broman as vice president of Institutional advancement & executive director of the Westfield State Foundation, giving has had an overall upward trend, to an average of \$1.94 million per year between FY17 and FY19 - an increase of 258 percent in cash receipts over FY10 to FY16.

Culture of Philanthropy

Institutions best positioned to attract philanthropic support have created an organization-wide atmosphere that fosters a culture of philanthropy.

- Interviewees shared the view that giving to WSU has extraordinary impact – a dollar donated to WSU will go further to change a student’s life than donating to other institutions.
- WSU staff, faculty, and leadership are dedicated to impacting and enriching students’ lives with the principles and knowledge that can be gained at WSU. This message unites the WSU community and should be a beacon – despite difference of opinion or personalities.
- There is an opportunity for increased recognition of the integral nature of advancement and fundraising in generating revenue for the University among administration and staff across campus.

Recommendations

1. WSU will need to change the narrative of the school to one of vision and aspiration. A campaign with a strong case for support can serve as impetus for this narrative and a vehicle for communicating vision and future direction.
2. Ensure that supporting students is at the forefront of communications, messaging, plans, and goals. This focus can help alleviate tensions.
3. Create an ongoing professional development/training program for deans and unit directors to help them understand campaigns, how working together will achieve better results than working in silos, and how best to manage and work with their development staff.
4. Further develop promotional and engagement efforts directed to current WSU students, educating them on the value of philanthropy and what is expected (or desired) of them as a WSU student and alumnus.

President and Board Leadership and Engagement

Highly productive development programs require a collaborative and supportive University. The leadership that the president, individual trustees, and Foundation Board members demonstrate is critical to achieve short-term goals and to ensure long-term growth. This is also one of the key success markers of a campaign.

- Of the president's cabinet and several advancement staff members interviewed, most agreed that President Torrecilha is confident and engaging when talking to donors and supporters of WSU. Interviewees also observed that he presents as more authentic with his audience when he is "less prepared."
- WSU staff look to the president (and vice president) to not only appear at engagements or be present on boards for optics but to become more fully engaged in the community.
- WSU's advancement dashboard is well-done at a high level, highlighting positive achievements while reporting out on key leadership giving levels and rates.
- As a member of the president's leadership team, the vice president of advancement participated in the University's strategic planning process. There is an opportunity to ensure that philanthropy is an integral part of the implementation of WSU's strategic plan.
- Through the strategic planning process, the president and Board of Trustees have begun to clearly define the results and impact that WSU strives to achieve and deliver (mission, vision, and impact).
- The vice president of advancement has the respect and full support of the President; Counsel did not conduct extensive interviews with Board of Trustee or Foundation Board members to ascertain their level of support.
- There is an opportunity for Foundation Board and Board of Trustee members to more actively engage in development work including identification, cultivation, and solicitation of prospects; attending and hosting events; etc.

- There is an opportunity for the president and board to be more actively involved in the establishment of clear targets or goals for development and engagement activity.

Recommendations

5. President Torrecilha will need to build bridges across the state and beyond to deepen vital relationships with donor prospects and influential leaders. Successful presidents typically allocate at least 30% of their time to advancement.
6. Ensure that all volunteer committees and committee members have role clarity and confidence that goals are achievable.
7. Create a training and engagement plan to enhance the fundraising capacity of the president, senior leaders, the Board of Trustees and the Foundation Board members, and other volunteers.

Advancement Office Resources

Too many universities expect high performance from their advancement team but do not provide the resources or infrastructure required to do an effective job.

- Advancement is under-resourced to support a comprehensive campaign. In addition to ensuring that frontline fundraising work is optimized, WSU will need more programmatic resources to ensure success across all fundraising and engagement programs. Some of the challenges are as follows:
 - WSU does not have a dedicated prospect development professional to conduct prospect research and lead prospect management.
 - WSU does not have a dedicated advancement communications professional to set strategy, provide oversight, coordinate communications efforts, and develop content.
 - WSU does not have a dedicated development officer for planned giving.
 - The annual giving office is under-resourced with only one FTE.
 - Other areas of advancement services such as gift processing, donor relations, and stewardship are likely to need additional resources whether it be a shift in existing responsibilities or the addition of staff.
- Advancement is not operating in the most efficient or effective manner possible. Observations include the following:
 - The general flow of work tends to be reactive, leaving limited bandwidth to be strategic and proactive.
 - There is a need for additional cross-training. For example, when the one person with advanced Raiser's Edge expertise resigned, data extraction and reporting were halted until appropriate additional resources could be secured. Cross-training would have allowed for seamless operation until a replacement was hired.

- WSU maintains key policies around gift acceptance, naming, campus and student fundraising, foundation investment, conflict of interest, and whistleblowing.

Recommendations

8. For campaign and future philanthropic growth, WSU will need to develop a comprehensive multi-year plan for advancement and ensure that all programs and members of the advancement team are on board and understand their role within the plan. Absence of such a plan makes efforts to nurture a culture of philanthropy and professionalism even harder. A strategic plan would help get everyone on the same page and aligned around shared goals. Marts & Lundy stands ready to assist with the development of this plan should WSU seek assistance.
9. Additional frontline and support staff will be needed to drive and support increased fundraising going forward (especially during the campaign). While these recommendations will be refined pending completion of the Yield Analysis, Trends Analysis, and external testing, this preliminary assessment suggests the need for the following:
 - a. Hiring a dedicated prospect development (research and prospect management) professional.
 - b. Hiring a new development officer or reallocating an existing development officer's time to planned giving. (All gift officers should have some training in this area.)
10. Assess the training interests, expectations, and needs of frontline gift officers and advancement staff and provide professional development opportunities as needed to ensure success.
11. Ensure that advancement services is sufficiently staffed to build and maintain policies, procedures, and a more formal training program and onboarding process for the use of Raiser's Edge and other relevant systems.
12. Reassess job titles and restructure to reflect true job descriptions and objectives.

Overall Fundraising Foundation

Both short-term and long-term development plans should be based on a clear understanding of what has been achieved, reasons for missed targets, and the opportunities for growth.

- Since the vice president of advancement joined WSU, giving has increased and staff has begun to think more strategically about fundraising. That said, the full advancement team has not yet achieved the level of trust, organizational effectiveness, and shared understanding that are required to optimize engagement and philanthropic support. This is particularly notable in the relationship between alumni relations and development.
- There is an opportunity to bring the team together by ensuring that there is a documented, common understanding of long-term and short-term fundraising priorities, objectives, strategies, and tactics and clear metrics to measure progress toward those goals. While some staff are eager to have increased oversight and direct guidance, it will be a significant shift for other members of the team that may not be accustomed to working within such a framework.

- WSU’s donor relations plan appears well thought out and comprehensive, though there are insufficient resources allocated to effectively and strategically manage and implement it for the long term.
- WSU has the opportunity to build a more comprehensive, strategic development program with strong annual, capital, and planned giving programs that:
 - adjusts – in messaging and overall strategy – to meet shifts in the philanthropic environment;
 - achieves steady increases in both number of donors and total dollars over previous years;
 - generates an expanding list of potential and existing donors year over year with dedicated strategies to retain new and recent donors, to acquire new donors, and to diminish the loss of donors; and
 - ensures that the intent of each gift is honored so that public trust is established and maintained.

Recommendations

13. Develop a multi-year strategic plan for advancement as mentioned in recommendation 8. With an advancement strategic plan in hand, the vice president can be more successful in revitalizing the advancement office, and communication efforts between the teams can be more engaging.
14. Encourage open communication between advancement staff and provide deeper content and structure for advancement meetings.
15. Implement regularized use of realistic, yet aggressive, performance metrics and management to increase accountability.

Advancement Programs

Major and Planned Giving

- Frontline development officers have made great strides despite the challenges WSU has faced in recent years. Although there has been turnover, those that remain continue to rebuild community trust with WSU.
- Frontline development staff have varying levels of expertise and approach. It will be critical for WSU to ensure that all frontline officers are proficient at applying best practices to establishing and cultivating relationships as well as securing and stewarding major and planned gifts.
- WSU does not have well-defined performance metrics for the frontline development officers.
- Too frequently, development officers spend significant time conducting their own research, planning events, writing, and taking on other tasks that keep them from their more critical responsibilities of developing relationships, cultivating, and soliciting gifts.
- Gift officers will be more effective if WSU hires a prospect development professional within advancement, freeing their time for more relationship building.

- Not all visits are being filed as contact reports in WSU's system of record (Raiser's Edge). These contact reports are critical to sharing among the advancement staff and cultivating a strategy where staff can begin to support each other.
- There is no current strategy for long-term engagement for corporations and foundations. The majority of corporate solicitations are tied to corporate sponsorships.

Recommendations

16. Develop a list of WSU's top 50 to 100 donors and prospects and ensure that they are known and actively engaged by University and Board leadership in efforts to explore their specific interests and motivations to give.
17. Create metrics for each major gift officer designed to encourage external cultivation and solicitation of potential major gift prospects. They should be dependent on tenure, quality of portfolio, and pipeline opportunities.
18. Ensure that proper policies and procedures are in place for working with donors.
19. Require that all prospect and donor visits are recorded as contact reports on the relevant prospects' records.
20. Hold regular donor strategy sessions with staff and key volunteers; strategies should include at least two to three next moves/actions with clear and measurable outcomes for each move/action.
21. Ensure that sufficient resources are allocated to develop and provide the collateral material necessary for major gift solicitations, including a case for support, proposals, gift agreements, and acknowledgement letters.
22. Develop a comprehensive University plan to develop and manage relationships with WSU's top 25 corporate partners in the state.
23. Create a focused, strategic plan for parent and other non-alumni individual relations and giving.

Annual Giving

- The main objectives for annual giving at WSU are to build donor loyalty and to raise funds for the University's operational expenses.
- In the past, annual giving outsourced phonathon calling to Ruffalo Noel Levitz (RNL), but there was a perception that this approach was "annoying the alumni." Recently, calling has been moved in-house with WSU students making phone calls to alumni. Now, the phonathon program is all on paper and documented on a single Excel spreadsheet, including notes from the calls.
- The senior annual giving coordinator is positioned to take a more significant role in driving annual giving strategy. She has extensive experience and vision for annual giving.
- The senior annual giving coordinator is running the annual giving program alone, which is challenging, and will be taking over the giving day program (#GiveAHoot) this summer. Program

management is hampered by the fact that the coordinator does not have clarity around budget and goals. Absent these things and a strategic plan, she has taken the initiative to create the strategies required for an effective annual giving program, including the following:

- The creation of content for annual giving direct mail (working with graphic designer in central marketing to finalize). This is particularly challenging because there are no unified branding or messaging pieces.
- Segmentation for the direct mail program.
- The creation of the communications calendar for the advancement office using Teamup. This has proven to be helpful, especially with the alumni relations office.
- Currently, WSU does not have a secure and dedicated platform for #GiveAHoot, which will be necessary if WSU wishes to continue with this program.

Recommendations

24. Ensure that advancement's strategic plan encompasses goals, metrics, and budget for the annual giving program, with the program leader contributing to their formation.
25. Consider hiring an additional full- or half-time employee to support the ongoing annual giving efforts.
26. Revisit the phonathon program to ensure that it is effective and sustainable, with an eye toward automation and using students not just for phone calls but also for texting and other digital engagement.
27. Utilize a specialized platform for WSU for #GiveAHoot.
28. Determine key metrics and reporting needs and ensure that they are available to the annual giving program as needed. For example, provide annual giving with the ability to run daily gift reports.

Advancement Services

- WSU's advancement data has undergone several conversions to and from Raiser's Edge. These database changes have resulted in poor data quality, requiring extensive review and auditing before any reports are finalized. Interviewees indicated concerns about both the insufficient staff resources and inconsistent quality of imported data. However, WSU has seen improvement in this area under the leadership of the associate director of advancement services and donor relations.
- Addressing data integrity issues utilizes significant resources that could be more effectively used for more proactive work.
- There are not clear, comprehensive, consistent guidelines for data management, which can result in more room for error.

- With time, the acknowledgement letters have improved and are now customized according to the gift level. However, there is no actual policy and procedure in place for gift recording, which is challenging, especially with approximately 140 scholarship and department accounts.
- WSU has the opportunity to more fully leverage existing technologies such as ThankView and EverTrue.

Recommendations

29. Conduct ongoing wealth screening on a regular basis, with batch screenings of the full active file at least every three to four years.
30. Review and update policies and procedures for inputting data and reporting. Once complete, train advancement staff to ensure everyone is using the database in the same manner, especially when updating records.
31. Create a policy and procedure for gift recording – using a sample from another Massachusetts higher education institution.
32. On an annual basis, measure the impact of research on cultivation, solicitation, and gifts awarded.
33. Require that all advancement staff are comfortable with Raiser’s Edge and other software and are able to retrieve information critical to the program’s success.
34. Evaluate the use of specialized technology by developing adoption plans and evaluating their adoption after a trial period. If not adopted, consider discontinuing the investment.

Alumni Relations

- Lack of alignment between alumni relations and development was evident in our interviews. Alumni relations staff perceive themselves as separate or siloed from the rest of the advancement department, yet alumni relations is critical to building a base of philanthropic support.
- Alumni relations is lacking clear and strategic metrics for measuring alumni engagement that should be integrated into a comprehensive strategic plan for advancement.
- While WSU does not currently drive reunion events strategically and proactively, it realizes the benefit of more intentionally doing so with these types of events to garner more support.
- While alumni relations has a strong working relationship with many campus partners, its level of collaboration is inconsistent. There needs to more deliberate partnership strategy.
- Per the Trends Analysis, alumni relations efforts are not translating to philanthropic alumni support:
 - A decade ago, alumni accounted for the bulk of annual fund revenue. Over the past half-decade, their support has halved. From FY10 to FY13, alumni gave, on average, \$85K to the annual fund per year. Since FY14, alumni have given, on average, \$35K to the annual fund per year – a decline of 59 percent.

- The number of alumni donors to the annual fund has fallen substantially. In FY10, WSU had 1,559 alumni donors, but in FY19, it had just 519 alumni donors – a decrease of 67 percent.
- Among the Benchmarking cohort, alumni account for 28 percent of total giving and alumni account for the greatest proportion of giving among all sources. WSU’s alumni account for only 11 percent of total giving. WSU is more reliant on gifts from individuals other than alumni and parents – 56 percent of WSU’s giving is from individuals other than alumni and parents.

Recommendations

35. Identify, track, and set goals for key performance indicators, including alumni engagement levels and the relationship between engagement and giving.
36. Ensure that resources are allocated in a manner that engages the broadest population of alumni possible, while providing tangible opportunities for alumni to advance the institution – such as recruitment, advocacy, fundraising, and career mentoring.
37. Develop a strategic and measurable alumni engagement plan as a component of a comprehensive strategic plan for advancement. Marts & Lundy is available to facilitate this strategic planning process should WSU seek assistance. In broad terms, the strategic plan should emphasize the following:
 - a. Overt support of the University’s mission and vision – now and into the near-term.
 - b. Alignment of staff positions to strategic priorities.
 - c. Assignment of financial resources to strategic priorities.
 - d. Promotion of institutional advancement through collaborative campus partnerships.
 - e. Contribution to more strategic and “intentional” alumni engagement programming.
 - f. Utilization of alumni relations resources to support the next campaign.
 - g. Service to the needs of alumni and an understanding of their concerns.
 - h. Cultivation of students to be supportive and engaged alumni.
 - i. Identification of key performance indicators including alumni engagement levels and the relationship between engagement and giving.
 - j. Metrics and timelines that contribute to a sense of priority and accountability.
 - k. Enhancement of a positive and enriching working environment.
38. Partner with the vice president of student affairs to develop programming that encourages a lifelong connection and is sustained into the early alumni years.
39. Develop a student cultivation strategy that educates students on what it means to be an alumnus/a of WSU.
40. Explore the development of a more robust reunion program.

41. Event attendee lists must be consistently cross-referenced within advancement to coordinate cultivation efforts and consistently tracked in the alumni database.

Communications & Marketing

- WSU has the opportunity to include the rationale for and impact of philanthropy in communications beyond development (e.g., in the prospectus, the main website, parent communications, etc.).
- The development function is not currently well-supported with high-quality, timely and responsive materials.
- Fundraising priorities are not yet clearly articulated and integrated.
- Social media communication efforts are inconsistent and ad-hoc in nature and not informed by a strategic or comprehensive communications strategy.

Recommendations

42. Hire an advancement communications professional to develop strategy, provide oversight of communications, and develop content for major gifts, planned giving, campaign, alumni relations, annual giving, and stewardship.
43. Evaluate the possibility of a full-time staff member within advancement communications who manages all electronic content and social media for advancement, including alumni programming and events.
44. Build a formal marketing and communications plan around planned giving.
45. Develop a communications and social media strategy that will support all institutional alumni engagement initiatives. An essential component of the communications strategy should be to build a culture of aspiration – the idea that alumni involvement is essential to the success of WSU. Social media posts should mainly inspire conversation and ideas.

Appendix: List of Interviewees

- Cheri Baranowski, Administrative Assistant II, Alumni Relations
- Brent Bean, Director, Corporate & Constituent Relations
- Kathi Bradford, Director, Alumni Relations
- Erica Broman, VP Institutional Advancement & Executive Director, Westfield State Foundation
- Bonnie Clark, Administrative Assistant
- Tom Convery, Alumni Services and Lifetime Owl Coordinator, Alumni Relations
- Marnie Dacko, Major Gifts Officer
- Dan Forster, VP Enrollment Management
- Scott Gowan, Alumni Association President
- Sue LaMontagne, Interim VP Student Affairs
- Joanne Leighton, Assistant to the Vice President, IA and Executive Director of the Westfield State Foundation
- Susan Leggett, President's Chief of Staff
- Lisa McMahon, Director, Advancement & Stewardship
- Trish Oliver, Public Relations – Cabinet
- Julie Phillips, Associate Director, Advancement Services and Donor Relations
- Nicole Pratt, Bookkeeper, Administrative Assistant
- Diane Prusank, Provost, Interim VP Academic Affairs
- Steve Taksar, Vice President Administration & Finance
- Dr. Ramon S. Torrecilha, President
- Jennifer Zajac, Sr., Annual Giving Coordinator

B. Trends Analysis

A REPORT FOR:

Westfield
STATE UNIVERSITY

Trends Analysis



Kathy L. Howrigan

Senior Consultant & Principal

Myrna Ghorayeb

Associate Consultant

Brian A. Zive

Consultant, Analytical Solutions

Contents

Overview 1

High-Level Findings 1

General Financial Information 3

Gifts and Commitments 6

Trustee Giving 10

Annual Fund 12

Overview

Marts & Lundy's Trends Analysis allows for a comprehensive look at the historical trends in an organization's fundraising program. The process begins with a collection of data covering campaigns, fundraising results (both overall and for the annual fund), advancement staffing, prospects, and general institutional data such as budgets and endowment. This data is synthesized into charts, graphs, and tables to reveal trends that may not be discerned by looking at numbers alone. It provides both the consultants and the organization with a historical perspective of fundraising achievement.

Data for the Trends Analysis was provided by Westfield State University (WSU) and the number of charts and analyses were limited by the data WSU was able to provide as prescribed in the Trends Analysis data checklist. As WSU moves toward building a forward-thinking fundraising program, it might choose to use the Trends Analysis data checklist as a tool to help develop its database to store datapoints that can be used to produce standard fundraising reports in our industry. Data reported here may differ from similar datapoints in the Benchmarking Study conducted by Marts & Lundy. Data for the Benchmarking Study was sourced from data WSU provided to the Voluntary Support of Education annual surveys for fiscal years 2016, 2017, and 2018.

High-Level Findings

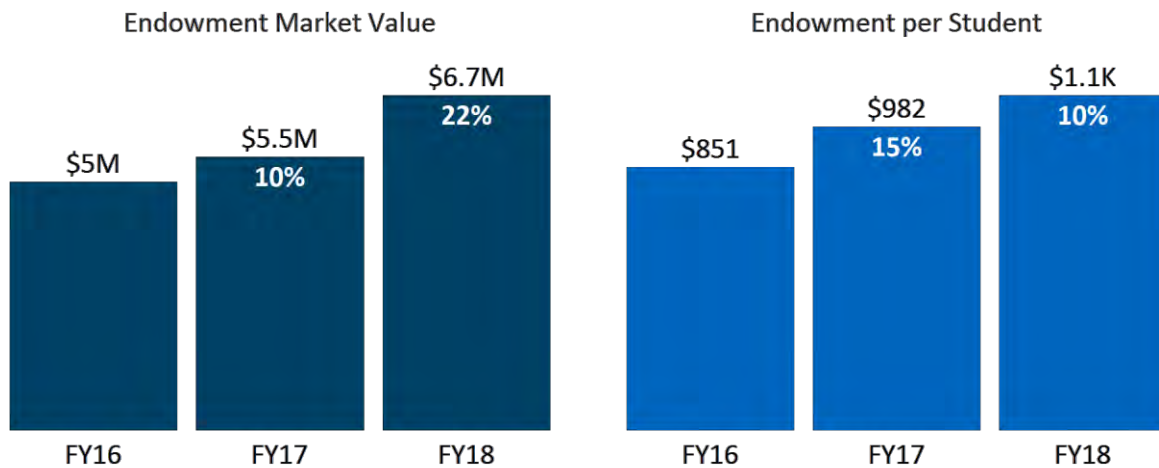
- Fiscal year 2018 was WSU's best fundraising year in the past ten years, achieving \$2.9 million. WSU has raised more than \$1 million each year since fiscal year 2017, after having not eclipsed \$1 million in any of the previous seven years.
- Annual total gifts and commitments (new gifts, new pledges) are very close to annual cash receipts (new gifts and pledge payments) indicating that WSU has very few multi-year pledges.
- From fiscal years 2010 to 2013, WSU averaged 2,500 donors per year, while it has steadily averaged around 1,730 donors per year from fiscal years 2015 through 2019.
- In fiscal year 2019, about half of WSU's total giving came from gifts under \$10,000 and half from gifts between \$10,000 and \$999,999.
- In the past ten fiscal years, the University Board has donated – in total – \$77,600, while the Foundation Board has donated \$93,500. In the past ten years, Foundation Board giving has accounted for 1.02 percent of all philanthropy and University Board giving has accounted for 0.84 percent of all philanthropy.
- The annual fund, which includes gifts to the Westfield Fund, Student Scholarships, Owl Club, and the Parent Fund, averaged \$130,000 in fiscal years 2015 through 2019.
- In the past three fiscal years, the \$1,000-\$2,499 gift tier has emerged as WSU's most philanthropic annual fund tier.
- In fiscal year 2019, 10 percent of all cash receipts (\$1.3 million) came from the annual fund (\$134,000).

- Advancement cost per dollar raised has fluctuated unpredictably over the past four years, ranging from \$0.34 in fiscal year 2018 to \$1.46 in fiscal year 2016. In fiscal year 2016, advancement expenses were \$1 million while only \$704,000 was raised.
- Advancement expenses are about one percent of overall institutional expenses.

General Financial Information

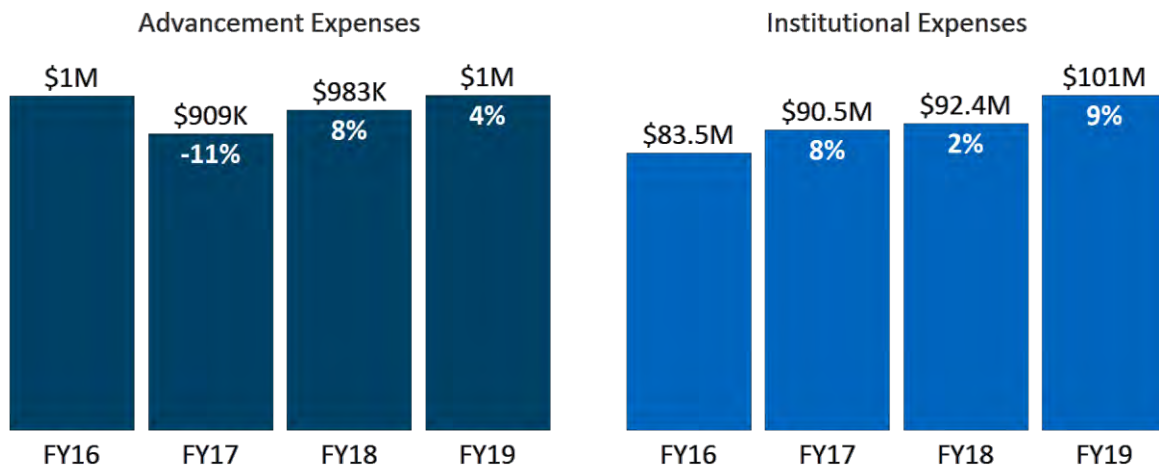
Endowment Market Value and Endowment per Student

The percentages reflect year-over-year changes in value. From FY16 to FY18, WSU's endowment grew by 35 percent, while the endowment per student grew by 27 percent. (The endowment per student has grown at a slower rate because WSU's enrollment has increased.)



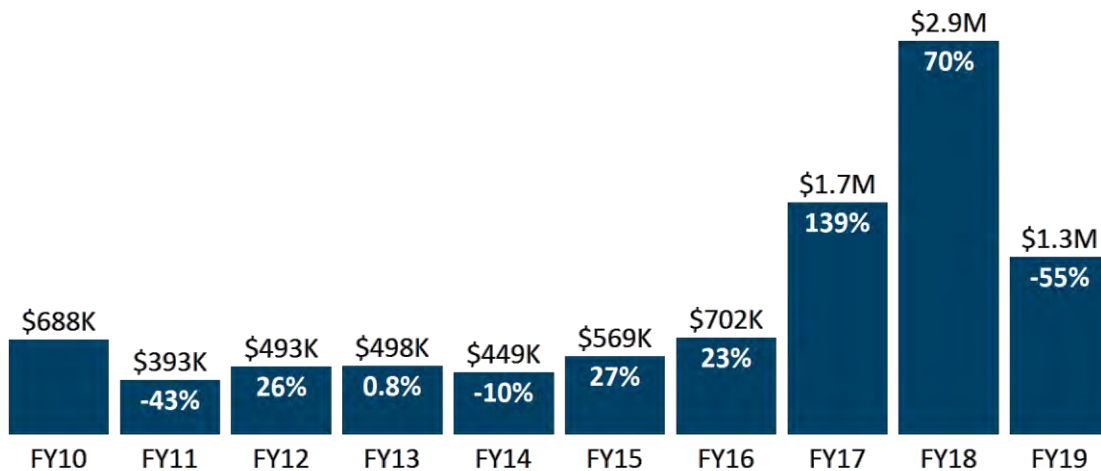
Advancement Expenses and Institutional Expenses

The percentages reflect year-over-year changes in value. Advancement expenses in FY19 were no greater than they were in FY16. By contrast, over that same time period, institutional expenses have increased by 21 percent. In FY19, advancement expenses accounted for one percent of institutional expenses.



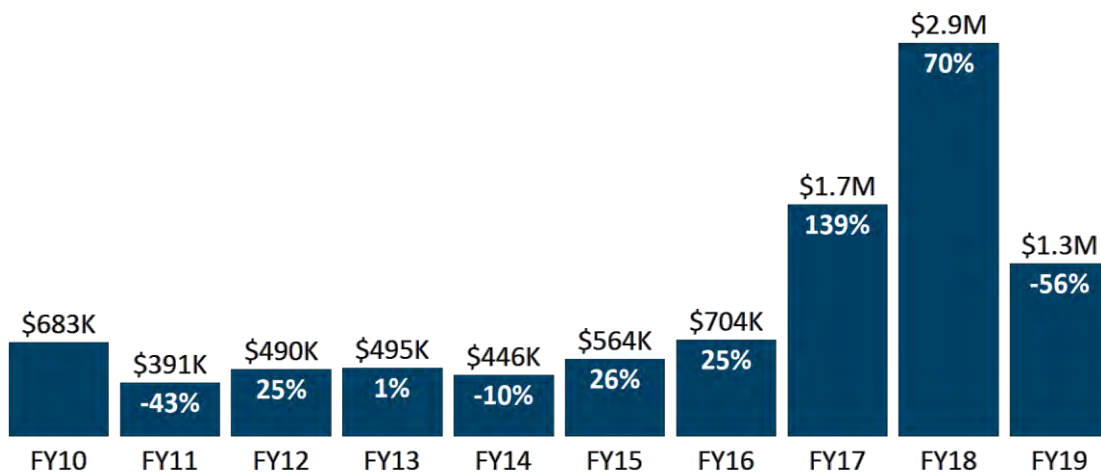
Total Cash Receipts

Cash receipts refers to outright gifts and pledge payments/payments on previous commitments. It is also known as *cash-in*. The percentages reflect year-over-year changes in value. Cash receipts have risen in four of the last five fiscal years. From FY10 to FY16, cash receipts averaged \$542K per year, while cash receipts from FY17 to FY19 averaged \$1.94M per year – an increase of 258 percent.



Total Gifts and Commitments (\$)

Total gifts and commitments refers to outright gifts and new pledges/intentions/commitments. It does not include pledge payments, which are reflected in total cash receipts.¹ The percentages reflect year-over-year changes in value. These annual totals are very close to the Total Cash Receipts annual totals reported above. Often, they differ by no more than a few thousand dollars. This means that WSU engages few multi-year pledges.



¹ Some organizations refer to Total Gifts and Commitments as Philanthropic Achievement, Fundraising Progress, or New Business.

Return on Investment (ROI) and Cost per Dollar Raised (CPDR)

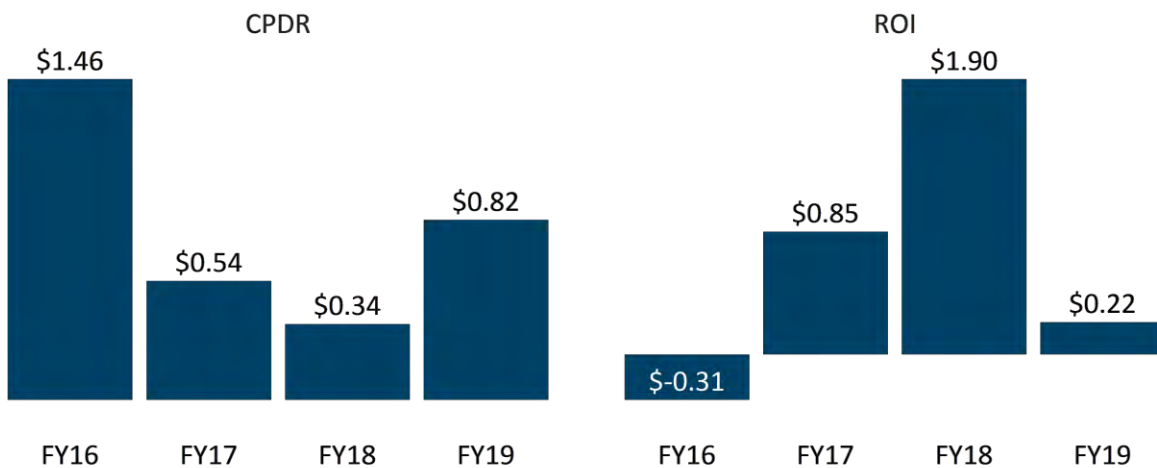
ROI and CPDR are like Fahrenheit and Celsius: they are different metrics that convey the same information.

An ROI of \$0 would mean that the amount raised in gifts and commitments exactly offsets advancement costs. An ROI of \$1 would mean that the total amount raised was twice the cost of advancement – not just covering every dollar spent but also *netting* an additional \$1. (The higher the ROI, the better.) The formula for calculating ROI is:

$$\frac{(\text{Philanthropic Gifts and Commitments} - \text{Advancement Expenses})}{\text{Advancement Expenses}}$$

A CPDR of \$0.01 would mean that it cost one cent to raise one philanthropic dollar– netting 99 cents. A CPDR of \$1 would mean that total gifts and commitments exactly offset advancement costs. A CPDR greater than \$1 would mean that advancement costs are running higher than philanthropic intake. (The lower the CPDR, the better.) The formula for calculating CPDR is:

$$\frac{\text{Advancement Expenses}}{\text{Philanthropic Gifts and Commitments}}$$



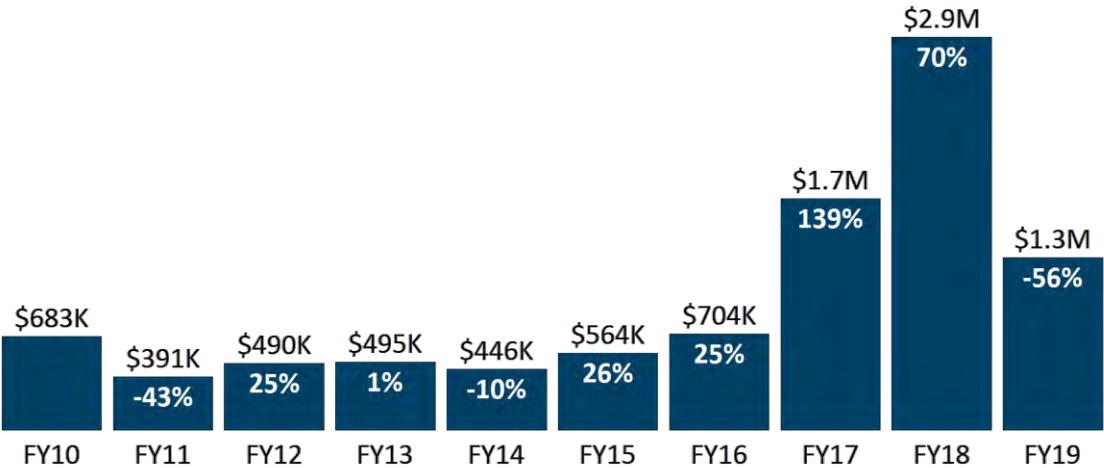
Cost per dollar raised in FY16 is over \$1 because costs exceeded total gifts and commitments.

Gifts and Commitments

Gifts and commitments refers to outright gifts and new pledges/intentions/commitments, not pledge payments.

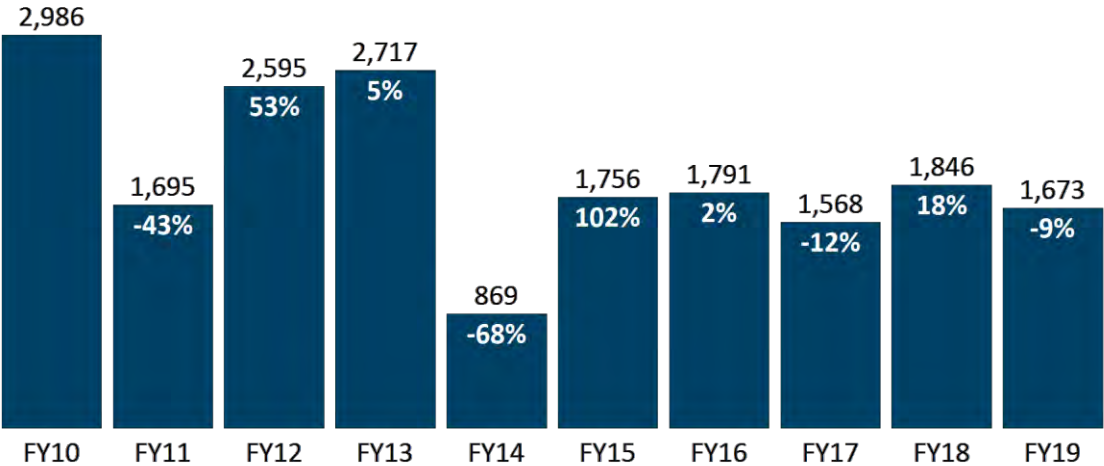
Total Gifts and Commitments (\$)

A chart of [total gifts and commitments by year](#) (shown in the previous section of this report) is repeated here.



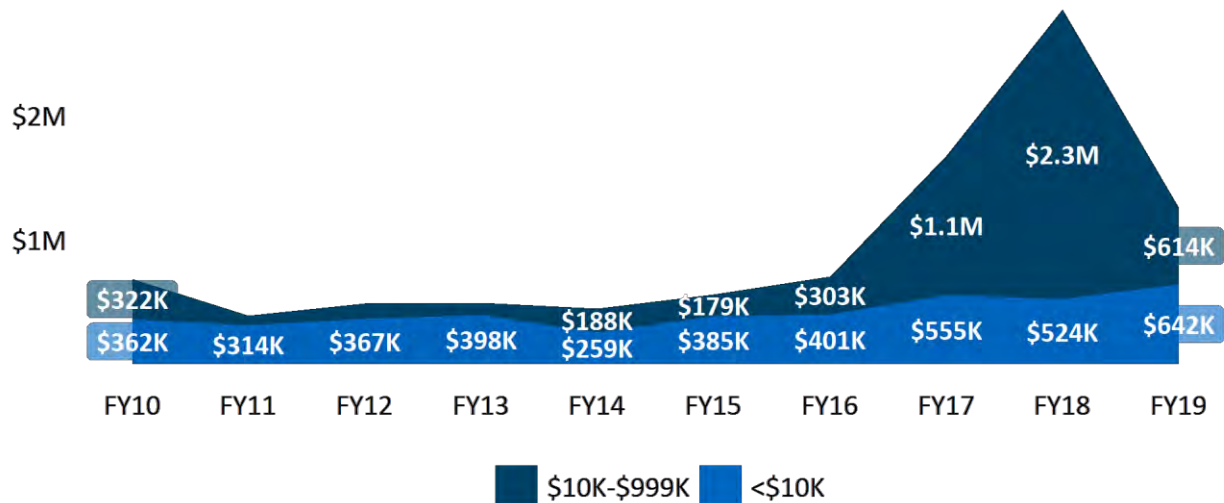
Total Donors (#)

Percentages reflect year-over-year changes in value. From FY10 to FY13, WSU averaged 2,498 donors per year, while it averaged 1,727 donors per year from FY15 to FY19 – a decrease of 31 percent.



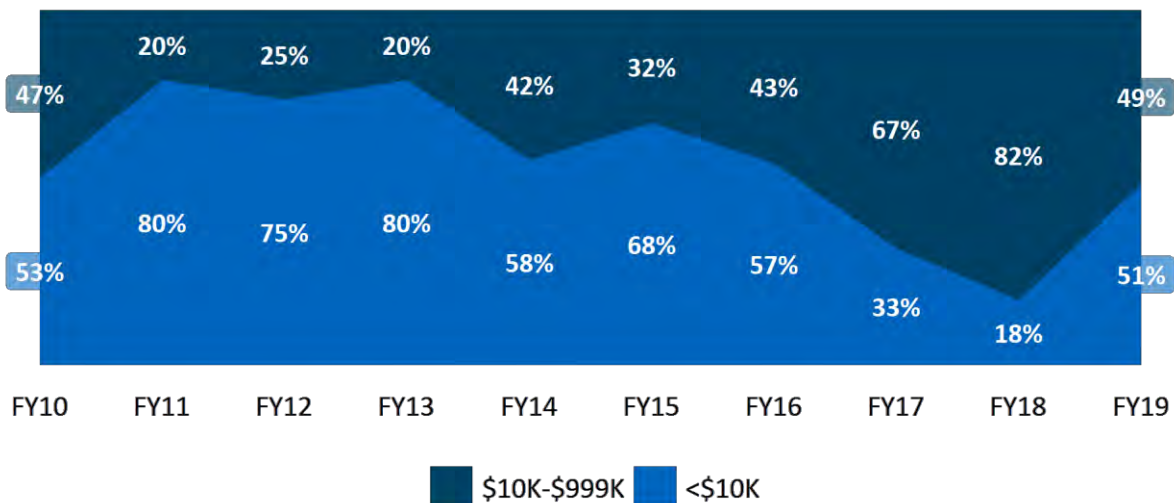
Major Giving and Baseline Giving (\$)

WSU sets its major gift threshold at \$10K. Labels are not shown when there is insufficient space to display the label. For example, while WSU brought in \$77K from gifts of at least \$10K in FY11, '\$77K' does not appear on the graphic. In most years, baseline gifts smaller than \$10K bring in more revenue than gifts larger than \$10K: the only exceptions were in FY17 and FY18. In the past five years, baseline giving of less than \$10K has grown from \$259K (FY14) to \$642K (FY19) – an increase of 148 percent.



Major Giving and Baseline Giving (%)

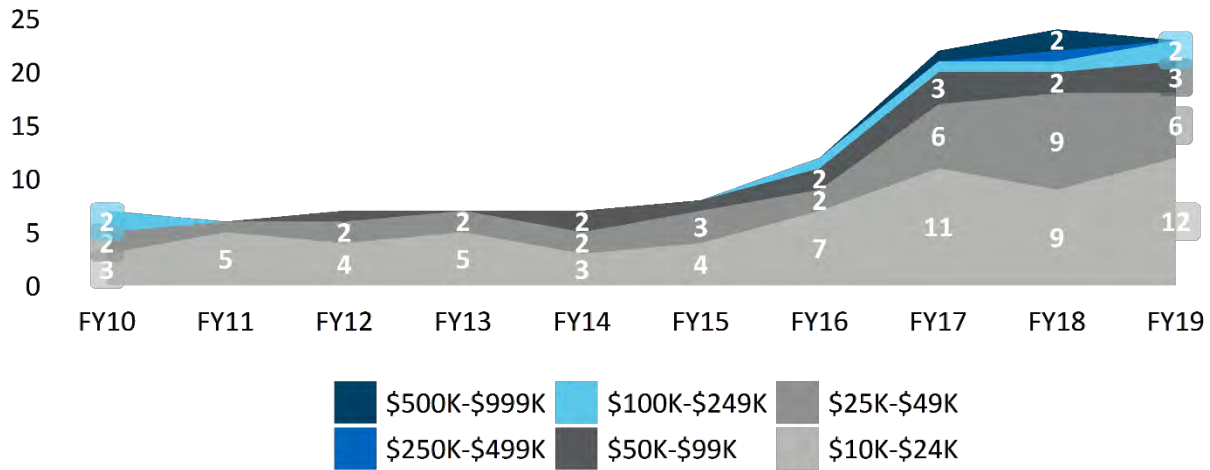
The chart below shows the percentage of each year's giving coming from each gift tier. (Each year's percentages sum to 100.) In every year from FY10 to FY16, baseline gifts smaller than \$10K accounted for the majority of philanthropy. In FY17, gifts of at least \$10K counted for two-thirds of philanthropy. In FY18, gifts of at least \$10K accounted for four-fifths of philanthropy.



Major Gift Donors (#) per Gift Tier

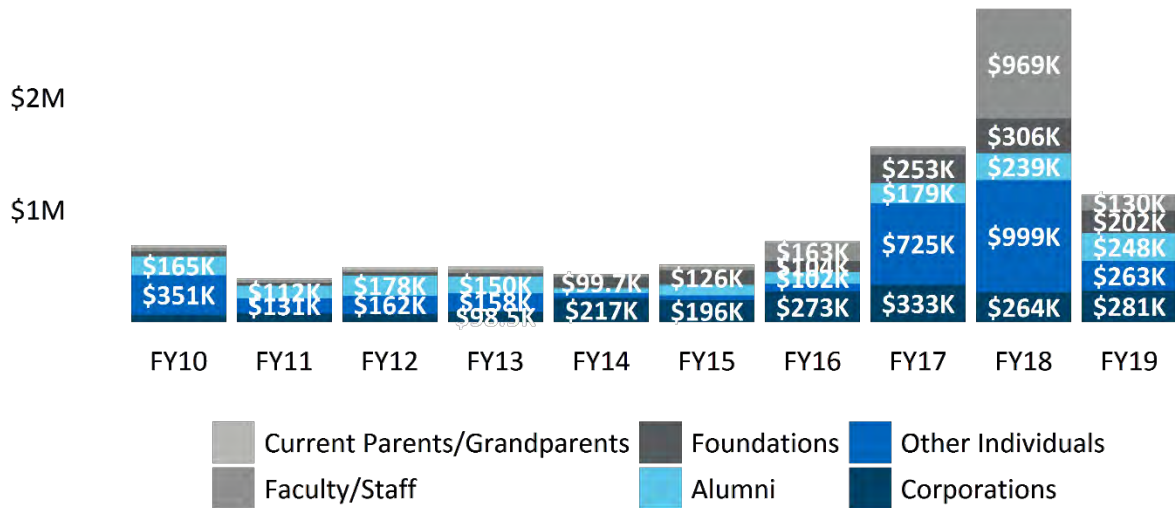
This graphic only depicts individual donors; the totals exclude organizational donors.

Labels are not shown when there is insufficient space to display the label. For example, while there was a single donor at the \$50K-\$99K gift tier in FY15, '1' does not appear on the graphic. Relative to FY10, the number of donors at the \$10K-\$24K gift tier is up 300 percent and the number of donors at the \$25K-\$49K gift tier is up 200 percent.



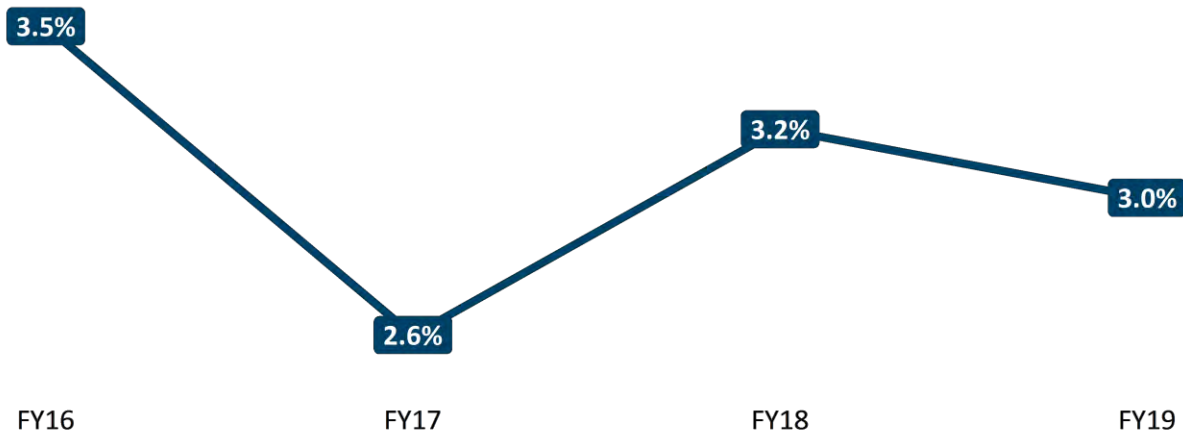
Gifts and Commitments (\$) per Donor Type

In most years, the most philanthropic constituency is either *Corporations* or *Other Individuals*. Alumni rank third, and parents contribute very little.



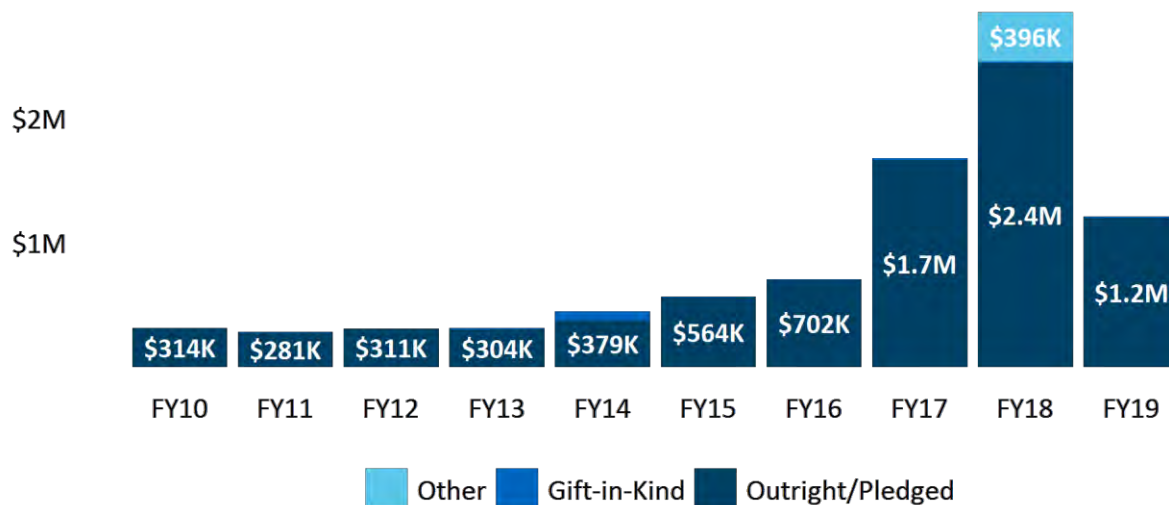
Parent Participation Rate

According to WSU, “A reliable number cannot be generated from our database. The data isn't there to support this statistic.”



Gifts and Commitments (\$) per Gift Type

The \$396K *Other* gift in FY18 came from “property-stock.”

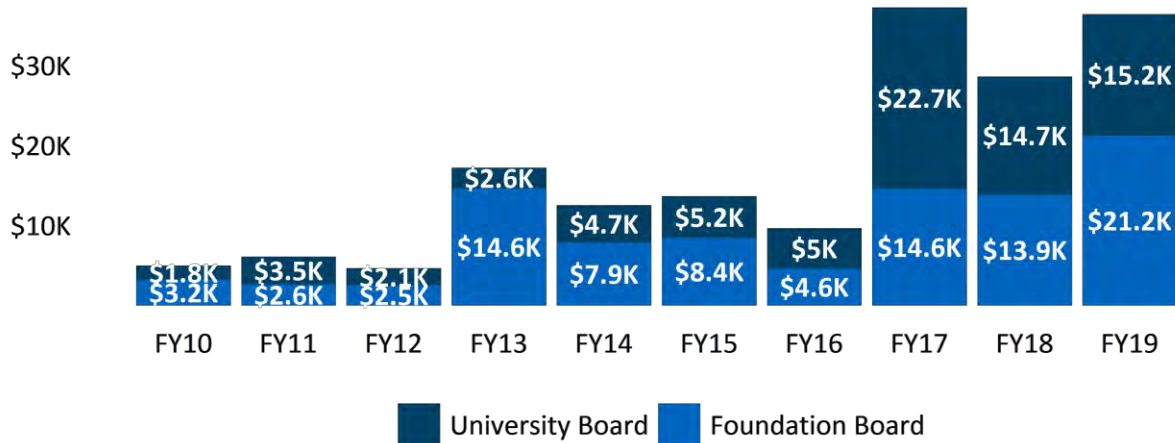


While planned gifts and bequests are not shown as a separate category, WSU has received approximately \$200,000 in realized bequests from 2005-2013 and \$1.4 million more recently. WSU also has between three and six bequest intentions that will exceed \$1 million (combined). WSU is working toward developing a schema to book and code gifts of these types in their database.

Trustee Giving

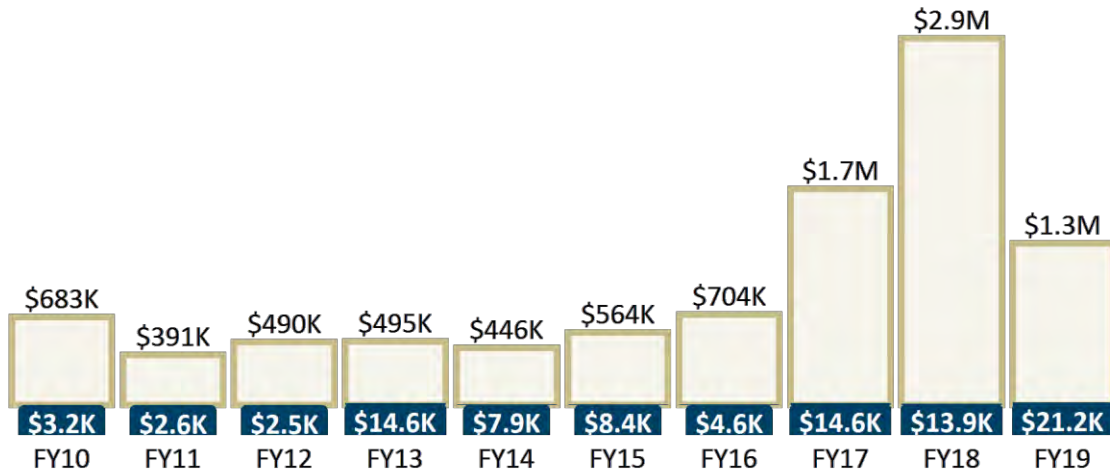
Trustee Gifts and Commitments (\$)

In the past ten fiscal years, the University Board has donated – in total – \$77.6K, while the Foundation Board has donated \$93.5K.



Foundation Board Giving as a Portion of Total Gifts & Commitments

In the past ten years, Foundation Board giving has accounted for 1.02 percent of all philanthropy.

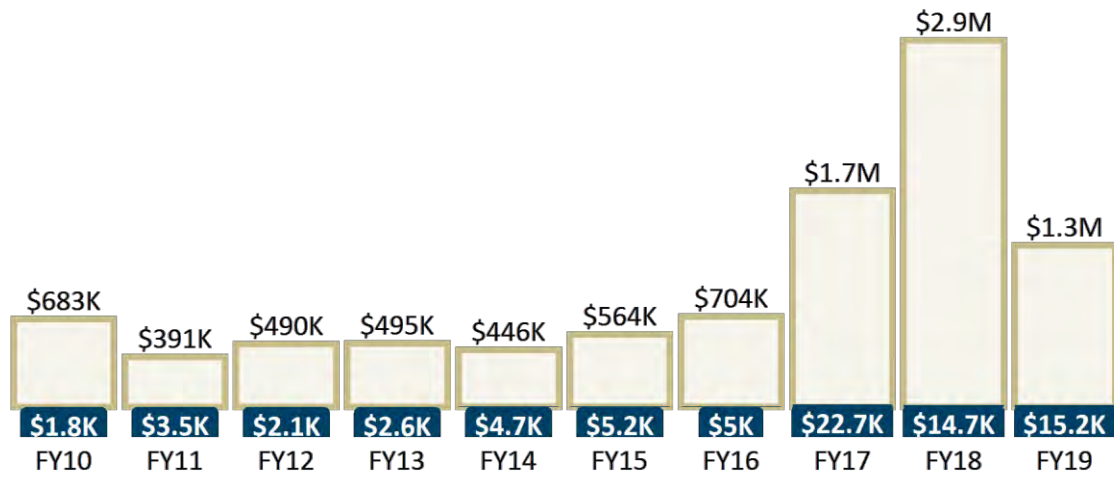


Percentage of total fundraising credited to the Foundation Board, per fiscal year:

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0%	1%	1%	3%	2%	1%	1%	1%	0%	2%

University Board Giving as a Portion of Total Gifts & Commitments

In the past ten years, University Board giving has accounted for 0.84 percent of all philanthropy.



Percentage of total fundraising credited to the University Board, per fiscal year:

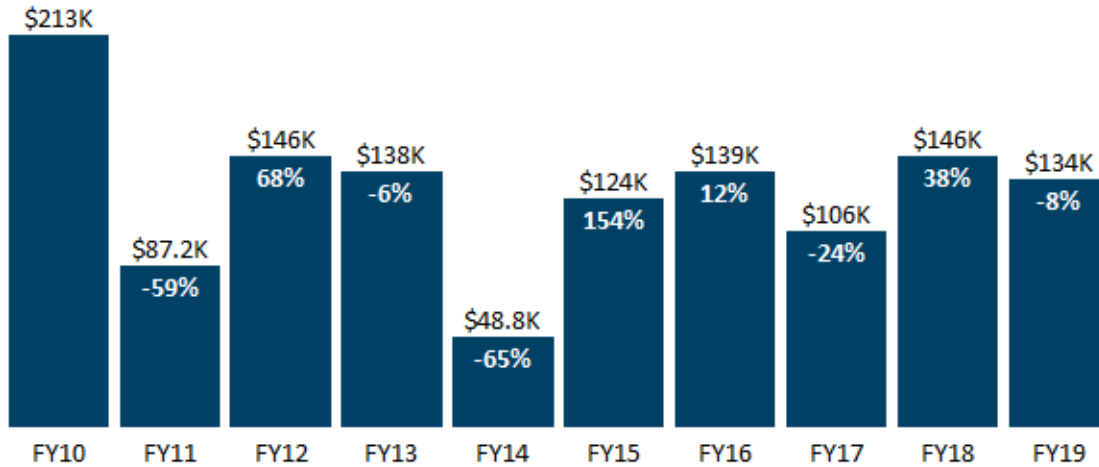
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0%	1%	1%	3%	2%	1%	1%	1%	0%	2%

Annual Fund

WSU defines its annual fund as “gifts to the Westfield Fund, Student Scholarships, Owl Club, and Parents Fund.”

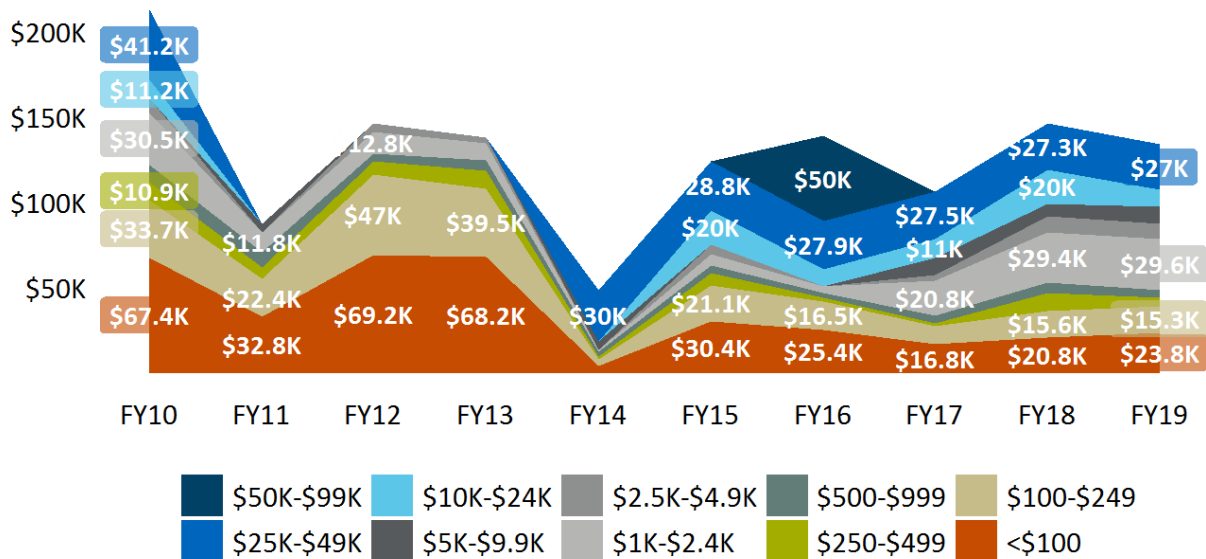
Annual Fund — Total Revenue (\$)

The percentages reflect year-over-year changes in value.



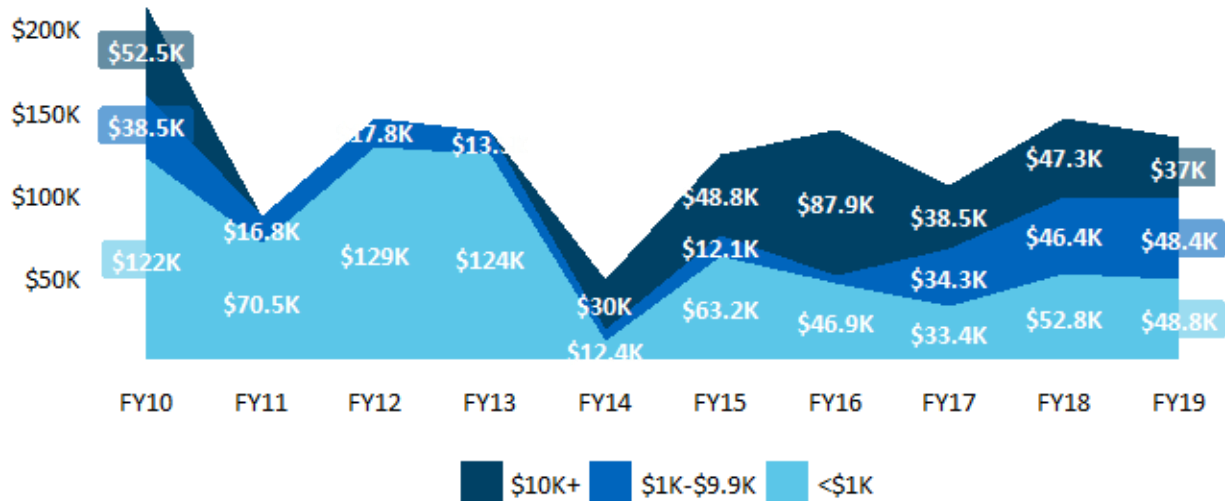
Annual Fund Revenue per Gift Tier (\$)

Revenue from gifts smaller than \$100 has been as large as \$69.2K (FY12) and as little as \$4.3K (FY14). In recent years – since FY15 – annual fund revenue has stabilized, though gifts smaller than \$100 are accounting for an ever-smaller portion of the gift pyramid. In the past three fiscal years, the \$1K-\$2.4K gift tier has emerged as WSU’s most philanthropic.

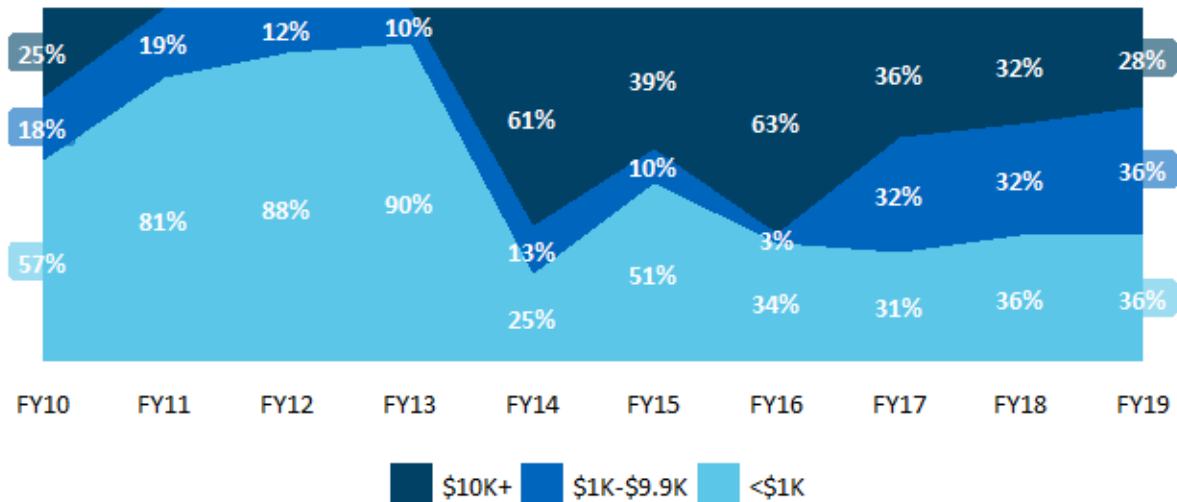


Annual Fund Revenue per Gift Tier (\$) – High Level

This chart recreates the preceding graphic, but it collapses gift tiers. It clarifies the picture: revenue from smaller gifts has declined, while revenue from larger gifts has increased.

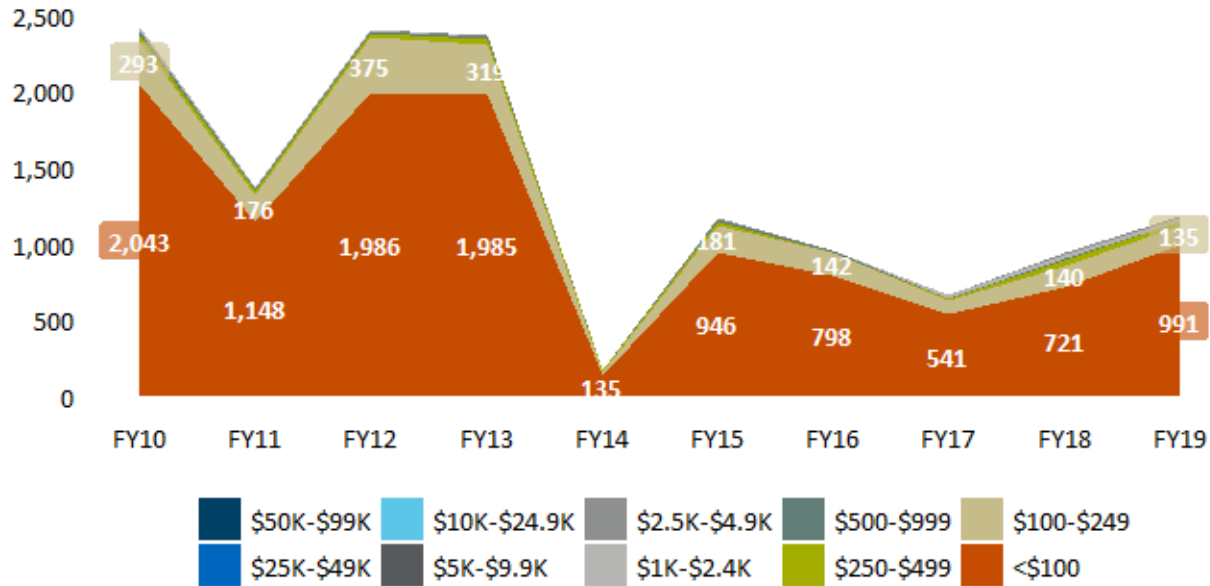


Annual Fund Revenue per Gift Tier (%)



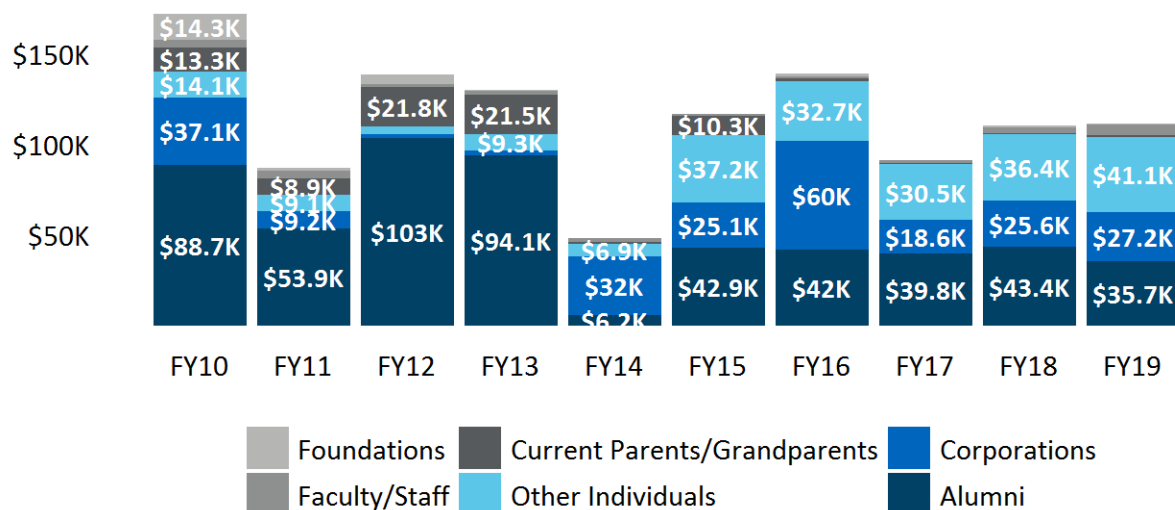
Annual Fund Gifts (#) per Gift Tier

Although the growth in revenue from larger gifts (see preceding charts) is encouraging, the disappearance of donors at the base of the gift pyramid is of concern.



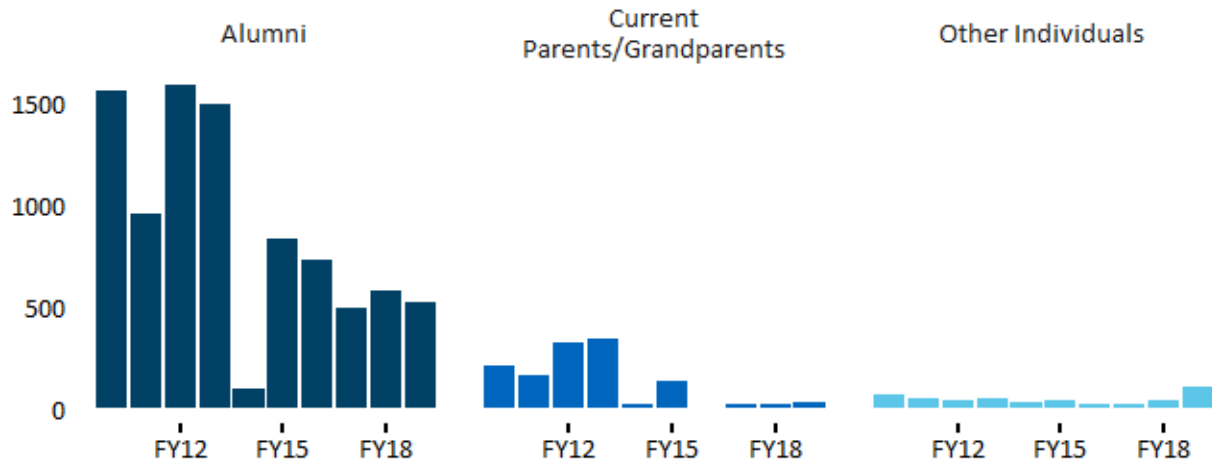
Annual Fund Revenue per Donor Type

A decade ago, alumni accounted for the bulk of annual fund revenue. Over the past half-decade, their support has halved. From FY10 to FY13, alumni gave, on average, \$85K to the annual fund per year. Since FY14, alumni have given, on average, \$35K to the annual fund per year – a decline of 59 percent.



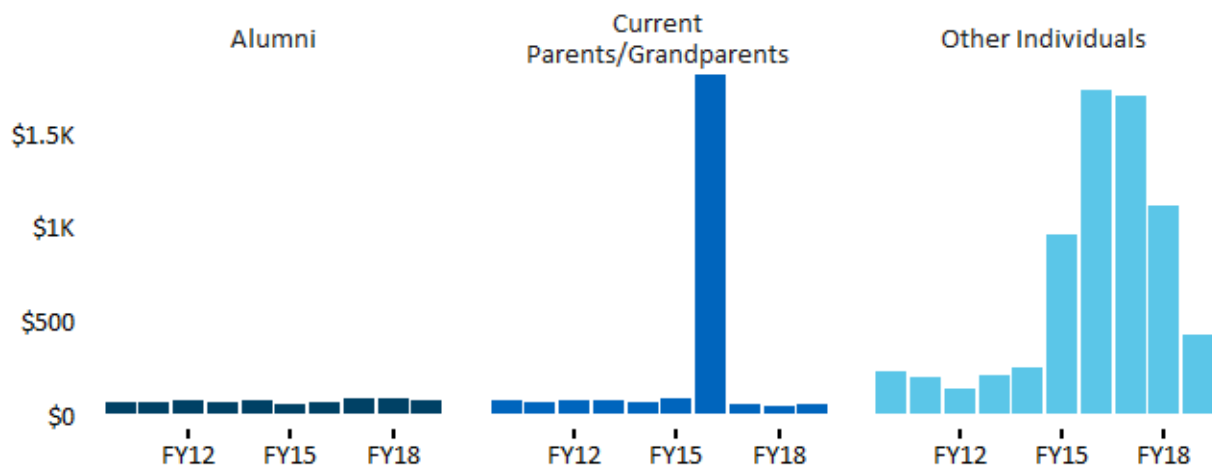
Annual Fund Donors (#)

The number of alumni donors to the annual fund has fallen substantially. In FY10, WSU had 1,559 alumni donors, but in FY19, it had just 519 alumni donors – a decrease of 67 percent.



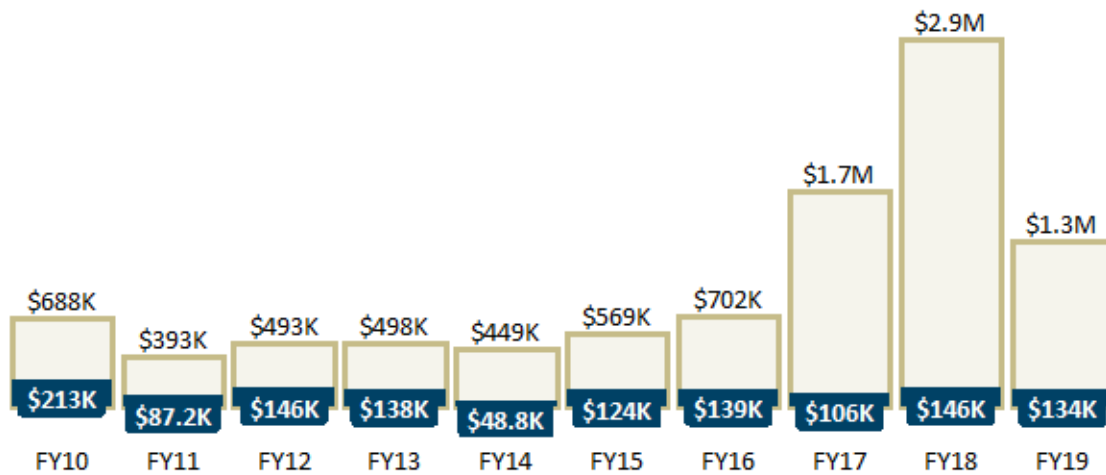
Average Giving to the Annual Fund per Annual Fund Donor (\$)

The average gift from alumni donors is about equal to the average gift from parent donors. Both averages are substantially less than the average gift from other individuals.



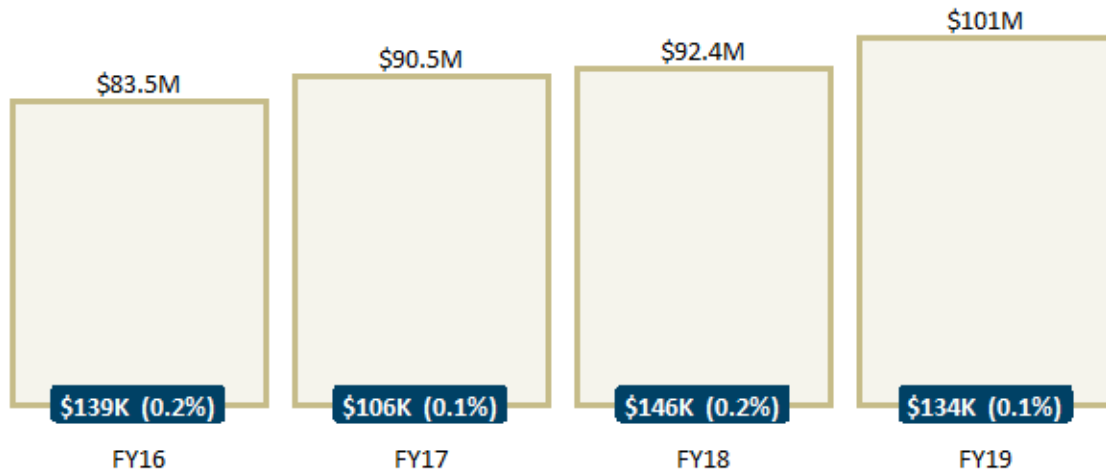
The Portion of Total Cash Receipts Coming From the Annual Fund

In FY19, 10 percent of all cash receipts (\$1.3M) came from the annual fund (\$134K).



The Percentage of Institutional Expenses Coverable Through Annual Fund Revenue

In FY19, annual fund revenue (\$134K) was sufficient to cover 0.1 percent of institutional expenses (\$101M).



C. Benchmarking Study

A REPORT FOR:

Westfield
STATE UNIVERSITY

Benchmarking Study



Brian A. Zive

Consultant, Analytical Solutions

Contents

- Overview 1**
- Benchmarking Methodology 2**
- Benchmarking Findings 2**
 - Total Support, Endowment, and Enrollment 3
 - Giving by Source 7
 - Alumni Giving 9
 - Giving by Allocation 15
 - Top Gifts 17
 - Bequests 22
 - Governing Board Giving..... 23
 - Other Measures..... 25
 - Westfield State Rank by Measure 26

Overview

As part of the overall assessment of Westfield State University's (WSU) Advancement program, Marts & Lundy conducted a Benchmarking Study to evaluate WSU's fundraising performance against similar higher education institutions.

A total of 15 public colleges and universities (including WSU) were thoughtfully selected by Marts & Lundy and WSU to be included in the peer institution cohort. Institutions were chosen for their similarity in fundraising support per alumni or because they were identified as a peer or aspirant institution by WSU.

- **Bowie State University**, Bowie, MD
- **Framingham State University**, Framingham, MA
- **Metropolitan State University**, Saint Paul, MN
- **Middle Georgia State University**, Macon, GA
- **Salem State University**, Salem, MA
- **Slippery Rock University of Pennsylvania**, Slippery Rock, PA
- **SUNY at Geneseo**, Geneseo, NY
- **SUNY College at Brockport**, Brockport, NY
- **SUNY College at New Paltz**, New Paltz, NY
- **SUNY College at Oneonta**, Oneonta, NY
- **SUNY College of Agriculture and Technology at Cobleskill**, Cobleskill, NY
- **Trident Technical College**, Charleston, SC
- **Trinity Valley Community College**, Athens, TX
- **Truman State University**, Kirksville, MO

The report analyzes data from the Council for Advancement and Support of Education (CASE) Voluntary Support of Education (VSE) survey. More than 1,000 public and private universities, colleges, and independent schools provide information about their fundraising results and institutional expenditures to the annual VSE survey, which is commonly used as a benchmarking method. The VSE measures fundraising results on a cash-in basis.²

² For example, it excludes pledges but includes pledge payments.

Benchmarking Methodology

Unless otherwise noted, data is presented as the three-year average of the annual data reported for fiscal years 2016, 2017, and 2018 for all institutions except Metropolitan State University and Salem State University. Two-year averages were used for Metropolitan State and Salem State as these schools did not provide data for all three years.³

The cohort averages *do not* include WSU and are used to measure WSU against the other institutions.

In some cases, figures were rounded to simplify chart labeling and readability. All calculations were performed prior to rounding, including the calculations comparing WSU to cohort averages.

Benchmarking Findings

- The benchmarking cohort consists of aspirant and peer institutions. WSU is relatively smaller than the cohort institutions – it ranks 13 of 15 in total enrollment and 9 of 15 in number of alumni. The results show WSU with an emerging giving program that ranks below the cohort for most measures.
- WSU ranks near the top of the cohort for the impact of the top three gifts on overall giving. WSU's three largest gifts from living individuals (\$582,343) is 200 percent of the cohort average (\$291,157) and ranks 3 of 15. WSU's three largest gifts from individuals account for 46 percent of all individual giving. This is 228 percent of the cohort average (20.2%). The unusually high proportion of individual giving that the three largest gifts account for suggests that WSU's achievement in giving from individuals was highly reliant on these top gifts for the years of the study.
- Total support (giving) for the cohort ranges from \$0.78M to \$5.8M. WSU's total support (\$1.8M) is 68 percent of the cohort average (\$2.7M), and it ranks 10 of 15 in total support.
- WSU's endowment (\$5.8M) is 28 percent of the cohort average (\$21M) and ranks 11 of 15.
- Total support per enrolled student and endowment per enrolled student provide means of comparing institutions while normalizing for the size of each institution. WSU's total support per enrolled student (\$312) ranks 10 of 15 and is 85 percent of the cohort average (\$369). WSU's endowment per enrolled student (\$973) ranks 12 of 15 and is 31 percent of the cohort average (\$3,132).
- Among the cohort, alumni account for 28 percent of total giving and alumni account for the greatest proportion of giving among all sources. WSU's alumni account for only 11 percent of total giving. WSU is more reliant on gifts from individuals other than alumni and parents – 56

³ Metropolitan State University participated in 2016 and 2018 but not 2017. Salem State University participated in 2016 and 2017 but not 2018.

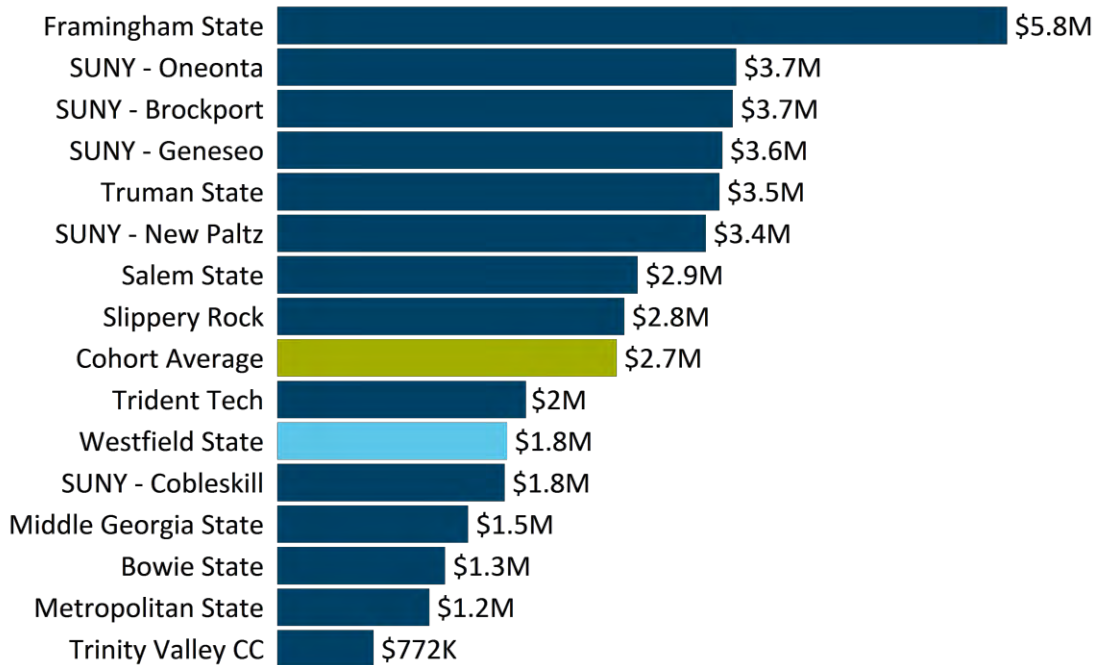
percent of WSU’s giving is from individuals other than alumni and parents. Parents are not a significant source of income for any of the institutions.

- A table at the end of the report contains WSU’s rank among the cohort for each measure.

Total Support, Endowment, and Enrollment

Total support⁴, endowment, and enrollment are compared for each school. Enrollment is used to compare both total support and endowment on a per student basis.

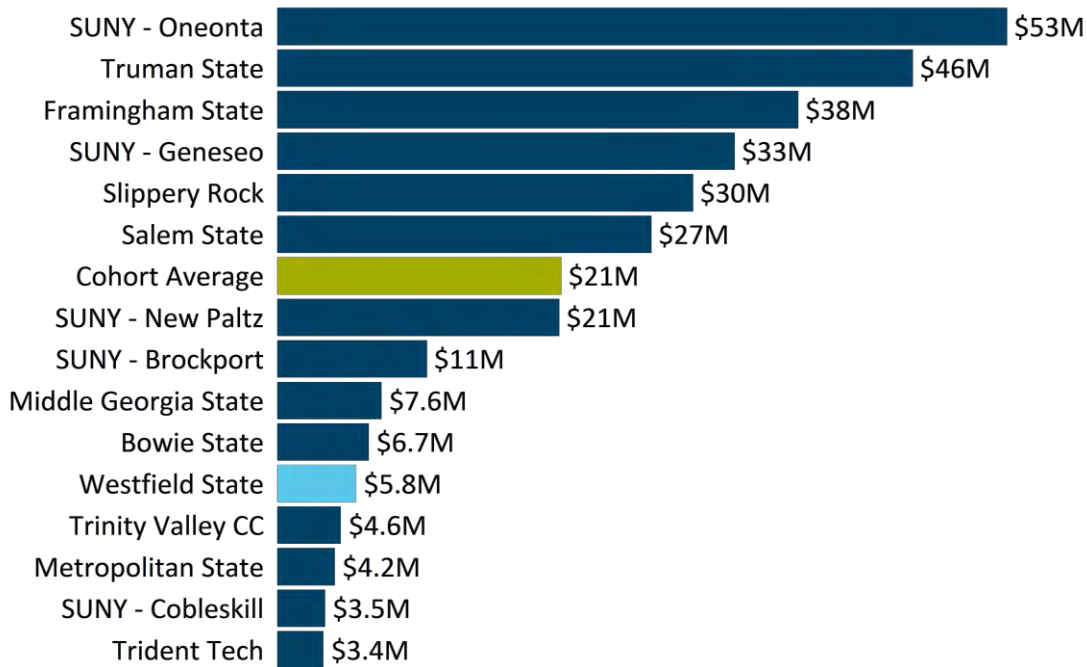
Total Support



WSU’s total support (\$1.8M) is 68 percent of the cohort average (\$2.7M). WSU ranks 10 of 15 in total support.

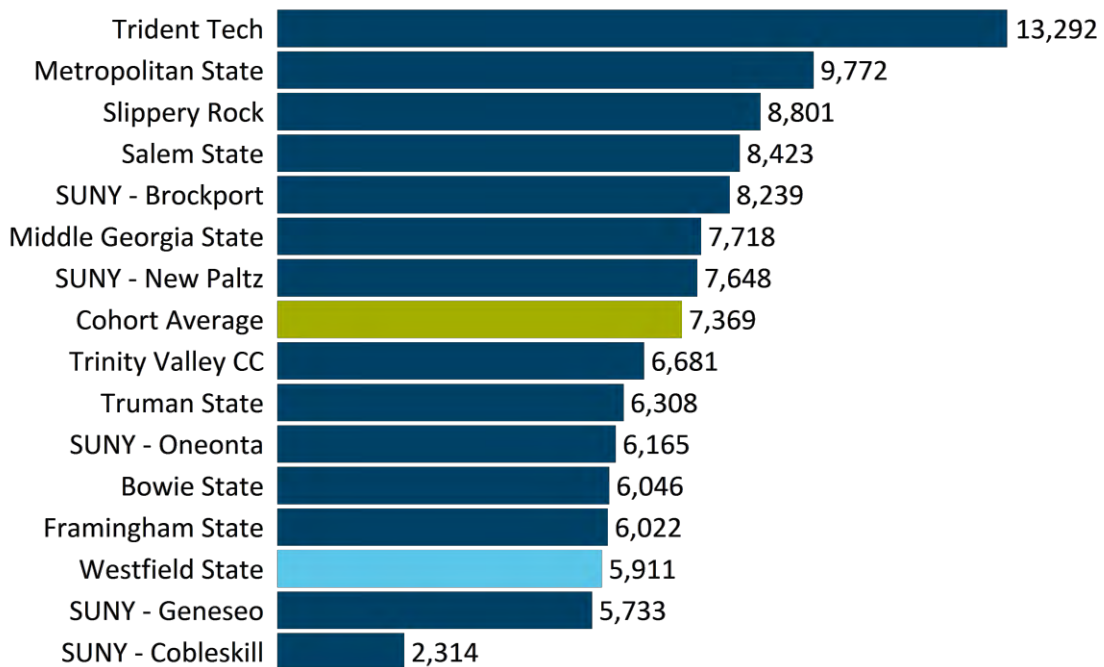
⁴ The total amount raised through voluntary support.

Total Endowment



WSU's total endowment (\$5.8M) is 28 percent of the cohort average (\$21M). WSU ranks 11 of 15 in total endowment.

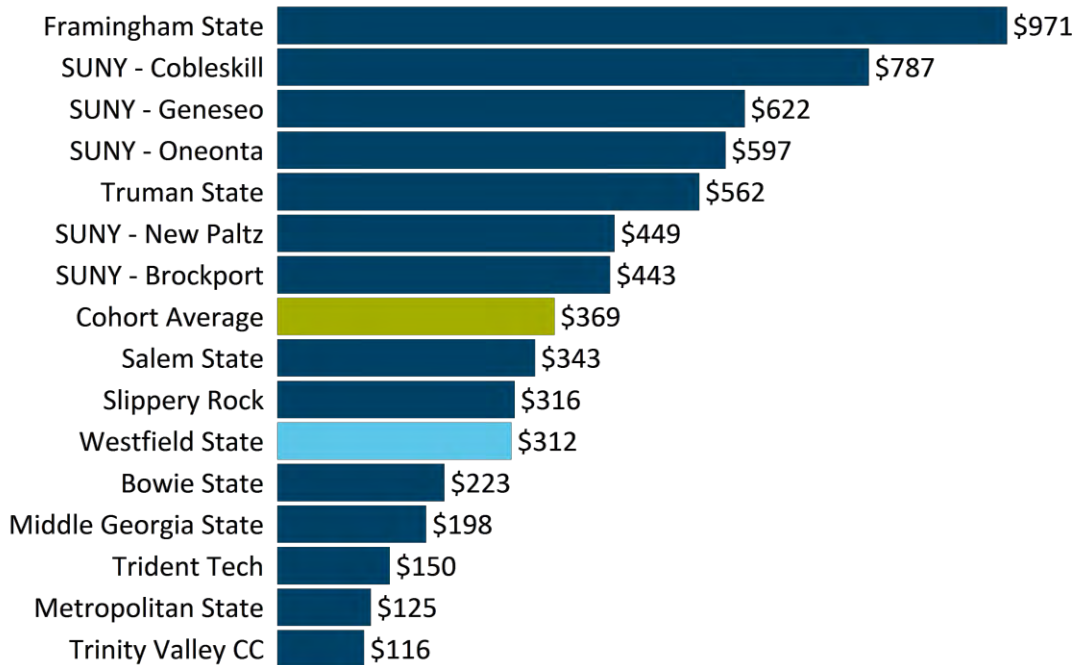
Total Enrollment



WSU's total enrollment (5,911) is 80 percent of the cohort average (7,369). WSU ranks 13 of 15 in total enrollment.

Total Support per Enrolled Student

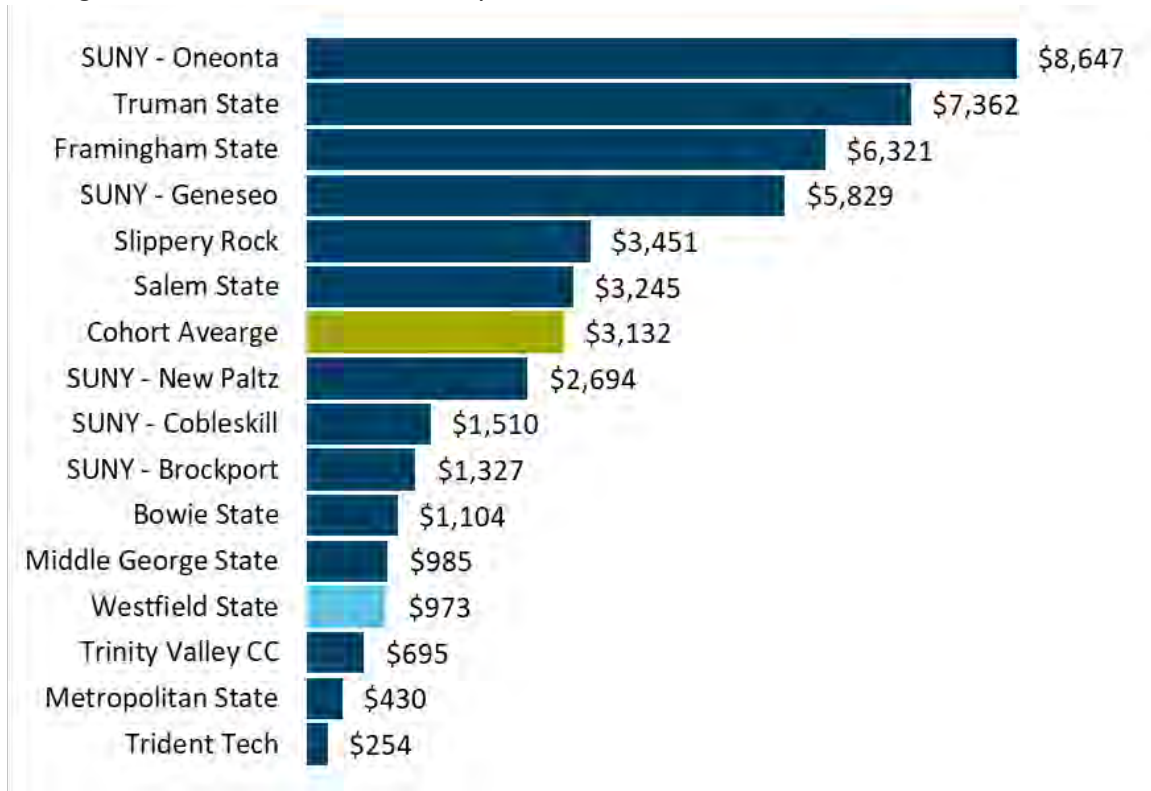
Total support is normalized by enrollment at each school to measure the effect of gift receipts on each student.



WSU's support per enrolled student (\$312) is 85 percent of the cohort average (\$369). WSU ranks 10 of 15 in total support per enrolled student.

Endowment per Enrolled Student

Endowment is normalized by enrollment at each school to compare endowment size while controlling for the size of the student body.

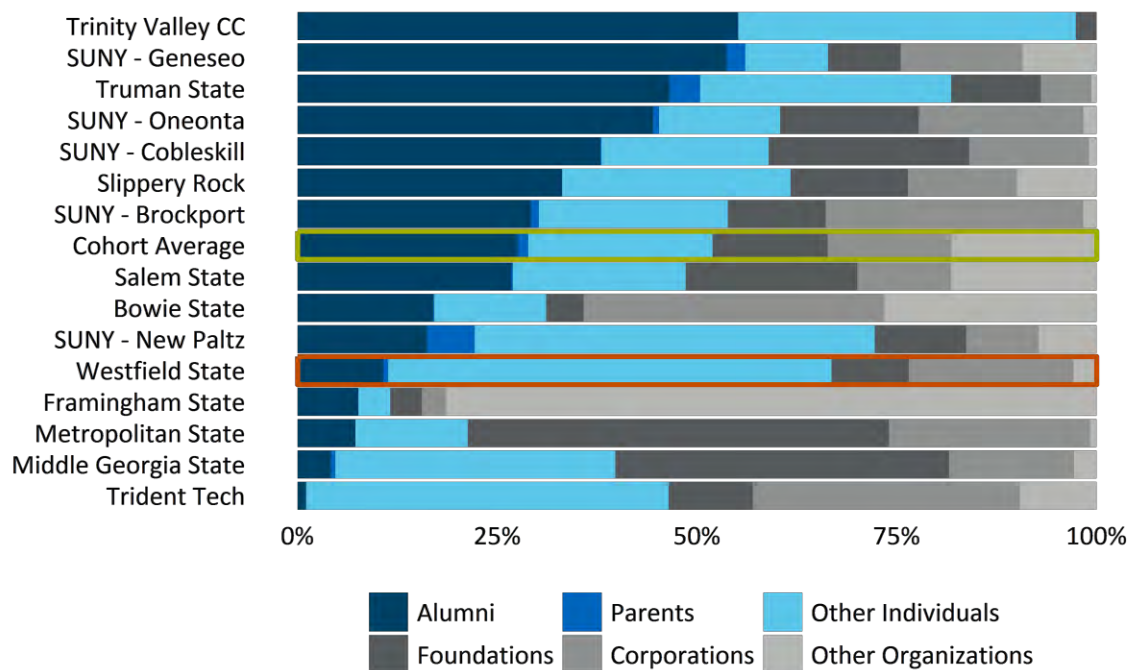


WSU's endowment per student (\$973) is 31 percent of the cohort average (\$3,132). WSU ranks 12 of 15 in endowment per enrolled student.

Giving by Source

Sources of gifts include alumni, parents, other individuals, foundations, corporations, and other organizations.

Proportion of Giving by Source



On average for the cohort, 52 percent of giving is from individuals (alumni, parents, other individuals) and 48 percent is from non-individuals (foundations, corporations, other organizations). Sixty-eight percent of WSU's giving is from individuals and 34 percent is from non-individuals. Giving from parents is a very small portion of giving for cohort schools – it makes up less than one percent of giving at 12 schools, and four reported no giving from parents.

WSU Proportion of Giving by Source Comparison to Cohort Average

The following table is a direct comparison of percent of giving by source between WSU and the cohort average. WSU's high proportion of giving from other individuals is a result of over \$2 million of giving from this source in fiscal year 2018.

Institution	Alumni	Parents	Other Individuals	Foundations	Corporations	Other Organizations
Cohort Average	28%	1%	23%	14%	16%	18%
Westfield State	11%	1%	56%	10%	21%	3%
Westfield State Delta from Cohort Average	-17%	-	+33%	-4%	+5%	-15%

Proportion of Giving by Source Table

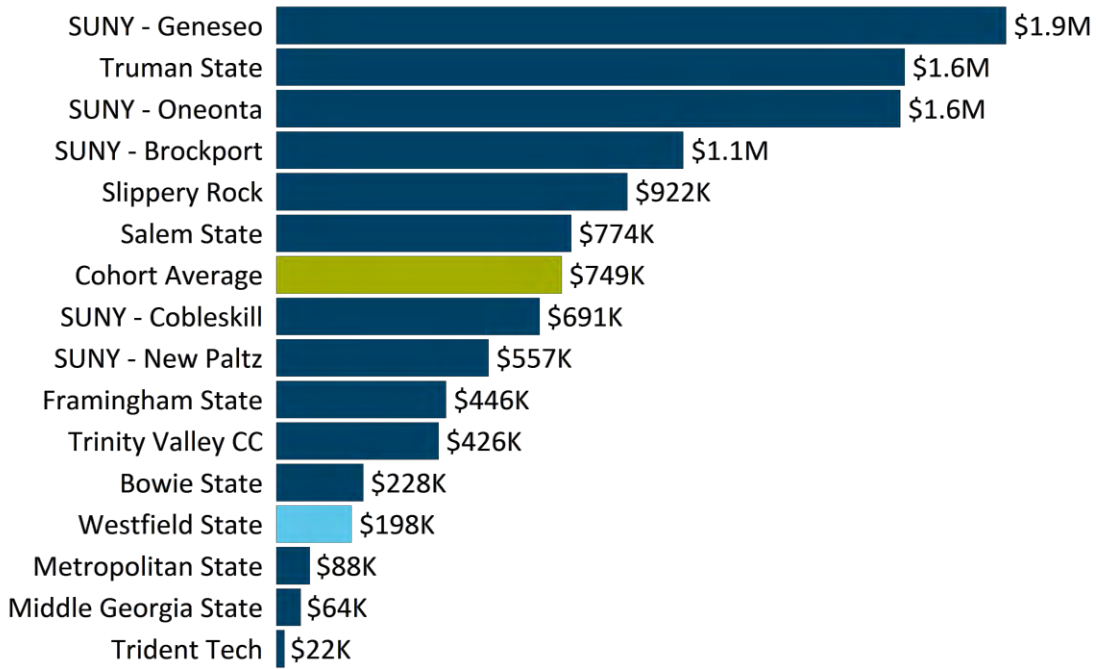
The following table shows the percentage of giving by source for each school. The table is sorted by percent of giving from alumni. The highest percentage within each source is highlighted in red.

Institution	Alumni	Parents	Other Individuals	Foundations	Corporations	Other Organizations
Trinity Valley CC	55%	0%	42%	3%	0%	0%
SUNY - Geneseo	54%	2%	10%	9%	15%	9%
Truman State	47%	4%	31%	11%	6%	1%
SUNY - Oneonta	45%	1%	15%	17%	21%	2%
SUNY - Cobleskill	38%	0%	21%	25%	15%	1%
Slippery Rock	33%	0%	29%	15%	14%	10%
SUNY - Brockport	29%	1%	24%	12%	32%	2%
Cohort Average	28%	1%	23%	14%	16%	18%
Salem State	27%	0%	22%	21%	12%	18%
Bowie State	17%	0%	14%	5%	38%	27%
SUNY - New Paltz	16%	6%	50%	11%	9%	7%
Westfield State	11%	1%	56%	10%	21%	3%
Framingham State	8%	0%	4%	4%	3%	81%
Metropolitan State	7%	0%	14%	53%	25%	1%
Middle George State	4%	1%	35%	42%	16%	3%
Trident Tech	1%	0%	45%	11%	33%	10%

Alumni Giving

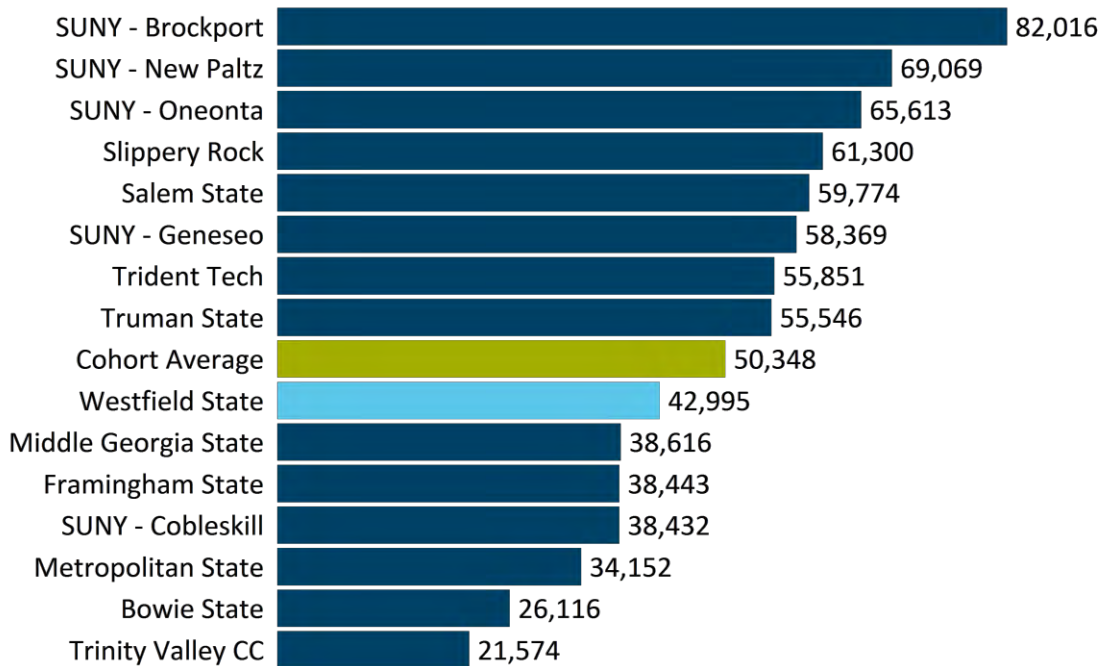
Alumni are an important source of voluntary giving for schools. Total number of alumni and number of alumni solicited are used to compare alumni giving on a per alumni basis and to compare participation rates.

Total Alumni Support



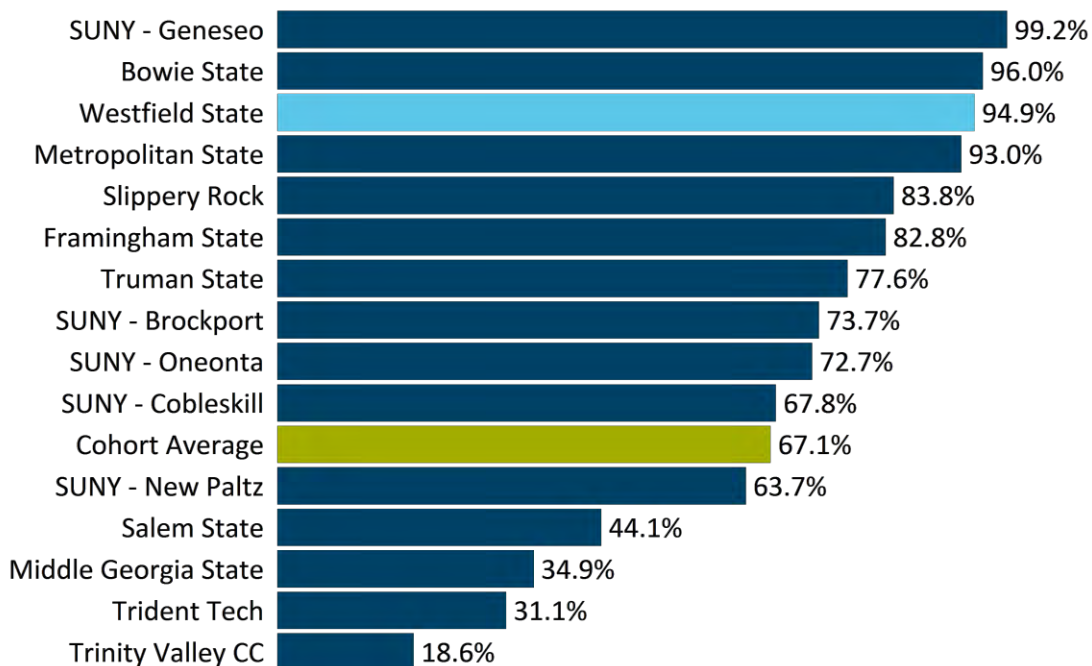
WSU's alumni support (\$198K) is 26 percent of the cohort average (\$749K). WSU ranks 12 of 15 in total alumni support.

Alumni of Record



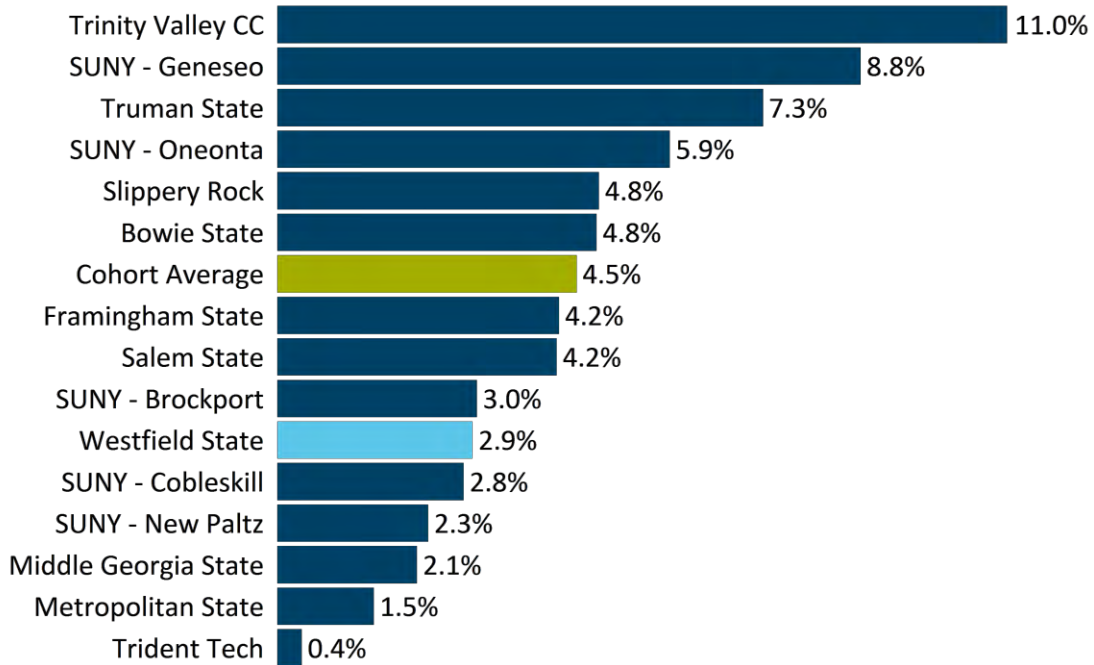
WSU's alumni of record count (42,995) is 85 percent of the cohort average (50,348). WSU ranks 9 of 15 in alumni of record.

Proportion of Alumni Solicited



WSU's proportion of alumni solicited (94.9%) is 141 percent of the cohort average (67.1%). WSU ranks 3 of 15 in proportion of alumni solicited.

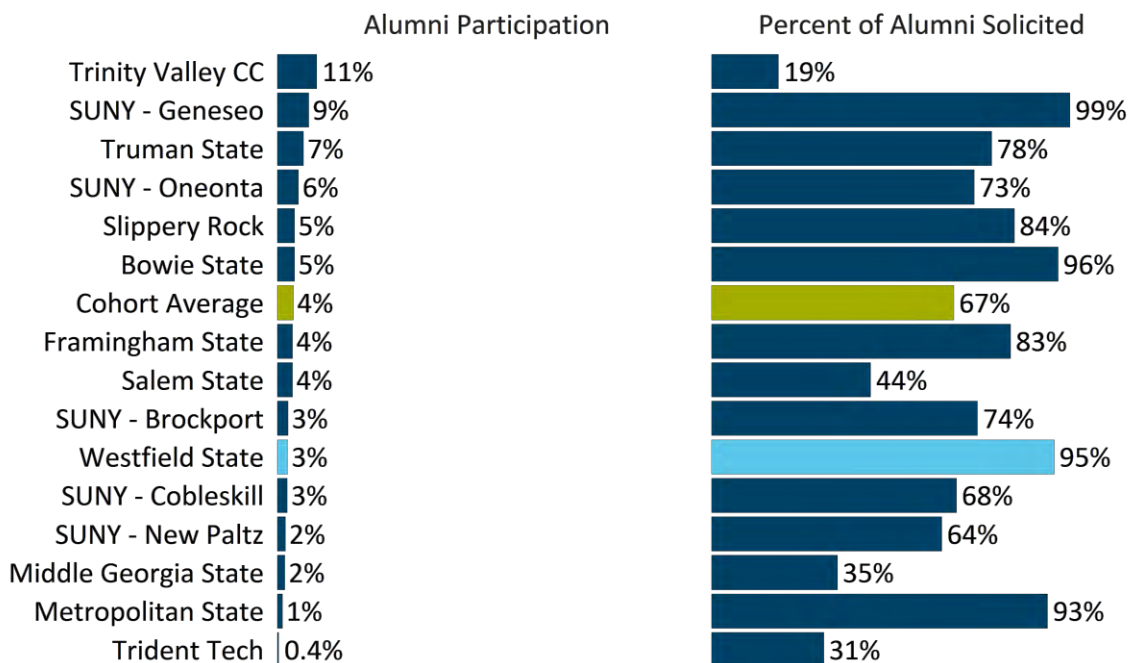
Alumni Participation



WSU's alumni participation (2.9%) is 65 percent of the cohort average (4.5%). WSU ranks 10 of 15 in alumni participation.

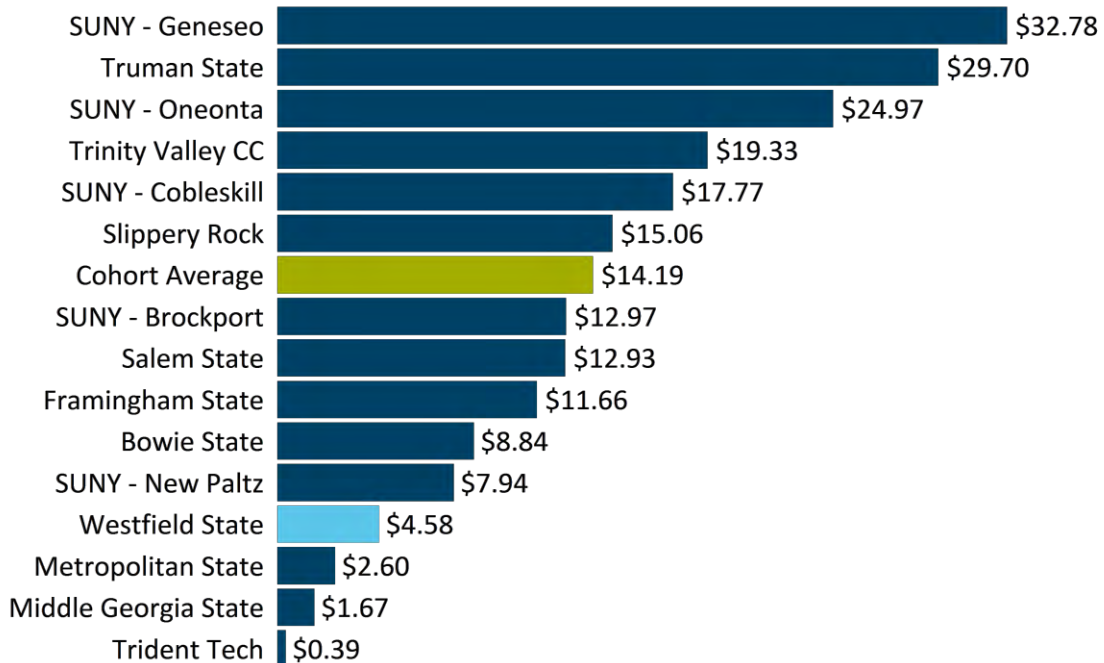
Alumni Participation and Alumni Solicited

Alumni giving participation and percent of alumni solicited are shown side-by-side.



Alumni Support per Alumni of Record

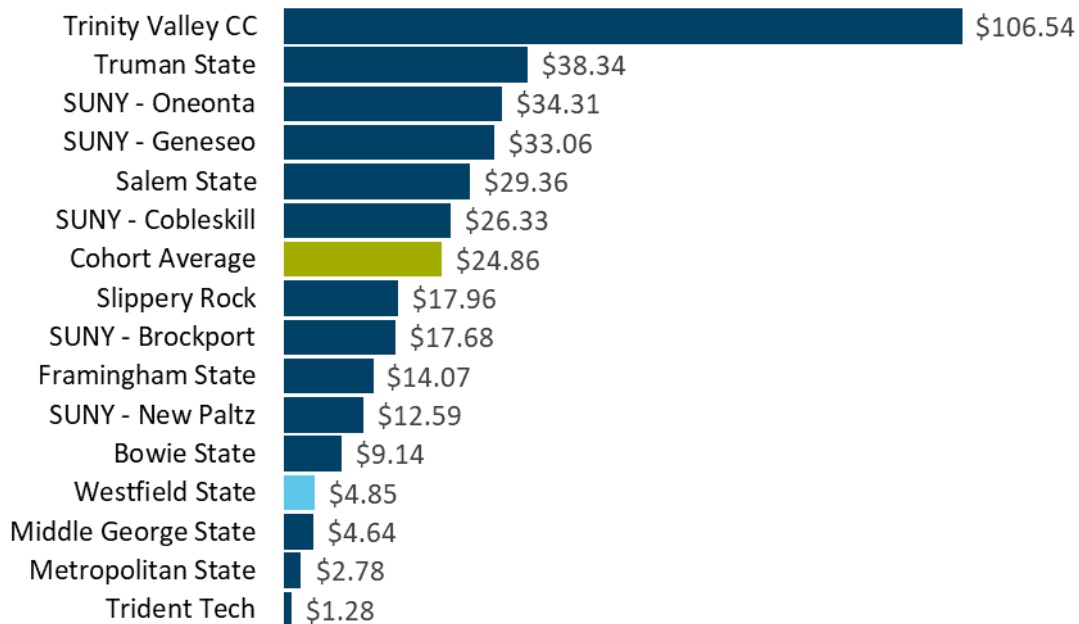
Alumni support is normalized by alumni of record to compare alumni support while controlling for the number of alumni at each school.



Alumni support per alumni of record takes into account all alumni, not just the proportion that was solicited. It measures the engagement of the whole alumni population. WSU's alumni support per alumni of record (\$4.58) is 32 percent of the cohort average (\$14.19). WSU ranks 12 of 15 in alumni support per alumni of record.

Alumni Support per Alumni Solicited

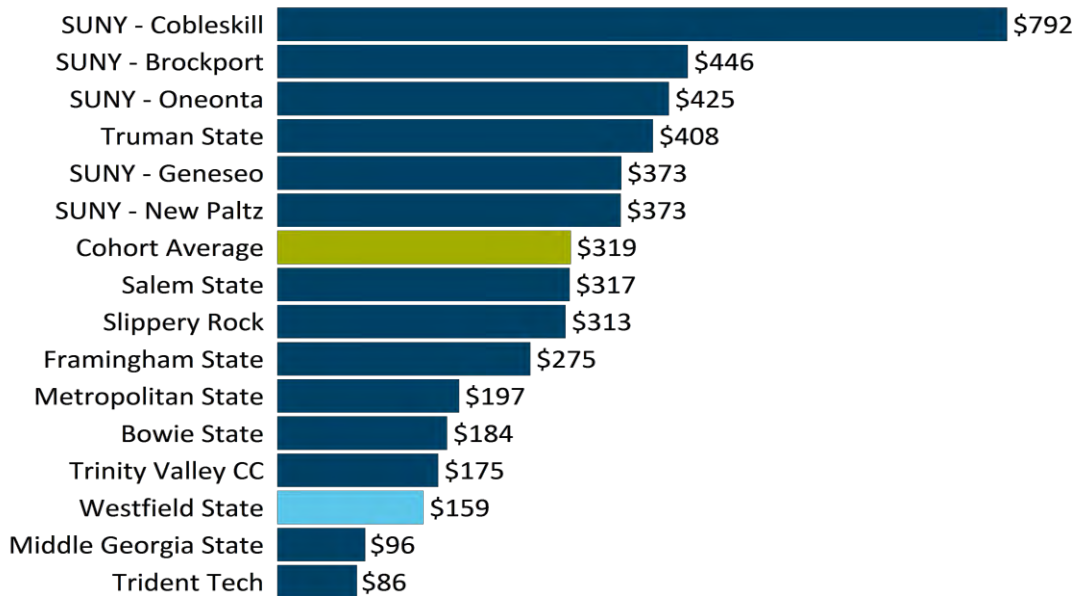
Alumni support is normalized by alumni solicited to compare alumni support while controlling for the number of alumni solicited at each school.



Alumni support per alumni solicited takes into account only the alumni that were solicited. WSU solicited 95 percent of its alumni population, so the statistic does not differ greatly from alumni support per alumni of record.

WSU's alumni support per alumni solicited (\$4.85) is 20 percent of the cohort average (\$24.86). WSU ranks 12 of 15 in alumni support per alumni solicited.

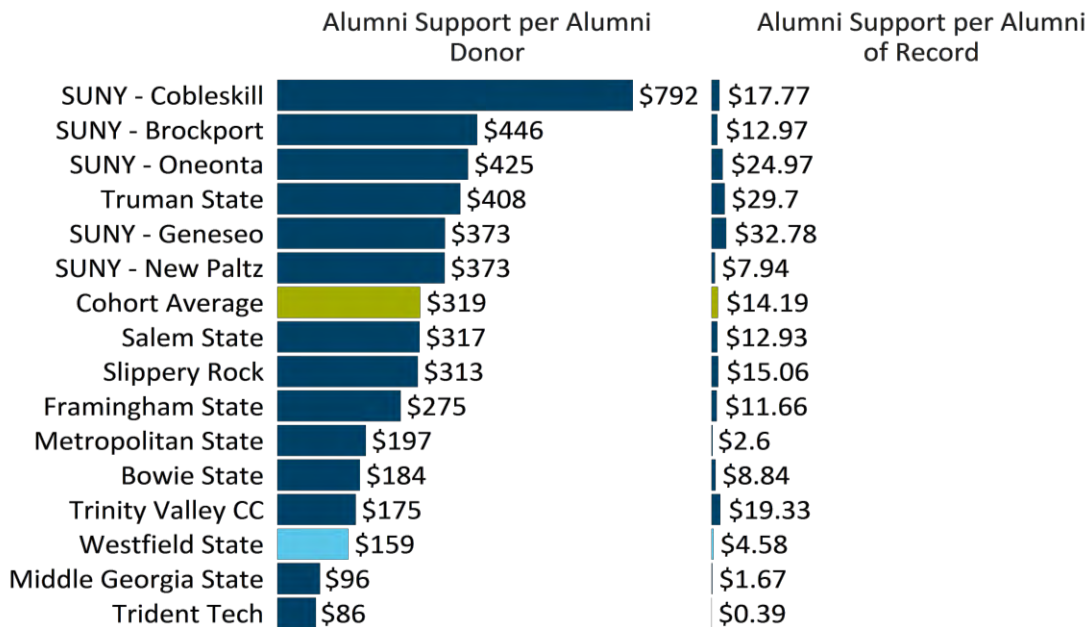
Alumni Support per Alumni Donor



Alumni support per alumni donor measures the average giving amount per donor. WSU's alumni support per alumni donor (\$159) is 50 percent of the cohort average (\$319). WSU ranks 13 of 15 in alumni support per alumni donor.

Alumni Support per Alumni Donor and per Alumni of Record

Alumni support per alumni donor and alumni support per alumni of record are shown side-by-side.

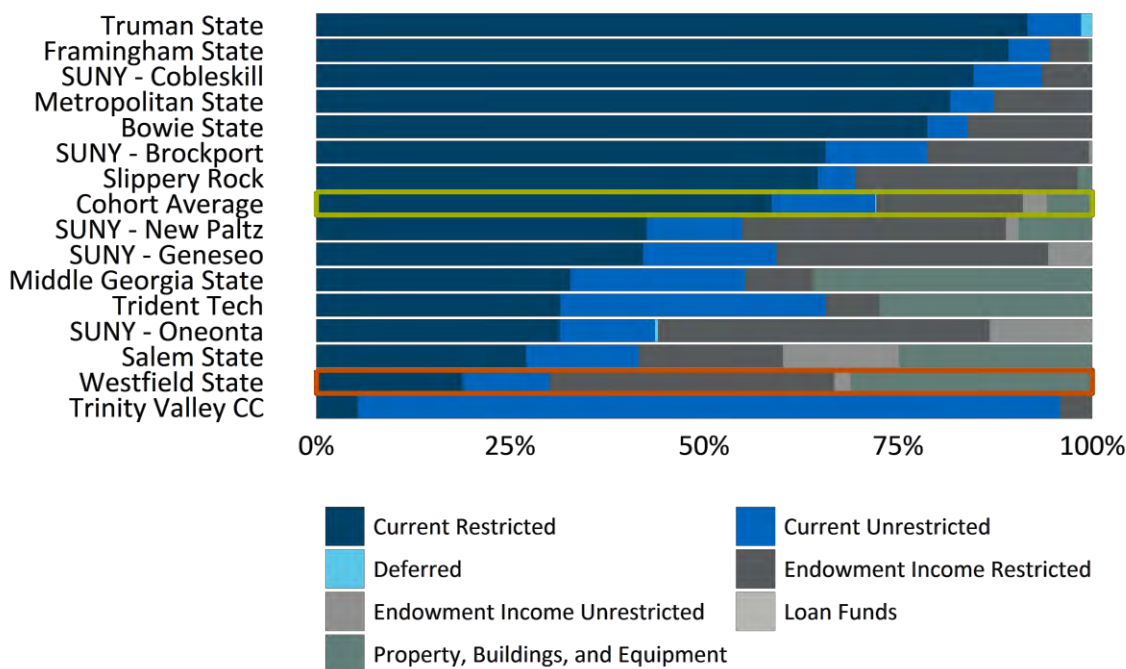


WSU ranks 13 of 15 in alumni support per alumni donor and 12 of 15 in alumni support per alumni of record.

Giving by Allocation

Allocations define the gift purpose and include current use, both restricted and unrestricted; deferred gifts; endowment, both restricted and unrestricted; loan funds; and property, buildings, and equipment (i.e., capital).

Proportion of Giving by Allocation



On average, 78 percent of giving is restricted, either by current use or endowment income. Fifty-six percent of WSU's giving is restricted, either by current use or endowment income. Only a few schools reported allocations of deferred gifts or loan funds.

WSU Proportion of Giving by Allocation Comparison to Cohort Average

The following table is a side-by-side comparison of percent of giving by allocation between WSU and the Cohort Average.

Institution	Current Use		Endowment Income		Property, Buildings, and Equipment	Other
	Restricted	Unrestricted	Restricted	Unrestricted		
Cohort Average	59%	13%	19%	3%	6%	0%
Westfield State	19%	11%	37%	2%	31%	0%
Westfield State Delta from Cohort Average	-40%	-2%	+18%	-1%	+25%	-

Proportion of Giving by Allocation Table

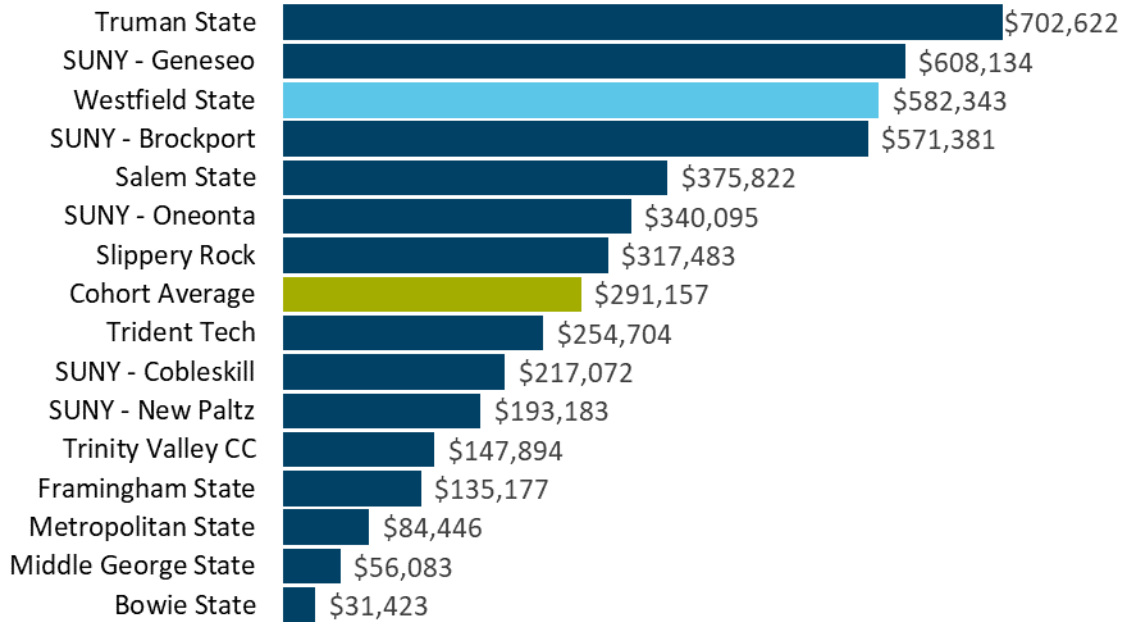
The following table shows percentage of giving by allocation for each school. The table is sorted by percent of giving for current use restricted. The highest percentage within each allocation is highlighted in red.

Institution	Current Use		Endowment Income		Property, Buildings, and Equipment	Other
	Restricted	Unrestricted	Restricted	Unrestricted		
Truman State	92%	7%	0%	0%	0%	1%
Framingham State	89%	5%	5%	0%	<1%	0%
SUNY - Cobleskill	85%	9%	7%	0%	<1%	0%
Metropolitan State	82%	6%	13%	0%	0%	0%
Bowie State	79%	5%	16%	0%	0%	0%
SUNY - Brockport	66%	13%	21%	<1%	0%	<1%
Slippery Rock	65%	5%	29%	<1%	2%	0%
Cohort Average	59%	13%	19%	3%	6%	<1%
SUNY - New Paltz	43%	12%	34%	2%	10%	0%
SUNY - Geneseo	42%	17%	35%	6%	<1%	0%
Middle George State	33%	22%	9%	0%	36%	0%
Trident Tech	31%	34%	7%	0%	27%	0%
SUNY - Oneonta	31%	12%	43%	13%	0%	<1%
Salem State	27%	14%	19%	15%	25%	0%
Westfield State	19%	11%	37%	2%	31%	0%
Trinity Valley CC	5%	90%	4%	0%	0%	0%

Top Gifts

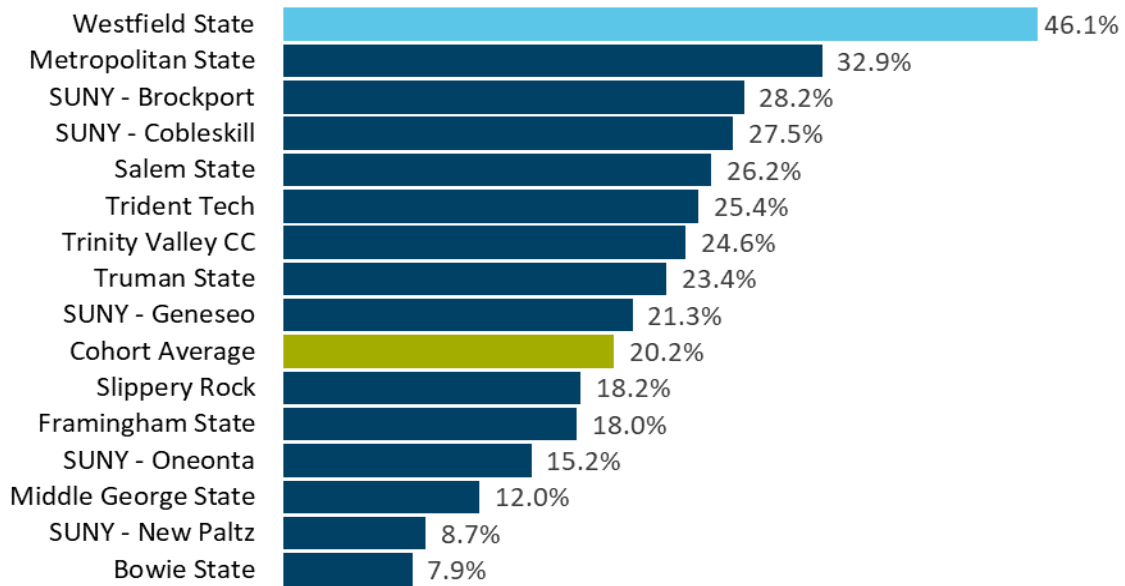
The three largest gifts from individuals, foundations, and corporations are reported and compared as a proportion of total giving from these categories.

Three Largest Gifts from Living Individuals



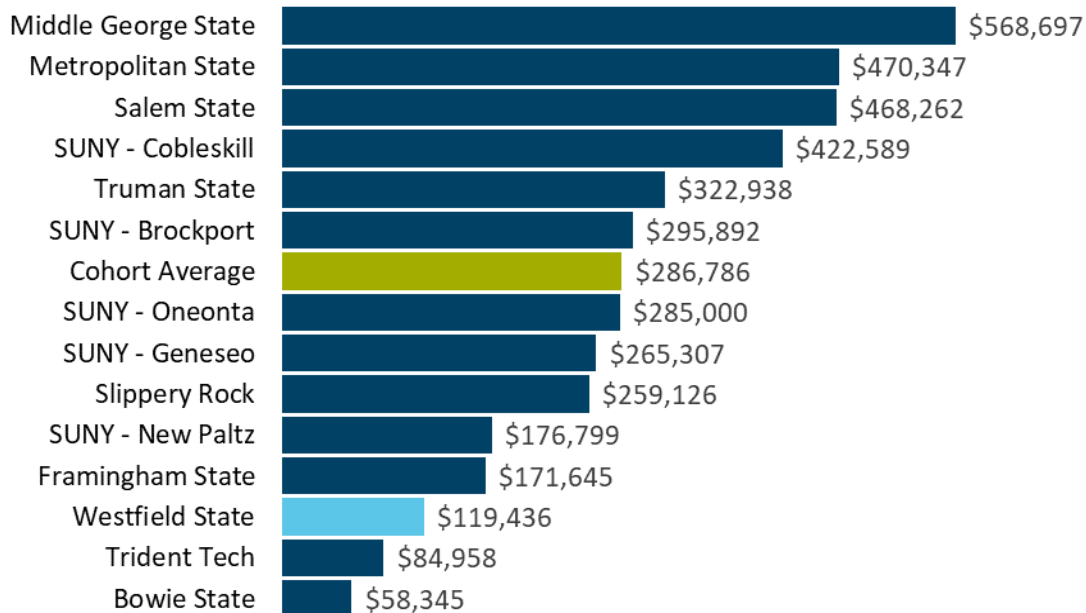
WSU's three largest gifts from living individuals (\$582,343) is 200 percent of the cohort average (\$291,157). WSU ranks 3 of 15 in three largest gifts from living individuals.

Three Largest Gifts from Living Individuals as a Proportion of Total Individual Giving



One sign of significant major gift activity is when a small number of gifts account for a large proportion of overall giving. WSU's three largest gifts from living individuals account for 46 percent of all individual giving. This is 228 percent of the cohort average (20.2%).

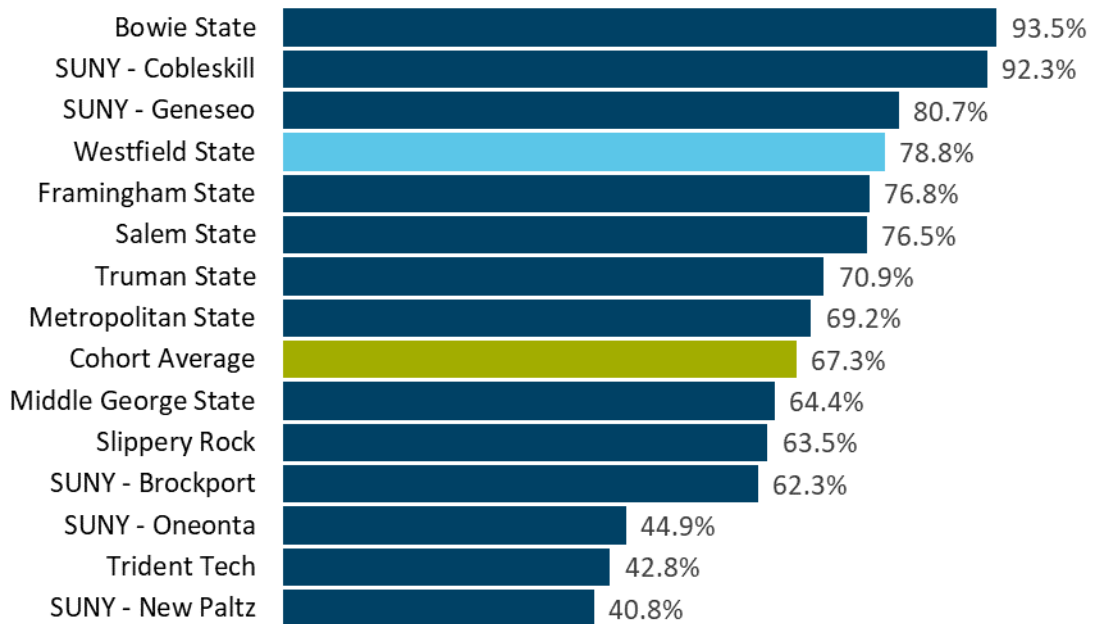
Three Largest Gifts from Foundations



WSU's three largest gifts from foundations (\$119,436) is 42 percent of the cohort average (\$286,786).⁵

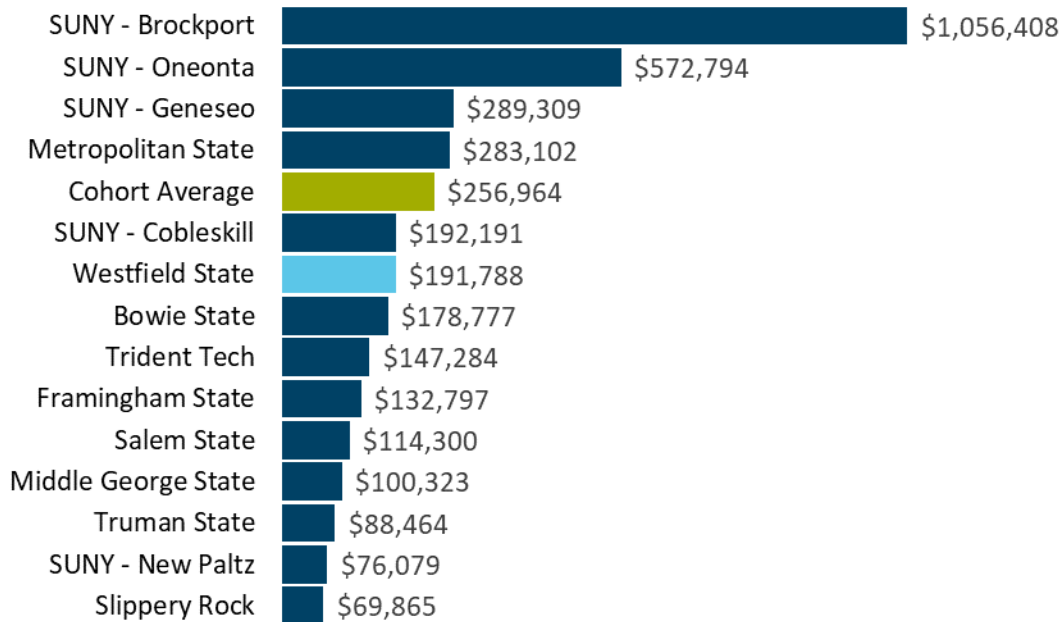
⁵ Trinity Valley CC did not report their three largest gifts from foundations.

Three Largest Foundation Gifts as a Proportion of Total Foundation Giving



A high proportion of total foundation giving from the three largest foundation gifts could be a sign that only a small number of foundation gifts were received, unless the three largest foundation gifts were significantly large gifts in an otherwise robust foundation giving program. WSU's three largest gifts from foundations account for 79 percent of their foundation giving, which is 117 percent of the cohort average (67%).

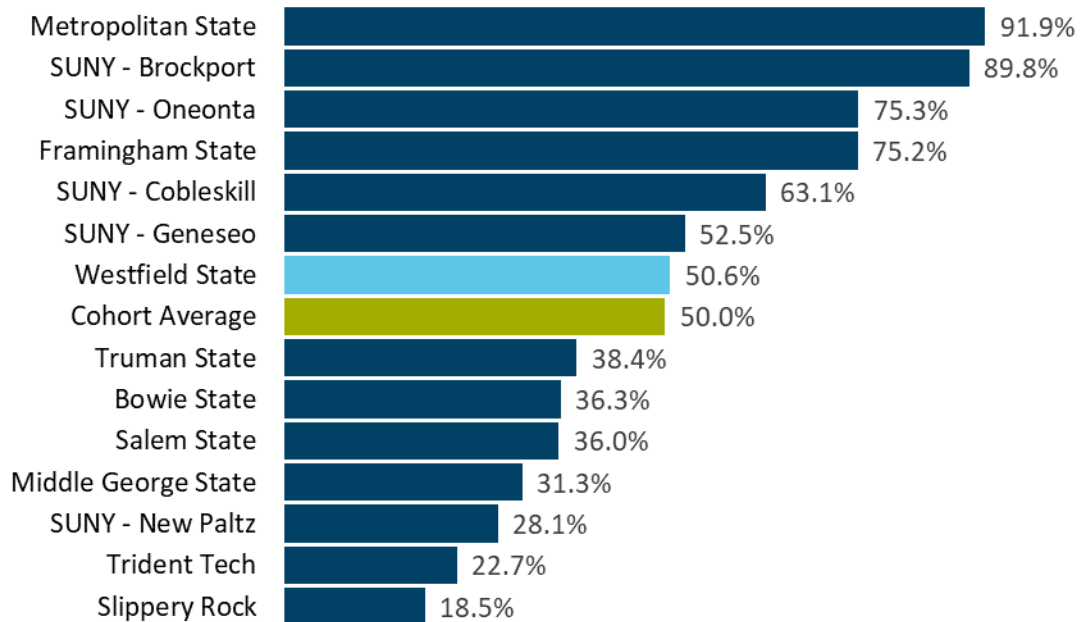
Three Largest Gifts from Corporations



WSU's three largest gifts from corporations (\$191,788) is 75 percent of the cohort average (\$256,964).⁶

⁶ Trinity Valley CC reported \$0 giving from corporations.

Three Largest Corporate Gifts as a Proportion of Total Corporate Giving

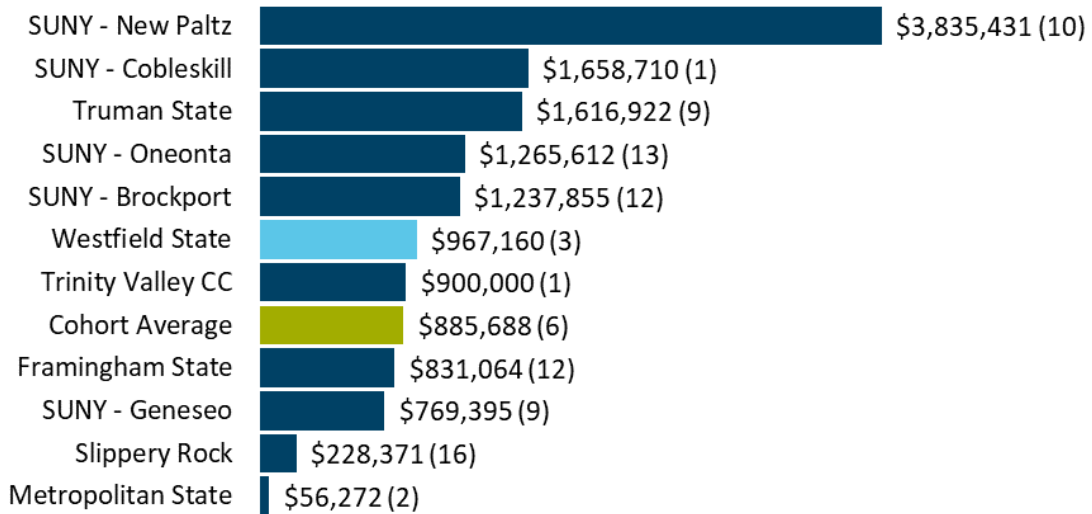


A high proportion of total corporate giving from the three largest corporate gifts could be a sign that only a small number of corporate gifts were received, unless the three largest corporate gifts were significantly large gifts in an otherwise robust corporate giving program. WSU's three largest gifts from corporations account for 51 percent of their corporate giving, which is 101 percent of the cohort average (50%).

Bequests

Bequests are defined as realized bequests such as wills and estate settlements.

Three-Year Bequest Total, Dollars and Count

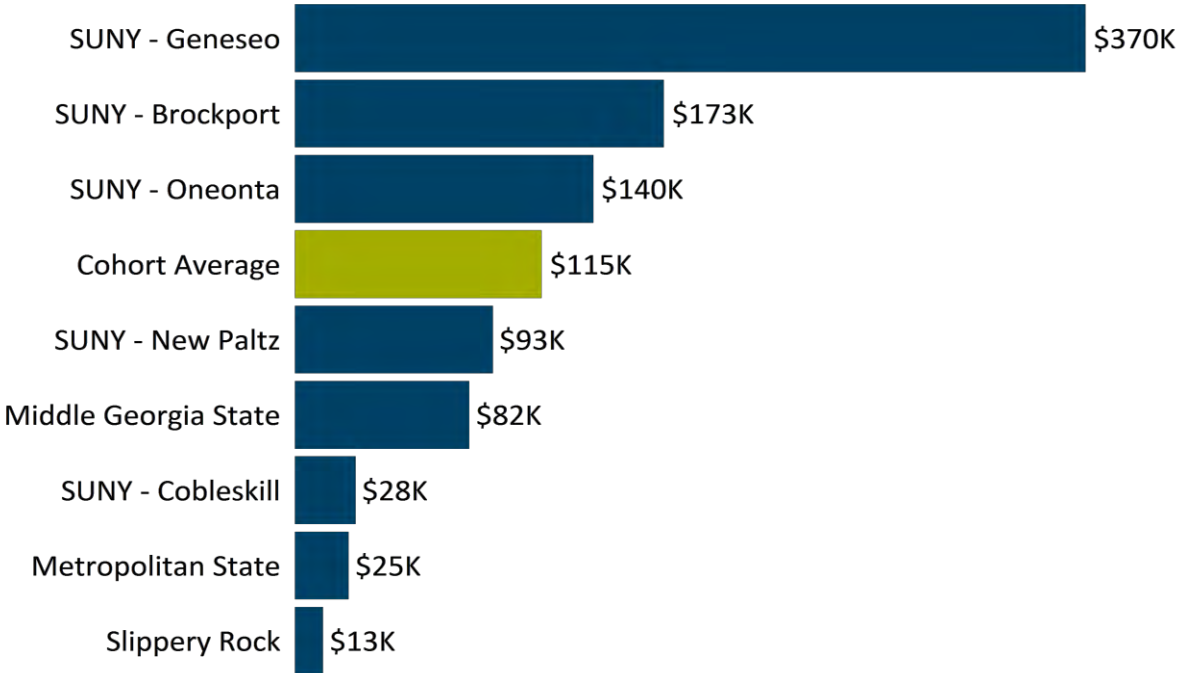


WSU had three realized bequests totaling \$967,160 in fiscal years 2016-2018. This is 109 percent of the cohort average of \$885,688. WSU's three bequests are 50 percent the number of bequests of the cohort average. Four schools had no bequest giving.

Governing Board Giving

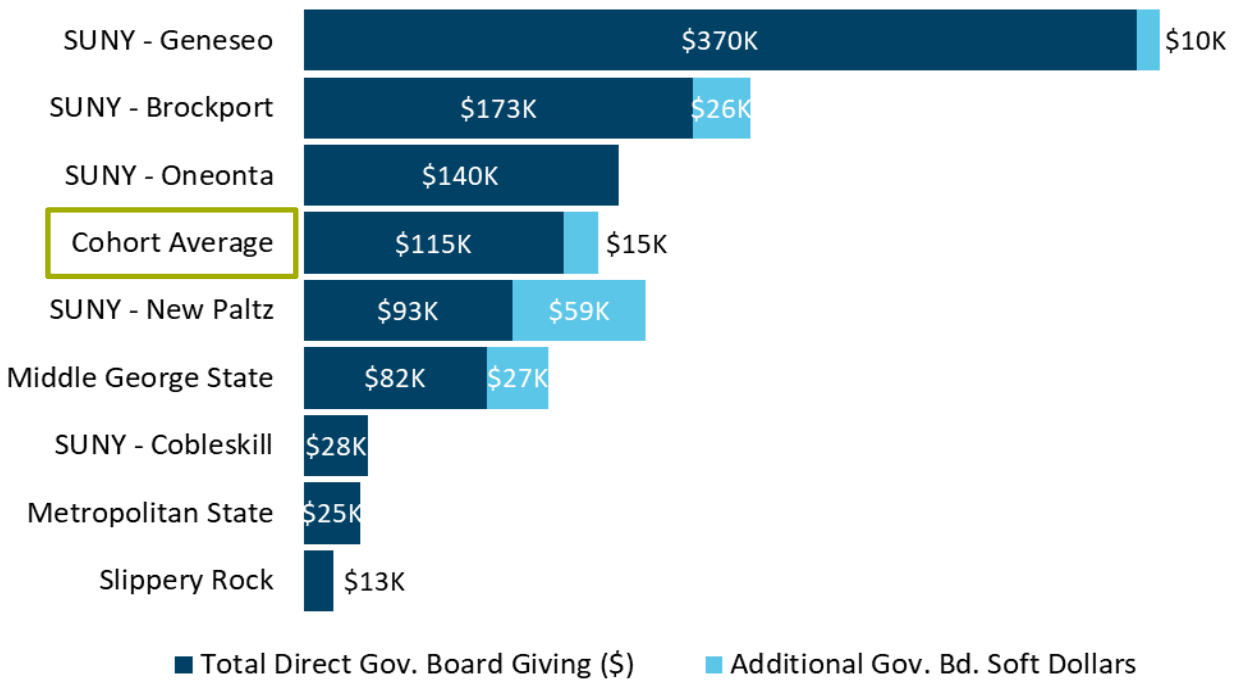
WSU did not report governing board giving to the VSE. The following charts are provided to show the amount of giving cohort schools have achieved through donations from their governing boards. Governing board giving includes current, emeritus, and honorary board members.

Direct Governing Board Giving



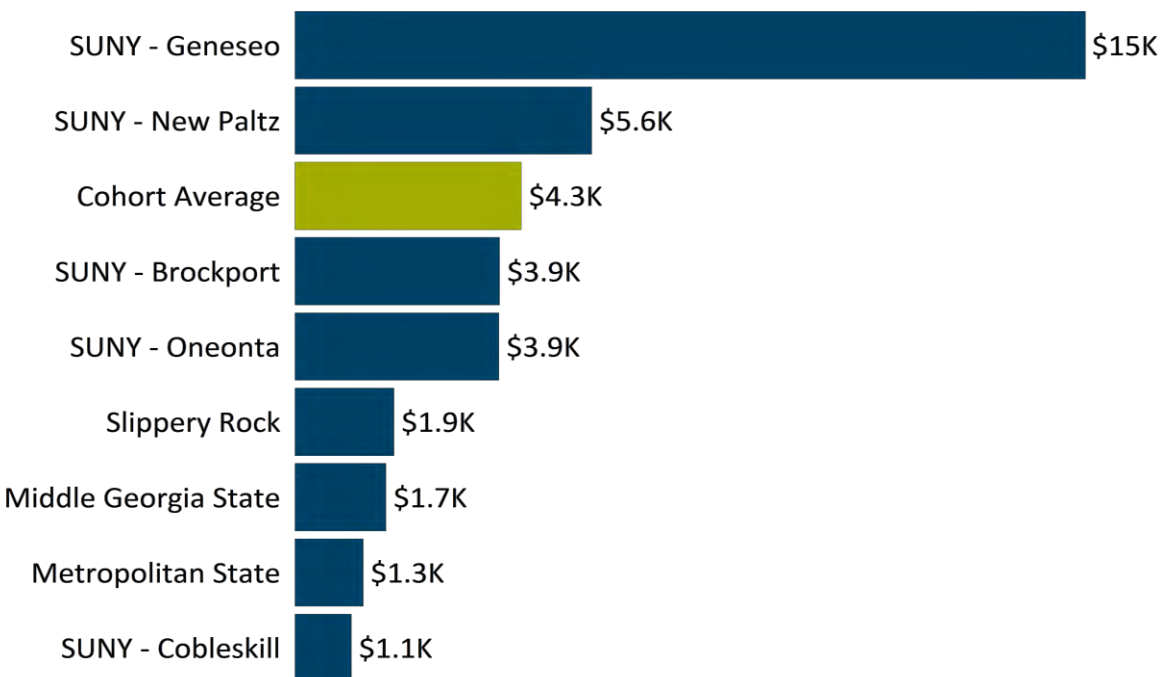
Direct governing board giving is given directly from the board member (i.e., hard credit giving).

Total Governing Board Giving

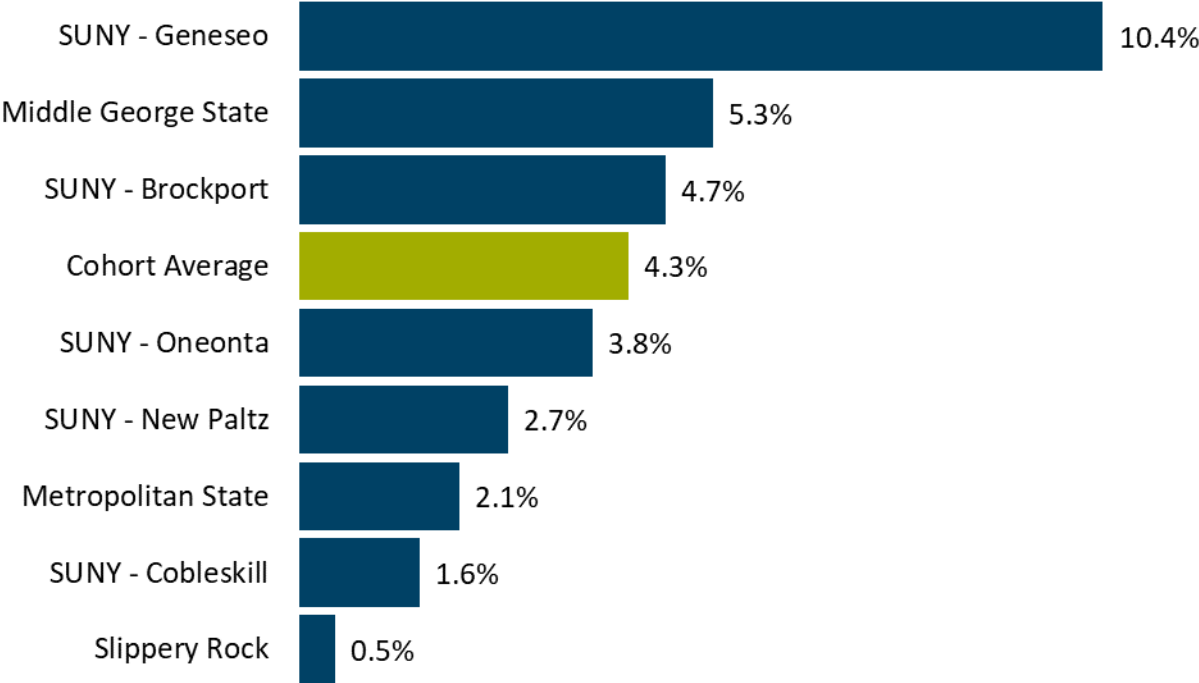


Governing board soft dollars are gifts directed by the governing board members where the legal donor is another entity, such as a donor advised gift fund or family foundation, among other possible entities.

Governing Board Giving per Governing Board Donor



Governing Board Giving as a Proportion of Total Support



Successful fundraising campaigns are driven by the support of the governing board. Board giving in new gifts and pledges can account for 25 percent or more during a successful campaign. While this data measures only cash receipts, it can still be useful in measuring the proportion of total giving that cohort institutions receive from their boards.

Other Measures

Marts & Lundy attempted to measure Advancement office expenditures and FTEs, but only two of the 15 schools provided data for these metrics.

Westfield State Rank by Measure

The following table provides WSU's relative rank for each measure in the benchmarking exercise.

Measure	Rank
Total Support	10 of 15
Total Endowment	11 of 15
Total Enrollment	13 of 15
Total Support per Enrolled Student	10 of 15
Endowment per Enrolled Student	12 of 15
Percent of Giving by Source	
From Alumni	11 of 15
From Other Individuals	1 of 15
From Foundations	11 of 15
From Corporations	6 of 15
From Other Organizations	8 of 15
From Parents	6 of 15 ⁷
Measures of Alumni Support	
Total Alumni Support	12 of 15
Alumni of Record	9 of 15
Proportion of Alumni Solicited	3 of 15
Alumni Participation	10 of 15
Alumni Support per Alumni of Record	12 of 15
Alumni Support per Alumni Solicited	12 of 15
Alumni Support per Alumni Donor	13 of 15
Percent of Giving by Allocation	
Current Restricted	14 of 15
Current Unrestricted	9 of 15
Endowment Income Restricted	2 of 15
Endowment Income Unrestricted	4 of 15 ⁸
Property, Buildings, and Equipment	2 of 15 ⁹
Other	4 of 15 ¹⁰

⁷ Four schools did not have any parent giving income.

⁸ Seven schools reported having unrestricted endowment income.

⁹ Nine schools reported having property, building, and equipment giving.

¹⁰ This allocation consists of loan funds and deferred giving. Only three schools reported giving for these allocations. WSU and 11 other schools did not have any giving for this allocation.

Measure	Rank
Three Largest Gifts	
Three Largest Gifts from Living Individuals	3 of 15
Three Largest Gifts from Living Individuals as a Proportion of Total Individual Giving	1 of 15
Three Largest Gifts from Foundations	12 of 15
Three Largest Foundation Gifts as a Proportion of Total Foundation Giving	4 of 15
Three Largest Gifts from Corporations	6 of 15
Three Largest Corporate Gifts as a Proportion of Total Corporate Giving	7 of 15
Three-Year Bequest Total, Dollars	6 of 15

D. Yield Analysis

A REPORT FOR:

Westfield
STATE UNIVERSITY

Yield Analysis



Kathy L. Howrigan

Senior Consultant & Principal

Myrna Ghorayeb

Associate Consultant

Brian A. Zive

Consultant, Analytical Solutions

Contents

- Executive Summary 1**
- Yield Analysis Overview 3**
- Prospect Segmentation 4**
 - Major Gift Capacity..... 4
 - Likelihood of Giving 6
- Risk Adjustment 8**
- Major Gift Yield 10**
- Realistic Gift Tables 11**
 - \$10 Million Broad Gift Table..... 12
 - \$10 Million Narrow Gift Table 14
 - \$10 Million Gift Tables Comparison 16
 - \$20 Million Gift Table 17
 - Realistic Gift Tables Summary 19
- Staffing Analysis 20**
 - Anticipated Productivity from Current Staff 20
 - Anticipated Productivity After Adding Two New Major Gift Officers 21
- Next Steps 22**
- Appendices..... 23**
 - A. Likelihood Model Confirmation Table..... 23
 - B. Risk Adjustment Historical Giving Analysis 24
 - C. Alternate Chart of Gifts Needed by Gift Table 25
 - D. All Gift Pyramids..... 26

Executive Summary

Marts & Lundy's Yield Analysis projects that **Westfield State University (WSU) could raise between \$6.6 million and \$10.7 million in major gifts from individuals** as part of a comprehensive fundraising campaign. **This projection is an affinity-based, risk-adjusted analysis of the University's 16,014 prospects that have a minimum philanthropic capacity of \$10,000.** This projection is a quantitative analysis of WSU's currently known prospect pool and does not consider fundraising priorities, case for support, fundraising resources, staff productivity, or external factors such as the economy or competing fundraising efforts. **This yield represents what should be possible for WSU as it moves toward becoming a high-performing major gifts office.** If WSU were to continue with the status quo, Marts & Lundy calculated WSU's potential as \$3.5 million to \$5.8 million from individual major gifts.

The yield of \$6.6 million to \$10.7 million is lower than expected for a pool of 16,000 prospects and was largely affected by the low number of prospects with high levels of philanthropic capacity. Philanthropic capacity to make a major gift was determined by electronic wealth screening¹¹ and historical giving to WSU, both of which are traditional and valid methods of identifying wealth. At this point in time, there are only two prospects believed to have the philanthropic means to make a gift of \$1 million or greater. There is likely additional capacity within WSU's universe (including the other 34,000 constituents not found to have the philanthropic capacity to make a major gift) that remains undiscovered. A prospect researcher can help discover capacity of WSU's alumni and friends as well as confirm the results from electronic screening. A qualitative manual review of top prospects conducted by WSU also did not reveal additional capacity, suggesting that WSU may know who its top prospects are but is not engaged with these top prospects enough to estimate their true capacity.

When compiling gift tables, Marts & Lundy considers three important factors in assessing the feasibility of the various major gift goals: the number of gifts needed, the number of prospects needed, and the number of prospects currently identified. While traditional gift tables include gifts from *all* sources summing to a campaign goal, our *realistic gift tables* include only major gifts from *individuals*, because individual prospects are most likely to respond to the case for support during a campaign. Marts & Lundy built three gift tables:

- **Two tables present alternate scenarios for a \$10 million goal.** A broad-based gift table suggests that WSU will need 221 gifts at gift levels between \$10,000 and \$1 million. The table is broad because it requires a large number of \$10,000 and \$25,000 gifts. A narrow gift table suggests that \$10 million could be achieved from 122 gifts at gift levels between \$10,000 and \$1 million. Closing four gifts at \$500,000 (instead of two in the broad table) and twelve gifts at \$250,000 (instead of eight in the broad table) means that the same goal can be achieved from 99 fewer gifts.

¹¹ Electronic wealth screening was conducted by WSU with Blackbaud Target Analytics prior to the Yield Analysis.

- A third gift table suggests that \$20 million can be theoretically achieved by closing 98 gifts between \$25,000 and \$5 million. This gift table sets the base major gift threshold at \$25,000 and includes a lead gift of \$5 million, both key indicators that are appropriate for a goal of this size. However, \$20 million is double the major gift yield projection, and there are not enough known prospects at high levels of capacity to achieve \$20 million.

No matter the ultimate campaign goal, **the important work of strengthening relationships with major gift prospects and identifying new prospects should not be neglected.** Marts & Lundy classified all prospects as having *high, medium, or low* likelihood of giving, and at this time, Marts & Lundy's gift tables indicate that there are not enough prospects with likelihood to solicit to achieve \$10 million or \$20 million in major gifts. The annual fund can be an excellent source of prospects. When prospects make an unusually large gift in response to a direct mail appeal or on the website – thus, self-identifying – they should not only be thanked but also closely reviewed and researched. These donors should then be moved into the major gift prospect pipeline if appropriate.

Frontline gift officer staffing is also a crucial piece for campaign success. Our staffing model predicts that, under major gift officer productivity based on optimized industry standards, the current staff of one principal gift officer and two major gift officers could close 105 major gifts over five years, which falls short of the required number of gifts in either of the \$10 million gift models. A second staffing model with two additional major gift officers shows that WSU could close 135 gifts, which is enough closures for the \$10 million narrow gift table. As WSU moves toward building a fully-functioning major gifts office, gift officer staffing will be crucial for the number of qualification and cultivation visits needed to build the relationships that will lead to successful solicitations.

Yield Analysis Overview

In order to determine WSU's current fundraising potential and likely staffing requirements, Marts & Lundy conducted a five-step Yield Analysis.

There are five main steps:



- **Prospect Segmentation** involves dividing major gift prospects into major gift capacity and likelihood of giving segments.
- After segmenting prospects by capacity and likelihood, a **Risk Adjustment** is made to reflect the portion of each segment's total philanthropic capacity that is likely to be garnered.
- Using outcomes from the segmentation and risk adjustment, the **Major Gift Yield** projects the total amount of giving that could be expected in major gifts from individuals.
- **Realistic Gift Tables** quantify the number of principal and major gifts that must be raised to reach various goal scenarios.
- The **Staffing Analysis** determines the number of frontline individual major gift officers needed to achieve fundraising outcomes calculated in the realistic gift tables.

Prospect Segmentation

Prospect segmentation is the first step in the process to project a major gift yield from individuals. Marts & Lundy often refers to gifts from individuals as *elastic* because these are the gifts that are likely to stretch in both number and dollar amount during the intense communication and cultivation activities of a campaign. In this initial step, prospects are segmented by major gift capacity¹² and likelihood of giving.

WSU provided an initial file of 53,705 prospects, and Marts & Lundy conducted an initial clean up.

- 2,446 pairs of spouses were merged so that household capacity would not be double counted.
- 832 records of those aged 23 and under were removed under the premise that they are not likely to make a major gift due to age.

This left a remaining file of 50,427 records at the start of prospect segmentation.

Major Gift Capacity

Marts & Lundy analyzed the file to identify prospects with the perceived capacity to make a major gift of \$10,000 or greater. Capacity researched by WSU, wealth screening results from Blackbaud Target Analytics, and history of giving to WSU were used to determine major gift capacity.

After an initial review of wealth screening and historical giving, Marts & Lundy prepared lists of prospects with the highest capacity and asked WSU to confirm the major gift capacity for these prospects and to classify each prospect as having high, medium, or low attachment to WSU. This process, called Top Prospect Review, introduces qualitative knowledge of prospect capacity and engagement into a process that otherwise is largely a quantitative assessment. During Top Prospect Review, WSU identified 20 prospects to outright remove from consideration for the Yield Analysis.

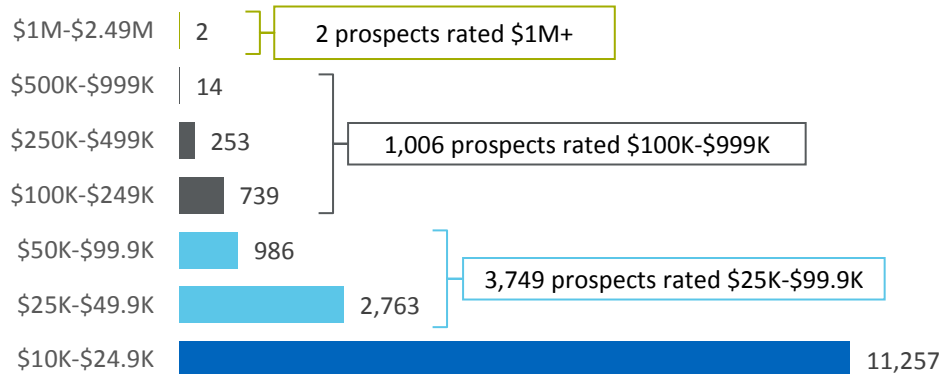
Following Top Prospect Review, Marts & Lundy calculated a final major gift capacity for each prospect. If WSU adjusted capacity during Top Prospect Review, that value was used. Likewise, internal WSU capacity was given precedence over the capacity determined by Marts & Lundy based upon the provided wealth screening and historical giving data.

Prospects were then grouped into two categories: those with perceived capacity to make a major gift of at least \$10,000 and those without such capacity. The result was 16,014 prospects with major gift capacity. These prospects were the basis for predicting the major gift yield as part of the Yield Analysis.

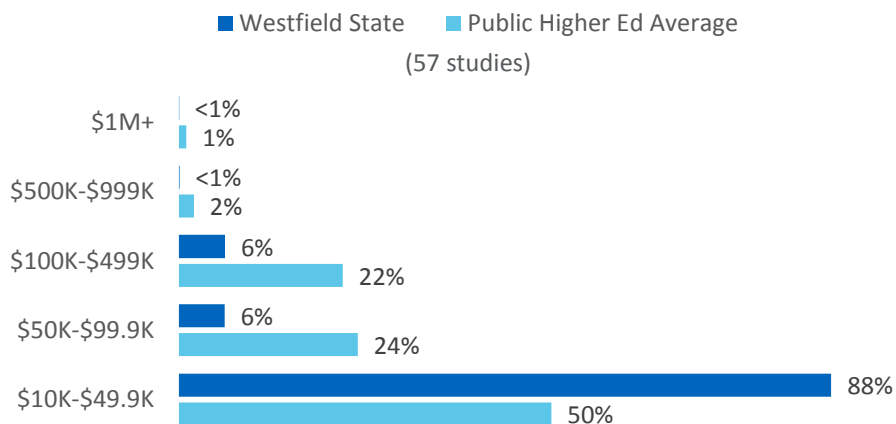
¹² Major gift capacity is the estimated gift or pledge amount a prospect could make to any organization over a five-year period, without regard to inclination.

Major Gift Prospect Financial Capacity

The 16,014 prospects with major gift capacity were grouped by capacity. WSU currently has only two prospects with major gift capacity of at least \$1 million. This does not mean that WSU will not obtain more seven-figure and above gifts, but prospects with such capacity to do so are not known in the current snapshot of the database.



Upon comparison with data stored in Marts & Lundy's client archives from other public higher education institutions, WSU has many more prospects with lower levels of capacity.



Prospects Without Major Gift Capacity

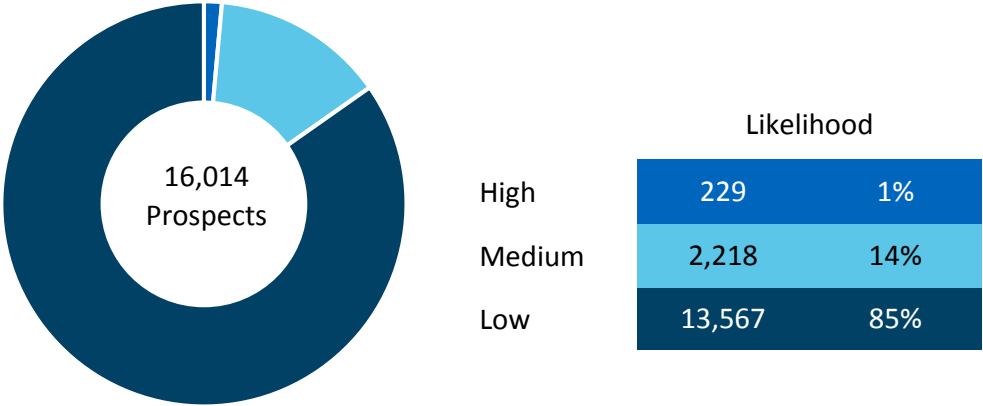
Marts & Lundy recommends soliciting the prospects without major gift capacity via mass appeals such as direct mail. When these prospects make a gift – thus, self-identifying – they should not only be thanked but also closely reviewed based on the gift amount and any other known research and then moved into the major gift prospect pipeline if appropriate.

Likelihood of Giving

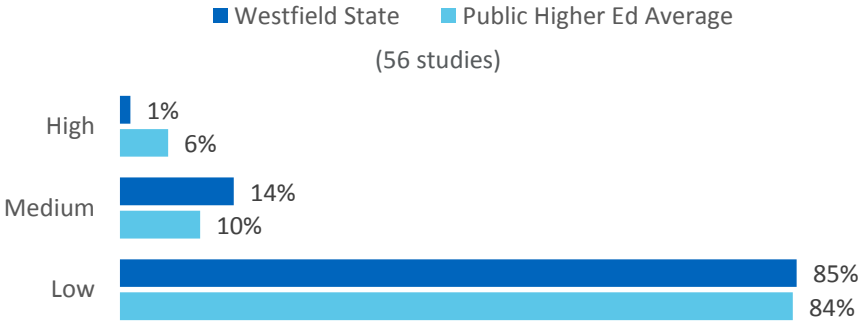
To determine an affinity-based likelihood of making a major gift, Marts & Lundy built a recency, frequency, and monetary (RFM) model by examining the giving history of each prospect. Using this model, each prospect was classified as having *high*, *medium*, or *low* likelihood of giving. The classifications were compared against giving metrics to provide confirmation that the modeling process was effective.¹³

Next, Marts & Lundy incorporated the high, medium, and low attachment classifications WSU made during Top Prospect Review. When WSU manually classified the attachment, WSU’s attachment determination was used instead of the modeled likelihood.

Ultimately, 229 prospects were classified with high likelihood, 2,218 prospects were classified with medium likelihood, and 13,567 prospects were classified with low likelihood.



Upon comparison with data stored in Marts & Lundy’s client archives from other public higher education institutions, WSU has a lower proportion of prospects with high likelihood. This is an indication that WSU has an underdeveloped major gift prospect pool.



¹³ See the appendix for model confirmation statistics.

As a final step in prospect segmentation, prospects were segmented by likelihood and major gift capacity, shown in the following table. This distribution is the basis for the major gift yield.

Prospects by Capacity and Likelihood				
Capacity	Prospects	Likelihood		
		High	Medium	Low
\$1M-\$2.49M	2	1	0	1
\$500K-\$999K	14	0	1	13
\$250K-\$499K	253	2	26	225
\$100K-\$249K	739	15	80	644
\$50K-\$99.9K	986	14	128	844
\$25K-\$49.9K	2,763	44	435	2,284
\$10K-\$24.9K	11,257	153	1,548	9,556
Total	16,014	229	2,218	13,567

Risk Adjustment

WSU’s 16,014 prospects with major gift capacity have an aggregate base capacity of over \$377 million.¹⁴ Marts & Lundy’s risk adjustment accounts for the fact that not every prospect is going to make a gift in their capacity band.

Aggregate Prospect Base Capacity		
Capacity	Prospects	Aggregate Base Capacity
\$1M-\$2.49M	2	\$2,000,000
\$500K-\$999K	14	\$7,000,000
\$250K-\$499K	253	\$63,250,000
\$100K-\$249K	739	\$73,900,000
\$50K-\$99.9K	986	\$49,300,000
\$25K-\$49.9K	2,763	\$69,075,000
\$10K-\$24.9K	11,257	\$112,570,000
Total	16,014	\$377,095,000

A risk adjustment conversion rate was applied to the prospect pool to calculate the portion of each band’s aggregate capacity that is likely to be captured by WSU through major gift contributions during a campaign. To determine the appropriate risk adjustment, Marts & Lundy analyzed prospect major gift capacity and historical giving data.¹⁵ The following conversion rates were used for risk adjustment.

Risk Adjustment	
Prospect Likelihood	Conversion Rate
High	15%
Medium	5%
Low	1%

¹⁴ Aggregate base capacity is calculated by multiplying the number of prospects in each capacity range by the floor of the capacity range.

¹⁵ See the appendix for historical giving analysis summary.

The risk adjustment provides what Marts & Lundy calls the full donor equivalent expected at each capacity range. After multiplying the number of prospects in each likelihood by the conversion rates, Marts & Lundy calculated the risk-adjusted prospect pool. This converted the actual prospect count of 16,014 to a risk-adjusted count of 281 full donor equivalents.

Capacity	Prospects				Risk-Adjusted Prospects			Full Donor Equivalent
	Total	High	Medium	Low	High 15%	Medium 5%	Low 1%	
\$1M+	2	1	0	1	0.15	0.00	0.01	0.16
\$500K-\$999K	14	0	1	13	0.00	0.05	0.13	0.18
\$250K-\$499K	253	2	26	225	0.30	1.30	2.25	3.85
\$100K-\$249K	739	15	80	644	2.25	4.00	6.44	12.69
\$50K-\$99.9K	986	14	128	844	2.10	6.40	8.44	16.94
\$25K-\$49.9K	2,763	44	435	2,284	6.60	21.75	22.84	51.19
\$10K-\$24.9K	11,257	153	1,548	9,566	22.95	77.40	95.56	195.91
Total	16,014	229	2,218	13,567	34.35	110.90	135.67	281

Totals may not equal sum of parts due to rounding.

Major Gift Yield

The major gift yield is the forecast of major gifts expected from individual major gift prospects. The yield is calculated using the full donor equivalents derived during the risk adjustment. To calculate projected giving, the number of full donor equivalents in each capacity band was multiplied by the capacity band’s low and mid-point dollar levels.¹⁶ When all capacity bands are added together, **Marts & Lundy projects a potential individual major gift yield of \$6.6 million to \$10.7 million** over the course of a campaign. This range is based on new gifts and new pledges, where pledges are typically payable over a five-year period.

Projected Major Gift Yield				
Capacity	Prospects	Full Donor Equivalent	Low Yield	High Yield
\$1M+	2	0.16	\$0.16M	\$0.28M
\$500K-\$999K	14	0.18	\$0.09M	\$0.13M
\$250K-\$499K	253	3.85	\$0.96M	\$1.44M
\$100K-\$249K	739	12.69	\$1.27M	\$2.22M
\$50K-\$99.9K	986	16.94	\$0.85M	\$1.27M
\$25K-\$49.9K	2,763	51.19	\$1.28M	\$1.92M
\$10K-\$24.9K	11,257	195.91	\$1.96M	\$3.43M
Total	16,014	281	\$6.57M	\$10.70M

Products and totals may not equal the sum or product of their parts due to rounding.

It is important to note these numbers give a sense of risk-adjusted capacity only for individual major gifts. They do not consider fundraising priorities, case for support, fundraising resources, staff productivity, or external factors such as the economy or competing fundraising efforts. This is a forecast of major gifts from individuals with capacity of at least \$10,000. It does not include gifts of other types and sources that might be counted toward a comprehensive campaign or annual achievement, such as corporate giving and gifts below \$10,000 from individuals.

The risk adjustment used in this scenario represents a blend of WSU’s historical achievement and what should be possible for WSU as it moves toward becoming a high-performing major gifts office. If WSU were to continue with the status quo, Marts & Lundy calculates WSU’s potential as \$3.5 million to \$5.8 million from individual major gifts.

¹⁶ For example, to derive low and high yield projections from prospects with capacity between \$100,000 and \$249,999, the full donor equivalent count was multiplied by the low (\$100,000) and midpoint (\$175,000) of that range.

Realistic Gift Tables

While traditional gift tables include gifts from *all* sources summing to a campaign goal, Marts & Lundy's realistic gift tables include only major gifts from *individuals*, because gifts from individuals are the ones most affected by fundraising activities, resources, and frontline staffing. Marts & Lundy often refers to these gifts as *elastic*.

To build gift tables, we start with a dollar goal and layer on three important factors to assess the feasibility of the goal: the number of gifts needed, the number of prospects needed, and the number of prospects currently identified.¹⁷

Gift tables assume that WSU will need four prospects for each gift at \$100,000 and greater and five prospects for each gift below \$100,000.

Gift pyramids are an effective method of visualizing gift tables. All gift pyramids presented are on equal scale so that the relative difference in the breadth of the pyramids can be visually discerned.

¹⁷ Because a donor could make multiple gifts at different gift levels, our gift tables use gifts needed instead of donors needed.

\$10 Million Broad Gift Table

This gift table presents a model for a \$10 million campaign with a \$1 million lead gift and \$6 million in gifts of \$100,000 and greater. In this model, **WSU will need to cultivate 1,074 prospects and close 221 major gifts**. The distribution of this table is quite broad, with 160 of the 221 requisite gifts set at the two lowest major gift levels. At first glance, WSU has a surplus of prospects at all gift levels except \$1 million.

\$10 Million Broad Gift Table							
Gift Level	Gifts Needed	Prospects Needed	Prospects Identified	Prospect Surplus	Total	Cumulative Total	Cumulative % of Total
\$1M	1	4	2	-2	\$1.0M	\$1.0M	10%
\$500K	2	8	14	6	\$1.0M	\$2.0M	20%
\$250K	8	32	253	221	\$2.0M	\$4.0M	40%
\$100K	20	80	739	659	\$2.0M	\$6.0M	60%
\$50K	30	150	986	836	\$1.5M	\$7.5M	75%
\$25K	60	300	2,763	2,463	\$1.5M	\$9.0M	90%
\$10K	100	500	11,257	10,757	\$1.0M	\$10.0M	100%
Total	221	1,074	16,014	14,940	\$10.0M	\$10.0M	100%

Key Performance Indicators

- The lead gift accounts for 10 percent of the major gift goal.
- Gifts of \$100,000 and greater account for 60 percent of the goal.

Gift Pyramid



Gift Table by Prospect Likelihood

It is useful to break out prospect surpluses and shortfalls by gift level *and* likelihood segment for a second, and perhaps more realistic, assessment. Ideally, there would be a surplus of high likelihood prospects at all gift levels, though in Marts & Lundy's experience, this is rarely the case. The deficit of prospects with high likelihood in this scenario is quite severe. There is also a shortfall of prospects needed when including WSU's prospects with medium likelihood, particularly at gifts levels starting at \$250,000. Based on the known prospect pool *at this point in time*, it will be imperative for WSU to engage and cultivate prospects with low likelihood so that these prospects transition to higher levels of likelihood throughout the campaign. It will also be necessary for WSU to identify new prospects and conduct prospect research to identify prospect assets that will help uncover additional prospects with the ability to make seven-figure and eight-figure gifts.

\$10 Million Broad Gift Table by Prospect Likelihood							
Gift Level	Gifts Needed	Prospects Needed	High Likelihood		Medium Likelihood		Low Likelihood
			Identified	Surplus	Identified	Surplus (High + Medium)	Additional to Qualify & Cultivate
\$1M	1	4	1	-3	0	-3	1
\$500K	2	8	0	-8	1	-7	13
\$250K	8	32	2	-30	26	-4	225
\$100K	20	80	15	-65	80	15	644
\$50K	30	150	14	-136	128	-8	844
\$25K	60	300	44	-256	435	179	2,284
\$10K	100	500	153	-347	1,548	1,201	9,556
Total	221	1,074	229	-845	2,218	1,373	13,567

\$10 Million Narrow Gift Table

This gift table presents a different model for raising \$10 million in principal and major gifts. In this model, **by adding two additional \$500,000 gifts and four additional \$250,000 gifts**, the total number of gifts needed is reduced by 99 when compared to the broad \$10 million gift table. In this model, **WSU will need to cultivate 575 prospects and close 122 major gifts**. The challenge for WSU is that, currently, there are not enough prospects known to have capacity at these levels.

\$10 Million Narrow Gift Table							
Gift Level	Gifts Needed	Prospects Needed	Prospects Identified	Prospect Surplus	Total	Cumulative Total	Cumulative % of Total
\$1M	1	4	2	-2	\$1.0M	\$1.0M	10%
\$500K	4	16	14	-2	\$2.0M	\$3.0M	30%
\$250K	12	48	253	205	\$3.0M	\$6.0M	60%
\$100K	18	72	739	667	\$1.8M	\$7.8M	78%
\$50K	22	110	986	876	\$1.1M	\$8.9M	89%
\$25K	30	150	2,763	2,613	\$0.75M	\$9.65M	97%
\$10K	35	175	11,257	11,082	\$0.35M	\$10.0M	100%
Total	122	575	16,014	15,439	\$10.0M	\$10.0M	100%

Key Performance Indicators

- The lead gift accounts for 10 percent of the major gift goal.
- Gifts of \$100,000 and greater account for 78 percent of the goal.

Gift Pyramid



Gift Table by Prospect Likelihood

While a shortfall of identified prospects exists, the deficit is much less severe than in the broad gift table. Based on the known prospect pool *at this point in time*, it will still be imperative for WSU to engage and cultivate prospects with medium and low likelihood so that these prospects transition to higher levels of likelihood throughout the campaign. It will also be necessary for WSU to identify new prospects throughout the campaign.

\$10 Million Narrow Gift Table by Prospect Likelihood							
Gift Level	Gifts Needed	Prospects Needed	High Likelihood		Medium Likelihood		Low Likelihood
			Identified	Surplus	Identified	Surplus (High + Medium)	Additional to Qualify & Cultivate
\$1M	1	4	1	-3	0	-3	1
\$500K	4	16	0	-16	1	-15	13
\$250K	12	48	2	-46	26	-20	225
\$100K	18	72	15	-57	80	23	644
\$50K	22	110	14	-96	128	32	844
\$25K	30	150	44	-106	435	329	2,284
\$10K	35	175	153	-22	1,548	1,526	9,556
Total	122	575	229	-346	2,218	1,872	13,567

\$10 Million Gift Tables Comparison

A side-by-side comparison of the two \$10 million realistic gift tables demonstrates the profound effect that maximizing the number of gifts at the top of the gift pyramid has on fundraising efforts. Securing two additional \$500,000 gifts and four additional \$250,000 gifts means 105 fewer gifts in the bottom half of the gift table and 99 fewer gifts overall. Fewer gifts needed reduces the number of prospects that need to be cultivated and solicited.

Measure	\$10M Broad	\$10M Narrow	Difference
\$1M Gifts	1	1	-
\$500K Gifts	2	4	2 more
\$250K Gifts	8	12	4 more
\$100K Gifts	20	18	2 fewer
\$50K, \$25K, and \$10K Gifts	190	87	103 fewer
Total Gifts Needed	221	122	99 fewer
Prospects Needed	1,074	575	499 fewer
Goal Achieved From Gifts of \$100K+	60%	78%	+18%

Overlapping the gift pyramids helps visualize the relative difference in the number of gifts needed at each gift level.



\$20 Million Gift Table

This gift table presents a model for a \$20 million campaign. In a \$20 million campaign, a lead gift of \$5 million will likely be needed. This gift table sets the base major gift threshold at \$25,000, a threshold that is more appropriate for a goal of this size. In this model, **WSU will need to cultivate 452 prospects and close 98 major gifts.**

\$20 Million Gift Table							
Gift Level	Gifts Needed	Prospects Needed	Prospects Identified	Prospect Surplus	Total	Cumulative Total	Cumulative % of Total
\$5M*	1	4	2	-22	\$5.0M	\$5.0M	25%
\$1M*	5	20			\$5.0M	\$10.0M	50%
\$500K	8	32	14	-18	\$4.0M	\$14.0M	70%
\$250K	10	40	253	213	\$2.5M	\$16.5M	83%
\$100K	14	56	739	683	\$1.4M	\$17.9M	90%
\$50K	24	120	986	866	\$1.2M	\$19.1M	96%
\$25K	36	180	2,763	2,583	\$0.9M	\$20.0M	100%
Total	98	452	4,757	4,305	\$20.0M	\$20.0M	100%

**Prospects with minimum capacity of \$1 million are shared between these gift levels.*

Key Performance Indicators

- The lead gift accounts for 25 percent of the major gift goal.
- Gifts of \$100,000 and greater account for 90 percent of the goal.

Gift Pyramid



Gift Table by Prospect Likelihood

As the goal increases, so does the shortfall of prospects with high and medium likelihood at the top of the gift table. It remains imperative for WSU to engage and cultivate prospects with medium and low likelihood so that these prospects transition to higher levels of likelihood throughout the campaign. It will also be necessary for WSU to identify new prospects throughout the campaign.

\$20 Million Gift Table by Prospect Likelihood							
Gift Level	Gifts Needed	Prospects Needed	High Likelihood		Medium Likelihood		Low Likelihood
			Identified	Surplus	Identified	Surplus (High + Medium)	Additional to Qualify & Cultivate
\$5M*	1	4	1	-23	0	-23	1
\$1M*	5	20					
\$500K	8	32	0	-32	1	-31	13
\$250K	10	40	2	-38	26	-12	225
\$100K	14	56	15	-41	80	39	644
\$50K	24	120	14	-106	128	22	844
\$25K	36	180	44	-136	435	299	2,284
Total	98	452	76	-376	670	294	4,011

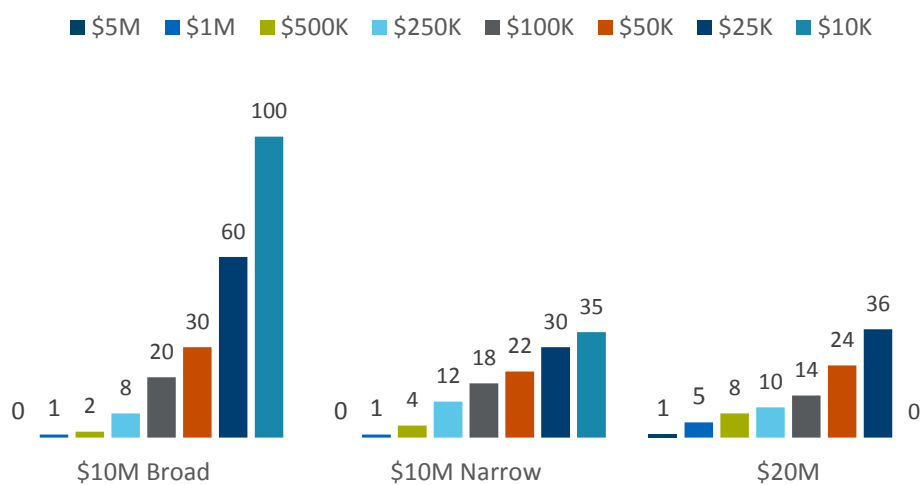
*Prospects with minimum capacity of \$1 million are shared between these gift levels.

Realistic Gift Tables Summary

All three gift tables and their metrics are summarized in the following table.

Gift Tables Summary			
Measure	\$10M Broad	\$10M Narrow	\$20M
\$5M Gifts	0	0	1
\$1M Gifts	1	1	5
\$500K Gifts	2	4	8
\$250K Gifts	8	12	10
\$100K Gifts	20	18	14
\$50K Gifts	30	22	24
\$25K Gifts	60	30	36
\$10K Gifts	100	35	0
Total Gifts Needed	221	122	98
Prospects Needed	1,074	575	452
Percent of goal from lead gift(s)	10%	10%	25%
Goal achieved from gifts of \$100K+	60%	78%	90%

The following chart shows the number of gifts needed by gift level for each gift table. An alternate orientation, grouped by gift amount instead of gift table, is included in the appendices.



Staffing Analysis

Marts & Lundy’s staffing model uses necessary gift closures – as calculated in the realistic gift tables – to compute required frontline staff. The staffing analysis focuses on the number of frontline fundraisers (staff members who have assigned portfolios) and is based on productivity measures such as number of face-to-face visits, number of solicitations, and gift closure rates.

Gift Officer Productivity Assumptions

To assess the number of major gifts WSU can close, Marts & Lundy relied on industry benchmark productivity metrics for high-performing major gift offices.

Productivity Assumptions				
Role	Portfolio Size	Visits per Month	Solicitations per Month	Closure Rate
Principal Gift Officers	75	5	1	70%
Major Gift Officers	125	10	1.5	35%

Anticipated Productivity from Current Staff

With its current staff **working at productivity levels commensurate with industry benchmarks**, Marts & Lundy’s staffing model indicates that WSU can make 240 solicitations and close 105 major gifts over five years.

Projected Frontline Major Gifts Productivity						
Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Visits	300	300	300	300	300	1,500
Solicitations	48	48	48	48	48	240
Closures	21	21	21	21	21	105

Totals may not equal sum of parts due to rounding.

Comparing the results of the staffing analysis to the number of gifts needed as calculated in the realistic gift tables, WSU falls short in the \$10 million gift models. This is due to the fact that the lead gift in both \$10 million scenarios is \$1 million, accounting for only 10 percent of the total.

Gifts Needed and Projected Closures			
Gift Table Scenario	Gifts Needed	Predicted Closures	Difference
\$10 Million Broad	221	105	-116
\$10 Million Narrow	122	105	-17
\$20 Million	98	105	+7

Anticipated Productivity After Adding Two New Major Gift Officers

In order to produce a model that will close at least 120 major gifts in a five-year period, Marts & Lundy developed a staffing plan that calls for adding two new major gift officers. In this model, it is assumed that new major gift officers will make one solicitation a month and experience a 25 percent success rate at solicitation. New major gift officers are likely making more qualification visits than experienced major gift officers and, therefore, have a few more visits per month.

Productivity Assumptions				
Role	Portfolio Size	Visits per Month	Solicitations per Month	Closure Rate
Principal Gift Officers	75	5	1	70%
Experienced Major Gift Officers	125	10	1.5	35%
New Major Gift Officers	100	12	1	25%

This scenario also takes into account naturally occurring employee attrition. This model assumes that in any given year, WSU will have one principal gift officer, two experienced major gift officers, and two new major gift officers. Generally, less experienced gift officers become experienced major gift officers after two years.

Under this staffing model, WSU can make 360 solicitations and close 135 major gifts over five years.

Projected Frontline Major Gifts Productivity						
Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Visits	588	588	588	588	588	2,940
Solicitations	72	72	72	72	72	360
Closures	27	27	27	27	27	135

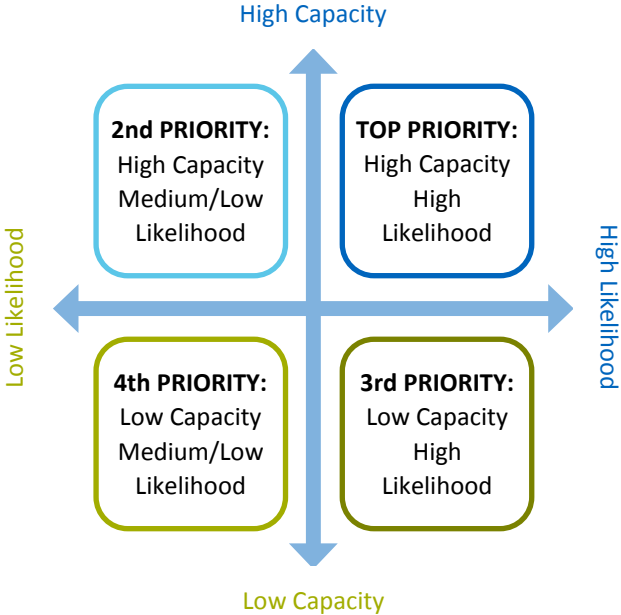
Totals may not equal sum of parts due to rounding.

Comparing the results of the staffing analysis to the number of gifts needed as calculated in the realistic gift tables, WSU will close enough gifts to complete the \$10 million campaign following the narrow gift pyramid. A narrow gift pyramid, through its focus on high-impact major gifts, benefits WSU as it moves toward becoming a high-performing major gifts office.

Gifts Needed and Projected Closures			
Gift Table Scenario	Gifts Needed	Predicted Closures	Difference
\$10 Million Broad	221	135	-86
\$10 Million Narrow	122	135	+13
\$20 Million	98	135	+37

Next Steps

Marts & Lundy will provide an electronic file of the capacity ranges and likelihood classifications for all the prospects included in this analysis. Generally, the matrix below can be a guide for prioritizing prospects for solicitation, engagement, and prospect research.



Marts & Lundy recommends that every prospect in WSU’s **Top Priority** segment (High Capacity, High Likelihood) be assigned to a frontline fundraiser, have a documented cultivation and solicitation plan, and be considered for solicitation during the campaign at levels commensurate to their capacity and interest. Members of this segment can be invited to serve as volunteer leaders and asked to serve as “champions” for the school and the campaign.

Second priority prospects (High Capacity, Medium/Low Likelihood) can also be assigned to frontline fundraisers with the objective of facilitating their “migration” into the High Likelihood segment. Fundraisers and prospect researchers should strive to identify personal interests that could serve as avenues for stronger engagement.

Third priority prospects (Low Capacity, High Likelihood) can be engaged as champions for WSU and assigned to portfolios generally based on their capacity. Their gifts will fill the base of the gift tables. If these prospects are unable to make a major gift, they may make fine prospects for leadership annual fund gifts. Further prospect research might be conducted to ensure their capacity ratings are accurate.

Fourth priority prospects (Low Capacity, Medium/Low Likelihood) should be researched to ensure their capacity ratings are accurate, while identifying personal interests that may allow them to more fully participate in the life of the institution. If any Low Capacity, Low Likelihood prospects are under management, Marts & Lundy recommends ensuring there are valid reasons for these prospects to remain in portfolios.

Appendices

A. Likelihood Model Confirmation Table

Giving metrics by likelihood, shown in the following table, confirm that those who are closest to WSU – as measured by modeled likelihood – are giving at a higher dollar amount, have made more gifts, and have given more recently.¹⁸

Statistics by Likelihood Rating	High	Medium	Low
Prospects	220	2,233	13,561
Total Lifetime Giving	\$3.9M	\$2.1M	\$0.9M
Average Lifetime Giving	\$17,700	\$950	\$65
Average Largest Gift	\$11,350	\$550	\$80
Average Number of Gifts	45	9	1.5
Average Giving Last Three Years	\$14,828	\$254	\$2
Average Time Since Last Gift	11 months	30 months	14.5 years
Donors in Last Three Years	206 (94%)	1,325 (59%)	0 (0%)
Donors Lifetime	220 (100%)	2,233 (100%)	5,653 (42%)

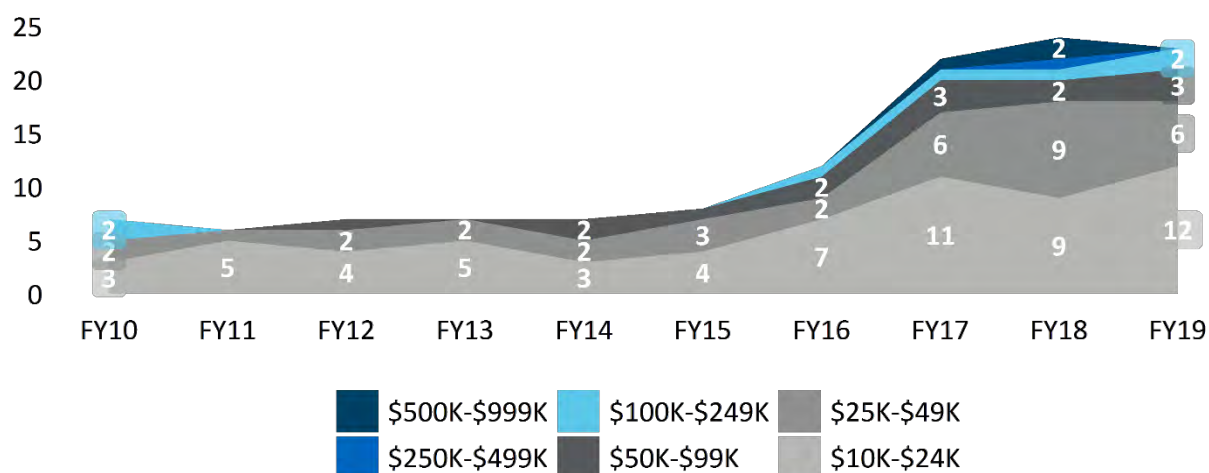
¹⁸ Note that these statistics were calculated before applying WSU’s manual assignment of high, medium, and low attachment during Top Prospect Review. The final number of high, medium, and low likelihood prospects differs from those shown in this table.

B. Risk Adjustment Historical Giving Analysis

There is a lot of untapped major gift potential for WSU. Less than one percent of the prospects in the Yield Analysis have cumulative lifetime giving at \$10,000 or greater.¹⁹

Number of Individual Prospects by Giving Categories			
Gift Level	Lifetime Giving	Largest Lifetime Gift	Total Giving in Last Three Years
\$1M	1	1	1
\$500K	0	0	0
\$250K	2	2	0
\$100K	6	3	3
\$50K	5	4	3
\$25K	24	15	6
\$10K	56	34	20
Total	94	59	33
Percent of Prospects	0.5%	<0.5%	<0.5%

For a fuller picture, Marts & Lundy considered data provided by WSU for the Trends Analysis. The following chart shows the number of *individual* major gift donors per gift tier since fiscal year 2009. There is no recent history of seven-figure giving from individuals.

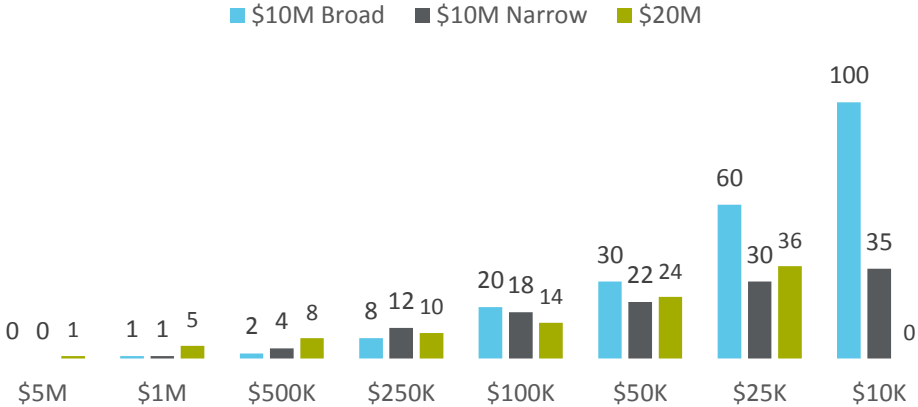


These observations, coupled with further data analysis, helped inform the risk adjustment process.

¹⁹ WSU may have other gifts or donors in these ranges. These figures were mined exclusively from the individual major gift prospects included in the Yield Analysis. Donors and their gifts that were not included in the Yield Analysis are not included in this data.

C. Alternate Chart of Gifts Needed by Gift Table

This chart presents the number of gifts needed, by gift level, for each realistic gift table.



D. All Gift Pyramids

Gift pyramids assume that WSU will need four prospects for each gift at \$100,000 and greater and five prospects for each gift below \$100,000.



221 gifts / 1,074 prospects



122 gifts / 575 prospects



98 gifts / 452 prospects

E. Feasibility Study

A REPORT FOR:

Westfield
STATE UNIVERSITY

Feasibility Study



Kathy L. Howrigan

Senior Consultant and Principal

Myrna Ghorayeb

Associate Consultant

Contents

- Introduction 1**
- Executive Summary 2**
- Interviews and Findings 4**
 - Section 1: General Perspective, Involvement Level, Confidence in Leadership 4
 - Section 2: Thoughts About Future Direction and Campaign..... 10
 - Section 3: Personal Involvement and Motivations 19
- Appendix: Interviewee List..... 27**

Introduction

Feasibility Study interviews included individual conversations conducted with current and potential donors to gain an understanding of their views of Westfield State University (WSU), their thoughts about the leadership and direction of WSU and the campaign, and their personal volunteer involvement and philanthropic inclinations. Additionally, the interviews were designed to determine how key prospective donors to the campaign reacted to the campaign priorities and to determine the feasibility of fundraising to support these priorities. Ten interviews were conducted with thirteen of WSU's key alumni, board members, and friends (three interviews were with couples). Individuals were interviewed in person and on the phone during December 2019 through January 2020 by Kathy Howrigan, Senior Consultant and Principal with the firm.

The interviews were conducted in a conversational style using a format refined by Marts & Lundy (M&L) over many years. Although every attempt was made to obtain responses to all questions in the study questionnaire, we were sensitive to signals from the interviewees about their levels of comfort in responding to certain areas of inquiry. As a result, not all questions were asked or answered by all interviewees. In addition, it is important to note that while figures and percentages are used to report on how respondents reacted to our questions, the number of interviews completed is insufficient to suggest that there is statistical reliability in the data, and none is implied or intended.

M&L prepared a preliminary case for support (prospectus) designed to articulate the vision for WSU and to outline the areas of focus for the campaign through several conversations with WSU leadership, staff, and faculty. A copy of this document was sent to all interviewees in advance of the meetings, and it was requested that they come to the interview prepared to discuss the case for support.

We'd like to offer particular thanks to Erica Broman and Joanne Leighton for their input and support in scheduling interviews and providing background briefings.

Executive Summary

Interviewees are largely positive about and supportive of WSU and the direction it appears to be moving at this point in its history. They express sincere loyalty for the University yet are concerned about how recent events have impacted the reputation of the institution. A majority (80%) described their current attitude towards WSU as *Very Positive*, with comments surrounding how WSU is instrumental in their lives today.

It is key to note since the interviews were conducted, the President announced his retirement. Many of those interviewed were quite positive about President Ramon Torrecilha. Interviewees believe he is a visionary and has challenged WSU in a positive way. An interviewee commented, *“Ramon has brought peace to campus and has brought Westfield into the new era of higher education. Ramon brought Westfield to a different level and is doing things that should have been done 15 years ago.”*

Those interviewed believe there is some room for improvement within the University Advancement program. A majority (50%) viewed the fundraising organization as *Good*, citing how Erica has helped Advancement in a positive way and is *“excellent.”* More than half (60%) cited that they are *Very Involved* with WSU and 40% would like to find ways to become more engaged.

Five interviewees overall liked the prospectus (believed it was *Very Compelling*) while four others felt it was *Somewhat Compelling*. Suggestions for strengthening the document included:

- *More fully describe exactly how and why these programs will be implemented and what the associated naming opportunities would be.*
- *There needs to be more clarity around why this particular initiative, allowing people to become more informed and involved.*
- *It seems heavy on narrative; it would be easier to digest if it began with a framework with the list of initiatives on the first page.*
- *Connect to the \$40M from Parenzo – how is it being used? ... More detail about the fiduciary duty to keep fees as modest as we can.*
- *Give some definition. Will need more detail.*

There were three major themes in the prospectus: *Increase Support for Student Success*, *Expand Undergraduate Research Opportunities*, and *Build Real World Partnerships through CoLab*. Interviewees gravitated toward and appreciated most *Increase Support for Student Success* and *Build Real World Partnerships through CoLab*.

Four interviewees believe the working campaign goal of \$10 million is *About Right*, and two feel it's *Too Aggressive*. Thirty percent of interviewees believe WSU is capable of securing leadership commitments necessary for campaign success. One noted, *“Need to educate folks about public education. Won't get a return right away – don't give up on that. Little things go a long way.”*

While 70% of interviewees expect to make a gift or pledge to the WSU campaign, 20% would not. WSU has the opportunity to create a dynamic dialogue in order to understand what is creating hesitation with donors – and how to encourage them to become strategic partners of the University.

Thirty percent of interviewees ranked WSU as *Highest* among their personal philanthropic priorities, and 50% ranked the University as *High*.

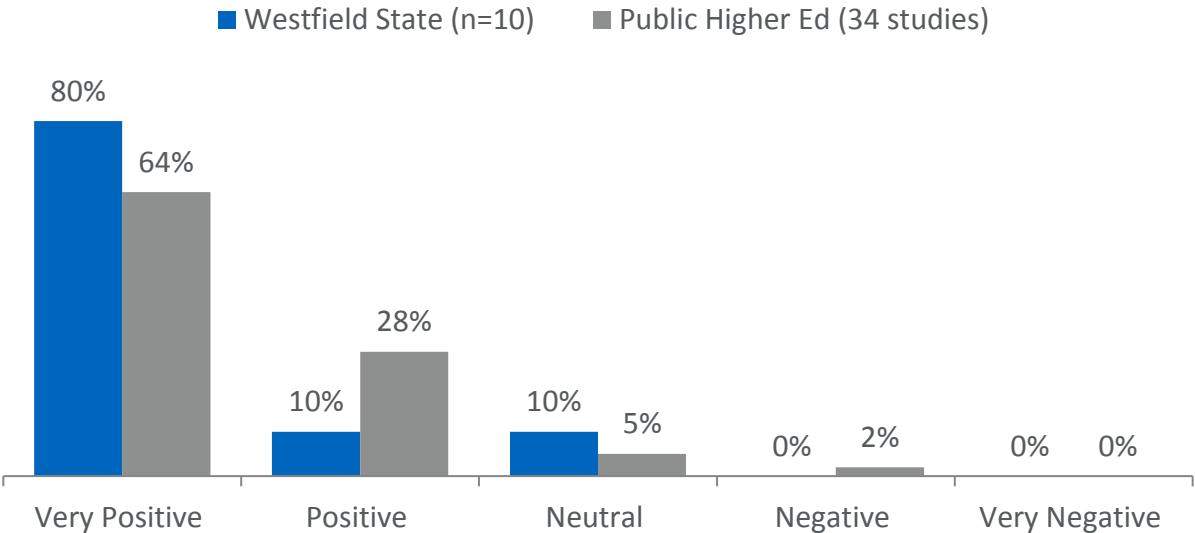
The interviewees displayed admiration and passion for WSU and would like to see the University become more involved and engaged with alumni. They find the “*little things*” like the golf tournament events to be very well received and believe WSU should continue on this path while educating its constituents on the strides and challenges they have overcome. WSU has the opportunity to showcase WSU priorities and increase support.

Interviews and Findings²⁰

Where possible, interviewee responses were compared with averages pulled from M&L’s archives – historic information that is shared only with clients.

Section 1: General Perspective, Involvement Level, Confidence in Leadership

How would you describe your current attitude toward WSU?

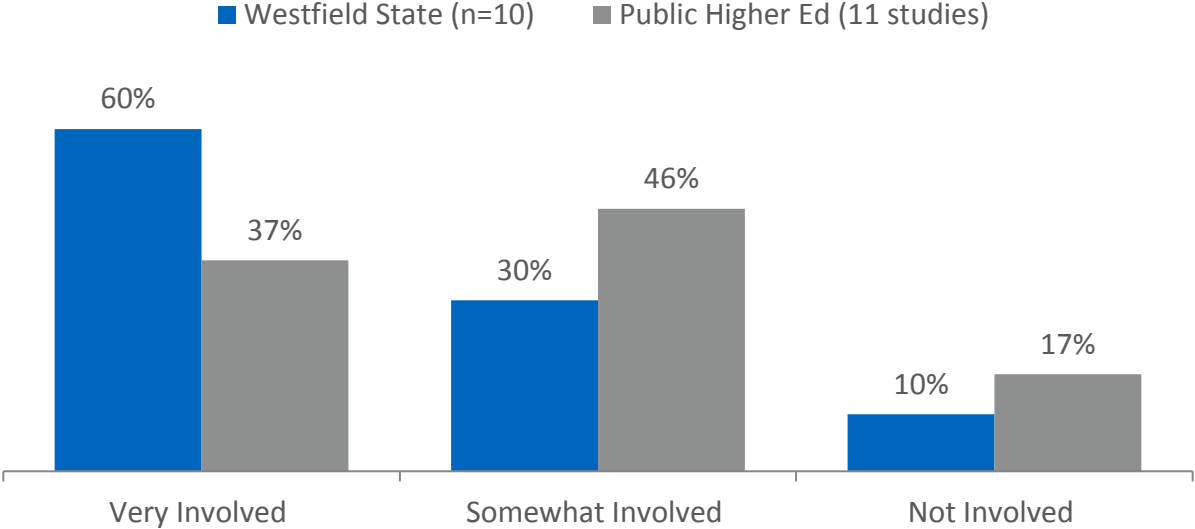


Representative Comments:

- *Westfield has a fond place in my heart. I want to be as supportive as possible.*
- *Care deeply about WSU but concerned that the faculty and staff are not happy; politics are a problem. Also concerned that WSU goes to the same people to give too often.*
- *Good value, good education, good professors, wonderful setting.*
- *Very robust institution with tremendous opportunities. It is an economic engine. People take it for granted. It has not yet reached its peak. It is financially stable. There are issues with campus climate, a drag from a group of individuals that choose to be adversarial and don't want to come to the table.*

²⁰ Please note that “did not answer” numbers and percentages are not included in the charts. The number of respondents varies by question. Percentages indicate the share of respondents. In addition, not all charts add to 100% due to rounding.

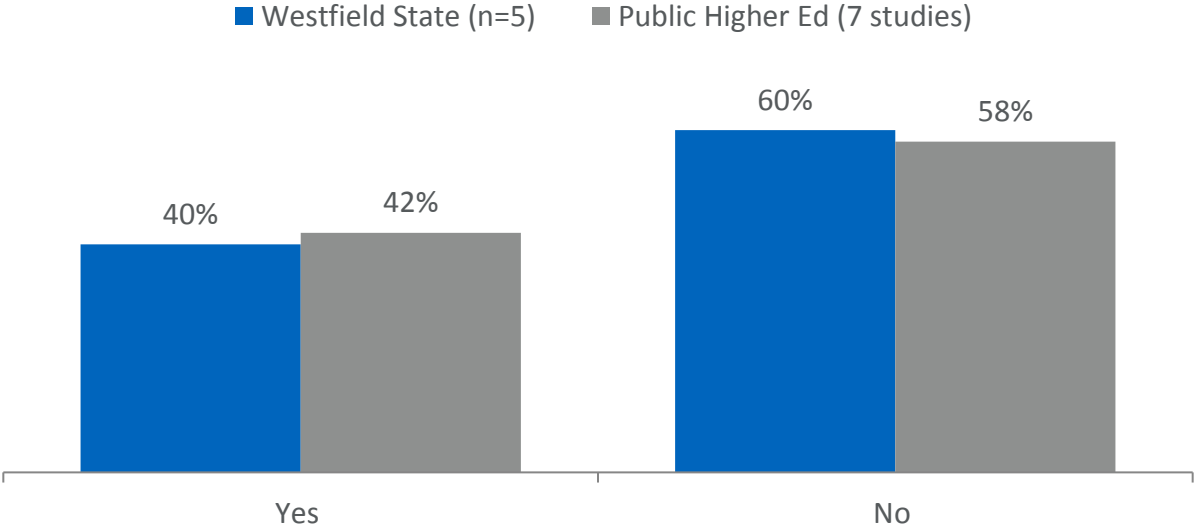
How would you describe your current level of involvement with WSU?



Representative Comments:

- *Help with events such as the golf tournament and in financial ways.*
- *Will never stop giving.*

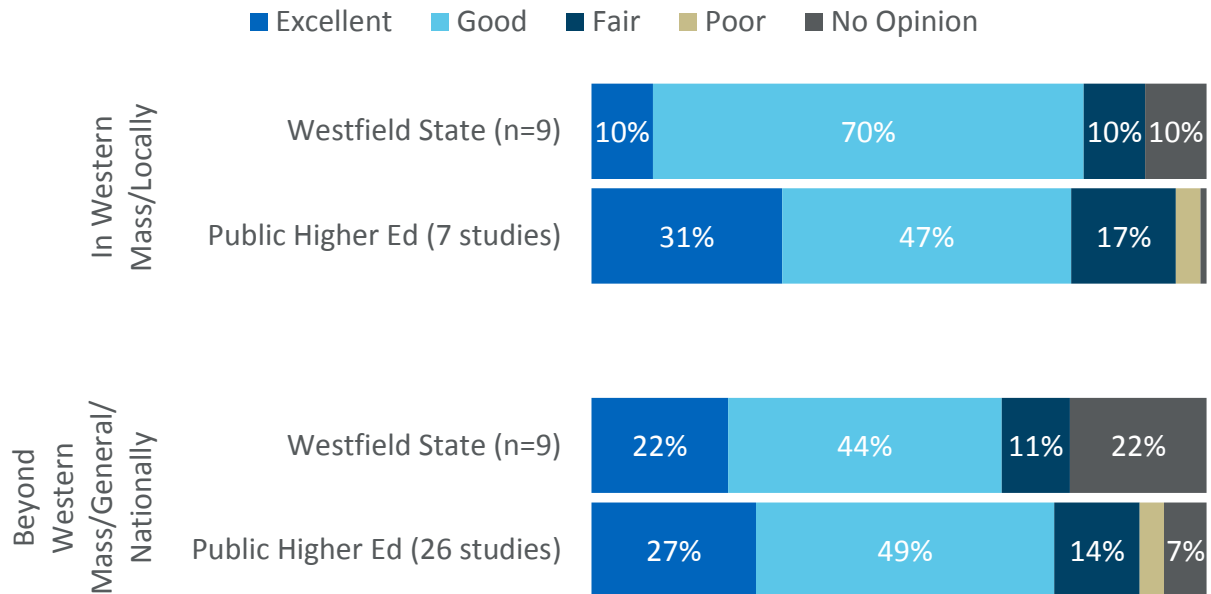
Follow-up question: Would you like to see yourself more involved? If yes, in what ways?



Representative Comments:

- *Not right now.*
- *Inclined to be more involved with something specific.*
- *Probably – perhaps with the Board, but it’s so politically charged.*

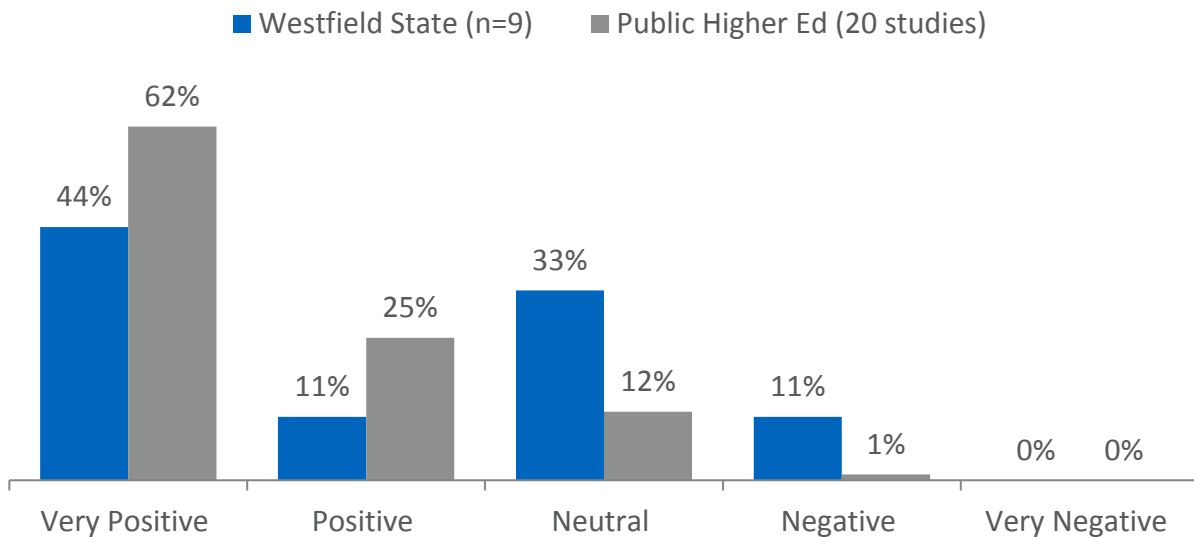
What do you perceive to be the reputation of WSU?



Representative Comments:

- *Always known as a school that educated teachers, then in late 70s-80s stepped into criminal justice. Now they have nursing program etc.; they've continued to keep pace. Campus is an attraction. With the cost structure of state colleges & universities, Westfield is appealing.*
- *Westfield has the most beautiful campus and it's curriculum is top in terms of state schools, especially in eastern Massachusetts. It's gaining in reputation, even in New York.*
- *Still need to clear up some negative perceptions based on what has happened.*
- *People who know it think it is excellent. Those who read newspaper or who are in Boston may have a more negative perception.*

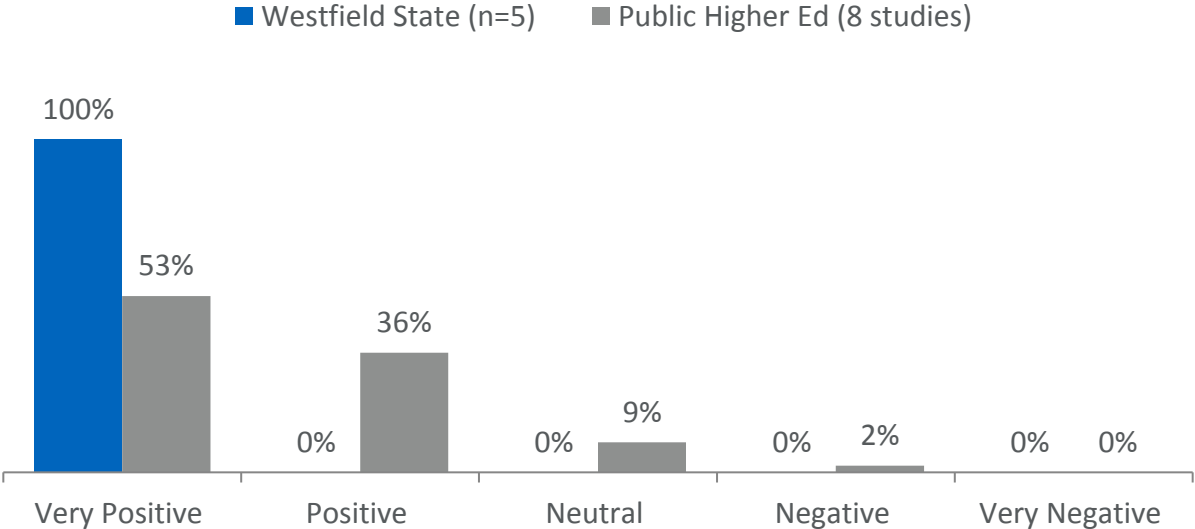
What is your perception of the leadership of President Ramon Torrecilha?



Representative Comments:

- *Ramon does a good job, he's in touch. Has a good view of where the education process is.*
- *The science building is great. The school is doing well, but he isn't necessarily perceived as listening, tough interpersonal interactions.*
- *Ramon has brought peace to campus and has brought Westfield into the new era of higher education. Ramon brought Westfield to a different level and is doing things that should have been done 15 years ago. Now shows scars of having done what he was.*
- *Shaking them up a little bit, especially probably some traditional professors, but critical to explore and build out new areas of study, such as nursing, PA, EMT – mid-level. Need to stay competitive.*

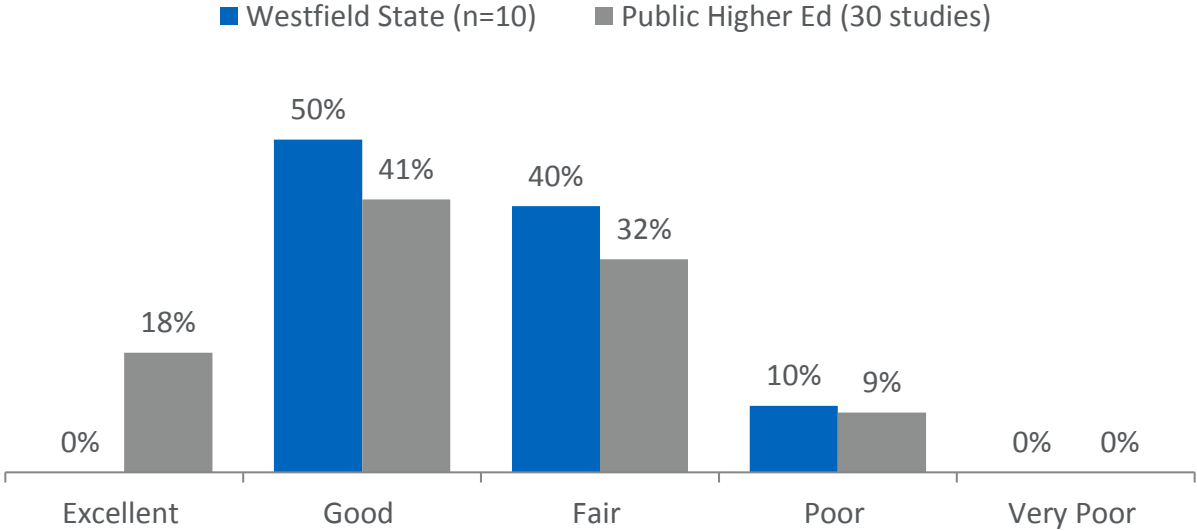
If you are involved with one or more particular schools/units at WSU, what is your perception of the leadership of that school/unit (schools/units)?



Representative Comments:

- *Supportive of boys basketball team, but that is solely related to long-term relationship with the coach; it has nothing to do with basketball.*
- *Involved with urban education. All of the faculty members are dedicated and have done an outstanding job.*
- *The scholarship committee and Lisa McMahan is top notch.*
- *Jen Hickson – brought her to the campus. Her reputation was stellar. Saw two programs that she created. Create "only state PA program." Really turned on to BSW, MSW, PA, Nursing. Told that criminal justice is great.*

What is your current assessment of WSU's fundraising operation (leadership, staff, and volunteers)?²¹



Representative Comments:

- *Erica is talented and very good. ... There are a ton of alumni in Boston area and they don't do a very good job staying connected to them. Don't have a lot of interplay with fundraising staff.*
- *They do a decent job. The focus needs to be on educating folks without going over the top.*
- *Clearly under-resourced but doing the best they can. Continuing to work through policies, procedures, and documentation.*
- *Erica is very well respected in the community and knows what to do. Prime example, golf tournament turnaround.*
- *Erica is talented but doesn't have the right resources. Have relied too much on going back to the same people; there is an opportunity to find more people.*

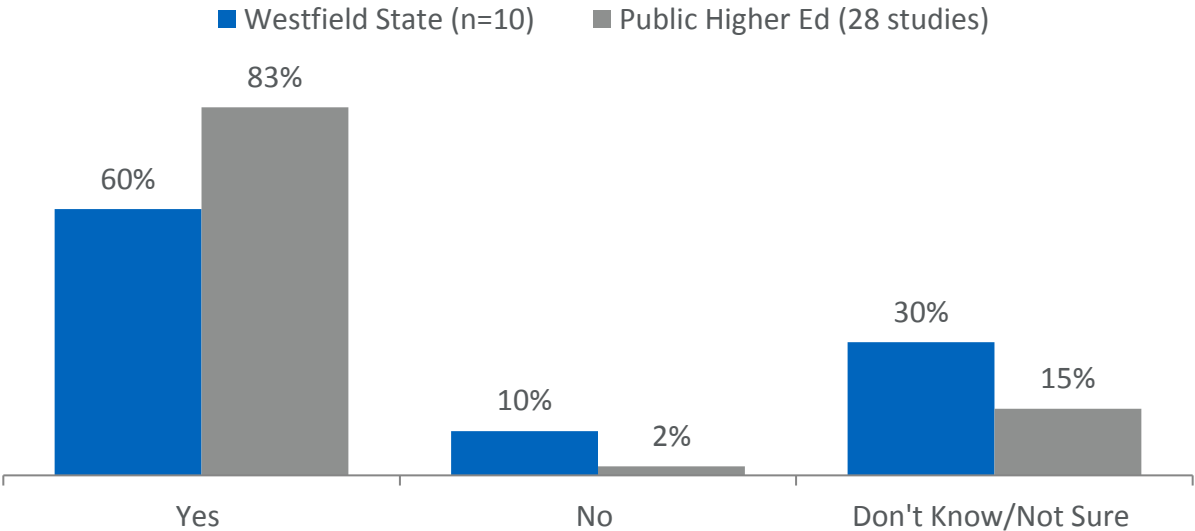
²¹ M&L studies varied in the language used for ranking (*Very Positive to Very Negative* and *Excellent to Very Poor*). For comparison, responses have been converted as follows: *Very Positive = Excellent, Positive = Good, Neutral = Fair, Negative = Poor, Very Negative = Very Poor*.

Section 2: Thoughts About Future Direction and Campaign

Under the leadership of President Ramon Torrecilha and the Board of Trustees, WSU has articulated the following vision:

Westfield State University strives to be the premier public comprehensive institution in the Northeast region through its commitment to student engagement and success.

Do you approve of the direction the University is taking?

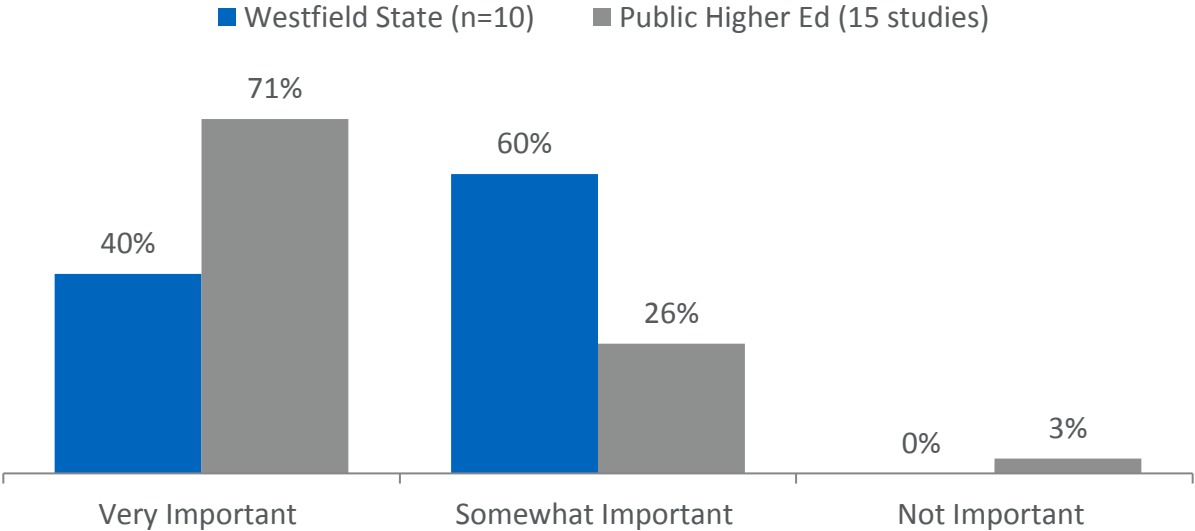


Representative Comments:

- *Maybe add something about education. Also diversity, accessibility & inclusivity.*
- *Seems like a lot of rhetoric. Can't be all things to all people – "comprehensive" is confusing. What are WSU's centers for excellence?*
- *It's a great objective, but it's a big thing to bite off. "Premier, public, northeast." Compared to all the public institutions – is that too broad of a goal? Maybe use words about striving for excellence as a public institution in providing the institution that fits within the needs, focus on fields such as education. As a public institution – practical, mid-level practitioners, nursing. EMTs, (as a health care attorney). Interested in mid-level, future of health care.*

In support of this vision, WSU is considering a major new fundraising campaign that was outlined in the campaign prospectus you received.

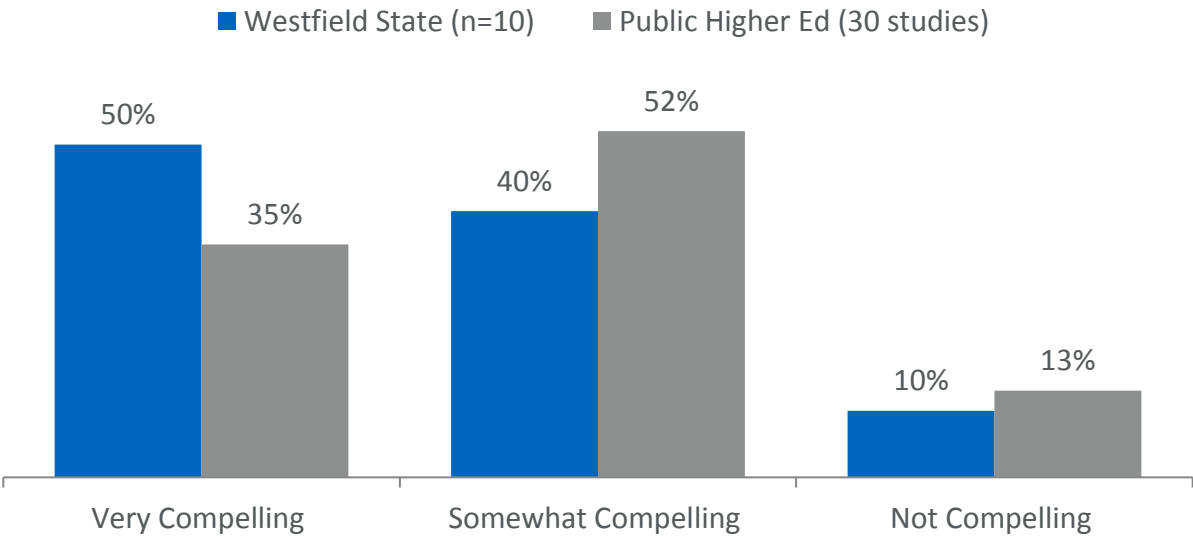
Do you see a campaign at this time as:



Representative Comments:

- *It's hard to tell from the document but must fundraise.*
- *It is important, but I don't think WSU is in a position to do it right now.*
- *Have to resolve faculty issues.*
- *Depends on consideration on where the school is at – in terms of enrollment and other things.*

The purpose of the campaign – and specific funding objectives – are presented in the campaign prospectus draft. What is your assessment of this document?



Representative Comments:

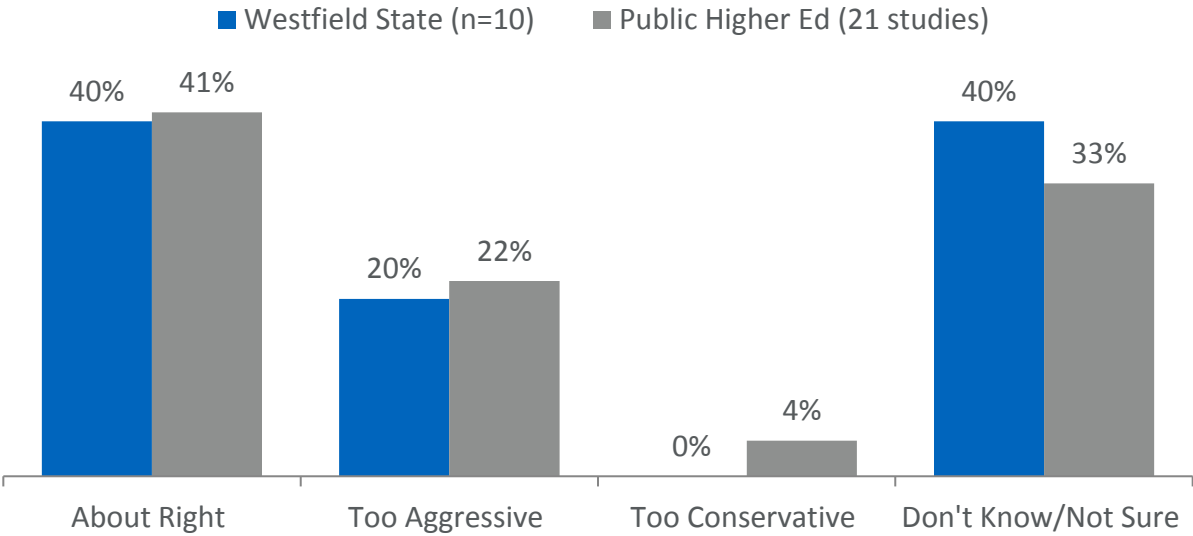
- Initiative one made sense, Initiative two made little sense, Initiative three is unclear.
- It's about time.
- Made a good a good case for what the school is trying to do. Not something I've seen from the school.

What suggestions do you have for strengthening this document?

Representative Comments:

- More fully describe exactly how and why these programs will be implemented and what the associated naming opportunities would be.
- There is always an opportunity for improvement. There needs to be more clarity around why this particular initiative, allowing people to become more informed and involved.
- It seems heavy on narrative; it would be easier to digest if it began with a framework with the list of initiatives on the first page.
- Give some definition. Will need more detail.

What is your reaction to the preliminary working goal of \$10 million?

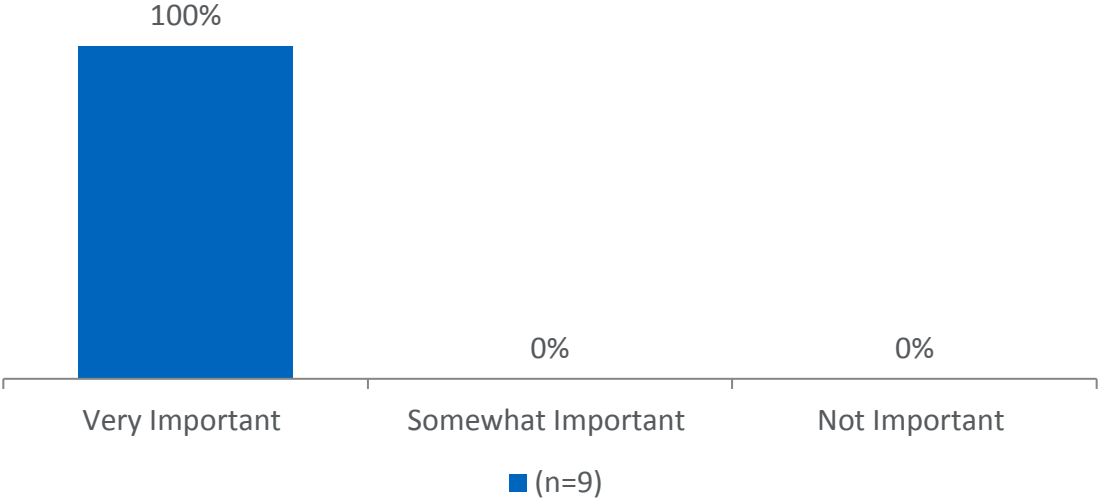


Representative Comments:

- *Seems reasonable.*
- *No goal is too aggressive but would need to understand the path forward and an executable plan. Must be achievable.*
- *Amount isn't outrageous. Aggressive.*

WSU has identified three major themes as critical for this campaign. I would like you to rate each one, based on your perception of how important it is to WSU. I will then ask you to identify specific priorities that you find particularly compelling or not compelling.

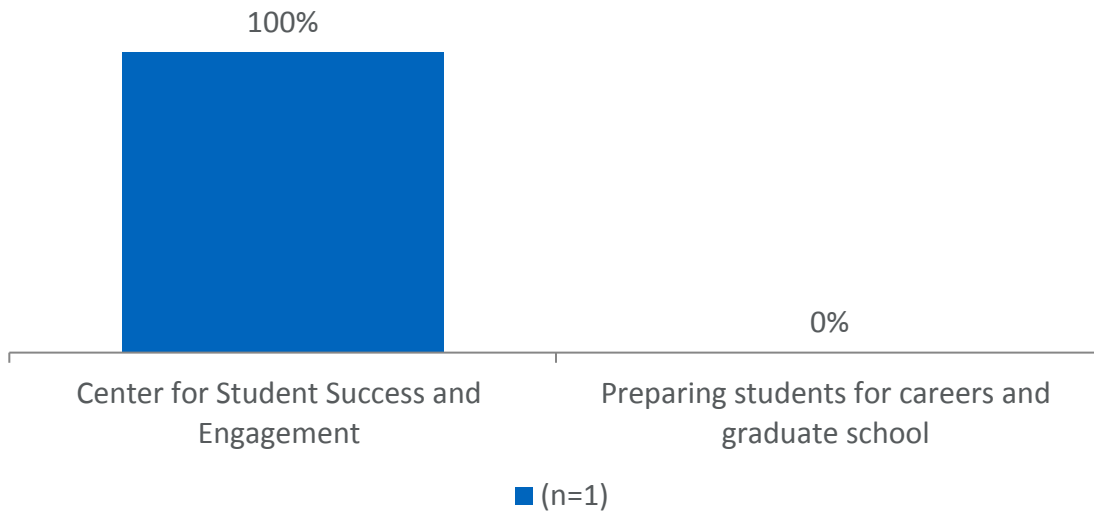
THEME 1: The first thematic priority is *Increase Support for Student Success*.



Representative Comments:

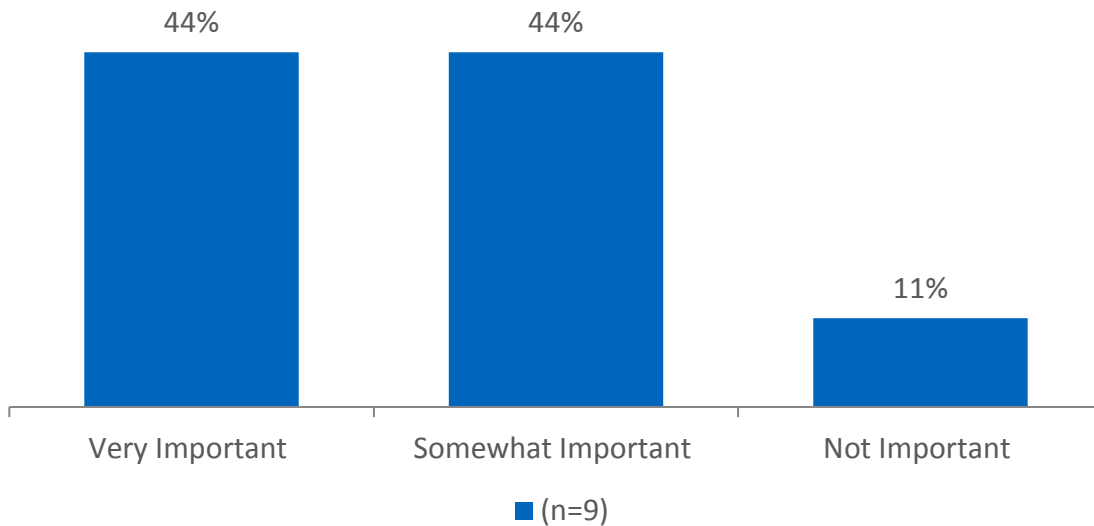
- *Young people have so much pressure, including the challenges that are forming them socially.*
- *The most important.*
- *Students need a lot of support.*
- *As long as the students are all in. Add a line that suggests that folks are doing all that they can – people like to help those who help themselves.*

As you review the specific priorities described under this theme, are there any that you find particularly important or compelling?



THEME 2: The second thematic priority is *Expand Undergraduate Research Opportunities*.

Do you think this theme is:

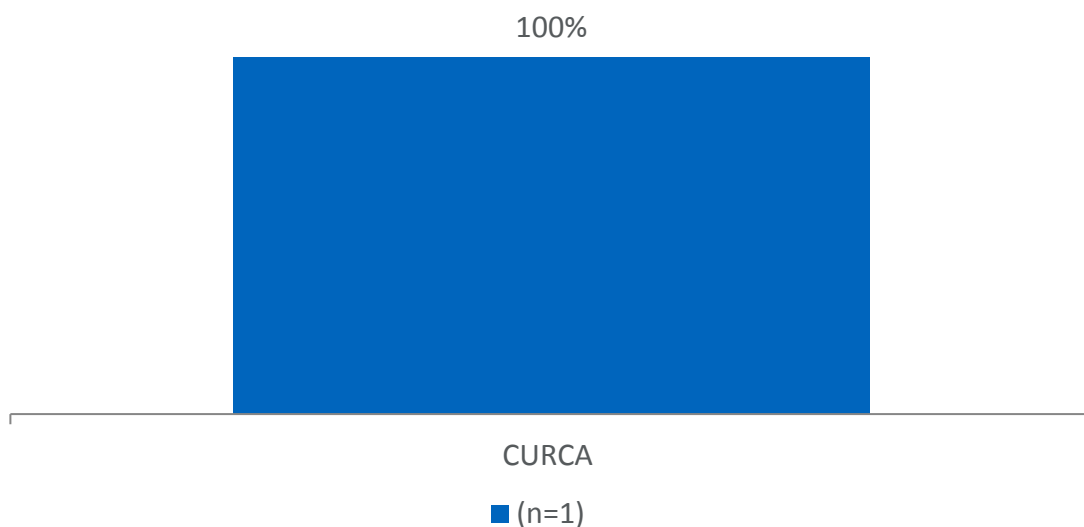


Representative Comments:

- *They can get into research area, but not really sure what this does. Not important to me – last place I'd ever want to be is in lab.*
- *This one seems like more of a luxury.*

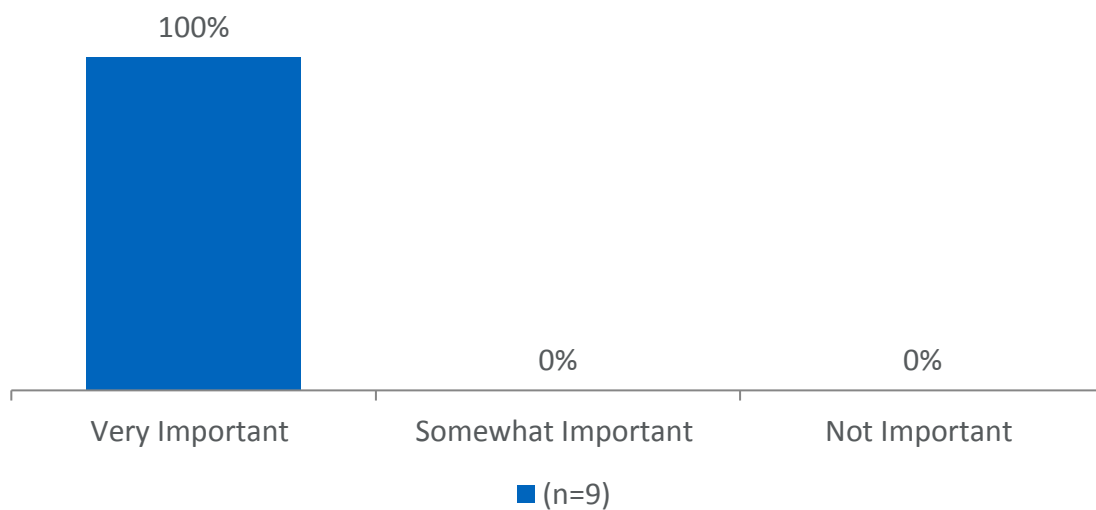
- *Very "STEM" focused. How is this applicable to teaching and criminal justice? It seems important but only for selective students.*
- *A learning objective with tremendous value.*
- *Doesn't grab me at all. Not sure what/how students benefit.*

Are there any that you find particularly unimportant or non-compelling?



THEME 3: The third thematic priority is *Build Real World Partnerships through CoLab.*

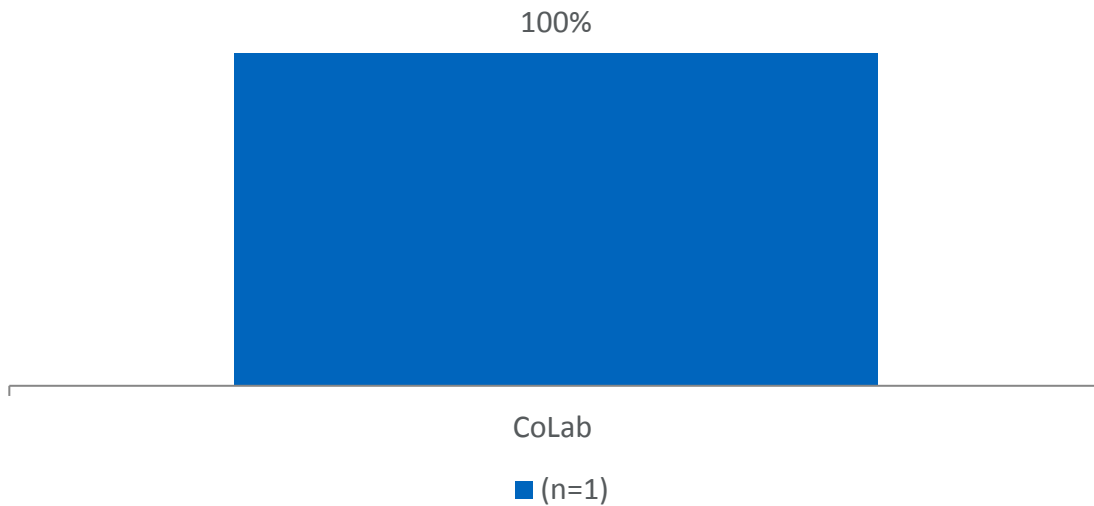
Do you think this theme is:



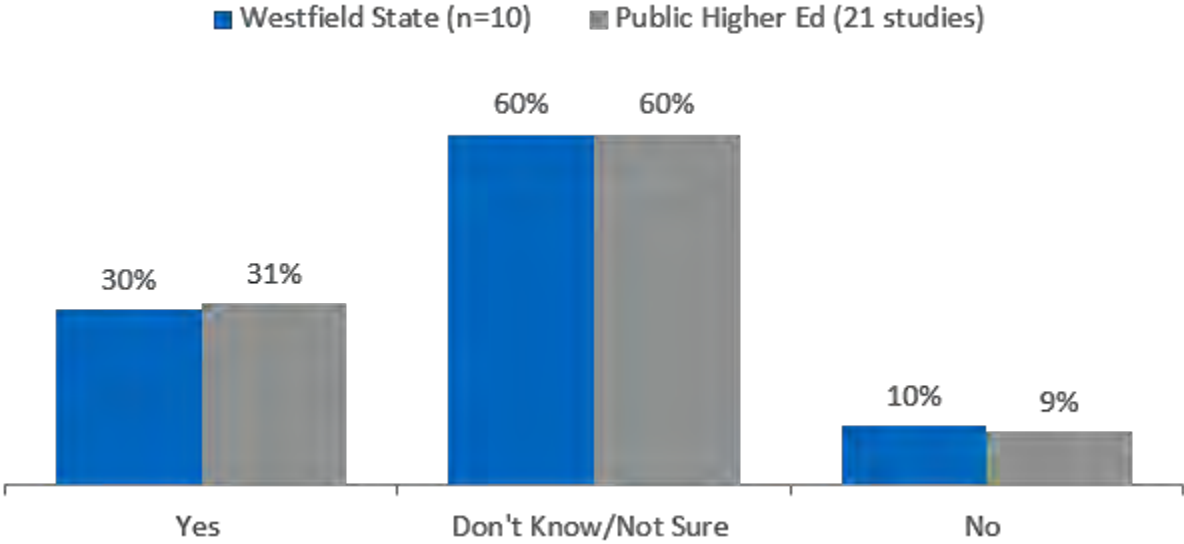
Representative Comments:

- *I understand the link between high schools and community colleges to Westfield, but this description doesn't explain how it benefits existing students vs. bringing in new students.*
- *Great differentiator, especially for a state school. Too many people choose a degree and aren't informed about what it actually means. To the extent that people can be exposed to the profession that they're going to be studying ... the vast majority come in not fully committed as to what they're getting.*
- *Very interested in this.*
- *What does it do more specifically? Is it designed to facilitate retention of students or career placement? What exactly is CoLab and what is it going to cost?*

Are there any that you find particularly unimportant or non-compelling?



Looking at the “Scale of Needed Gifts,” do you think WSU is capable of securing the leadership commitments necessary for campaign success?



Representative Comments:

- *Will need to be more broad.*
- *There is a lot of hidden wealth.*
- *Need to educate folks about public education. Won't get a return right away – don't give up on that. Little things go a long way. Alumni weekend, need to concurrently do engagement with big gifts.*
- *WSU needs to do a better job of researching who has money.*

Can you suggest names of individuals or private foundations that may have both the capacity and inclination to consider gifts at the top of the scale?

Counsel will discuss with the Advancement team names given by interviewees of those they think have both the capacity and inclination to consider gifts at the top of the scale.

What do you believe will be the biggest challenges to campaign success for WSU?

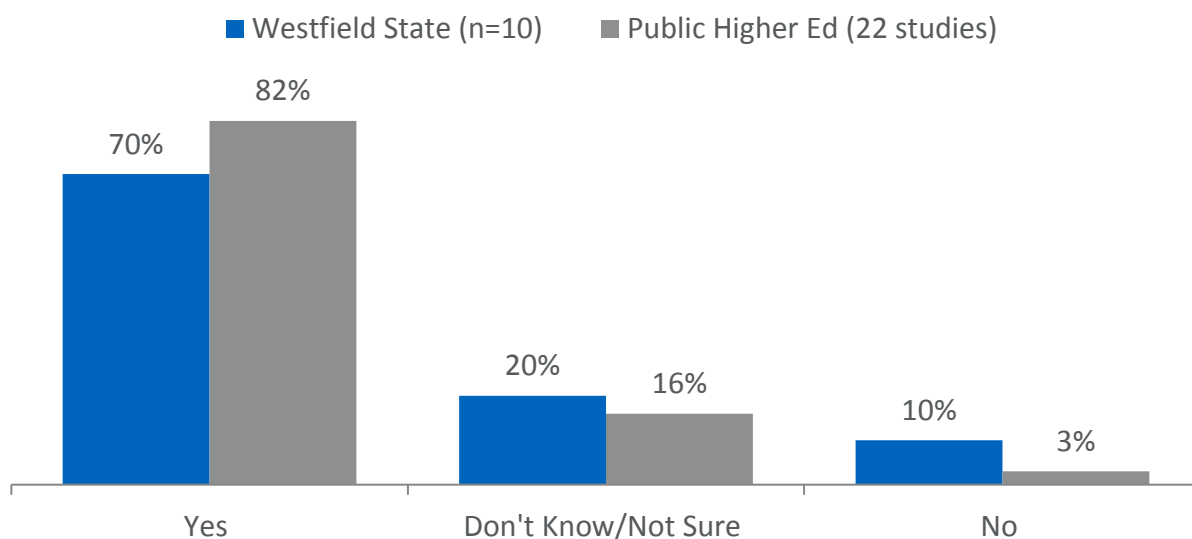
Representative Comments:

- *Being clear about what they are asking for, not clear on two out of three, and clarifying associated naming opportunities.*
- *Advancement team size.*
- *Identifying donors and inspiring big gifts.*
- *Campus & national political environments.*

- *Can't recall the last time they had a campaign, a lot of this will be new; have to turn up the volume and sophistication.*
- *Overcoming the past. A whole generation lived through the past presidents.*
- *Stability in presidency.*

Section 3: Personal Involvement and Motivations

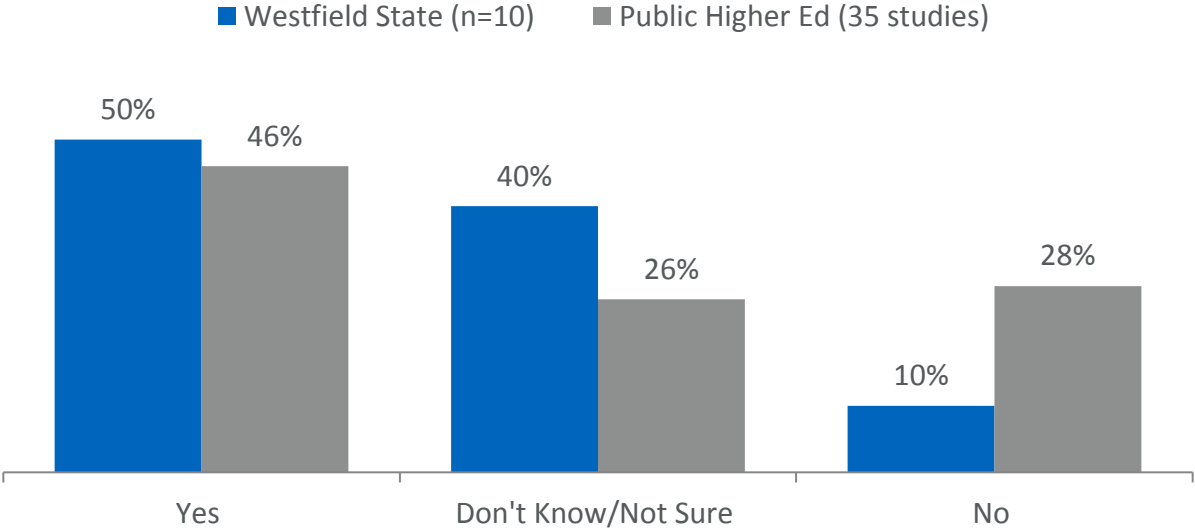
On the basis of what you know about WSU's plans to launch a comprehensive campaign, do you approve of the University moving forward with its plans?



Representative Comments:

- *You have to continue to raise money, just a matter of being a little more focused and not trying to be all things to all people. Give people an opportunity to give substantive input. Not just writing a check.*
- *Not ready; it's not the right time.*
- *Needs to be well articulated. Not going to come from Westfield.*
- *Stakeholders have to get into room – Erica needs to have confidence and feel ready.*

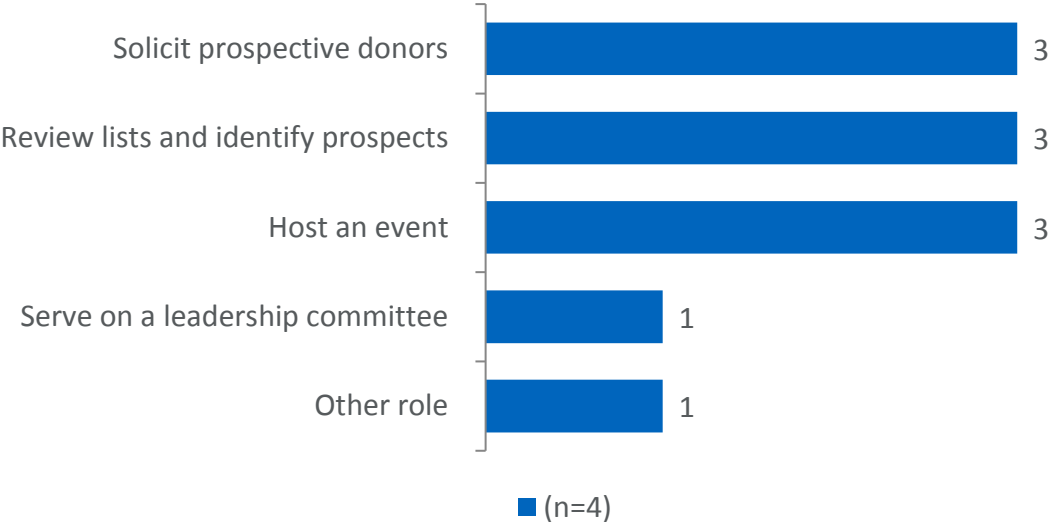
Without making any commitment at this time, if you were asked to serve in a volunteer leadership capacity, would you be inclined to accept?



Representative Comments:

- *At the present, no. Open to listening to ask to volunteer.*
- *Not a leadership role.*
- *Time consideration/onsite tough.*

If yes, which of the following would you be willing to do?



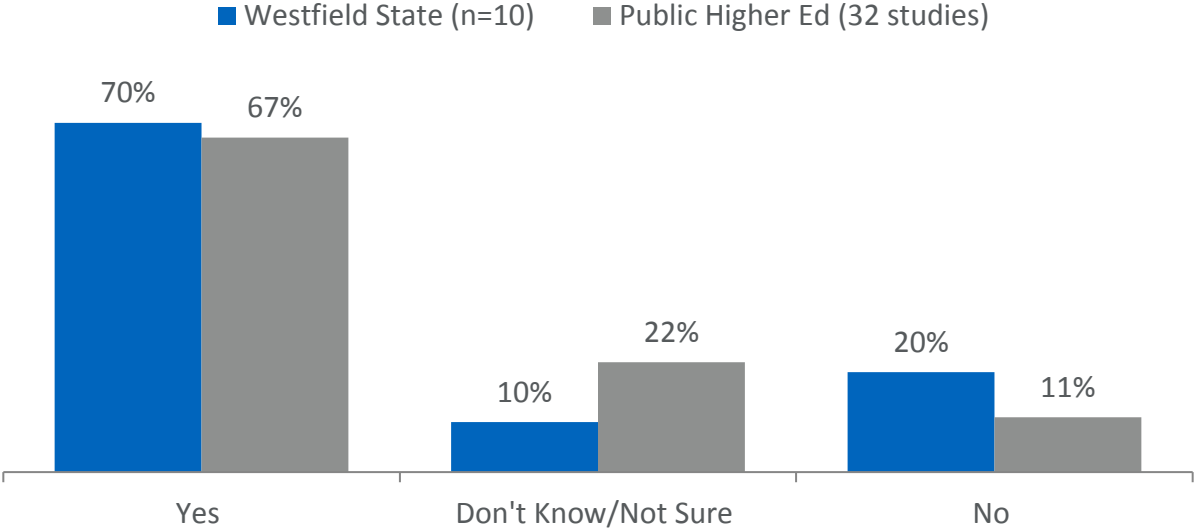
Representative Comments:

- *All of the above.*

Do you have any suggestions of other volunteers whom you feel should be in visible campaign leadership positions?

The names of recommended individuals will be shared with WSU apart from this report.

Would you (and/or your company and/or your family foundation) expect to make a gift or pledge to the WSU campaign?



Representative Comments:

- *I deal in the present.*
- *Already give.*

In thinking about a potential gift to the campaign, which of the priorities that we reviewed earlier would you most likely be interested in supporting?

Representative Comments:

- *Nothing jumps out at me – it is not defined enough. The first one would require more drilling down ...*
- *The first initiative (student success) is the most impactful.*
- *Increased support for student success. Enhance experience.*
- *Something tangible, real-world experience for students.*

Who is the most important person for you to interact with at WSU as you consider your support?

Representative Comments:

- *Lisa, Erica, the President.*
- *Ramon, Kevin Queenin, professors, kids when they have opportunity (health care forms).*
- *Ramon, his effort to be out there more and reach out is helpful. You'll deal with Marnie and others, and some of the alumni group. Need to expose to president, and academic side.*

What factors most influence your philanthropic decisions?

Representative Comments:

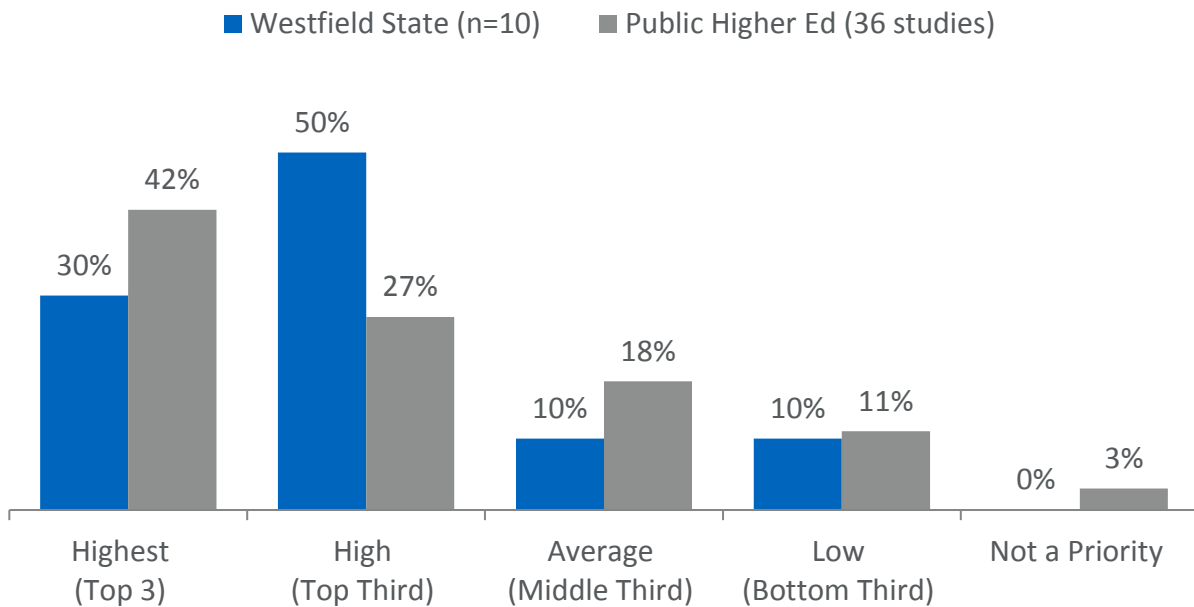
- *Depends on who is asking – they have to have a reason.*
- *Importance of projects and ability to make a difference.*
- *Build a better world, better community.*
- *More into local impact. Making sure the money is funneled to student success, support of students/education.*

What kind of information is most helpful to you as you consider your support of WSU?

Representative Comments:

- *How the money is going to be used.*
- *Bring people to campus in spring to early fall.*
- *Tangible sense of where it is headed and where the dollars are going to go.*

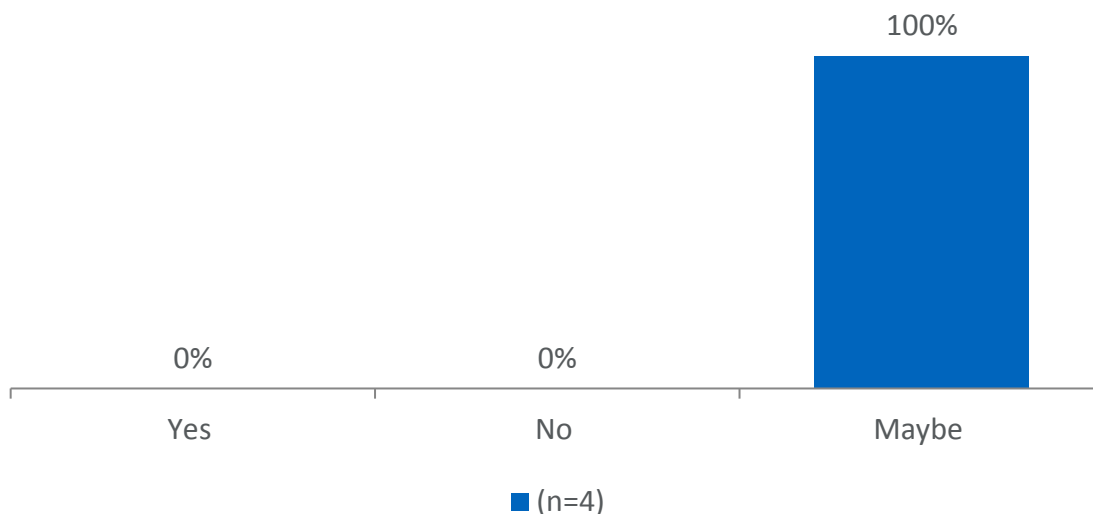
Where does WSU rank among your philanthropic priorities?



Representative Comments:

- *It's been all over the range. Depends on what's going on.*
- *Top five.*
- *Scholarships in particular.*
- *Second, Church is first.*

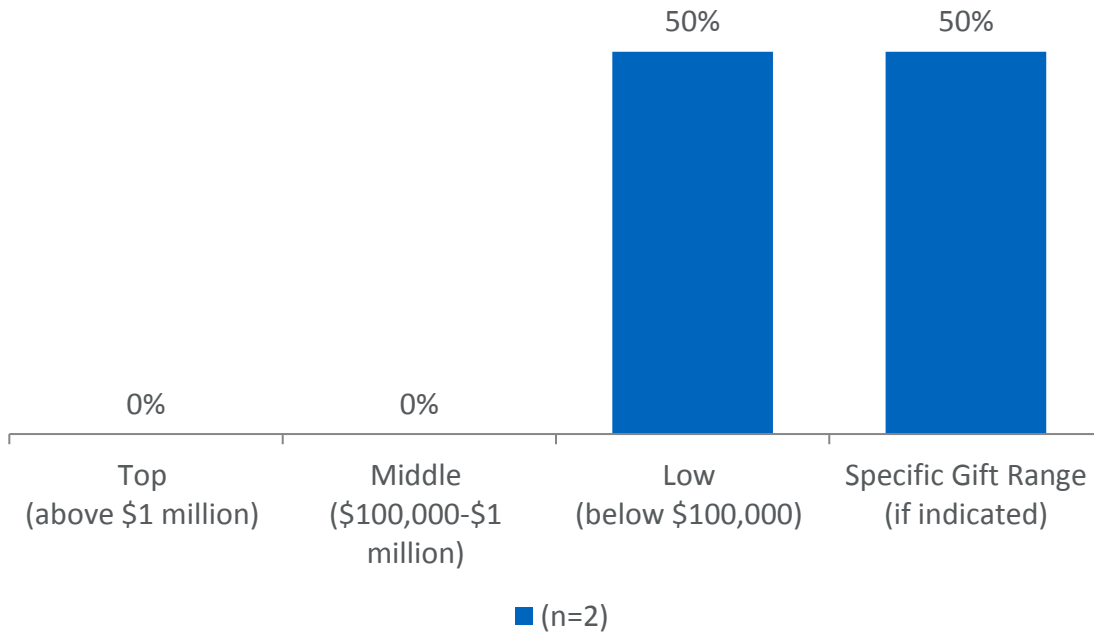
Do you think it would be possible for WSU to become one of your top philanthropic priorities during the period of the campaign? What would it take for that to happen?



Representative Comments:

- *Not out of the question. Have to see what the initiative is and then would have to talk to people.*
- *Maybe higher but not number 1. Kids first.*
- *Probably. Only have a certain amount of money. If a huge campaign would shift priorities to be supportive.*
- *It might, could see it migrating, but not highest.*

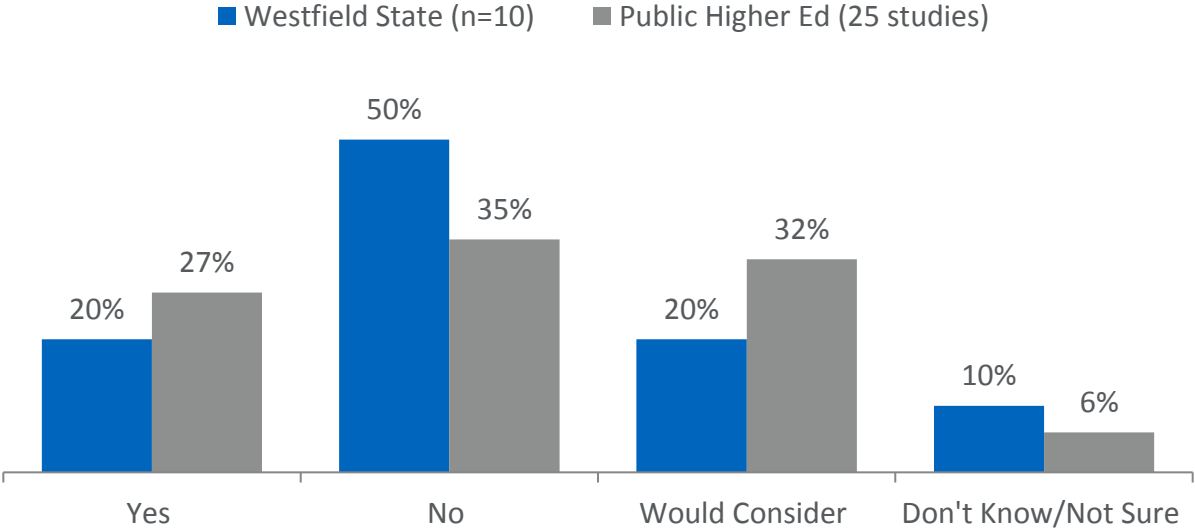
We are certainly not seeking a campaign commitment in this interview. That is not our role. However, under optimum conditions, where would you place yourself on the scale of needed gifts, considering that a pledge could be paid out over five years?



Representative Comments:

- *Not low.*
- *Low, but not the bottom.*
- *Not sure, too premature.*

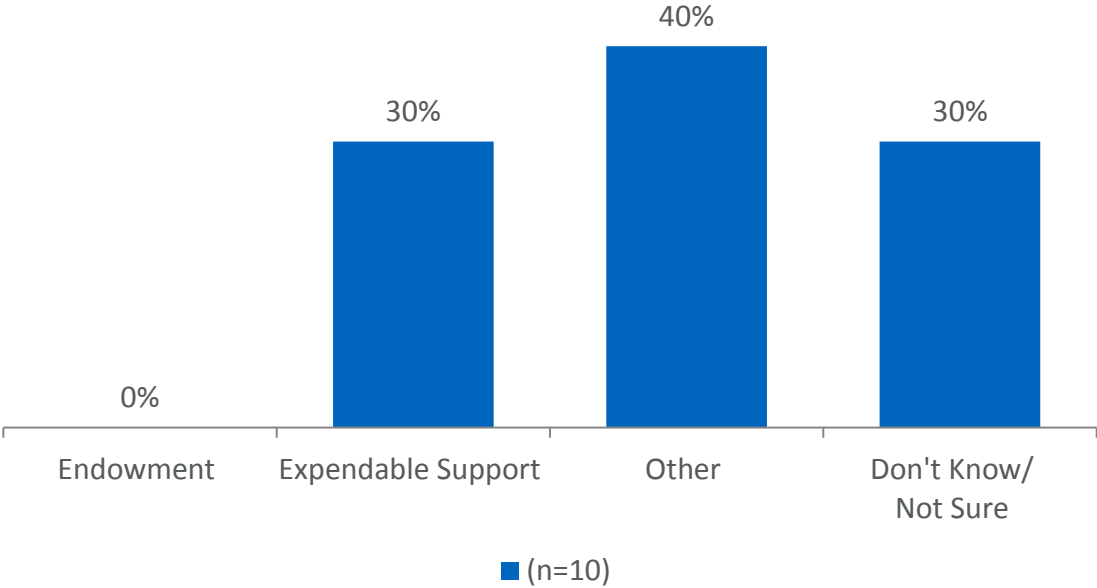
Do you currently have WSU in your estate plans, or would you consider making a gift in your will as part of your commitment to this campaign?



Representative Comments:

- *Opposed to putting charities in estate plans.*
- *Not now, but I'll always support [dad's] scholarships.*

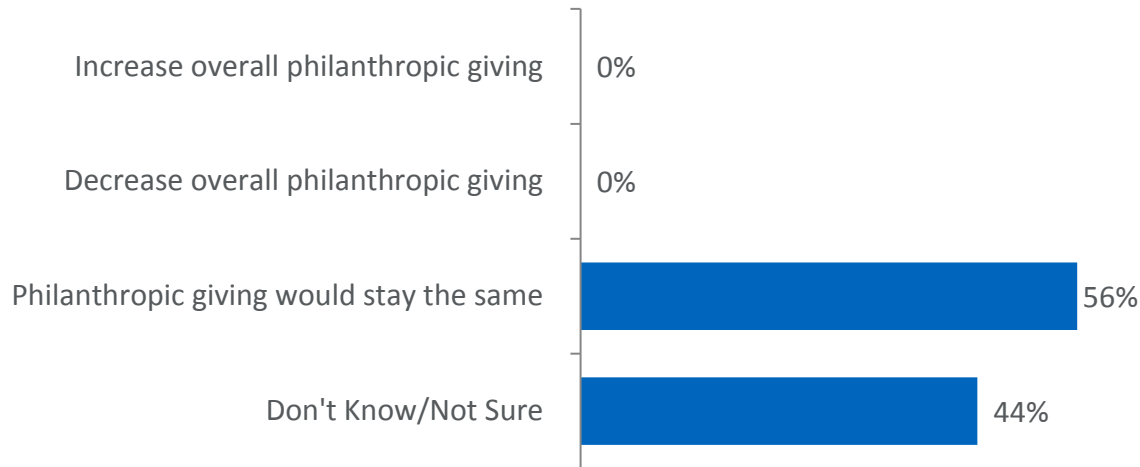
When you consider making charitable gifts, are you more likely to make a gift to endowment or expendable support?



Representative Comments:

- *I have done both.*
- *Help students with scholarships.*
- *Endowment.*

Would changes in income tax and/or estate tax laws be likely to increase or decrease your overall philanthropic giving?



Several interviewees said that it would depend on the law.

Are there any other issues you think the leadership of WSU should know about as it prepares for this campaign?

Representative Comments:

- *You can't sit in the third tier – you have to give an image and Ramon can do that. Good understanding of where education is at, who students are, how to give opportunities to students.*
- *The VSIP is not negative – didn't hit the media.*
- *Continue to be loving and kind and touching our alumni, and having this little event – golf tournament, parade, having Ramon's face in wealthiest zip code in the United States.*
- *Continue to focus to produce people who are going to contribute and give back to the world. a "Service Institution."*
- *Needs to present a clear picture of what it can do and not do, which is why I balked at the mission statement. Trying to bite too much and why? Try to rework mission statement in a way to still make a point of what they're trying to do without making it so lofty and making it more concrete.*

Appendix: Interviewee List

- Jack Flynn
- John Gilbert
- Judge John and Susan Greaney
- Jim Hagan
- William Hogan III
- Steve Marcus
- Andy Oleksak
- Kevin and Barbara Queenin
- Mike and Eileen Rockwal
- Russell Thompson

F. Online Constituent Survey

A REPORT FOR:

Westfield
STATE UNIVERSITY

Online Constituent Survey



Brian A. Zive

Consultant, Analytical Solutions

Kathy L. Howrigan

Senior Consultant & Principal

Myrna Ghorayeb

Associate Consultant

Marts&Lundy

MARCH 2020

Contents

- Introduction1**
- Executive Summary1**
- Online Survey Process.....3**
- Reporting Methodology.....5**
- Survey Questions and Responses7**
- Self-Identified Major Gift Prospects43**
- Respondent Ranking: FAN Score (Favorability As a Number).....47**
- Next Steps – Constituent Data Enrichment48**
- Appendix A: Table of Quantitative Scores.....49**
- Appendix B: Survey Invitation Email.....51**
- Appendix C: Survey Questionnaire52**

Introduction

In 2019, Westfield State University contracted with Marts & Lundy to conduct an online survey designed to complement an overall Campaign Planning Study for the University. The objective of the survey was to bring a larger audience of prospective donors into the early stages of campaign planning, identify any roadblocks to fundraising, test campaign priorities, and further engage constituents.

Executive Summary

- **The online survey gathered relevant information from 396 Westfield State constituents.** The 9.8 percent response rate is strong, as surveys of this type typically see an 8-12 percent response rate. Those who responded are raising their hands as if to say, “We care about Westfield State.” **Eighty-seven percent of respondents are alumni, parents and friends; the survey also received responses from 52 current or former faculty and staff.** These survey participants and their responses present a rich dataset for Westfield State. Those who responded have donated to Westfield State, on average, four times as much as invitees who did not take the survey.
- **Survey respondents hold Westfield State in high regard but are not very involved with the University.** Eighty-six percent have a *Very Positive* or *Positive* attitude toward the University. While these results are only slightly lower than Marts & Lundy sees at other public and private universities and colleges, the level of involvement is much lower. Only 12 percent are *Very Involved* and only 26 percent are *Somewhat Involved* with Westfield State. Excluding faculty and staff, the percentages drop to six percent and 24 percent, respectively. The lack of involvement is concerning and presents an opportunity for Westfield State to build engagement. **Almost three in ten respondents (not including faculty and staff) have not had direct, personal contact with Westfield State in at least five years. This survey presents an entrée for constituents to become re-engaged with Westfield State.**
- **Alumni and friends rate Westfield State’s reputation stronger than faculty and staff do.** Fifty percent of alumni and friends rank Westfield State’s reputation in Western Massachusetts as *Excellent*, and 27 percent of faculty and staff did the same. The percentages slide to 21 percent and eight percent, respectively, when ranking the University’s perceived reputation beyond Western Massachusetts. Having a stronger reputation in the immediate area is not uncommon.
- **Respondents support Westfield State’s vision for the future and its campaign initiatives.** Eighty percent agree with the University’s vision statement, eclipsing the percentage of agreement by a few points that Marts & Lundy has seen in surveys for other universities and colleges. At least 60 percent of respondents found all three campaign initiatives to be *Very Important* for Westfield State. Respondents had similar favorability ratings for *Increasing Support for Student Success* and *Building Real-World Partnerships Through CoLab*, both of which ranked higher than *Expanding Undergraduate Research Opportunities*. **Individual responses can serve as valuable interest codes that Westfield State can use when considering engagement and solicitation strategies.**

- **Westfield State has an opportunity to elevate the University as a philanthropic priority for its constituents.** Only three percent identified Westfield State as their *Highest* philanthropic priority. The combined 24 percent identifying the University as their *Highest or High* philanthropic priority is much lower than Marts & Lundy has seen in surveys at other universities and colleges. Faculty and staff are more inclined philanthropically towards Westfield State than alumni and friends. **Even those who hold Westfield State as a *High* philanthropic priority still haven't given in two and one-half years, on average – a long time for those who claim that Westfield State is a higher-than-average philanthropic priority.** Westfield State can motivate charitable giving by finding donors who have a *commitment to the University's mission and values*, by demonstrating *organizational effectiveness* and *organizational needs*, and connecting through the *family experience*.
- **An important outcome of the survey is the self-identification of major gift prospects. The demonstrated philanthropic capacity of respondents is lower than average.** When asked to provide the largest gift ever made to any charitable organization, only five respondents indicated making a charitable gift of \$25,000-\$99,999 and zero respondents self-identified at the \$100,000 level. While respondents did not demonstrate, through their answers, a history of making major gifts, the responses can be useful indicators of capacity.
- **The survey revealed estate and planned giving opportunities for Westfield State.** Eight respondents indicated that Westfield State is already in their estate plans, and 24 indicated they would consider including the University in their estate plans. These respondents should be identified and stewarded appropriately.
- **Westfield State can use the results of this survey to enrich its fundraising database.** A list of all responses will be provided electronically. Special constituent lists, referred to throughout this report, were also curated to point out groups of respondents who may be worth investigating further or have interest codes added to their records. **Marts & Lundy also calculated an FAN score (Favorability As a Number) for each respondent.** FAN uses answers to many of the survey questions to quantify each respondent's attitude toward and perception of Westfield State. A higher score (on a scale of one to five) indicates greater enthusiasm and connection to the University. FAN can be used to segment and prioritize respondent prospects.

Online Survey Process

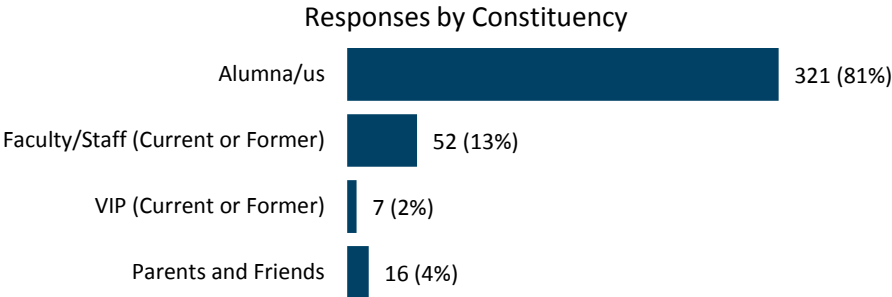
The survey was sent by email on January 7, 2020 to 4,874 constituents provided by Westfield State. Reminders were emailed on January 10 and January 16. Responses were requested by January 20 but were collected until January 23.

The survey invitation and questionnaire are included in the appendices.

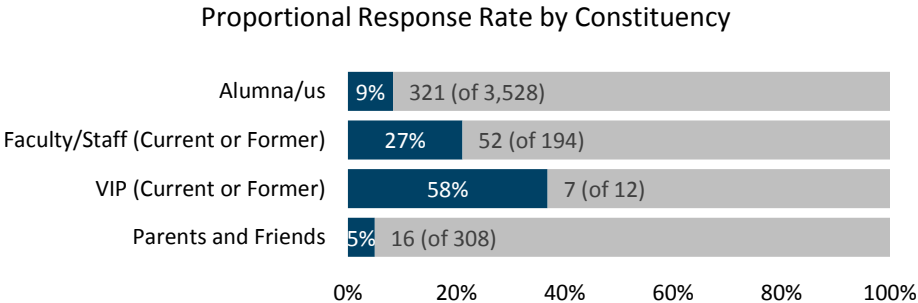
Response Rate

The survey reached 4,042 recipients and 396 answered at least two questions. The response rate was 9.8 percent. Westfield State should be pleased with that response rate given the majority of respondents consider themselves to be not involved with the University. On average, respondents answered 84 percent of the questions, not including the open response questions.

Respondents were categorized by constituency, with precedence given to Faculty/Staff first and Alumna/us second.²² VIPs include former Foundation board members and corporators. Ten of the faculty and staff are former faculty or staff. Eighty-one percent of the respondents are alumni.



Nine percent of alumni receiving the survey participated.



²² If a Faculty/Staff member was also an Alumna/us, the respondent was binned as Faculty/Staff. If a VIP respondent was also Alumna/us, the respondent was binned as Alumna/us. The database of responses includes granular constituent codes.

Responding to a survey is an indication of interest in an organization. Comparing giving metrics for those who took the survey and those who did not shows that those who took the survey have given more to Westfield State and have donated more recently than the population of recipients who did not take the survey.

Metrics by Survey Recipient Group		
Metric	Took Survey (n=396)	Did Not Take Survey (n=3,646)
Westfield State Donor	330 (83%)	2,438 (67%)
Average Lifetime Giving	\$1,099	\$256
Average Largest Gift (Donors Only)	\$308	\$119
Average Time Since Last Gift	5.5 years	8.9 years

Reporting Methodology

Methods of analyzing responses are described in this section.

Quantitative Analysis of Categorical Responses

In certain cases, Marts & Lundy converted categorical responses into numerical values for the purposes of providing quantitative analysis. For example, on a five-step scale from *Very Positive* to *Very Negative*, the responses can be converted into numerical scores of 5, 4, 3, 2, and 1. This allows the calculation of an **overall score** averaging all responses across the categorical range. The following table describes the point scale used throughout the report. The appendices include a summary table of all quantitative scores calculated in the survey.

Value	Array 1	Array 2	Array 3	Array 4	Array 5
5	<i>Very Positive</i>	<i>Very Involved</i>	<i>Excellent</i>	<i>Very Important</i>	<i>Much More Positive</i>
4	<i>Positive</i>	-	<i>Good</i>	-	<i>Slightly More Positive</i>
3	<i>Neutral</i>	<i>Somewhat Involved</i>	<i>Fair</i>	<i>Somewhat Important</i>	<i>About the Same</i>
2	<i>Negative</i>	-	<i>Poor</i>	-	<i>Slightly More Negative</i>
1	<i>Very Negative</i>	<i>Not Involved</i>	<i>Very Poor</i>	<i>Not Important</i>	<i>Much More Negative</i>
<i>No Opinion</i> responses are excluded from calculations.					

Segmenting by Faculty/Staff

Because faculty and staff can be so heavily vested and involved in the organization, it is worthwhile to separate responses from this group for some questions. Marts & Lundy grouped respondents into two categories for this purpose, *Alumni and Friends* and *Faculty/Staff (Current or Former)*.

Open Text Questions

The survey included two open response questions. In order to more generally understand expressed sentiments, Marts & Lundy used text analytics to discover frequently occurring themes amongst the responses. These themes are expressed visually through *word clouds*. In the word cloud, the size of each word indicates its frequency. Open responses were also analyzed for sentiment using the VADER²³ Natural Language Toolkit to better understand the overall sentiment expressed by respondents. Though not a perfect quantitative measure, it provides a guide of sentiment.

The Open Response Supplement Report accompanying this report contains all the responses to open response questions. Marts & Lundy highly recommends that a staff member at Westfield State read through the responses to learn what is on the minds of the survey participants.

Westfield State will be sent a database of responses and will be able to tie comments to individual respondents. This allows for personalized outreach and follow-up, if appropriate.

Benchmarking

To provide a more meaningful analysis, responses to selected questions were compared to responses from an archive of similar surveys Marts & Lundy has conducted for other higher education clients.

Miscellaneous

At times, constituent data provided by Westfield State was used to segment or analyze results.

Throughout the report, figures may be rounded to the nearest whole number, percent, or decimal point. Totals may not sum to 100 percent due to rounding.

A file of all responses is provided electronically.

²³ Valence Aware Dictionary and sEntiment Reasoner (VADER) Sentiment Analysis Package

Survey Questions and Responses

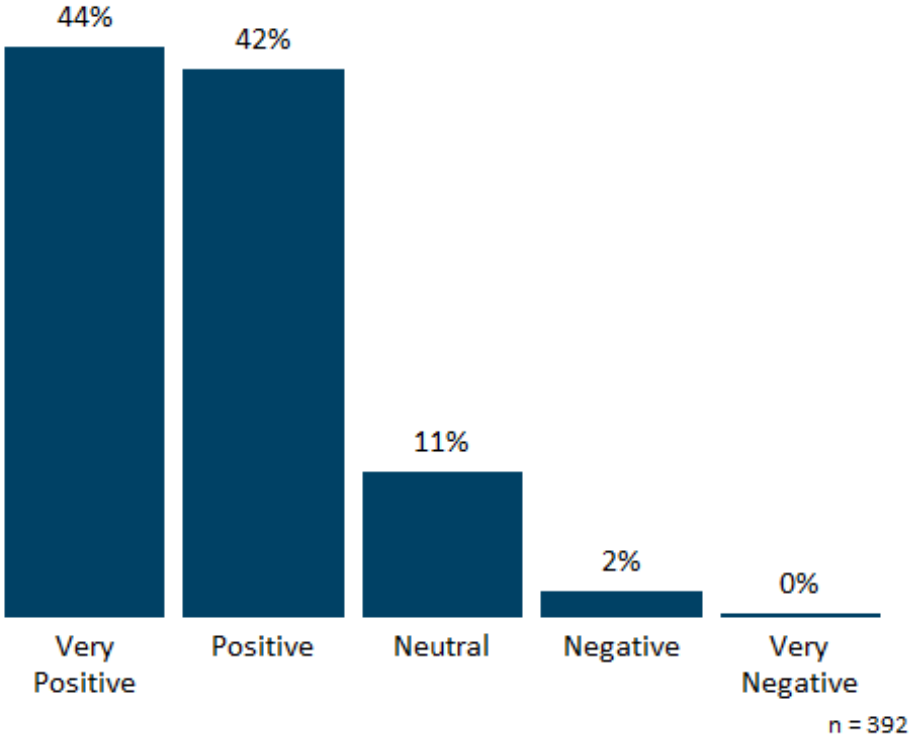
Survey questions and responses are presented in the order they appeared in the survey. In certain cases, survey question text was rewritten or the text from multiple questions was combined to improve report readability and flow. The original survey questionnaire is included in the appendices.

Attitudinal and Engagement Questions

These introductory questions measure current attitude and perceptions.

How would you describe your current attitude toward Westfield State University?

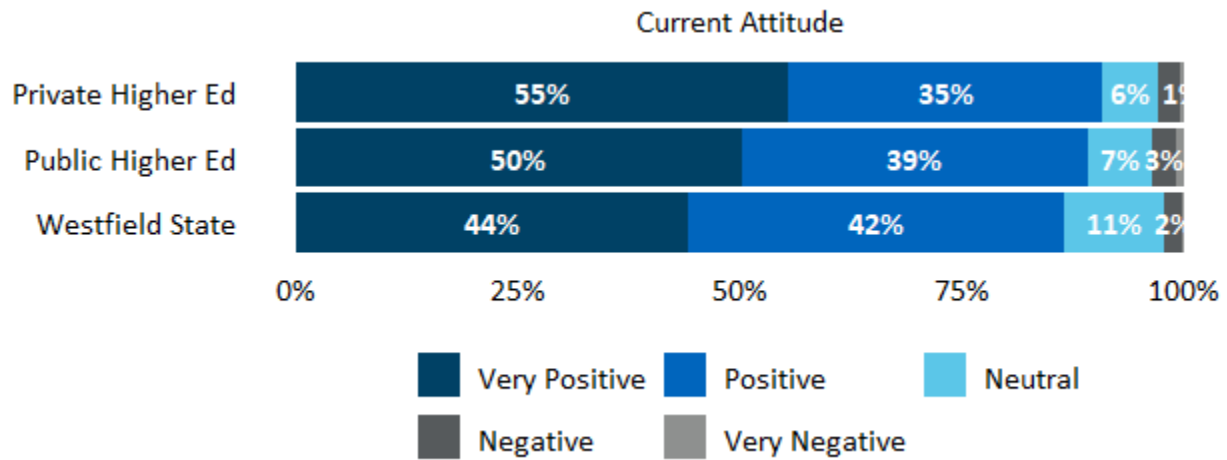
Overall Score: 4.3²⁴



Eighty-six percent of respondents (339) report a *Very Positive* or *Positive* attitude.

²⁴ Refer to the *Reporting Methodology – Quantitative Analysis of Categorical Responses* section of this report for an explanation of the Overall Score. This score is calculated for many questions throughout the report.

Current attitude was compared with other universities and colleges.

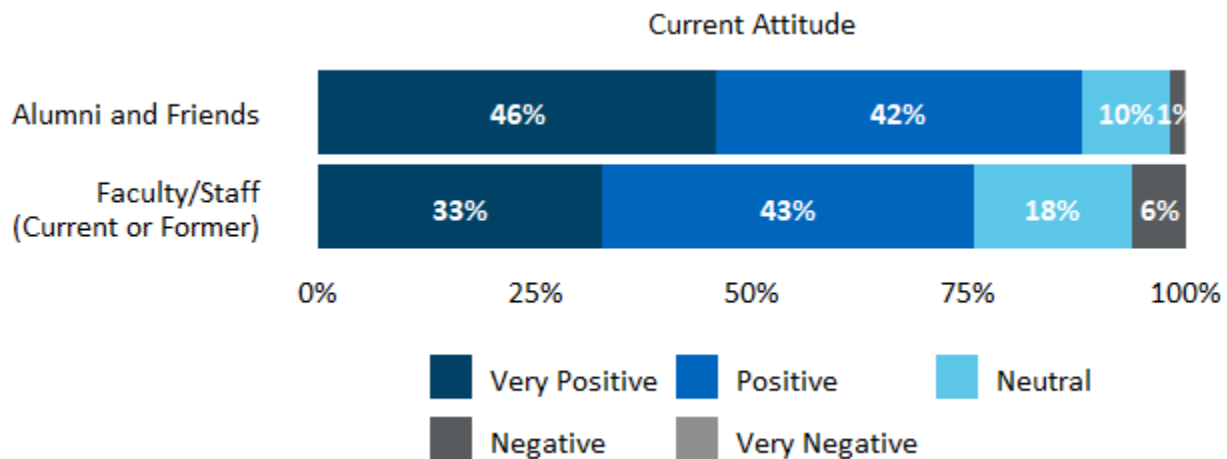


The percentage of respondents with a *Very Positive* attitude is slightly lower than other public and private universities and colleges.

Current attitude was segmented by constituent type.

Alumni and Friends Score: 4.3

Faculty/Staff Score: 4.0



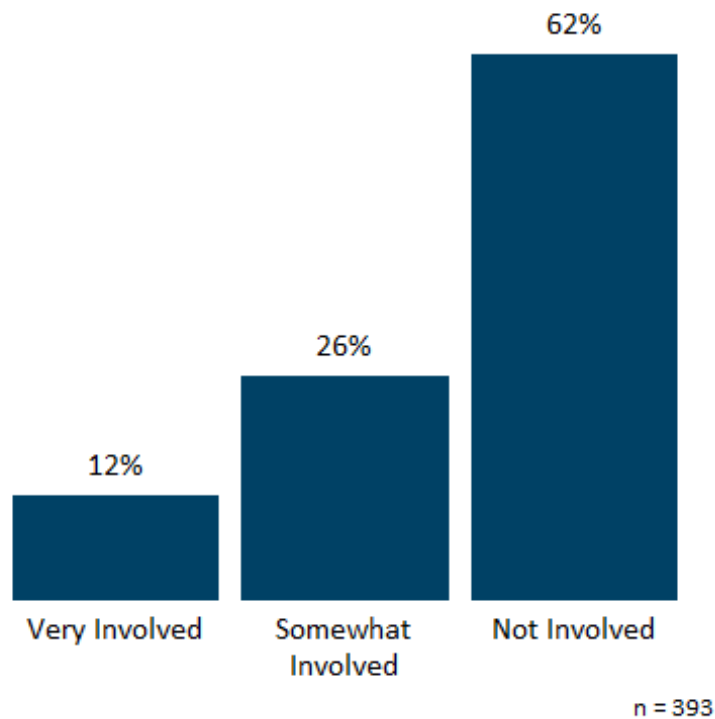
Both populations have a current attitude toward Westfield State ranging between *Positive* and *Very Positive*.

A cross-tabulation of current attitude toward and lifetime giving to Westfield State reveals respondent clusters that may be worth further attention. The 62 respondents who have donated at least \$1,000 and have a *Very Positive* or *Positive* attitude toward Westfield State are fans of the University and may be potential major or leadership annual gift prospects. The four respondents donating at least \$1,000 who have a *Neutral* or *Negative* attitude are worth investigating to see what might be done to improve the relationship. A spreadsheet of respondents within these clusters will be provided separately from this report.

Lifetime Giving	Current Attitude					Total
	Very Positive	Positive	Neutral	Negative	Very Negative	
\$25,000-\$99,999	2			1		3
\$10,000-\$24,999	2					2
\$5,000-\$9,999	8	2				10
\$1,000-\$4,999	28	20	3			51
\$500-\$999	23	16	4	2		45
\$1-\$499	86	99	26	4		215
Non-Donor	24	29	11	1	1	66
Total	173	166	44	8	1	392

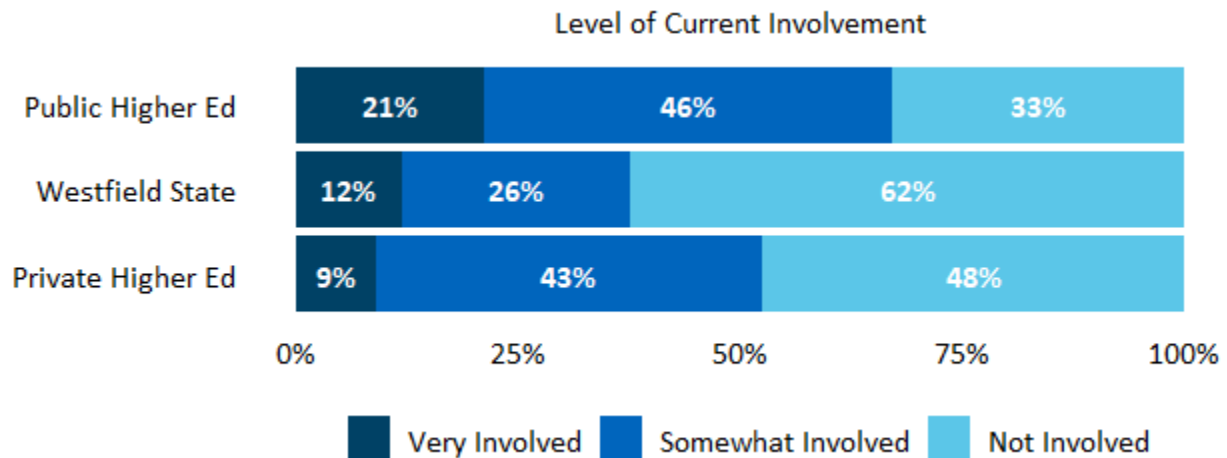
How would you describe your current level of involvement with Westfield State?

Overall Score: 2.0



Twelve percent of respondents (47) report being *Very Involved*.

Current level of involvement was compared with other universities and colleges.

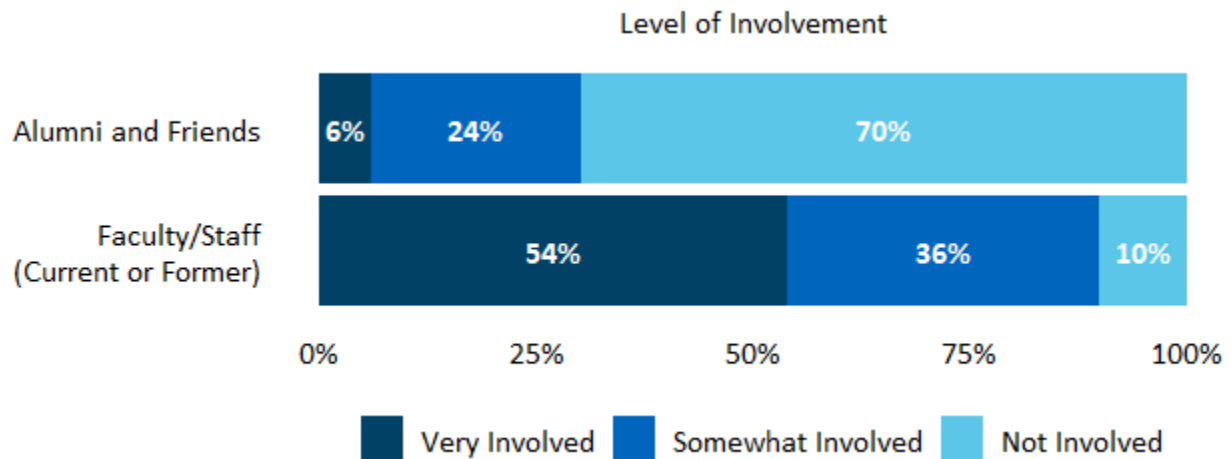


Respondents are less involved than respondents at other public universities and colleges.

Level of involvement was segmented by constituent type.

Alumni and Friends Score: 1.7

Faculty/Staff Score: 3.9

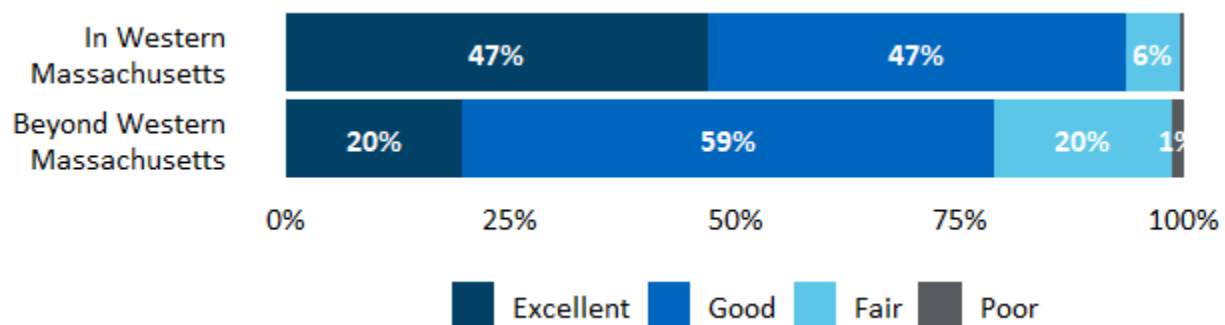


It is not surprising that faculty and staff are much more involved than alumni and friends. The small proportion of involvement from alumni and friends suggests that alumni have not been engaged with the University. This presents an opportunity for Westfield State to create engagement opportunities.

What do you perceive as Westfield State's reputation?

Overall Score – In Western Massachusetts: 4.4

Overall Score – Beyond Western Massachusetts: 4.0



Responses indicate that the University's reputation in Western Massachusetts is very favorable and is strong beyond Western Massachusetts. *Very Poor* was not chosen in any survey response.

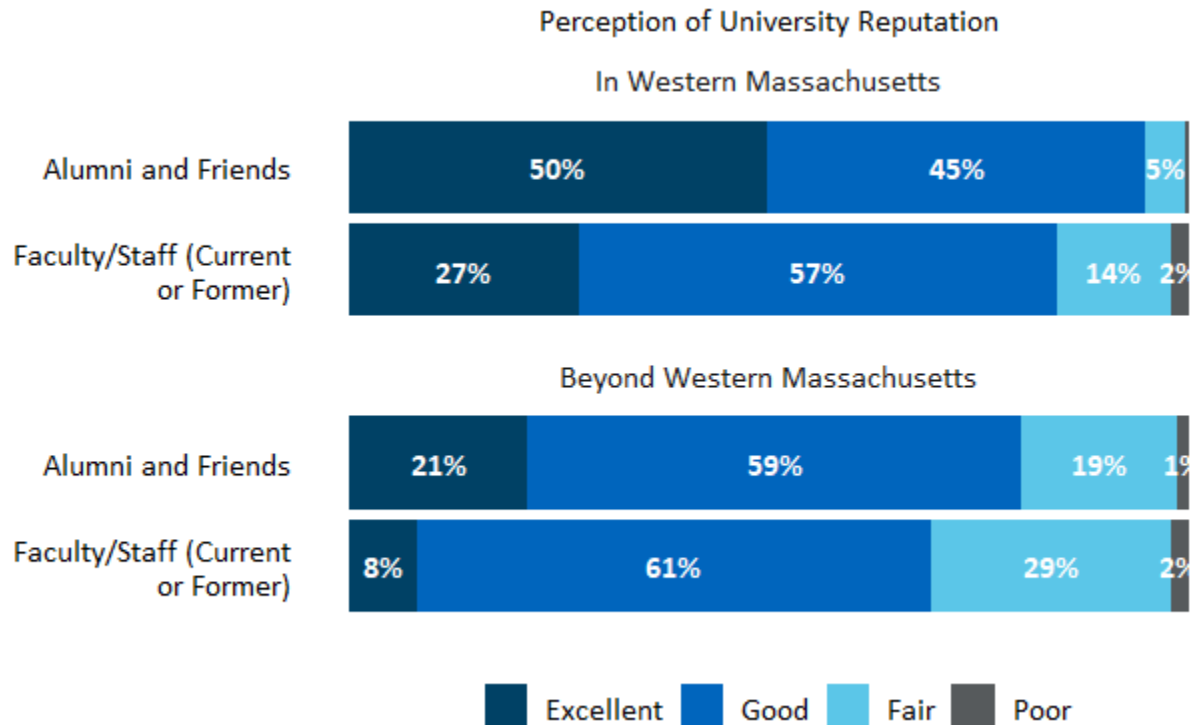
Perceived level of reputation was segmented by constituent type.

Alumni and Friends Score – In Western Massachusetts: 4.4

Faculty/Staff Score – In Western Massachusetts: 4.1

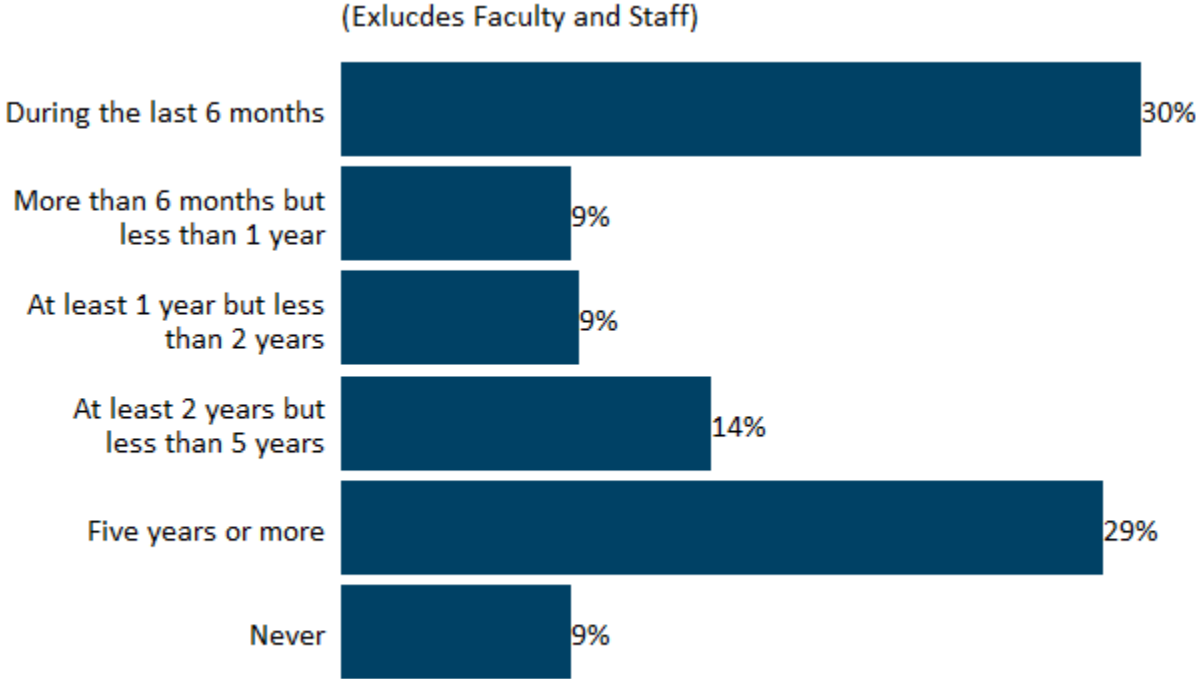
Alumni and Friends Score – Beyond Western Massachusetts: 4.0

Faculty/Staff Score – Beyond Western Massachusetts: 3.8



Alumni and friends have a more favorable perception of Westfield State’s reputation than faculty and staff.

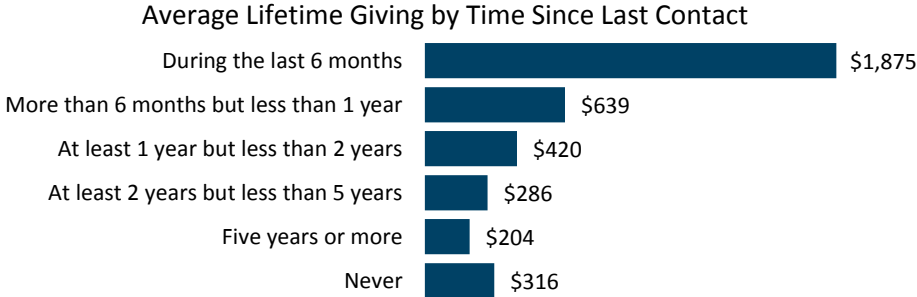
When was the last time that you had direct and personal contact with Westfield State faculty, staff, or administrators?



n = 342

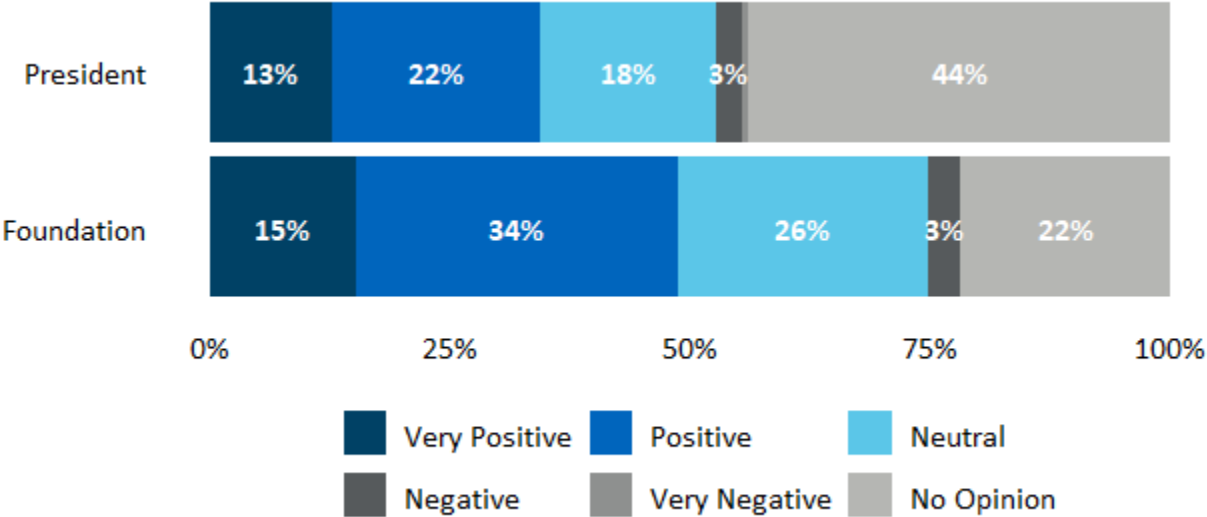
Thirty percent of respondents (104) report having direct and personal contact with the University within the past six months. Note that these results exclude responses from faculty and staff.

There appears to be a correlation between lifetime giving and time since last contact. Westfield State should strive to activate constituent engagement.



What is your perception of the leadership of President Ramon Torrecilha and the Westfield State Foundation, the fundraising arm of Westfield State?

Overall Score – President: 3.8
Overall Score – Foundation: 3.8



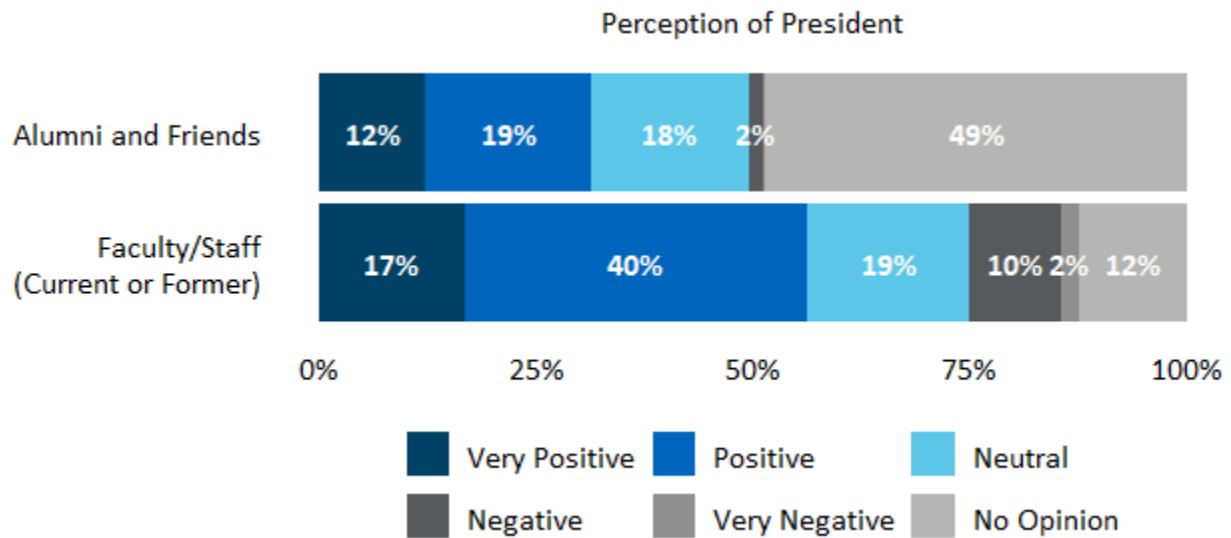
n = 388

Thirty-five percent of respondents have a *Very Positive* or *Positive* perception of President Torrecilha. Forty-nine percent of respondents have a *Very Positive* or *Positive* perception of the Foundation. There were considerable proportions of respondents who indicated they have *No Opinion* of the President (44%) or the Foundation (22%). Zero respondents have a *Very Negative* perception of the Foundation.

Perception of President Torrecilha was segmented by constituent type.

Alumni and Friends Score – Perception of President: 3.8

Faculty/Staff Score – Perception of President: 3.7



Almost half of alumni and friends have *No Opinion* of the President, indicating that he is not very well known.

While Marts & Lundy was writing this report, President Torrecilha announced his intention to retire from his position as President at the end of August 2020.

Following are a variety of responses. Remember that Westfield State will be sent a database of responses and will be able to identify the constituents behind these responses. Some responses may be worthy of personal follow up from Westfield State staff.

Following are selected comments that mentioned the President or the Foundation, both positive and constructive.

- *The Foundation is a key element in the success of the University and its students. In today's collegiate environment a campus cannot be without this necessity. Its outreach is as important as its fund raising.*
- *I have a very positive attitude toward President Torrecilha and WSU. As a result, I've remained involved on the Foundation board. On the other hand, I believe that work needs to be done to bolster the Foundation board and its focus/work.*
- *I believe the president of the university has done an outstanding job of pulling the institution away from the issues faced with the previous leadership. He has held the faculty and staff accountable for educating the future generation of teachers, law enforcement officers, nurses for the state. I have nothing but admiration for the president.*
- *My daughter graduated in 2017. ... There were many changes throughout her four years, one good change was the energy of the President's office, at graduation I could feel his devotion and willingness to bring Westfield to the next level.*
- *The foundation was badly used by a former president and had to struggle. Better now, I understand.*
- *I think the current Foundation and the leadership of the University (Trustees and President) are not very effective. Everyone seems to have their own agendas and no one wants to hear alternate opinions. All these entities need to work better together with more trust.*

Following are comments from respondents who are clearly fans of Westfield State!

- *Having a son who's a senior presently, we are thrilled to have him carry on the tradition of attending WSU, as my husband and I are both WSU alumni, in CJ. We love the connections he made and will make in law enforcement. It's an affordable university ... it's beautiful, it's a great school!*
- *There is no better place than Westfield State. I try to visit the campus once a year for Alumni events and always have a great time. The facilities have changed a lot but the people are the same ... always the best!*
- *I am extremely happy with all the building over the past several years. I am also impressed with the variety of majors the school offers. As a Criminal Justice major, I whole heartily support the CJ Hall of Fame and all the impressive recipients that have been honored. I do enjoy the alumni events I have attended.*

Following are comments from respondents with mixed feelings about Westfield State.

- *My wife, Jennifer Laber (Westfield 1998), and I (Jason Laber, 1997) are both proud to be Fighting Owl Alumni. We have been financial supporters over the years. Our daughter, Lauren, applied last year and was accepted at WSC, but was denied admission into the nursing program. We were a little disappointed, but understood this is a competitive program. A little more personalized correspondence for somewhat successful WSU married Alumni (who met during 1995 orientation – by the way) would have gone a long way. ... Perhaps a telephone call with an explanation would have went a long way. Keeping up with out of state tuition at UNE has left little to contribute to the fund for now. We have full intention of contributing in the future.*
- *I believe the University could raise more money by utilizing a philanthropic approach to engaging alumni. Alumni are more apt to give if they are involved (being part of University committees, mentorship programs, etc.). I was a student leader and always give to the University and always keep my alumni profile information up to date but I have never been contacted directly about giving or being involved.*
- *Recent efforts have been made to connect alumni who are no longer in MA, but more can be done to bring alums into contact with each other and the university.*
- *I am a proud graduate of Westfield State University graduating in 1993 with a dual major and honors. My opinion of WSU is mixed. I had a wonderful experience at WSU when I was a student. I felt I obtained a quality education that has helped me throughout my professional career. More importantly I was also able to meet lifelong friends. ... My wife and I currently reside in Las Vegas, NV where we currently own and operate a successful business where we work with healthcare providers as well as many universities and colleges throughout the United States and Canada that have medical schools and nursing programs. My company sells new and refurbished medical equipment used in simulation labs for students to train upon. ... We have been fortunate to have worked with and supplied schools in Massachusetts ... with our equipment. ... Unfortunately, when I reached out to both the faculty head of the Nursing school and the Alumni office many times about what it is that our company does and how we could uniquely assist the University in further developing its relatively new Nursing program, we regrettably have been ignored with multiple email and voice messages not being returned. This is troubling to me. If as an alumni I'm treated this way, then how are others treated? It makes me want to turn my back on the University and continue to focus my efforts on other schools to build and expand their simulation labs further developing their nursing programs. ...*

Future Direction and Campaign Questions

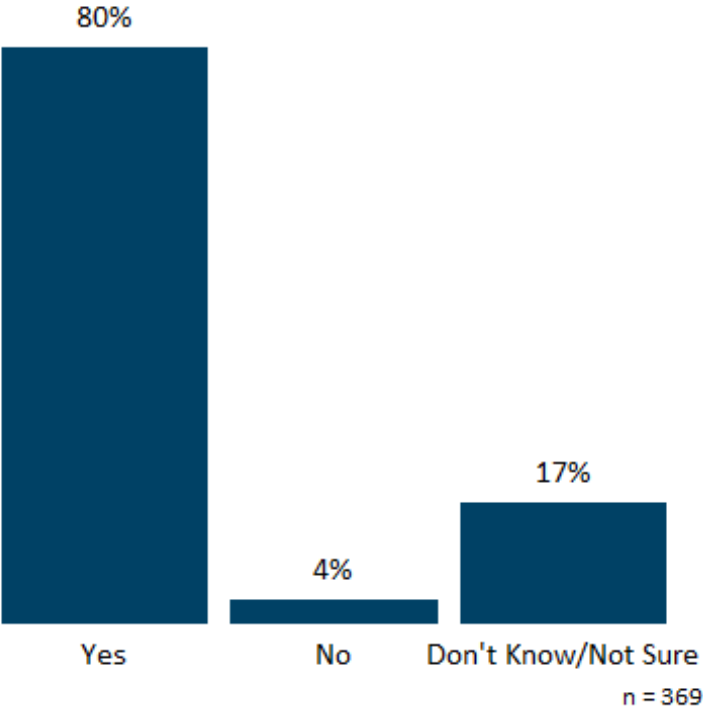
This section introduces Westfield State's mission and vision for the future and campaign plans. Each of the campaign initiatives were presented individually, and participants were asked questions about the initiative before proceeding to the next one, thereby allowing each initiative to be rated without comparing it to others. In this report section, individual campaign initiative questions are reported on as a single question to allow for succinct and comparative reporting.

The text describing each initiative was extracted from the campaign prospectus draft and can be found in the questionnaire in the appendices.

Do you agree with Westfield State’s vision?

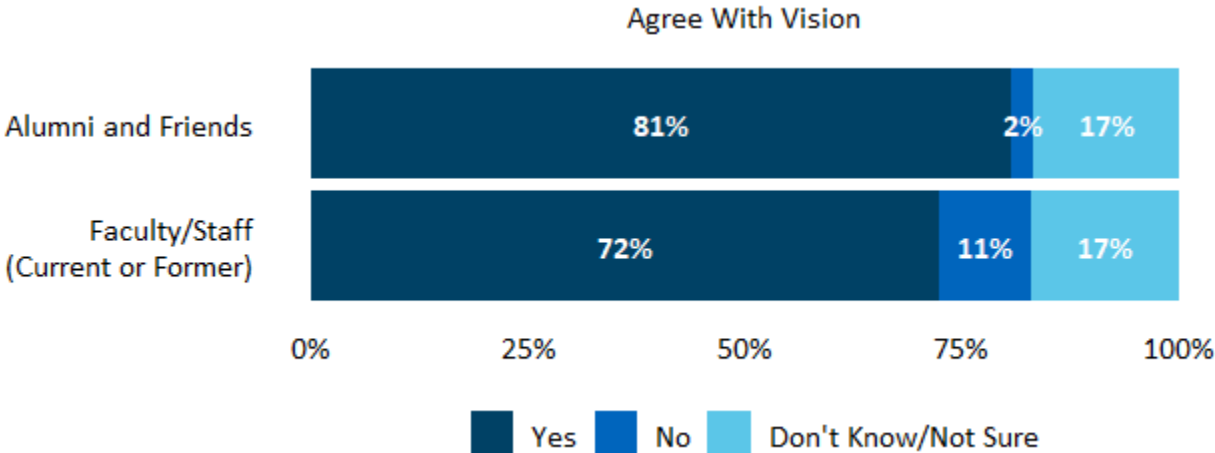
Under the leadership of President Ramon Torrecilha and the Board of Trustees, Westfield State has articulated the following vision:

Westfield State University strives to be the premier public comprehensive institution in the Northeast region through its commitment to student engagement and success.



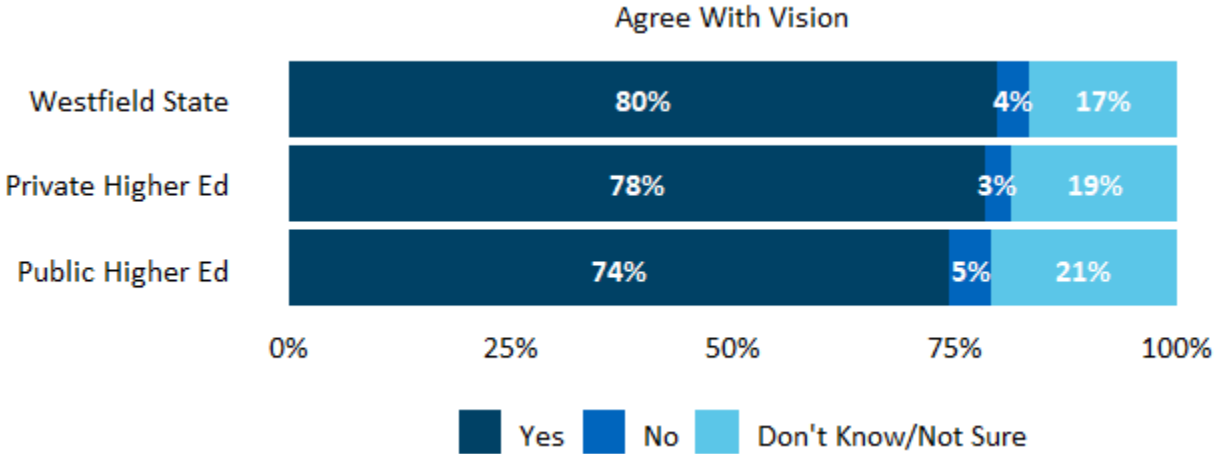
Eighty percent of respondents (294) agree with the University’s vision.

Responses were segmented by constituent type.



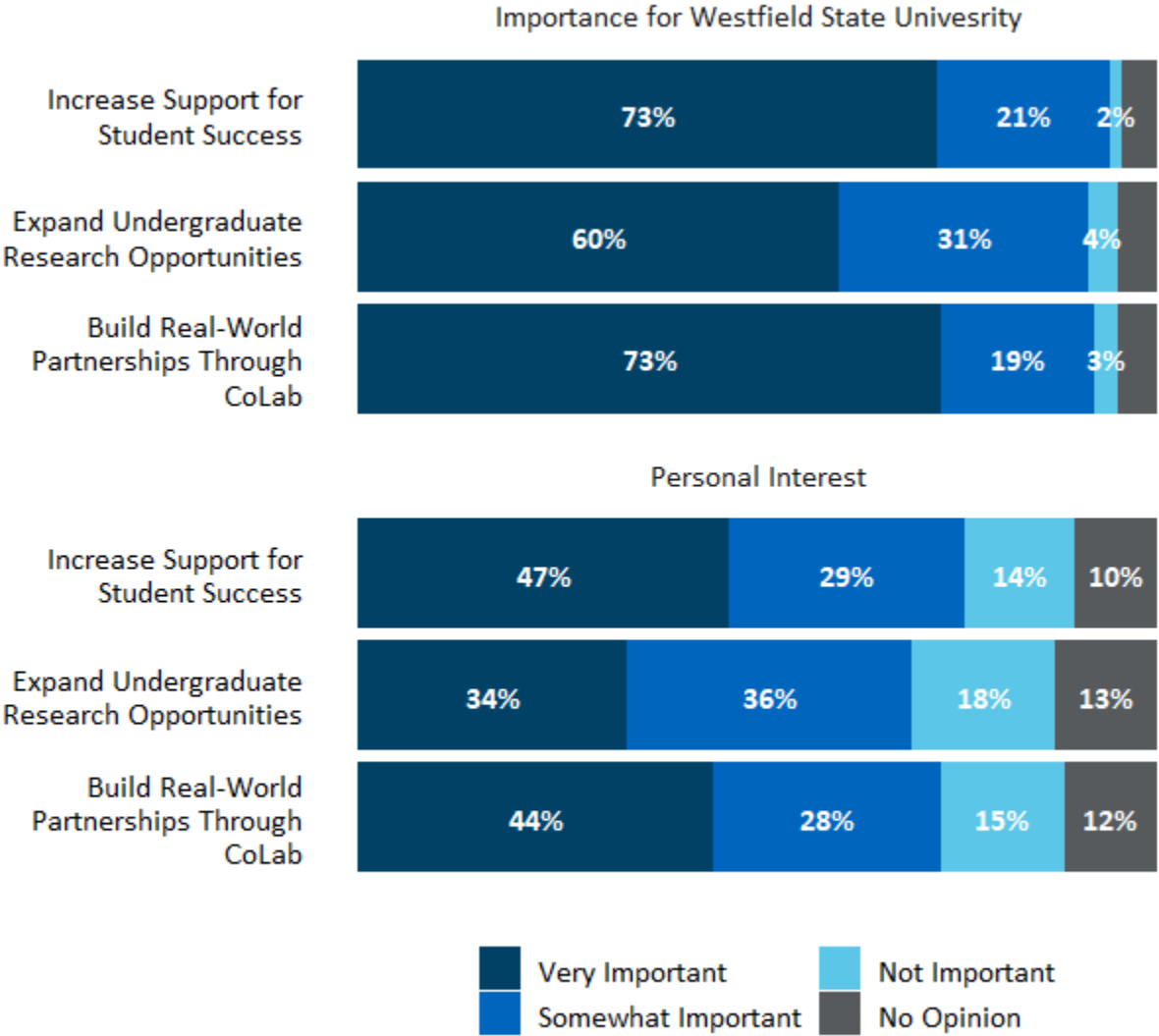
Alumni and friends have a slightly higher level of agreement with the vision than faculty and staff.

Responses were compared with responses from surveys conducted for other universities and colleges.



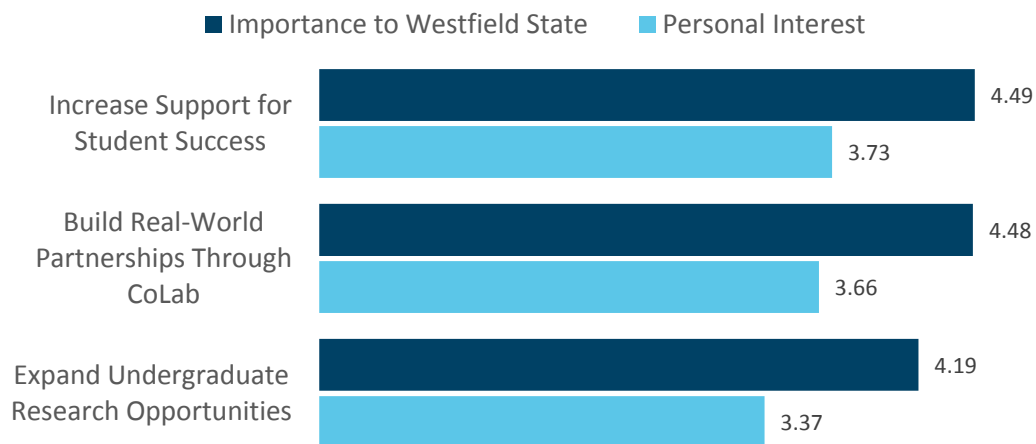
Westfield State has a greater proportion of respondents agreeing with their vision than seen at other universities and colleges.

Please rate each campaign initiative on your perception of how important the initiative is to Westfield State and your personal interest in the initiative.



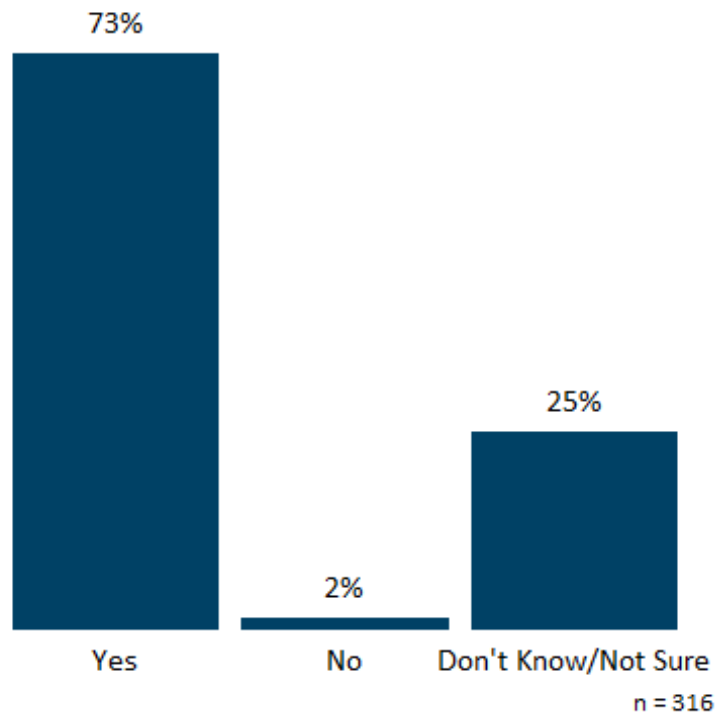
n = 332

An overall score indicating preference was calculated for each campaign initiative on a scale of 1-5, where 1 is *Not Important*, 3 is *Somewhat Important*, and 5 is *Very Important*. The *Increase Support for Student Success* initiative is the most favored theme for both its perceived importance to the University and its perceived personal importance. *No Opinion* responses were excluded from the calculation.



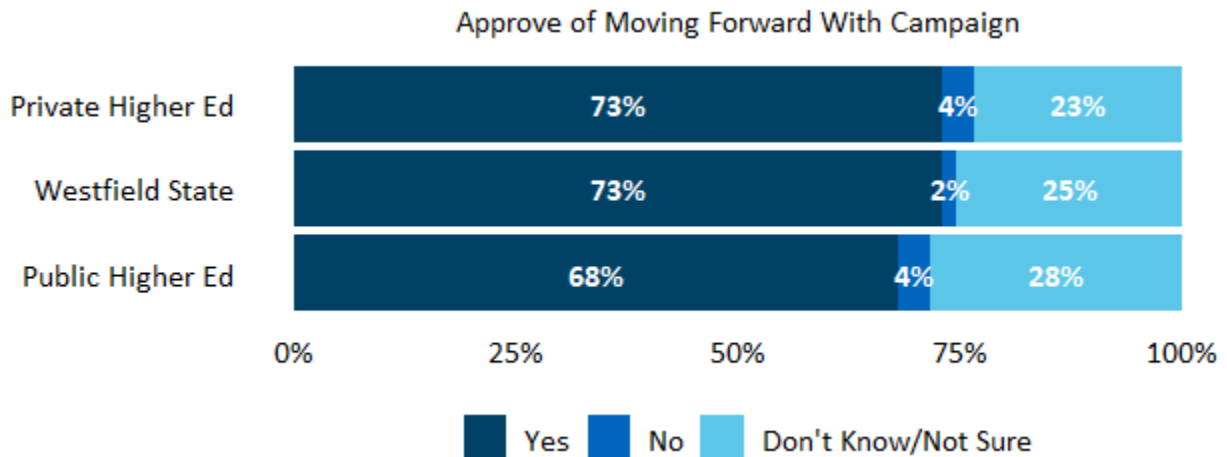
Individual responses can serve as valuable markers of preference for campaign engagement and solicitation. There are 292 respondents who rated at least one of the campaign initiatives as *Very Important*. A spreadsheet of these respondents by initiative will be provided separately from this report.

On the basis of what you know about Westfield State’s plans to launch a comprehensive fundraising campaign, do you approve of the University moving forward with its plans?



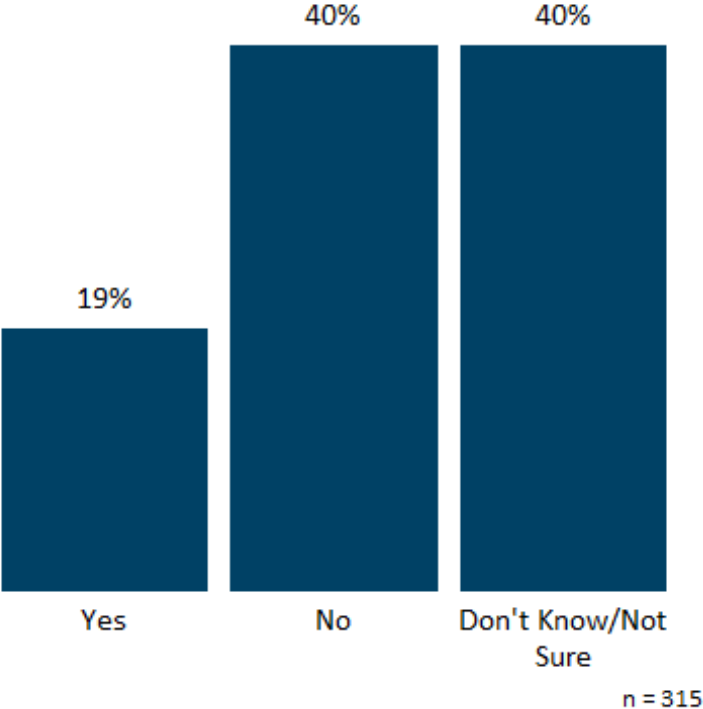
Seventy-three percent of respondents (231) approve of Westfield State moving forward with its plans for a comprehensive fundraising campaign.

Responses were compared with other universities and colleges.



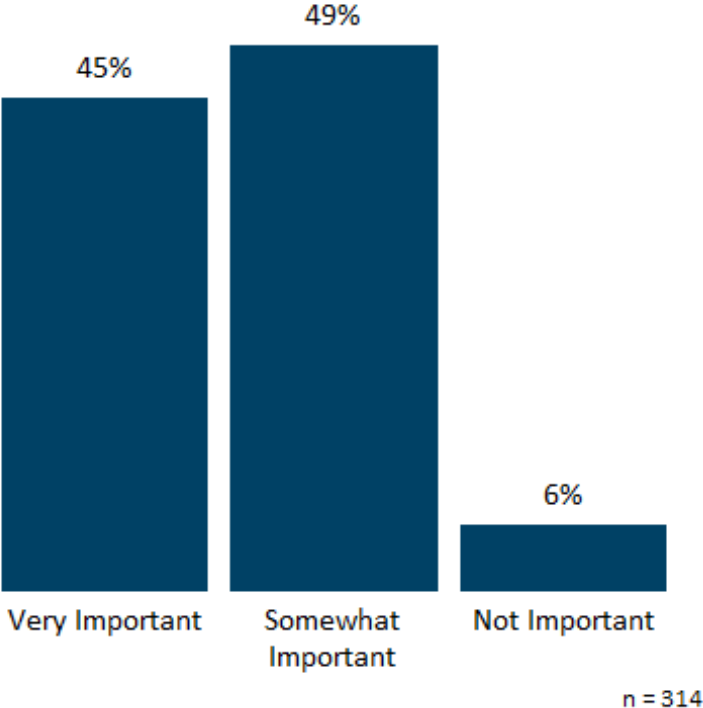
Approval rate compared similarly to the approval rate at other private colleges and universities.

Without making any commitment at this time, if you were asked to serve in a volunteer leadership capacity, would you be inclined to accept?



Sixty-one respondents indicated that they would volunteer in a leadership capacity. When seeking campaign leadership and volunteerism, Westfield State can research these respondents and determine if there are any feasible candidates. A spreadsheet of these respondents will be provided separately from this report.

Do you see a campaign at this time for Westfield State as very important, somewhat important, or not important?



Forty-five percent of respondents (140) believe the campaign to be *Very Important*.

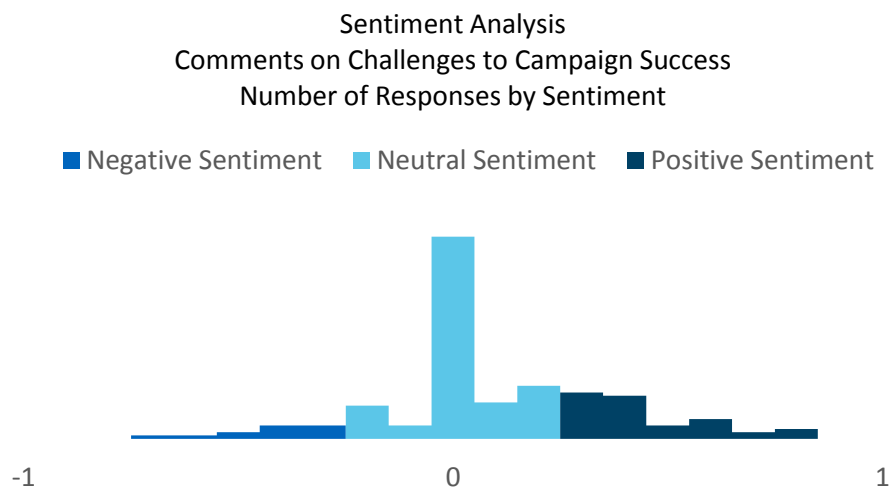
What do you believe will be the biggest challenges to campaign success for Westfield State?

154 participants answered this question. The following word cloud expresses the general themes referenced throughout all the responses.



Marts & Lundy’s experience has been that responses to this question often cite the challenges to fundraising success that fundraising programs are already aware of, such as finding donors with capacity, convincing donors of the merits of donating, and dealing with competing factors like the economy and other fundraising priorities. This survey was not different.

Text analytics was used to determine the sentiment of each response; however, because this question asks for challenges to campaign success – a negative connotation in itself – the sentiment score is less indicative of the true overall sentiment. The average sentiment was 0.11, in the center of the neutral range.



Following are selected comments from respondents that have donated at least \$1,000 to Westfield State.

- *A lot of people here have their own agendas. Trying to get everyone on the same page will not be easy.*
- *The need for a broader connection with past alumni.*
- *The biggest challenges are competing interests for fundraising dollars and a Foundation board that is somewhat passive.*
- *Getting the message of the campus and its initiatives out to an understanding public and business community. Everyone is looking for additional funding, thus the campaign has to be more inclusive and seen as more important than others.*
- *Engagement of alumni. Every state university is trying to do similar things. ... I think being the very best at what the nature of the place is should be a proud goal. ... WSU has a good and proud niche and should try to be the best at that and more will follow.*
- *Communicating the goals of the challenges to campaign success for Westfield State.*
- *Proving to the prospective donors that virtually all the funds will directly benefit the students and goals, and convincing donors that the University is being run so efficiently that only outside \$\$ can support these goals.*

Following are selected comments citing the campaign initiatives.

- *The initiatives are great. Tip of the iceberg. However, stronger leadership is needed on campus to ensure a strong base. Take care of the basics.*
- *Share past successes with statistics which show that these future initiatives have merit in our future economy. Where will Western Mass graduates have employment opportunities with these initiatives?*
- *My hope is that alumni are receptive to these initiatives because they provide support to first generation college students not entirely, obviously. As a first generation college student and someone who spent 18 years teaching in an economically underprivileged area, this is extremely important to me.*
- *We have to decide what we want to be. I am unaware of any mention of graduate degrees in the future plans. There is talk of CoLab preparing grads for employment, but no mention of the importance of graduate studies. When I went to WSC, everyone became a teacher. ...*

These three responses touch upon the notion that Westfield State does not have a wealthy alumni base. This notion was proven out in the Capacity Analysis that Marts & Lundy conducted.

- *For my group it will be limited resources. We are mostly teachers and public servants. Our incomes do not typically allow for large gifts. I will personally contribute what I am able but know that if an MTG affinity member has to choose between a gift toward this campaign and contributing to the MTG scholarship they will most likely give toward the scholarship as it memorializes those who have passed away.*

- *Most alumni do not have the financial means to contribute heavily to fundraising efforts by WSU. Individual scholarships in my opinion only help a small number of students at WSU. I would rather see another type of distribution of funds that would benefit more students.*
- *I think fundraising will be the biggest challenge for all 3 initiatives in addition to fundraising for scholarships. Consideration of the financial status of our alumni at various points in their earning capacity is key to determining this planning.*

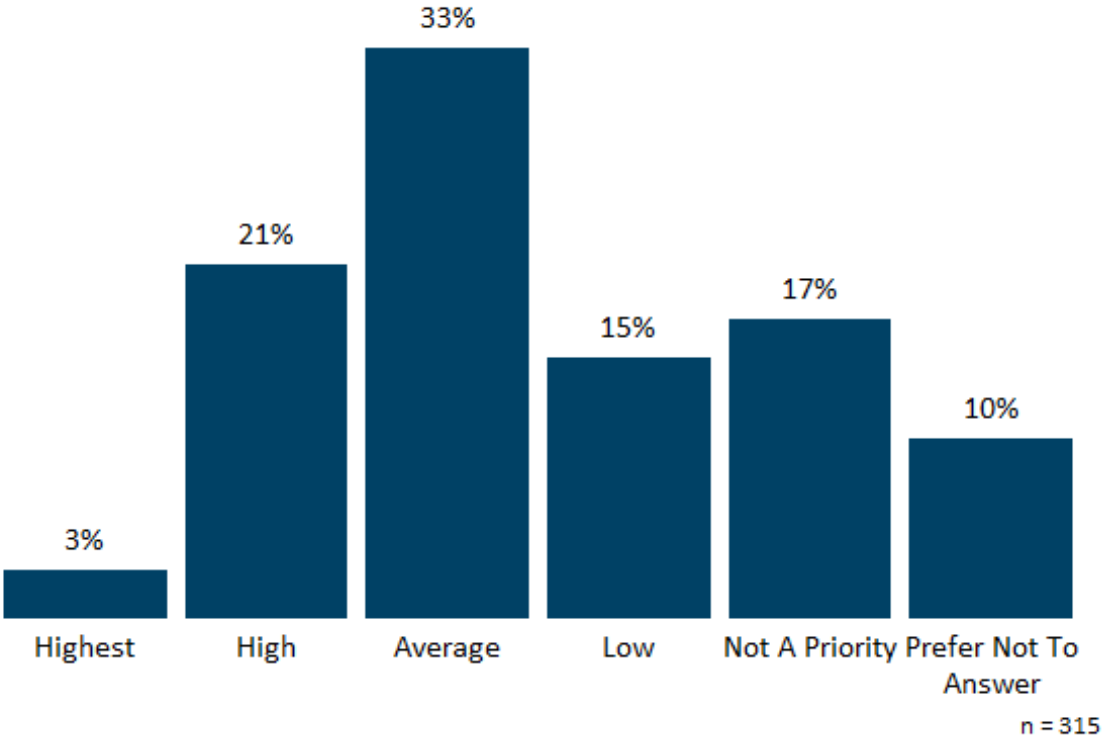
The following comments cite the oftentimes fractious relationship that faculty have with the University.

- *Faculty buy-in, and the ability of faculty to have a voice outside that of its union leadership.*
- *Unfortunately, at this time faculty is not in support of the current administration. This is potentially harmful to the institution in many ways such as fundraising and the potential for smaller incoming classes. I also believe that there is a perception that institutional money is not directly spent on students.*
- *Getting faculty and staff on board.*
- *Aside from the ability to raise funds for these initiatives, we need to do a better job with the internal unrest that lies within the faculty. If anything can fracture the school image it's the negative image purported at commencement for example. Inappropriate venue for contractual issues.*
- *Lack of faculty support.*
- *Limited donor base; uneven reputation given publicity surrounding faculty contract disputes; lack of faculty participation.*
- *A collaborative approach combining administration, faculty, undergraduates, alumni, and the general public.*
- *In a time where student retention is down and funding is low, I would say funding and personnel are our biggest challenges. Also, even though I am happy and excited about where the University is going, there seems to be some faculty and staff who are unhappy with the university and its decisions. I feel another very important challenge will be changing the campus climate and helping them to understand how important their role is in retention and how much they contribute to our success or lack thereof.*

Prospect Identification Questions

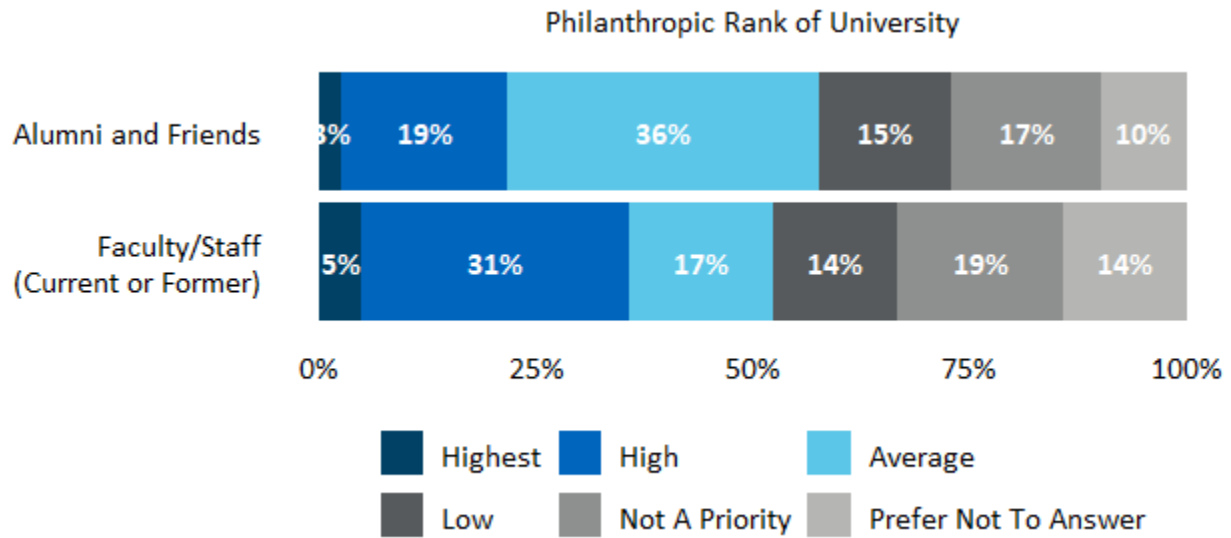
The questions in this section are useful for prospect identification. The responses to these questions can be put to immediate use to identify prospects with interest, identify potential planned giving donors, and identify potential wealth.

Where does Westfield State rank among your philanthropic priorities?



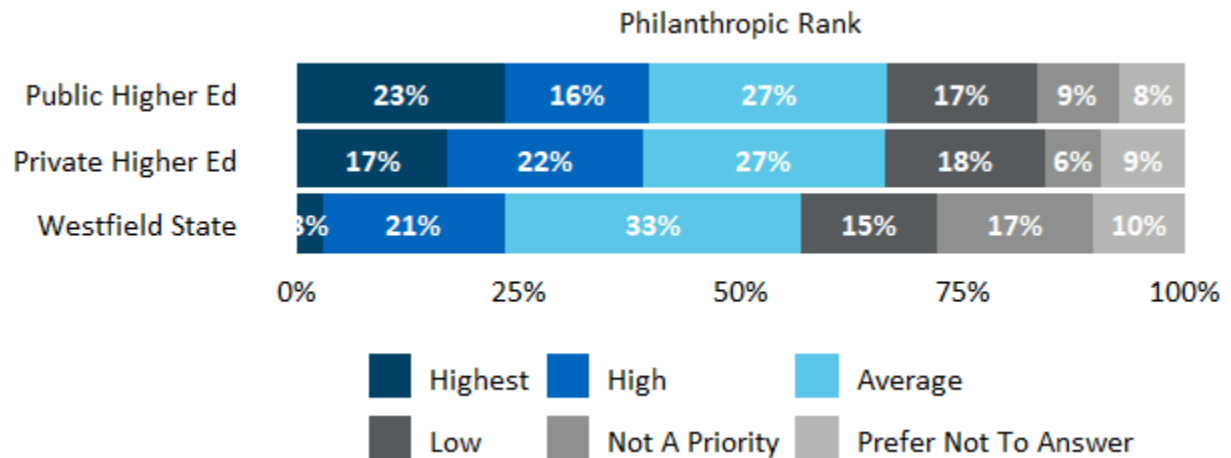
Only 24 percent of respondents (74) rank Westfield as their *Highest* or a *High* priority. A spreadsheet of the respondents who answered *High* or *Highest* will be provided separately from this report.

Philanthropic rank was segmented by constituent type.



A greater proportion of faculty and staff rank Westfield State as a *Highest* or *High* priority than alumni and friends.

Philanthropic rank was compared to responses from other university and college surveys.

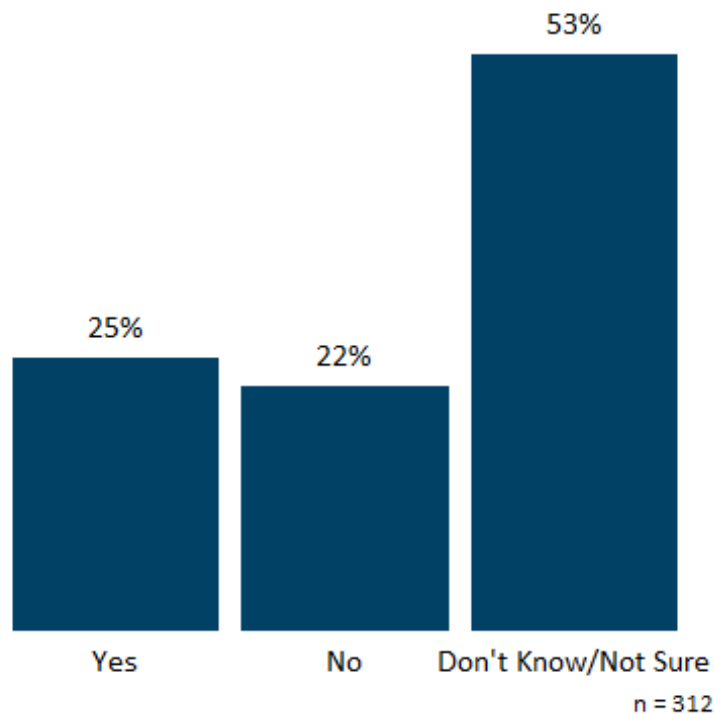


Westfield State ranks lower than the average public or private university or college. This is indicative of a population whose level of current involvement is also lower than average.

Analyzing philanthropic rank and historical giving shows that respondents who rank Westfield State as a higher philanthropic priority typically donate more and have given more recently.

Giving Metrics by Philanthropic Rank				
	Count	Average Lifetime Giving	Average Largest Gift	Average Time Since Last Gift
<i>Highest</i>	9	\$10,037	\$1,551	9 months
<i>High</i>	65	\$2,531	\$493	2.5 years
<i>Average</i>	105	\$715	\$175	3.8 years
<i>Low</i>	48	\$306	\$86	8.9 years
<i>Not A Priority</i>	55	\$946	\$676	7.3 years
<i>Prefer Not To Answer</i>	33	\$223	\$87	9.8 years
<i>Did Not Answer</i>	81	\$384	\$148	6.8 years
All Participants	396	\$1,099	\$308	5.5 years

Would you consider making a gift to the *Experience* campaign for Westfield State?



Twenty-five percent of respondents (78) indicated that they would make a campaign gift.

There are a few populations that are worthy of further investigation by Westfield State highlighted in the following cross-tabulation. The respondents who rank Westfield State highly as a philanthropic priority but do not plan on making a campaign gift is concerning. Engagement and stewardship activities can help determine why these respondents are not likely to make a gift. A spreadsheet of the two who answered *No* and the 32 who answered *Don't Know/Not Sure* who also ranked the University as a high philanthropic priority will be provided separately from this report. It could be that these respondents have already made a significant commitment or have the University in their estate plans, or there could be some entirely other reason.

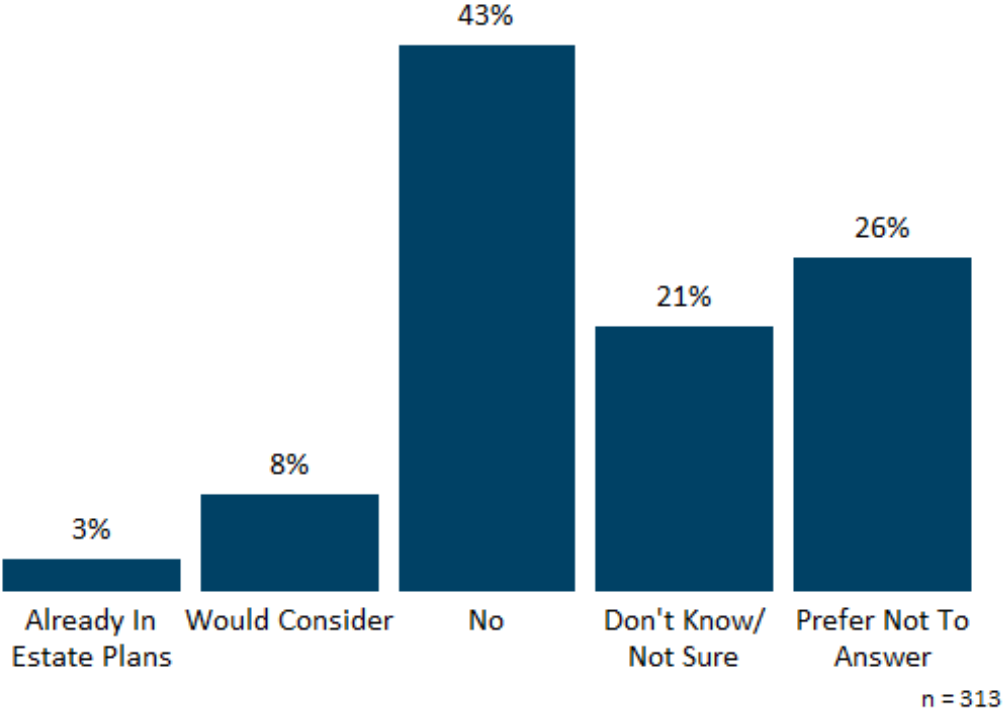
Philanthropic Priority	Consider Making a Gift			Total
	Yes	No	Don't Know/ Not Sure	
<i>Highest</i>	6		3	9
<i>High</i>	33	2	29	64
<i>Average</i>	30	11	62	103
<i>Low</i>	5	16	27	48
<i>Not A Priority</i>	2	33	20	55
<i>Prefer Not To Answer</i>	2	8	23	33
Total	78	70	164	312

A second and third respondent group worth researching and stewarding are those who have donated generously in the past and either a) will consider making a gift or b) do not plan on making a campaign gift. The first of these groups represents real opportunity for Westfield State while the latter group represents an opportunity for stewardship. Why are these once strong supporters not interested or unsure of making a commitment in the next campaign? Spreadsheets of the highlighted groups will be provided separately from this report.²⁵

Lifetime Giving	Consider Making a Gift			Total
	Yes	No	Don't Know/ Not Sure	
\$25,000-\$99,999	1	1	2	4
\$10,000-\$24,999	2			2
\$5,000-\$9,999	3		5	8
\$1,000-\$4,999	14	7	22	43
\$500-\$999	11	7	21	39
\$1-\$499	41	36	92	169
Non-Donor	6	19	22	47
Total	78	70	164	312

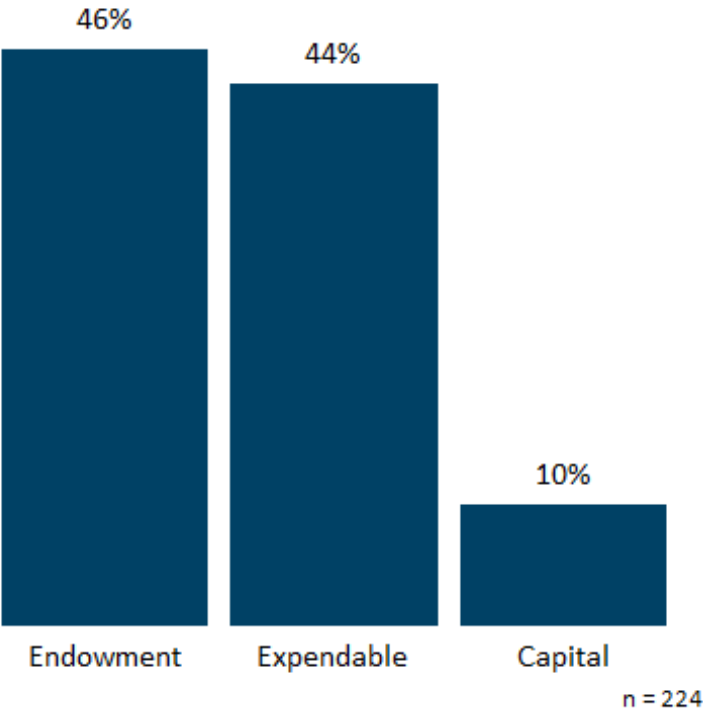
²⁵ There may be overlap between these lists and the list of respondents by philanthropic rank and likelihood to make a campaign gift.

Do you currently have Westfield State in your estate plans, or would you consider doing so as part of your commitment to this campaign?



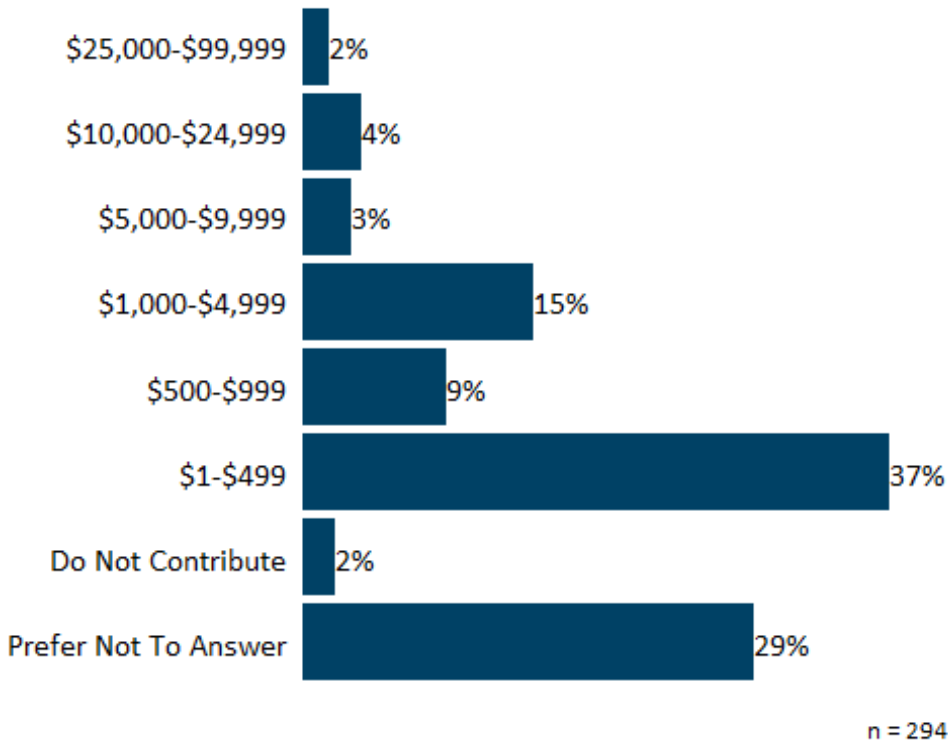
Eight respondents indicated that Westfield State is *Already In Their Estate Plans*, and 24 indicated that they *Would Consider* including Westfield State in their estate plans. Westfield State can use these responses to a) ensure that the database has an indication of those who have the University in their estate plans and b) consider planned giving marketing materials to those who would consider making a planned gift. Spreadsheets for these two groups will be provided separately from this report.

If you were to consider making a significant gift to Westfield State, would you prefer making an expendable, capital, or endowment gift?



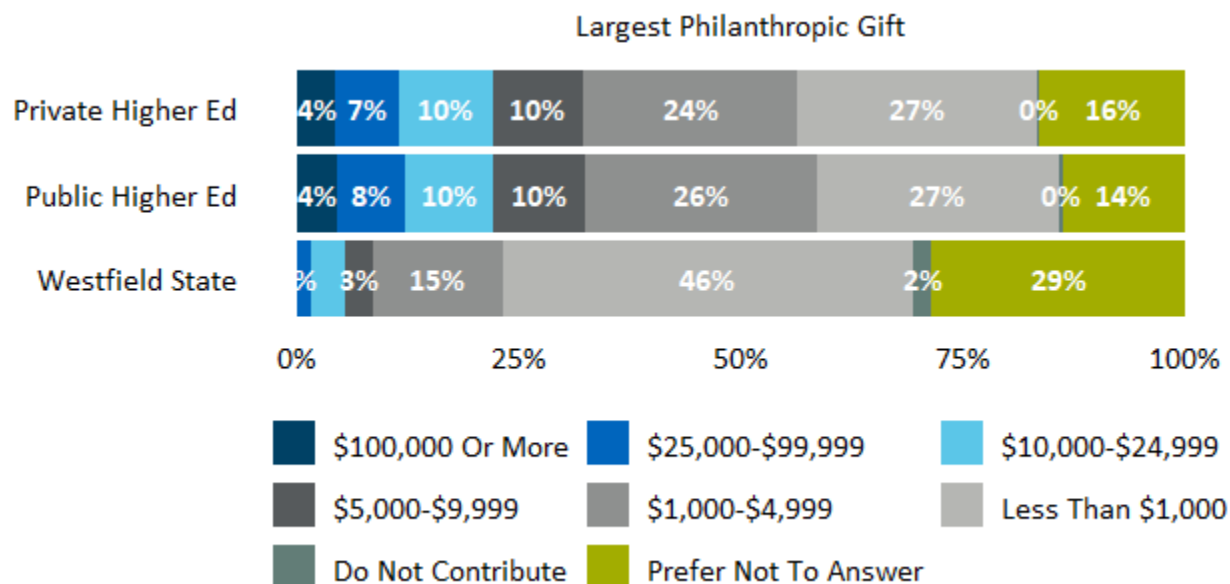
These responses can enrich the constituent database by adding a gift interest code to each respondent's record. A spreadsheet of these responses will be provided separately from this report.

What is the largest financial contribution (gift or pledge) that your household has ever made to a charitable organization? (optional)



Responses to this question provide self-reported indicators of philanthropic capacity. Sixty-eight respondents report having made a gift or pledge of at least \$1,000 to a charitable organization. A list of these respondents will be provided electronically. Zero respondents answered *\$100,000 or More*.

Responses were compared with responses from surveys conducted for other universities and colleges.



Westfield State respondents are less philanthropic than respondents from other surveys.

Marts & Lundy calculated Westfield State’s *Yield on Largest Reported Gift*. This measures each respondents’ largest gift to Westfield State as a proportion of largest reported charitable gift. This provides Westfield State with a quantitative measure to gauge how much overall capacity it is capturing.

Giving Metrics by Largest Gift to Charitable Organization			
Largest Reported Charitable Gift to Any Organization	Responses	Respondents Whose Largest Gift to Westfield State Is at This Level	Westfield State’s Yield on Largest Reported Gift
\$25,000-\$99,999	5	0	6%
\$10,000-\$24,999	11	1	15%
\$5,000-\$9,999	9	0	13%
\$1,000-\$4,999	43	7	34%
\$500-\$999	27	4	33%

In general, which of the following do you personally find motivating as you consider making a charitable gift? (Select all that apply.)²⁶



n = 278

Respondents cite having a *commitment to an organization's mission and values* as their top motivation for giving, followed closely by *perception of the organization's effectiveness*. *Family experience* and *perception of the organization's needs* were also cited by at least 35 percent of the respondents. Westfield State can keep these motivations in mind when strategizing appeals and communicating with prospects.

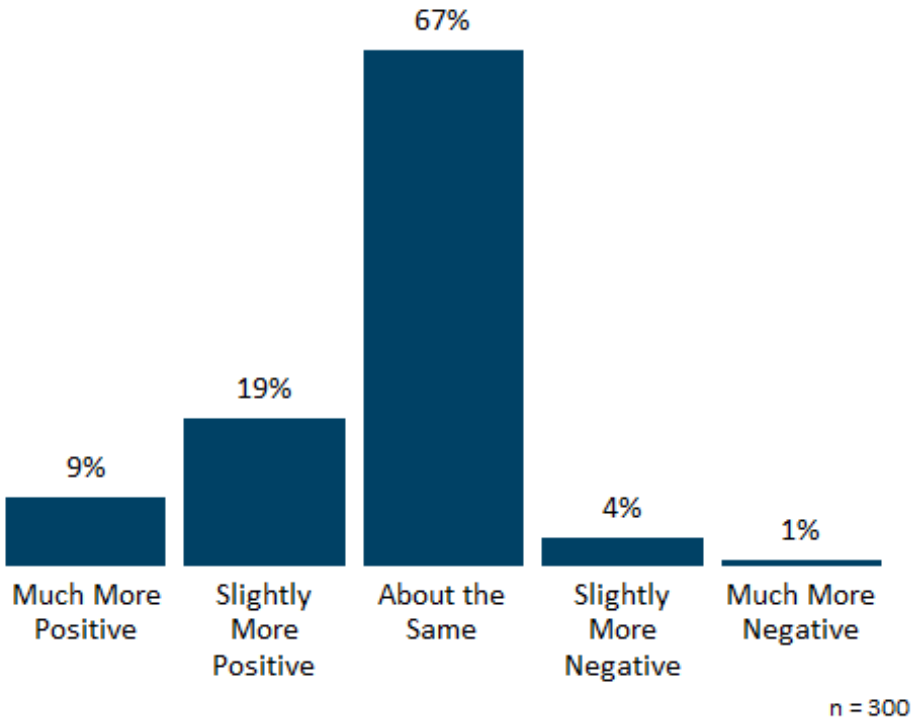
²⁶ Percentages represent the proportion of respondents that chose each response.

Concluding Questions

The following final two questions concluded the survey.

In this survey, we have shared information about Westfield State’s and our future aspirations. How has your attitude toward Westfield State changed since you began this survey?

Overall Score: 3.3



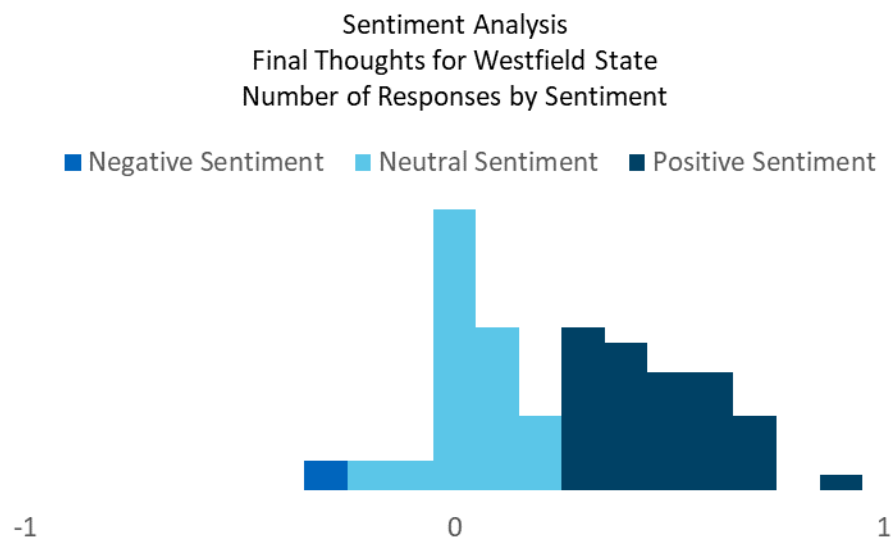
Nine percent of respondents (27) finished the survey with a *Much More Positive* attitude toward Westfield State than when they began the survey. This is a positive outcome.

If there are any other comments you would like to share with Westfield State leadership, please share your thoughts here.

84 participants answered this question. The following word cloud expresses the general themes referenced throughout all the responses.



Text analytics was used to determine the sentiment of each response. The following chart shows the sentiment distribution. The overall average sentiment was 0.29, which is on the border between neutral and positive sentiment.



Because this question serves as a final “catchall” for opinions and feedback, the responses can be quite varied. It will be worthwhile to read all the responses in the *Open Response Supplement* accompanying this report.

Following are selected responses from those with a *Very Positive* or *Positive* attitude toward Westfield State.

- *I have long thought of Westfield State as a Public institution with a "private school attitude." What I mean by that is that students here received the quality teaching, advising and counseling to help them become successful students and productive citizens. In recent years, the focus has been on the top administrators who have little to no contact with or impact on students. Dollars for the "less important" workers who actually work with students have been cut. Right now, what we need first and foremost are adequate numbers of staff to provide that one-on-one contact with students. Students should come first. I think the future of WSU depends upon it.*
- *This is a great move and I look forward to receiving future communication about WSU's fundraising efforts, strategic plan, institutional goals and volunteer opportunities.*
- *Loosing Carlton and Sue was a big loss for the University. They had a passion and love for the university that is not easily replaced. I have always thought that I would be a "lifer" here at WSU but significant changes need to be made to help rebuild trust. I am afraid that we will lose even more people that have made WSU feel like a second home.*
- *I think highlighting the alumni's accomplishments is important. I just retired after 45 years in education, 23 of which I was Superintendent of Schools. I never felt that was important to the University. My Westfield education was key to my success. Some way to acknowledge the alumnae is important. It makes us want to contribute. Just some thoughts.*

These comments address campaign initiatives.

- *Regarding CoLab, I think as the premier CJ State school that you should engage more with the Mass State Police, including any training or "internships" that would give a WSU graduate a leg-up in getting accepted into the State Police Academy. It would save training costs for MSP and also make WSU a desired location for CJ majors.*
- *WSU needs positive leadership unburdened by negative press of any nature. Strive for successes by students and administration without any negative images of the school whatsoever. WSU has great potential, and students need scholarships to help them succeed. If students need academic supports for WSU, they should consider two-year programs to acquire skills before they apply to a four-year institution. Keep the standards high, and high achievement will result. Any on-campus events for alumni will encourage more donations. This includes the arts with musical concerts, theatre, and exhibitions. Sporting events publicity will be popular with other alums. Incorporate tours of Stanley Park or restaurant discounts in town to encourage alums to attend. Personal accounts of success from previous alums will motivate younger students to pursue teaching careers. Mentoring programs with alums from the community would benefit students.*
- *Faculty are already creating opportunities for students to collaborate with the community and industry through civic engagement and internships. We don't need a center for this type of activity and we don't need to add staff positions such as the Director of the Center and assistant director, admin assist, etc. Please direct this funding to counseling, tutoring, and the Reading and Writing Center instead.*

Sometimes, respondents expressed displeasure with the survey itself, as these two respondents did.

- *Again, I would have been pleased to do so had this been an anonymous survey. This doesn't mean that I have a negative impression of our leadership – I do not – it's just that with this the credibility of the survey is thrown into question.*
- *My experience with this questionnaire about WSU's future was positive until the section came up about donating. I would like to help in the future of the university and understand that it does take funds to do so but it comes across as distasteful that there were so many questions regarding that.*





In these cases, individualized follow-up might be appropriate to respondents, particularly if they are loyal donors, to explain the motivation for the non-anonymous nature of the survey or the particular questions. Westfield State might choose to explain that many functions of not-for-profits can be completed using generic or truly anonymous data – strategic planning is one example. Philanthropy, however, is an essential source of revenue to Westfield State (and to nearly all not-for-profit organizations). Mature and growing fundraising programs are primarily dependent on gifts from individuals and family foundations. Such gifts are driven by and founded upon genuine human relationships. Engaging and involving donor prospects in personal ways – approaching philanthropy from a donor's orientation as opposed to an institution's orientation and engaging donor prospects in ways that match their preferences and responses to their particular interests – leads to the fiscal stability of Westfield State. If the participant respects Westfield State's mission, our hope is that the participant also respects the professionalism and the organizational culture of those who work at Westfield State. Explaining that a limited number of Westfield State Foundation staff will have access to responses and reassuring that responses will never be shared with external organizations and will be regarded with care and respect by those who have access to them could help assuage the objections.

Self-Identified Major Gift Prospects

Major gift prospects self-identify based on their responses to questions on philanthropic rank and largest charitable gift.

A cross-tabulation of responses to questions on philanthropic rank (*Where does Westfield State rank among your philanthropic priorities?*) and largest charitable gift (*What is the largest financial contribution (gift or pledge) that your household has ever made to a charitable organization?*) can initially be regarded as a method of identifying individuals with both the capacity and inclination to make a large contribution to Westfield State.

Gray-shaded cells in the following table highlight self-identified major gift prospects. Red-shaded cells highlight self-identified leadership annual fund prospects.

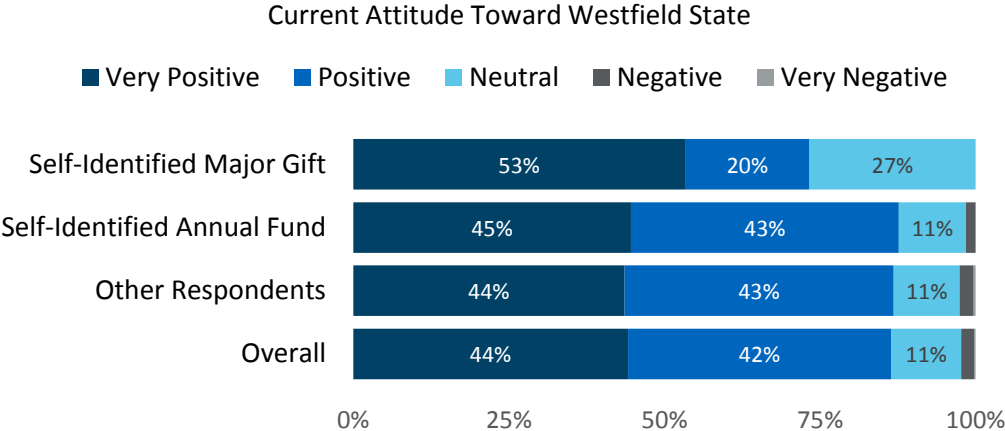
	High Affinity Major Gift Self-Identified		Low Affinity Major Gift Self-Identified
	High Affinity Annual Fund Self-Identified		Low Affinity Annual Fund Self-Identified

Respondent Reported Largest Charitable Gift	Westfield State as Charitable Priority							Total
	Highest	High	Average	Low	Not a Priority	Prefer Not to Answer	Did Not Answer	
\$100,000 or more								0
\$25,000-\$99,999		3			1	1		5
\$10,000-\$24,999	1	7		2	1			11
\$5,000-\$9,999		3	3	2	1			9
\$1,000-\$4,999	3	11	13	5	7	4		43
\$500-\$999	1	6	11	4	5			27
\$1-\$499	4	21	41	19	16	8		109
Do Not Contribute		1		1	4			6
Prefer Not to Answer		11	25	15	14	19		84
Did Not Answer		2	12		6	1	81	102
Total	9	65	105	48	55	33	81	396

To examine whether the self-identified major gift prospect pool or the leadership annual fund prospect pool is different from other respondents, Marts & Lundy segmented responses to a number of the survey questions.

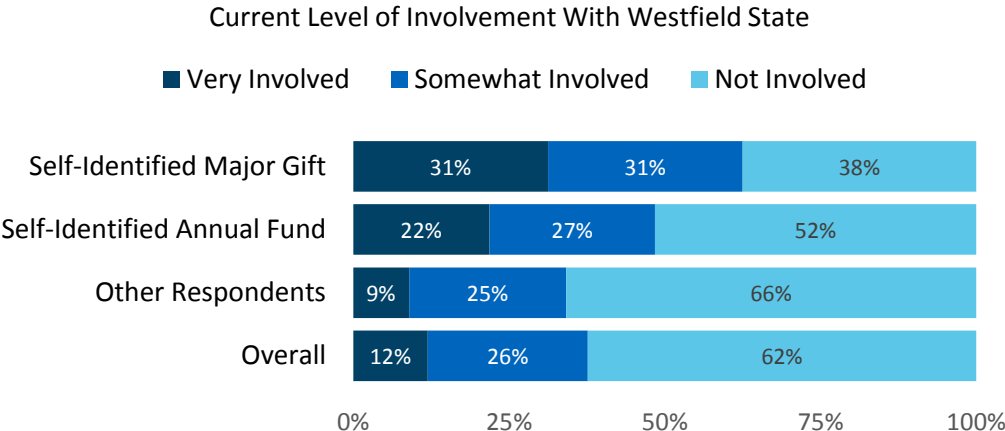
Current Attitude Toward Westfield State

Self-identified major gift prospects report a more positive attitude toward Westfield State than other respondents.



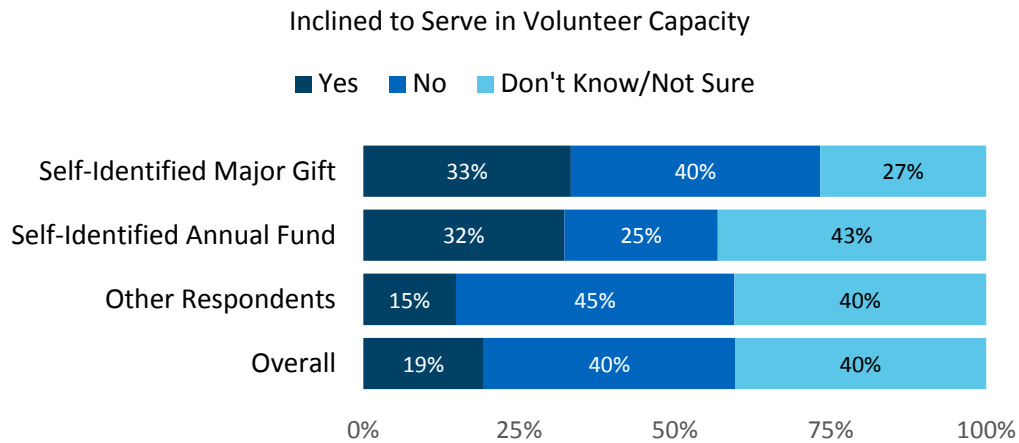
Current Level of Involvement With Westfield State

Self-identified major gift prospects and leadership annual fund prospects report a greater level of involvement with Westfield State than other respondents. This is a good sign! Perhaps those who are involved and have exhibited major gift behavior can be converted into major donors for Westfield State.



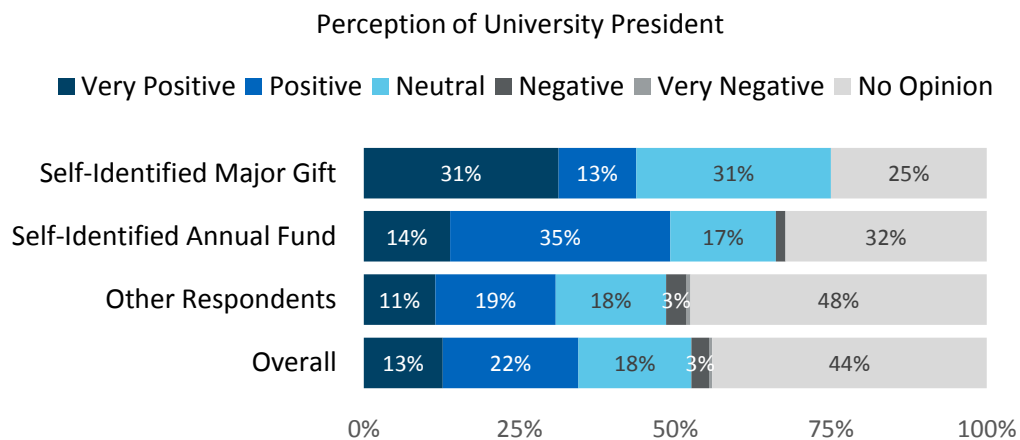
Inclination to Serve in Volunteer Leadership Capacity

Self-identified major gift prospects and leadership annual fund prospects report a greater inclination to serve in a leadership volunteer capacity. This is also good news for Westfield State! Building volunteer roles for major gift and leadership annual fund prospects may result in greater gifts for the University.



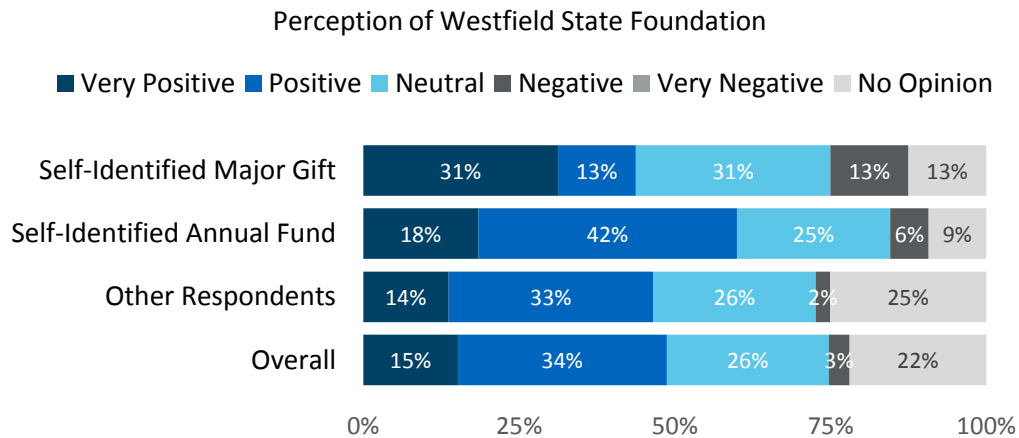
Perception of President

Self-identified major gift prospects have a more favorable opinion of President Torrecilha than other respondents.



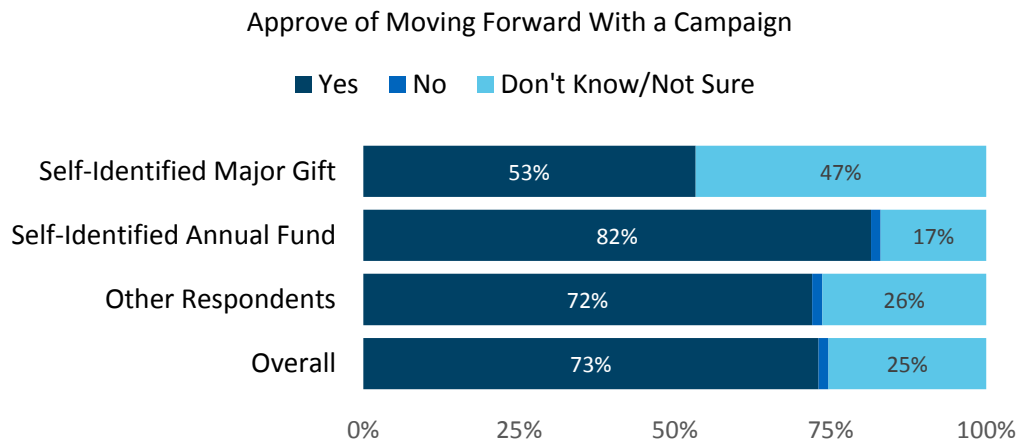
Perception of Westfield State Foundation

Self-identified major gift prospects have a more favorable opinion of the Westfield State Foundation than other respondents. This is a positive sign for the Foundation.



Approve of Westfield State Moving Forward with a Campaign

Self-identified major gift prospects are enthused about a campaign but less so than other groups. It could be that this group is more discerning in their vision for Westfield State and their willingness to invest in the University.



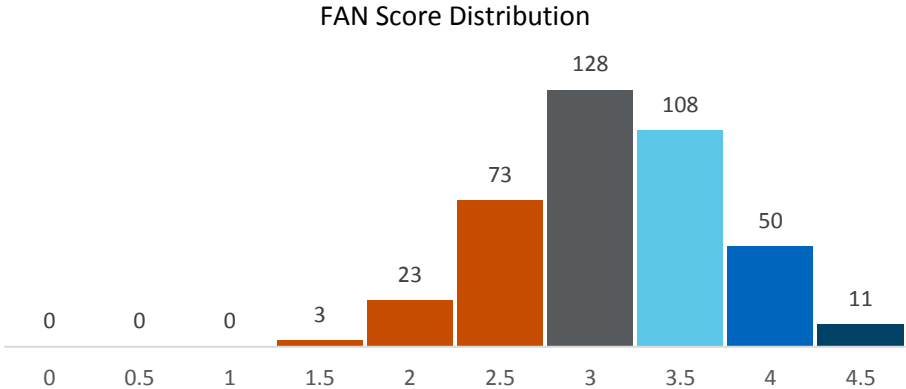
Responses grouped in this fashion show that the self-identified major gift group is a special group of prospects. Westfield State should consider identifying these individuals and making sure they are in prospect portfolios. A spreadsheet of self-identified prospects and their classifications will be provided separately from this report.

Respondent Ranking: FAN Score (Favorability As a Number)

A *FAN Score (Favorability As a Number)* was calculated for each respondent. FAN averages respondents' rankings of the following survey questions. Each respondent earns a FAN score between 0 and 5, with 5 being your biggest fans. A respondent's FAN score is adjusted downward if they answered fewer than eight of the ten eligible questions, under the presumption that if they did not answer the majority of the questions, then they are not your biggest fans, even if they answered highly on the questions they did answer.

- Current attitude
- Current level of involvement
- Perceived reputation of University, locally and nationally
- Perception of President and Foundation
- Importance of a campaign at this time
- Philanthropic rank of the University
- Have included/interested in including University in estate plans
- Attitude change since beginning of survey

The following chart shows the distribution of respondents by FAN Score. The average score was 3.35.



The following table summarizes FAN for constituents scoring 3.0-5.0. Respondent scores can be cross-referenced against questions in the survey to create segment clusters. A file of respondents and FAN scores will be provided separately from this report.

FAN Score	Description	Number of Respondents	Percent of Respondents
4.5-5	The most enthusiastic! Very favorable in attitude and perception.	11	3%
4.0-4.49	In your camp! Favorable in attitude and perception.	50	13%
3.5-3.9	Great potential! Better than average attitude and perception.	108	27%
3.0-3.49	Getting Warm! Need more engagement to come on board.	128	32%

Next Steps – Constituent Data Enrichment

Marts & Lundy will provide an electronic file of participants and their responses, as well as specific lists mentioned in this report. Westfield State can use this data to enrich its fundraising database. At a minimum, Marts & Lundy recommends creating a code identifying all survey respondents, as taking the survey is an indicator of engagement and interest in Westfield State. Codes could also be created to track self-identified major gift and leadership annual giving prospects. Prospect research could be conducted on these respondents to confirm capacity and interests. Codes could also be created to capture responses to each survey question. Your Marts & Lundy consultant can help you think about putting this data into action!

Appendix A: Table of Quantitative Scores

All questions have a scale of 1-5, where 1 is the least favorable and 5 is the most favorable.

Question	Score (1-5)
Current Attitude Toward Westfield State	
Overall	4.3
Alumni and Friends	4.3
Faculty and Staff	4.0
Level of Involvement	
Overall	2.0
Alumni and Friends	1.7
Faculty and Staff	3.9
Perceived Reputation of Westfield State	
In Western Massachusetts – Overall	4.4
Beyond Western Massachusetts – Overall	4.0
In Western Massachusetts – Alumni and Friends	4.4
In Western Massachusetts – Faculty and Staff	4.1
Beyond Western Massachusetts – Alumni and Friends	4.0
Beyond Western Massachusetts – Faculty and Staff	3.8
Perception of the Leadership of President Torrecilha	
Overall	3.8
Alumni and Friends	3.8
Faculty and Staff	3.7
Perception of the Westfield State Foundation	
Overall	3.8
<i>Increase Support for Student Success Campaign Initiative</i>	
Perceived Importance to Westfield State	4.49
Importance to You Personally	3.73

<i>Build Real-World Partnerships Through CoLab Campaign Initiative</i>	
Perceived Importance to Westfield State	4.48
Importance to You Personally	3.66
<i>Expand Undergraduate Research Opportunities Campaign Initiative</i>	
Perceived Importance to Westfield State	4.19
Importance to You Personally	3.37
<i>Change in Attitude Towards Westfield State Since Beginning of Survey</i>	
Overall	3.3

Appendix B: Survey Invitation Email

Subject: Online Survey to Help Westfield State University Plan for the Future



Hello [Salutation],

At Westfield State University we embrace and champion the life-changing power of higher education. To advance its mission, the University has identified three bold, student-focused initiatives that prepare and empower our students as never before, equipping them with the experience and tools they need to succeed, both at Westfield State and in their post-graduate lives and careers. We would like to share these initiatives with you through an online survey. The survey asks for your perspectives on the initiatives and on Westfield State.

[Click Here to Start the Survey](#)

The University has retained Marts & Lundy, a national philanthropy consulting firm, to help it conduct this survey. While the survey is not anonymous, your answers will be kept confidential and will only be used for internal planning purposes. The survey should take about 10 minutes to complete and will remain open through January 20, 2020. If you have any questions about taking the survey, please contact Brian Zive at zive@martsandlundy.com or at 201-460-1660 x156.

Thank you for your interest in and ongoing support of the University. We respect and value your opinion and look forward to your assistance in shaping the bright future of Westfield State.

Cordially,

Ramon S. Torrecilha, Ph.D.
President

Appendix C: Survey Questionnaire



Thank you for taking the time to participate in this important survey for Westfield State University. Your survey will not be regarded as completed until, after the last question, you click on the "submit" button (if you are responding from a computer) or the right-facing arrow at the bottom of the screen (if you are responding using a mobile device). At all other points, you can move forward and backward to edit questions. If you feel that you are not able to answer a question, you can skip it.

If you have questions or difficulty using this online survey, please contact Brian Zive at zive@martsandlundy.com.

How would you describe your current attitude toward Westfield State University?

- Very Positive
- Positive
- Neutral
- Negative
- Very Negative

How would you describe your current level of involvement with Westfield State?

- Very Involved
- Somewhat Involved
- Not Involved

What do you perceive as Westfield State’s reputation?

	Excellent	Good	Fair	Poor	Very Poor
In Western Massachusetts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beyond Western Massachusetts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

When was the last time that you had direct and personal contact with Westfield State faculty, staff, or administrators?

- During the last 6 months
- More than 6 months but less than 1 year
- At least 1 year but less than 2 years
- At least 2 years but less than 5 years
- Five years or more
- Never

What is your perception of the leadership of President Ramon Torrecilha?

- Very Positive
- Positive
- Neutral
- Negative
- Very Negative
- No Opinion

What is your perception of Westfield State Foundation, the fundraising arm of Westfield State?

- Very Positive
- Positive
- Neutral
- Negative
- Very Negative
- No Opinion

Please take this opportunity to elaborate on your current attitude, level of involvement, or perception of Westfield State.

(If you have no comments, you may proceed to the next question.)

Under the leadership of President Ramon Torrecilha and the Board of Trustees, Westfield State has articulated the following vision:

Westfield State University strives to be the premier public comprehensive institution in the Northeast region through its commitment to student engagement and success.

Do you agree with the direction the University is taking?

- Yes
- No
- Don't Know/Not Sure

Experience. The Westfield State Difference.

Westfield State offers innovative, life-changing experiences for our students. Founded in 1839 as America's first public college open to any qualified applicant – regardless of gender, race, religion or income – WSU has always welcomed a broad range of students, and we've always focused on helping them succeed, in school and in life.

Now, at a unique moment of opportunity, we're seeking funds to further strengthen what is one of the most innovative and effective educations in the nation: an education focused, for all four years, on experiential learning.

Our **Experience** fundraising campaign will fund three transformative student-experience initiatives. We would like your opinion on each of the three campaign initiatives, which are described in the following questions.

Initiative 1: Increase Support for Student Success

We're creating a comprehensive new **Center for Student Success and Engagement** to focus on increasing retention and graduation rates, as well as reducing achievement gaps. Conveniently and prominently located in the renovated Parenzo Hall, it will bring together, in one location, academic counseling, coaching and tutoring, and career services, and will be open to all students.

We'll also **expand scholarships**, to keep WSU affordable and accessible. Opening doors and helping lessen the burden of decades of student-loan debt, creating pathways to success students and forever transform their lives.

Please rate the campaign initiative, Increase Support for Student Success on:

a) your perception of how important the theme is to Westfield State

b) your personal interest in the theme.

	Very Important	Somewhat Important	Not Important	No Opinion
Importance to Westfield State	()	()	()	()
Importance to you personally	()	()	()	()

Initiative 2: Expand Undergraduate Research Opportunities

There's no better emblem of Westfield State's focus on experiential learning than CURCA, the Center for Undergraduate Research and Creative Activity.

Created in 2016, CURCA promotes and provides strategic, cross-disciplinary support for students, faculty, and staff who wish to engage in creative scholarship. CURCA provides incubator space for multi-disciplinary collaborations, speaking engagements, classroom activities, and professional development workshops.

CURCA also provides funding for student research and creative activity, within and outside the classroom: stipends that enable students to conduct summer research and accept career-building internships; the purchase of research materials; travel to conferences, where students and their faculty mentors present their research findings, gain confidence, build networks.

Currently hundreds of WSU students participate in one or more CURCA projects each year. With additional philanthropic support for internships, materials, travel, and other needs, we hope to make a CURCA experience available to every interested student.

Please rate the campaign initiative, Expand Undergraduate Research Opportunities, on:

a) your perception of how important the theme is to Westfield State

b) your personal interest in the theme.

	Very Important	Somewhat Important	Not Important	No Opinion
Importance to Westfield State	()	()	()	()
Importance to you personally	()	()	()	()

Initiative 3: Build Real-World Partnerships through CoLab

Many universities may talk about the importance of collaborative learning. At Westfield State, we're taking action to provide real-world experiences and create working-world partnerships.

CoLab is a new program we're creating to partner with Western Massachusetts industries, community colleges, businesses, K-12 schools, local organizations, and other partners. CoLab's mission is to expand educational experiences in exciting and productive new ways.

CoLab will leverage technology – online learning, teleconferencing, and other 21st century tools – to create a high-tech nexus at WSU, one where students and community partners engage productively in online-hybrid environments that increase flexibility for students, facilitate co-enrollment, expand course choices, and provide a bridge to employment.

In tandem with the **Center for Student Success and Engagement**, CoLab will offer students the opportunity to engage with industry professionals, to apply their knowledge and skill sets in real-world settings, and to explore career opportunities. To further leverage the benefits of workforce partnerships, WSU will offer new certificate programs in high-demand fields, as well as high-tech graduate study options for employees at businesses we partner with.

Please rate the campaign initiative, Build Real-World Partnerships through CoLab on:

a) your perception of how important the theme is to Westfield State

b) your personal interest in the theme.

	Very Important	Somewhat Important	Not Important	No Opinion
Importance to Westfield State	()	()	()	()
Importance to you personally	()	()	()	()

On the basis of what you know about Westfield State's plans to launch a comprehensive fundraising campaign, do you approve of the University moving forward with its plans?

- () Yes
- () No
- () Don't Know/Not Sure

Without making any commitment at this time, if you were asked to serve in a volunteer leadership capacity, would you be inclined to accept?

- () Yes
- () No
- () Don't Know/Not Sure

Do you see a campaign at this time for Westfield State as:

- () Very Important
- () Somewhat Important
- () Not Important

What do you believe will be the biggest challenges to campaign success for Westfield State?

Where does Westfield State rank among your philanthropic priorities?

- Highest
- High
- Average
- Low
- Not a Priority
- Prefer Not to Answer

Would you consider making a gift to the Experience campaign for Westfield State?

- Yes
- No
- Don't Know/Not Sure

Do you currently have Westfield State in your estate plans, or would you consider doing so as part of your commitment to this campaign?

- Westfield State is already in my estate plans
- I will consider adding Westfield State to my estate plans
- I do not see a place for Westfield State in my estate plans
- Don't Know/Not Sure
- Prefer Not to Answer

Expendable gifts are outright contributions of cash or other assets such as stock, real estate or personal property. Expendable gifts directly fund programs and people.

Capital gifts fund construction and the renovation of facilities.

In comparison, **gifts to the endowment** are invested and their generated income is used to fund whatever donors specify, as long as it meshes with the mission of the organization. The principal of the initial gift is never touched and continues to generate income in perpetuity.

If you were to consider making a significant gift to Westfield State, would you prefer making an expendable, capital, or endowment gift?

- Expendable
- Capital
- Endowment

What is the largest financial contribution (gift or pledge) that your household has ever made to a charitable organization? (optional)

- \$1-\$499
- \$500-\$999
- \$1,000-\$4,999
- \$5,000-\$9,999
- \$10,000-\$24,999
- \$25,000-\$99,999
- \$100,000 or more
- Do Not Contribute
- Prefer Not to Answer

In general, which of the following do you personally find motivating as you consider making a charitable gift? (Check all that apply.)

- Information that is mailed to me
- Volunteering for the organization
- Relationship with the organization's leadership
- Personal meetings with representative of the organization
- Telephone solicitation
- Commitment to organization's mission and values
- Visit to the organization
- Family experience
- Perception of the organization's effectiveness
- Organization's relationship with my local community
- Events and programming
- Perception of the organization's needs
- Urgency of the organization's needs
- Tax deductibility of my gift

In this survey, we have shared information about Westfield State's and our future aspirations. How has your attitude toward Westfield State changed since you began this survey?

- Much More Positive
- Slightly More Positive
- About the Same
- Slightly More Negative
- Much More Negative

The question that follows is the final question in the survey. If you would like to review or edit earlier responses, now is the time to do so. Clicking on SUBMIT (or the right facing arrow on mobile devices) after the next question will finalize your survey response.

If there are any other comments you would like to share with Westfield State leadership please share your thoughts here.



Thank you for participating in this survey. If you would like to provide additional feedback directly to Westfield State staff, please contact Erica Broman, Vice President of Institutional Advancement, at ebroman@westfield.ma.edu.

If you have any other comments about the survey experience, please contact Brian Zive at Marts & Lundy at zive@martsandlundy.com.

Institutional Advancement DASHBOARD

July 1, 2019–March 31, 2020

Highlights

We completed our 6th annual Give A Hoot campaign in March with 1,839 consecutive minutes of giving. The results are impressive and show our continued growth in donors. We surpassed the number of online donors to the campaign with 40% increase in donors from 2019 and over \$44,000 raised. In the six years of the campaign, the number of donors has doubled and the dollars raised has increased fivefold.

Give A Hoot 2020 – OVERVIEW

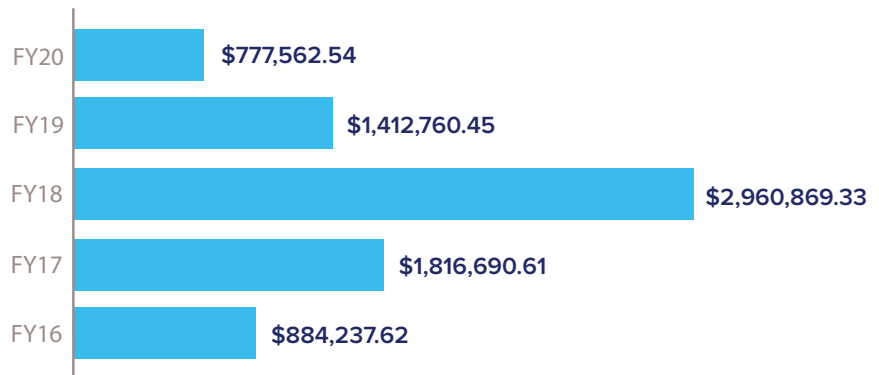
- We received \$44,450.29 in donations
- There were 329 unique donors
- 164 of those 329 donors had not made a Give A Hoot giving day donation before
- 84 of those 329 donors had never made a gift to Westfield State University before
- 98 of those 329 donors had already made at least one gift to Westfield State University FY2020

Of the 329 unique donors:

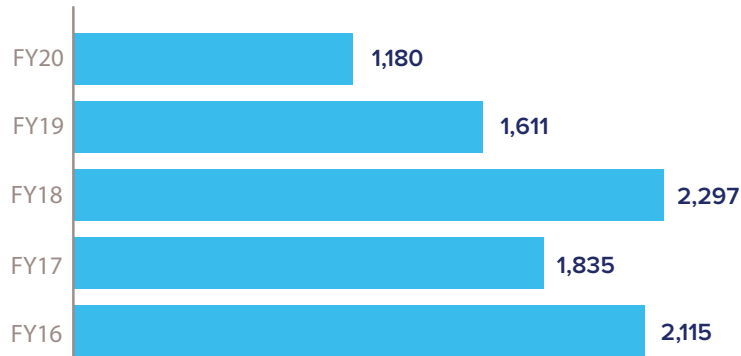
- 234 are alumni, gave \$31,595.29 – which is 71% of the Give A Hoot 2020 donors
- 64 are employees (includes current and former employees)
- 44 are members of leadership groups (Trustees, Foundation Board of Directors, Alumni Association Executive Council, or Cabinet)
- 30 are friends
- 24 are parents (includes past and current parents)
- 3 are organizations
- 3 are students

Father Savage, Lisa McMahon, Deacon McCarthy and 12 student leader/representatives took part in an immersion trip to El Paso, Texas in March.

TOTAL DOLLARS



TOTAL DONORS



* In the two bar charts above, the data in FY19 and FY20 ONLY includes donations. The data for FY18, FY17, and FY16 includes donations and non-gift income.

	Gifts of \$5,000+	Median Gift	Average Gift
FY20	37	\$25.00	\$278.80
FY19	61	\$25.00	\$368.48
FY18	48	\$40.00	\$993.81

Volunteer Boards	Population	Dollars	Donors	Average Gift	Participation
Board of Trustees					
FY20	11	\$49,183.20	9	\$4,471.20	81.82%
FY19	11	\$15,065.00	8	\$1,369.55	72.73%
Foundation Board					
FY20	26	\$54,081.50	20	\$2,080.06	76.92%
FY19	27	\$17,513.86	23	\$648.66	85.19%
Alumni Association					
FY20	15	\$3,460.24	14	\$230.68	93.99%
FY19	17	\$3,420.08	17	\$201.18	100.00%
Cabinet					
FY20	8	\$7,569.00	8	\$946.13	100.00%
FY19	9	\$14,345.00	9	\$1,593.89	100.00%

PLEASE NOTE: Single gifts that are exceptionally large or exceptionally small in comparison to the majority of the data are called outliers. These outliers are included in the calculations of the Average Gift and Median Gift in the two tables above, and thus may skew the results.

NOTE: Starting with the January 31, 2020 Dashboard, the volunteer board figures include gifts that were soft credited to the donor.