



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION, INFORMATION OR DISCUSSION

TOPIC: Quasi-Endowment Proposals from USM Institutions

COMMITTEE: Advancement

DATE OF COMMITTEE MEETING: October 8, 2014

SUMMARY: In FY15, the USM and its institutions established a \$50 million quasi-endowment in support of endowment-building at each USM institution. The USM Office is implementing a grant program funded by its \$10 million commitment to this quasi-endowment. Approximately \$425,000 in funds will be made available through this competitive grant process. Regents will review 13 proposals from 11 institutions and make awards to the top-ranked proposals.

ALTERNATIVE(S):

FISCAL IMPACT:

CHANCELLOR'S RECOMMENDATION: Recommends approval.

COMMITTEE ACTION: Recommends approval. DATE: 10-8-14

BOARD ACTION: DATE:

SUBMITTED BY: Leonard Raley, lraley@usmd.edu, 301-445-1941



Guidelines for Quasi-Endowment Grant Program

In FY15, the USM and its institutions established a \$50 million quasi-endowment in support of endowment-building at each USM institution. The USM Office is implementing a grant program funded by its \$10 million commitment to this quasi-endowment. Approximately \$425,000 in funds will be made available through this competitive grant process. Proposals will be reviewed by the Board of Regents Advancement Committee at their fall meeting and are due September 15.

Schedule

September 15: grants due to USM Advancement Office. Email submissions accepted. *Please submit to Gina Hossick, ghossick@usmd.edu.*

October (or date of fall Advancement Committee meeting): proposals reviewed and award decisions made. All VPs informed of decision within 48 hours of meeting.

January-December: grant projects implemented

January 30 (after grant period ends): Reports due to USM Advancement Office.

Guiding Principles

1. Activity and/or position should support endowment building efforts.
2. Activity and/or position should have a strong evaluation or benchmarking component to assess success toward measurable goals.
3. Grant requests should not exceed \$75,000.
4. Funds should be directed to new programs / projects. Funds should not replace existing or budgeted funds.
5. Requests for continued funding will be considered.

Proposal Format (page limit of 3 pages)

Letter of Submission: A short letter, signed by the vice president for advancement, outlining the amount of request and its purpose.

Abstract: Please describe the activity and/or position.

Need: Please describe how this activity or position will address a specific need within your advancement program. Include any analysis or data that supports your case.

Strategy: Please describe how this activity/position fits within your overall advancement and endowment building strategy.

Impact: What measurable outcomes do you anticipate will result from this activity/position?

Timeline: When do you anticipate seeing measurable progress as the result of this activity/position?

Sustainability: Will this activity/position be integrated into the long-term operations of the advancement program? If so, how?

Budget: Budget form to be provided. Please write a short narrative to accompany budget. (The budget will not be included in the page limit.)

In addition to these questions, please indicate if your institution or another funding source be committing any matching funds to leverage this grant.

Report Format (post grant—due January 30 the year following the grant activity and required in order to receive any additional funds)

1. Describe activity/position and all accomplishments.
2. List your outcomes as stated in your proposal and evaluate progress made towards these goals.
3. Has the funded activity/position been consistent with the proposed objectives, activities and goals? If any revisions to the proposal were necessary, what changed and why?
4. Explain any delay or deficiency in accomplishing the objective(s).
5. Describe all unexpected benefits/outcomes attributable to funding.
6. If there are unexpended funds at the end of the grant period, please provide an explanation of how you propose to reallocate the unspent funds. New allocations must be part of the same project.



Quasi Endowment Proposal Ranking Sheet Instructions

Read the proposals and rank each in the following categories, with 1 being the least and 5 being the highest quality:

1. **Impact on Endowment:** Will the activity have a significant impact on building endowment for the campus/program in question?
2. **Evaluation Component:** Does the proposal present some measurable benchmarks of success?
3. **Overall strategy:** Does the proposal support the advancement program's long-term strategy? The institution's?

A total of \$425,000 can be awarded; although making awards for the full amount requested is preferred, in some cases a partial award might be an option.

Quasi-Endowment Proposal

BOWIE STATE UNIVERSITY



September 15, 2014

Gina Hossick
Executive Assistant to Leonard R. Raley
President & CEO, USM Foundation, Inc.
Vice Chancellor for Advancement, USM
3300 Metzert Road, Adelphi, MD 20783

Dear Ms. Hossick:


Enclosed please find Bowie State University's application for USM quasi-endowment funds. The funds will be used to build the university's endowment and set in place initiatives and resources to sustain and support the endowment's growth into the future.

The request for support totals \$75,000 and will be used for personnel and resources needed to implement and execute the endowment building initiatives.

The funds requested will cover the period associated with BSU's upcoming sesquicentennial-focused campaign and its "quiet-phase" (i.e., FY 2015 – FY 2021).

Thank you in advance for considering BSU's request for support from the USM Quasi-Endowment Fund.

Sincerely,



Richard L. Lucas, Jr., PhD

Abstract

Bowie State University (BSU) is requesting support from the USM quasi-endowment grant program to help grow its endowment and launch an awareness and special purpose endowment building campaign. The goal is to double the university's endowment over the life of an upcoming fundraising campaign planned for launch in 2016. The campaign will be conducted in celebration of the university's sesquicentennial year of service. Currently, BSU's endowment is approximately \$6 million. The average endowment for BSU's peers is approximately \$42 million; the average endowment for public Historically Black Colleges and Universities is approximately \$18 million. Furthermore, over 4,000 contributions were made by different individuals to BSU's most recent campaign that concluded in November 2013 (i.e., the BIG Campaign); slightly over 300 of the contributions were designed for endowment purposes. BSU has over 20,000 alumni that can be reached; recent wealth screening performed via "DonorScape" uncovered more than 3,000 prospects (i.e., BSU alumni) with capability to give at least \$10,000 dollars. BSU has a growing number of prospects to manage, and significant opportunity exists for education associated with growth of BSU's endowment; the grant will assist with these opportunities.

Among the objectives of the aforementioned sesquicentennial-focused campaign, BSU plans to use the following three initiatives to strengthen the endowment:

1. A BSU future generations awareness mini-campaign that will focus on the role of endowments, as well as their value and potential,
2. A BSU Sesquicentennial-Campaign, \$150K Challenge will be based on challenge appeals designed to generate unrestricted investment in the endowment and build the alumni participation rate, and
3. A BSU endowed fund enhancement and matching campaign that will strengthen existing endowed funds, and provide information on and support for the State of Maryland E-Innovation matching gift program.

Funding from the quasi-endowment and the initiatives above will strengthen BSU's endowment and add to its ability to offer programs, scholarships, and academic opportunities with confidence, in perpetuity. A stronger endowment will also add to the management and financial flexibility of the university and contribute to its preservation for future generations.

Need

Given the young age of BSU's advancement program, the outcomes of its most recent campaign, and the results of a recent electronic wealth screening service, BSU has more prospects to qualify and cultivate than can be managed by existing staff and programming. Investment from the quasi-endowment funds will provide support for the dedicated initiatives and "man-hours" needed to effectively execute an endowment building plan.

Strategy

The activity (set of initiatives) will support BSU's advancement and endowment building strategy by affording the needed resources for enhancement of current communications and donor relations efforts, as well as additional personnel for management and cultivation of applicable prospects.

Impact

The expected measurable outcomes from the activity and position are as follows:

- Number of communications (electronic, web, and traditional) with alumni and friends about BSU's endowment
- Number of endowed funds
- Value of current endowed funds
- Number of donors making endowed gifts
- Number of alumni making gifts to BSU
- Amount of unrestricted investment in BSU endowment
- Number of applicable prospects under management and solicited

Timeline

- Endowment communications collateral: April 2015
- Increased endowment information web presence: March 2015
- 1 FTE (.5 via grant funding): January 2015
- \$150K (alumni participation – endowed gift) Challenge/appeal: February 2015
- Endowed fund enhancement, and E-Innovation matching initiative: January 2015

Sustainability

The initiatives and position will be integrated into the long-term operations of the advancement program through annual goals and objectives set by the Vice President, through resources committed by the advancement program to fund 1 FTE who will have duties that include the endowment building initiatives specified above, and through the addition of endowment building activities in the upcoming sesquicentennial-based fundraising campaign.

Budget Narrative

The initiatives and position outlined above will be supported by the grant. A fulltime employee will coordinate BSU's endowment building efforts; 50 percent of the employee's salary will be funded by the grant; BSU's advancement program will fund the other 50 percent. Use of

consulting services from BSU's "phonathon" service provider (i.e., Ruffalo Cody) will increase as a result of the addition of special purpose calling in support of the endowment and the referenced \$150K Challenge. Collateral supporting the initiatives and challenge will be produced, printed, distributed, and mailed using grant funds. Grant funds will also be used to provide work related equipment, travel, and professional development for the fulltime employee.

Matching Support

As mentioned above, the employee charged with coordinating and executing the endowment building initiatives will receive 50 percent of his/her salary from BSU's advancement program based on available funding.

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form (DUE 9/15/14)**

Institution:				
Project Name:	Building BSU's Endowment			
Grant Period:	January 2015 - December 2015			
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*	
Salaries and Wages	\$35,000.00	\$35,000.00	\$70,000.00	
Consulting Fees	\$10,000.00	\$0.00	\$10,000.00	
Speaker Fees	\$0.00	\$0.00	\$0.00	
Travel	\$10,000.00	\$0.00	\$10,000.00	
Space Rental	\$0.00	\$0.00	\$0.00	
Food and Beverage	\$0.00	\$0.00	\$0.00	
Audio-Visual	\$0.00	\$0.00	\$0.00	
Equipment	\$1,000.00	\$0.00	\$1,000.00	
Supplies	\$0.00	\$0.00	\$0.00	
Printing and copying	\$9,000.00	\$0.00	\$9,000.00	
Postage	\$7,500.00	\$0.00	\$7,500.00	
Subscriptions	\$0.00	\$0.00	\$0.00	
Professional Development and	\$2,500.00	\$0.00	\$2,500.00	
Other (Specify)	\$0.00	\$0.00	\$0.00	
Subtotal	\$75,000.00	\$35,000.00	\$110,000.00	
Request	\$75,000.00			

* Attach budget narrative and identify source of match if applicable.

Quasi-Endowment Proposal

COPPIN STATE UNIVERSITY

COPPIN STATE UNIVERSITY

August 26, 2014

Mr. Leonard Raley
Vice Chancellor for Advancement and President/CEO, USM Foundation
University System of Maryland
3300 Metzert Drive
Adelphi, Maryland 20783

Dear Mr. Raley:

Please consider this letter and enclosed proposal as Coppin State University's request for a \$65,000 grant from the University System of Maryland. The funds requested will be used to build Coppin's endowment through a Faith-Based Initiative centered on planned giving.

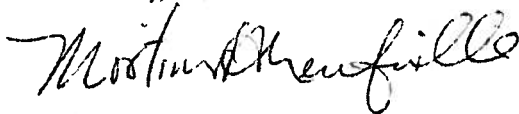
Over the past year Coppin State University has begun a new and concentrated approach to reach the membership of African-American Churches in Baltimore. In October, 2013 President Mortimer Neufville began a series of Coppin Days in area churches. Once per month Coppin takes part in a church service and sponsors a reception aimed at reaching CSU alumni and prospective students.

Of the 12,000 Coppin State University graduates, nearly 70% are located in the Baltimore-Washington area. Alumni are found in virtually every African-American Church and make up a high percentage of church leadership.

Funding this request will allow Coppin to implement a planned giving program that will feature monthly Your Church/Your College Planned Giving Dinners that will include an informational session on estate planning as well as a short update on Coppin and her progress. In addition, a quarterly newsletter will be produced that will support the in church activity.

I welcome any question about the enclosed proposal and hope for your favorable consideration.

Sincerely,



Mortimer H. Neufville, Ph.D.
President

File: Raley



Office of the President
2500 West North Avenue • Baltimore, Maryland 21216-3698 • Tel.: (410) 951-3838 • Fax (410) 333-5369

A Partnership for the Future

Abstract

Coppin State University proposes to launch a planned giving campaign aimed at African American Churches and their membership in the Baltimore area. The campaign will include a series of monthly planned giving dinners aimed at alumni and prospects within each church. The goal of the campaign will be to raise endowed scholarship funds which can be used to support students coming to Coppin from each individual church. Coppin will work with the church administration to develop alumni and prospect lists which will form the basis for invitation lists. The church/CSU cooperative program will feature "How to help our Church, Yourself and Your College". In addition, a quarterly newsletter will be published and distributed to all African-American Churches in the Baltimore area focusing on planned giving and estate planning.

Need

Individual major gift work depends on having a viable source of major gift prospects. Coppin State University has a scarcity of prospects. Known as a teachers college throughout its history Coppin failed to develop its individual fundraising program. Therefore, major giving did not exist. There is a great need to develop a prospect list of alumni and non-alumni African Americans who would be interested in supporting Baltimore's urban university.

It is our belief that the major gift prospects for Coppin lie within the African American Church Community. Both alumni and non-alumni who are active members of their church congregation are Coppin's best hope for establishing a major gift/planned giving program that will develop new endowed giving, principally for scholarships. This program will dramatically increase the CSU prospect base and will provide needed new prospects for endowment fundraising efforts.

Strategy

The program that this activity will support will fall with our major gifts/planned giving emphasis area. The development of our faith based community as viable prospects for endowed scholarships fits well into our Advancement Plan. Our strategy is to bring new alumni donors onto our rolls through the activities of the annual fund, class agent program, and individual college efforts.

The endowment efforts focus on increasing the number of Foundation Merit Scholarships and Endowed Private Donor Awards which will start by development of our individual donor base, both through alumni annual giving and the activities of the proposed planned giving program. The faith-based Coppin Days Program will be the catalyst for the new proposed program.

The program will depend on the buy-in of the local pastor and the presentation of the planned giving/estate planning dinners as being co-sponsored by each church with emphasis on helping the members church grow and prosper while both helping one's family and one's favorite charity or college.

Impact

The impact will be in several areas:

1. Addition of new alumni and non-alumni prospects to CSUs data base.
2. Increase the number of major gift and planned gift prospects that CSU can develop.
3. Improve the fundraising and student recruitment efforts of CSU in African American churches.
4. Addition of new deferred gifts for endowed scholarships, both thru life income gifts and estate expectancies.
5. Growth both in the short and long term of CSUs endowed scholarship program.

Timeline

We expect to see measurable progress within three months of beginning this program. The addition of new alumni and non-alumni prospects will begin as soon as the first church event is conducted. It is anticipated that by the mid-point of 2015 we will see 8-10 new expectancy notifications that stem from the new program in addition to 5-8 new life income gifts. Adequate prospect follow-up will be one of the keys to the success of the program. Both the Vice President for Institutional Advancement and the Director of Development will conduct all follow up activities to insure that each new prospect is fully developed.

Sustainability

Yes, the activity will become part of the long term activities of the CSU Institutional Advancement program. This faith-based program will form the centerpiece of Coppin's major gifts program and will focus on endowed scholarship giving. The Vice President for Institutional Advancement and Director of Development will be charged with maintaining the activity and budgeting to meet the requirements of the program.

Additional revenue to CSU will come not only from increased planned and major gifts but also thru the recruitment of increased numbers of CSU students from the churches involved in the program. It is

anticipated that giving by church entities outside of individuals will increase due to the activities of the proposed program and thru Coppin Days events.

Budget

The primary budget items cover the costs of the monthly planned giving dinners in targeted churches, the cost to advertise the dinner and print both invitations and support materials, and the cost of implementing the planned giving newsletter. In addition, a part-time administrative assistant will provide primary support to the Vice President for Institutional Advancement and Director of Development to ensure the program is successful.

(See attached budget)

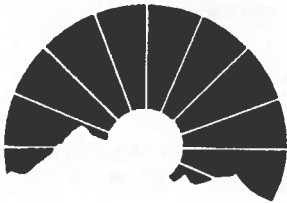
**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form**

Institution:	Copin State University		
Project Name:	Faith-Based Initiative		
Grant Period:	2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$20,000.00	\$0.00	\$20,000.00
Consulting Fees	\$0.00	\$0.00	\$0.00
Speaker Fees	\$2,400.00	\$0.00	\$2,400.00
Travel	\$1,200.00	\$0.00	\$1,200.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$14,000.00	\$0.00	\$14,000.00
Audio-Visual	\$1,400.00	\$0.00	\$1,400.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$3,000.00	\$0.00	\$3,000.00
Printing and copying	\$22,000.00	\$0.00	\$22,000.00
Postage	\$1,000.00	\$0.00	\$1,000.00
Subscriptions	\$0.00	\$0.00	\$0.00
Professional Development and Training	\$0.00	\$0.00	\$0.00
Other (specify)	\$0.00	\$0.00	\$0.00
Subtotal	\$65,000.00	\$0.00	\$65,000.00
Request	\$65,000.00		

* Attach budget narrative and identify source of match if applicable.

Quasi-Endowment Proposal

FROSTBURG STATE UNIVERSITY



FROSTBURG STATE UNIVERSITY FOUNDATION, INC.
101 BRADDOCK ROAD
FROSTBURG, MD 21532-2303
T 301.687.4161 ~ F 301.687.4069
TOLL FREE 1.866.241.3296
<http://foundation.frostburg.edu>

September 15, 2014

USM Advancement Office
Marianne Horrigan
Associate Vice Chancellor for Advancement/Chief of Staff
Office of Advancement/University System of Maryland
3300 Metzert Road
Adelphi, MD 20783

ATTN: Gina Hossick

Quasi-Endowment Grant Program Committee:

The FSU Foundation is pleased to submit the attached proposal for \$75,000 in support of a two phase project. During Phase I, we will re-engage with prospective endowed fund donor targeted groups, and in Phase II we will conduct a campaign feasibility study. It is our full expectation that these activities will yield a significant increase for our existing endowments and will provide opportunities for donors to fund new endowments.

Sincerely,

Stephen M. Spahr, J.D.
Senior Vice President and Chief of Staff
Executive Director, FSU Foundation, Inc.

Abstract: Please describe the activity and/or position

Frostburg State University Foundation is requesting \$75,000 in support of endowment building efforts that support a two phase project; **(Phase I)** re-engagement with prospective endowed fund donor targeted groups; **(Phase II)** campaign feasibility study. The FSU Foundation, Inc. completed a \$15M campaign in 2011 raising \$16.7M. The Foundation is anticipating its next campaign will begin within two years. In preparation for this campaign, we have concluded that improving initiatives involving enhanced communication, developing targeted cultivation/solicitation activities with potential endowed fund donors, and preparing profiles on untapped and un-verified prospects must be a priority for increasing our endowed fund giving.

Need: Please describe how this activity or position will address a specific need within your advancement program. Include any analysis or data that supports your case.

Phase I: Re-engagement with Prospective Endowed Fund Donor Targeted Groups

Alumni Discovery Initiative

Objectives of the Discovery initiative include: (1) update donor contact and employment information; (2) assess prospective donor affinity/readiness ratings and qualifying prospects; (3) identify key volunteers; and (4) increase donor engagement with the University. Each of these objectives provides for a more successful fundraising campaign to increase endowed fund giving. In addition to updating donor employment information through one-on-one interviews, the Foundation plans to utilize student workers to produce on-line research to find employment where it is lacking. The chart below shows 8,000 entities in our top capacity rating categories and "unable to rate" category with no employment information at all. Employment information is very important for identifying and qualifying prospective donors.

Wealth Capacity Rating	Old Employment (6+ years)	No Employment
\$25,000 - \$49,999	1,357	1,315
\$10,000 - \$14,999	2,812	1,565
Unable to Rate	4,949	5,782

Solicitation of Endowed Scholarship Beneficiaries

Through an effort to update data on our scholarship beneficiaries over the past three years, we have identified 2,796 constituents who have benefitted from our endowed funds. The table below is broken out into five year intervals beginning with alumni who graduated at least five years ago. This chart shows the giving participation rate of our endowed fund beneficiaries. High percentages shown in the "non-endowed" category indicates these alumni are *willing* givers, yet they are likely not aware that they can give to endowed funds. *Our goal is to increase endowed fund giving for this targeted audience who directly benefitted from existing endowed funds.*

	Grad Year 2005 to 2009		
	Participation	Total	Average
Endowed	2.85%	\$1,747	\$20
Non-Endowed	14.67%	\$7,821	\$36
	Grad Year 2000 to 2004		
	Participation	Total	Average
Endowed	5.28%	\$20,118	\$92
Non-Endowed	19.76%	\$25,593	\$49
	Grad Year 1995 to 1999		
	Participation	Total	Average
Endowed	4.70%	\$13,176	\$173
Non-Endowed	34.41%	\$43,141	\$58

	Grad Year 1990 to 1994		
	Participation	Total	Average
Endowed	5.58%	\$11,200	\$142
Non-Endowed	47.21%	\$20,957	\$40
	Grad Year 1985 to 1989		
	Participation	Total	Average
Endowed	11.90%	\$832	\$55
Non-Endowed	52.38%	\$3,851	\$23
	Grad Year 1980 to 1984		
	Participation	Total	Average
Endowed	21.05%	\$4,327	\$38
Non-Endowed	63.16%	\$12,174	\$26

Endowment Specific Targeted Solicitation Events

The FSU Foundation has multiple event ideas which would garner increased funding for existing endowed funds. These events would specifically target endowed funds with an audience that has invested interest in the success of that endowment. For example, one event idea is designed to invite stakeholders to personally sign and write personal notes on solicitation letters to their fellow Bobcats and classmates who may have similar interest in these funds. Also, our University has a number of new facilities that provide naming opportunities where funds will be designated to grow program support endowments to support activities, equipment and other needed items for our campus. Our Foundation’s efforts to bring prospective donors to our campus to experience these new facilities and invest in the future our students through endowed fund giving will be maximized by our ability to fund customized events to promote these opportunities. Programs/projects that we have identified as institutional needs which would benefit from these events include but are not limited to:

- experiential learning
- STEM education
- library resources and technology
- undergraduate research
- leadership programs
- athletics

Phase II: Campaign Feasibility Study

The FSU Foundation needs to hire a professional consultant to conduct a comprehensive feasibility study that will assess readiness for a fundraising campaign. It is our expectation that this study will reveal our ability to be successful in our next campaign.

Strategy: Please describe how this activity/position fits within your overall advancement and endowment building strategy.

In 2010, the FSU Foundation conducted a wealth screening of our alumni database. The results clearly showed an untapped donor pool with giving capacity ratings of \$10K - \$100K. With very few donors rated at the capacity to give leadership gifts above \$100K, the Foundation recognizes that this could significantly impact our ability to predict success for campaign goals exceeding our last goal of \$15M. Our success will depend significantly on our ability to tap into this prospective donor pool, cultivate relationships and communicate the need for endowed fund support.

Our strategy over the next 18 months is to improve prospective donor employment and contact information and engagement of these prospects through the **Alumni Discovery Initiative** and **Endowment Specific Targeted Solicitation Events** in preparation for a feasibility study which could predict with better accuracy the ability of the FSU Foundation to conduct a successful campaign. At the same time, the FSU Foundation anticipates that the strategies being used will increase endowment giving in the short-term by raising awareness of giving opportunities of our most-likely-to-engage target groups of (1) former scholarship recipients and (2) untapped targeted prospects.

Impact: What measurable outcomes do you anticipate will result from this activity/position?

By conducting one-on-one interviews in the **Alumni Discovery Initiative**, and significantly increasing and improving employment data and engagement of our alumni with our institution through **personalized solicitation**, we anticipate increased potential for donor giving during our upcoming campaign tentatively scheduled to begin within two years. We expect to report growth in alumni participation percentages and increased giving to restricted (endowed) scholarships and program funds through our targeted efforts which enhance communication and engagement by FSU alumni. Our combination of **targeted solicitation strategies** are expected to increase our donor giving to endowed funds. Finally, conducting a feasibility study at the conclusion of Phase I will better position our Foundation for a successful fundraising campaign.

Timeline: When do you anticipate seeing measurable progress as the result of this activity/position?

It is anticipated that results of our efforts will be measured as early as July 2015, with a full report available by the end of the calendar year 2015 for Phase I.

September 2014	Acquiring baselines for measuring results
October 2014	Hiring of Student Ambassadors for Discovery Initiative
November 2014	Training of Student Ambassadors
January 2015 (Winter Break)	Discovery interviews begin
February 2015	Scholarship recipient solicitation mailed
Spring/Summer/Fall 2015	Endowment Specific Targeted Events
Spring 2015	RFP process for Campaign Feasibility Study
March 2015 (Spring Break)	Discovery interviews continue
June-August 2015 (Summer Break)	Discovery interviews continue
July 2015	Scholarship recipient solicitation
Fall 2015 (anticipated)	Campaign Feasibility Study
December 2015	Measure results of Phase I

Budget: Budget form to be provided. Please write a short narrative to accompany budget.

Phase I

Alumni Discovery Initiative

Student Ambassadors		
	<i>(10 ambassadors making approximately 140 one-on-one interview contacts)</i>	
		\$7,000
Data Entry Assistants		
	<i>4 data entry assistants working 20 hours/week x 30 weeks</i>	
		\$6,000
Student Coordinator		
	<i>20 hours/week x 30 weeks</i>	
		\$9,000
Supplies		
	<i>(training, business cards, shirts, etc.)</i>	
		\$3,000
TOTAL		\$25,000

Scholarship Beneficiary Solicitation for Scholarship Endowments

Estimated (postage, printing, materials) to reach 2,796 beneficiaries **\$5,000**

Endowment Specific Targeted Solicitation Events

The Foundation is requesting the maximum allowable amount and will conduct and prioritize events based on available funding.

\$20,000

Phase II

Feasibility Study

Estimated between \$20,000 - \$40,000 **\$25,000**

The FSU Foundation is prepared to match and/or supplement funding provided by USMF for a comprehensive feasibility study that will assess our Foundation's readiness to conduct a fundraising campaign.

Total Requested: **\$75,000**

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form (DUE 9/15/14)**

Institution:	Frostburg State University		
Project Name:	Re-Engagement with prospective endowed donors/campaign feasibility study		
Grant Period:	January 2015-December 2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$22,000.00	\$0.00	\$22,000.00
Consulting Fees	\$25,000.00	\$15,000.00	\$40,000.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$8,200.00	\$0.00	\$8,200.00
Audio-Visual	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$1,500.00	\$0.00	\$1,500.00
Printing and copying	\$12,000.00	\$0.00	\$12,000.00
Postage	\$5,500.00	\$0.00	\$5,500.00
Subscriptions	\$0.00	\$0.00	\$0.00
Professional Development and Training	\$300.00	\$0.00	\$300.00
Other (specify)	\$500.00	\$0.00	\$500.00
Subtotal	\$75,000.00	\$15,000.00	\$90,000.00
Request	\$75,000.00		

* Attach budget narrative and identify source of match if applicable.

Quasi-Endowment Proposal

SALISBURY UNIVERSITY

11 September 2014

Advancement Committee
University System of Maryland Board of Regents
3300 Metzert Road
Adelphi, Maryland 20783

Dear Committee Members:

Salisbury University is requesting support for a Planned Giving Officer position from USM's Quasi-Endowment Grant Program. This is a critical and much needed addition to SU's expanding fundraising staff and directly supports the University's efforts to build its endowment.

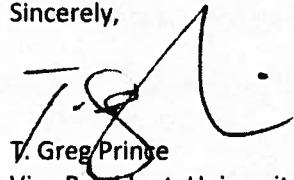
Specifically, Salisbury University is asking for a three-year commitment from USM of \$50,000 per year to fund this position. The Salisbury University Foundation, Inc. will match this grant with \$25,000 per year, for salary and benefits totaling \$75,000. Additionally, Salisbury University Foundation, Inc. will fully cover the travel and marketing costs associated with this position.

This new position strongly supports the University System of Maryland's emphasis on using quasi-endowment funds to build permanent endowments for USM institutions. Additionally, this position directly supports three Salisbury University goals as defined in the *Strategic Plan 2014-2018*:

- Increase the percentage of students who receive scholarship support from the Foundation by 15% during the next five years. (goal 4.2a)
- Garner support for endowed professorships and build awareness among potential significant donors. Set a stretch goal of attracting an endowed professorship for each academic school at the University. (goal 4.2b)
- Work with the development office to increase the Honors endowment. (goal 1.5d)

Thank you for your consideration.

Sincerely,



T. Greg Prince
Vice President, University Advancement and External Affairs
Executive Director, Salisbury University Foundation

Abstract

Salisbury University (SU) is requesting three years of support for a critically needed new position — a planned giving officer. The Salisbury University Foundation, Inc. (SUF) will match the \$50,000 annual USM funding with at least \$25,000 per year from its funds to cover the salary and benefits for this position. Additionally, SU and SUF will fund the travel expenses for the planned giving officer and a planned giving marketing program, increasing Salisbury's estimated first year support for this position and associated activities to \$40,000.

Need

Salisbury University is building a strong development operation to support the myriad activities of the University. In less than two years, SU has hired a major gift officer, two assistant directors of development, and an athletics development officer; each of these positions was new or had been long vacant. Additionally, SU hired a new director of advancement services to support the work of frontline development officers through improved prospect identification and management.

Most of SU's alumni are relatively young — almost three-quarters of the 45,000-plus alumni of record graduated since 1990. These alums are being cultivated and solicited by the new development officers. However, there is a significant group of older alumni who are excellent prospects for planned giving. This planned giving position will directly address that important need.

Salisbury has a strong core of steady annual donors; this is one of the proven characteristics that makes them excellent planned giving candidates. There are almost 250 donors who have given consecutively for 20 or more years. A similar number have consecutive giving for 15 to 19 years. And, another 200 have given 20 or more years but not consecutively.

Many of SU's older alums have worked for government or school systems and have been steady annual fund supporters. This public service often instills the desire to leave a legacy. Frequently, they have modest salaries and secure retirements, giving regularly but not necessarily in large amounts. These prospects often can accumulate significant assets by living modestly — examples of Thomas Stanley's "millionaire next door."

Salisbury also has strong, community-supported programs — like Delmarva Public Radio, Salisbury Symphony Orchestra, and the Nabb Research Center for Delmarva History and Culture. Delmarva has large numbers of retirees from the Washington, Baltimore, and Philadelphia metropolitan areas who become involved in local organizations and causes. These people also have great planned giving potential for SU.

Planned gifts often endow programs or positions, as the donor's intent is to create an enduring legacy. Securing these gifts requires careful cultivation and stewardship that builds a bond of trust between the institution and the donor. Since donors will not see the effects of their philanthropy, it is imperative that they have faith that their wishes will be honored and their purpose accomplished. A full-time planned giving officer can devote his/her efforts to ensuring that donors get the attention that they deserve and need.

Before 2013, Salisbury made limited efforts in the area of planned giving, as most of its work was concentrated in raising funds to support current operations. Only 19 planned gifts had been documented by the end of the last campaign.

SU leadership has realized that a robust planned giving program is essential for a balanced, mature development program. In FY2014, an additional ten planned gifts were documented, and FY2015 currently has a goal of four new documented planned gifts — a 14% increase. To further support planned giving efforts, the Holloway Society was established in 2013 to recognize donors who had made a planned giving commitment of \$25,000 or more. In October 2013, Salisbury held an inaugural luncheon for the Society, where a donor plaque in Holloway Hall was unveiled. All of this was accomplished absent a planned giving officer; imagine what increases SU will obtain with a full-time position in this important development area.

Strategy

Securing a planned giving officer is a major component of the continued growth of SU's development program. As noted above, it is a missing piece. Over the past year and a half, SU has invested in an advancement services office that has implemented a prospect management system and is completing an electronic capacity screening of alumni and friends. That office will identify likely planned giving prospects and track their cultivation. Additionally, Vice President Greg Prince comes from a background in planned giving, so he will effectively manage this investment by USM.

The geographic density of SU's alumni will make this position quite efficient — 80% live in the Delaware-Maryland-Northern Virginia area, and 90% live in the states from New York to North Carolina.

Once planned gifts are secured, it is imperative that the donors be effectively stewarded. This capability is already in place, as we have a Director of Stewardship and Leadership Giving.

Finally, planned gifts will be an important part of the next SU/USM campaign.

Impact

SU has in place a system of performance indicators to track the impact of the planned giving officer: the number of visits this development officer makes to planned giving prospects; the place of each prospect in the cultivation cycle; the number of asks (proposals) made; and the number of planned gifts documented.

For 2015, this planned giving officer will have goals of 150 visits, 25 asks made, and 15 new documented planned gifts valued at \$250,000. In 2016 and 2017, the annual goals will increase to 50 asks made and 25 new documented planned gifts valued at \$500,000.

Timeline

This position will have an immediate impact on SU's fundraising efforts and will have demonstrable progress by the end of 2015.

Sustainability

Salisbury University and Salisbury University Foundation have already made a commitment to this position by contributing at least one-third of salary and benefit costs, covering all associated travel costs, and supporting a planned giving marketing program.

The USM grant funds will enable University Advancement and External Affairs to demonstrate the effectiveness of this position with solid goals and metrics. The three years of grant funding are critical in gaining traction in this area, as planned giving work involves building strong relationships with donors. During these three years, the Vice President will build administrative support for planned giving work so that this position will become a permanent, integral part of Salisbury's development program.

Budget Narrative

The budget is straightforward and reflects the total costs for three years.

We are asking for \$50,000 per year for three years from USM. SUF is matching that amount with at least \$25,000 each year to cover the salary and benefit costs for the position. SU's Human Resources department has set the hiring salary range at \$55,000 to \$60,000; adding approximately 35% for benefits brings the expected total to \$75,000.

Additionally, SU and SUF will cover the estimated costs for travel (\$5,000 per year) and a planned giving marketing program in the first year (\$10,000 for consulting fees).

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form**

Institution:	Salisbury University		
Project Name:	Planned Giving Officer -- Three Year Funding Request		
Grant Period:	CY2015 through CY2017		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages†	\$150,000.00	\$75,000.00	\$225,000.00
Consulting Fees	\$0.00	\$10,000.00	\$10,000.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel†	\$0.00	\$15,000.00	\$15,000.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$0.00	\$0.00	\$0.00
Audio-Visual	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00
Printing and copying	\$0.00	\$0.00	\$0.00
Postage	\$0.00	\$0.00	\$0.00
Subscriptions	\$0.00	\$0.00	\$0.00
PROFESSIONAL DEVELOPMENT and Training	\$0.00	\$0.00	\$0.00
Other (specify)	\$0.00	\$0.00	\$0.00
Subtotal†	\$150,000.00	\$100,000.00	\$250,000.00
Request†	\$150,000.00		

* Attach budget narrative and identify source of match if applicable.

†NOTE: These totals represent the funding request and matching funds for THREE years. We are requesting \$50,000 per year from USM.

Quasi-Endowment Proposal

UNIVERSITY OF BALTIMORE



Office of
Institutional
Advancement

t: 410.837.6133
f: 410.837.6255
www.ubalt.edu

September 11, 2014

Mr. Leonard Raley
President and CEO
University System of Maryland Foundation
3300 Metzgerott Road
Adelphi, MD 20783

Dear Leonard,

Thank you for allowing the University of Baltimore to submit a proposal to the Board of Regents' Quasi-Endowment Grant Program. The proposal attached details the University of Baltimore's request of \$64,970 to conduct a wealth screening and feasibility study of our donor base.

As our advancement team continues to evolve, we will direct UB's quasi-endowment funds to the hiring of fundraising professionals, which will better position us as we begin the planning phase of a new, "endowment focused" capital campaign at the university. A grant in support of a wealth screening and feasibility study will provide our fundraising staff with the data they need to be successful in identifying viable prospects and will directly impact UB's endowment building efforts.

Please feel free to contact me directly at 410-837-6838 or tsilanskis@ubalt.edu if you have any questions or need additional information as you review the attached materials.

Sincerely,

Theresa Silanskis
Vice President of Institutional Advancement

**A Request to the
Board of Regents
September 11, 2014**

Abstract

The University of Baltimore would like to request a \$64,970 grant through the Board of Regents' Quasi-Endowment Grant Program in support of our endowment building efforts. UB's Office of Institutional Advancement would like to conduct a wealth screening followed by a feasibility study to give us a better sense of the giving capacity of our constituents as we prepare to move forward with a new capital campaign which will focus on increasing the university's endowment.

Need

Under the leadership of our new president, Kurt L. Schmoke, we will begin the preliminary stages of a new capital campaign which will focus on building the University of Baltimore's endowment. President Schmoke has made it very clear that he is in support of increasing UB's endowment levels throughout his tenure as president- and he has set a very ambitious goal of reaching \$100 million in endowment funds by 2025. He is already leading by example in support of this initiative by creating a named endowed scholarship in memory of his brother.

In addition to preparing for the initial stage of a capital campaign, the Office of Institutional Advancement is going through a slight restructure and will be adding at least one and possibly two major gift officers to our staff in the coming year. A grant in support of the wealth screening of our constituents and the follow-up feasibility study will enable the University of Baltimore's IA team to better assess the capacity of our current donors, identify new donors and create a viable pipeline of existing and potential donors so our gift officers will be better prepared as they plan their discovery visits and solicitations.

Strategy

The purchase of the wealth screening from DonorSearch and the feasibility study by Langley Innovations will fit into UB's overall endowment building strategy because it will allow us to make better informed decisions regarding prospective donor visits and solicitations. Specifically, it will:

- Allow the Office of Institutional Advancement to set and achieve realistic campaign goals based on highly accurate data provided by DonorSearch.
- Enable us to identify new donors who may be interested in supporting various endowment initiatives at the university.

- Help us quantify the giving capacity of our existing donors as well as prospective donors and will therefore provide the Office of Institutional Advancement with accurate and up to date information regarding these individuals.

Timeline

Measurable results regarding this initiative will be available:

- Immediately after the wealth screening is implemented.
- Within six months after the feasibility study is completed.

Sustainability

Although both the wealth screening and the feasibility study are one time expenditures, their value will affect the long term operation of UB's advancement program because it will provide us with the resources we need to identify prospects who are most likely to give to the university presently and in the future.

Budget

The budget for this request will cover the cost of both the wealth screening and the feasibility study.

- DonorSearch has provided a quote of \$14,970 to conduct a wealth screening of our database.
- Langley Innovations has provided a quote of \$50,000 to perform the feasibility study.

Matching Funds

UB will use university quasi-endowment funds as well as State of Maryland support to fund the hiring of the major gift officer(s). These individuals will need the wealth screening and feasibility study data to successfully perform their duties.

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form**

Institution:	University of Baltimore		
Project Name:	UB's Wealth Screening and Feasibility Study		
Grant Period:	1/1/2015- 12/31/2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$0.00	\$0.00	\$0.00
Consulting Fees	\$64,970.00	\$0.00	\$64,970.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$0.00	\$0.00	\$0.00
Audio-Visual	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00
Printing and copying	\$0.00	\$0.00	\$0.00
Postage	\$0.00	\$0.00	\$0.00
Subscriptions	\$0.00	\$0.00	\$0.00
Professional Development and	\$0.00	\$0.00	\$0.00
Other (specify)	\$0.00	\$0.00	\$0.00
Subtotal	\$64,970.00	\$0.00	\$64,970.00
Request	\$64,970.00		

*Attach budget narrative and identify source of match if applicable.

Quasi-Endowment Proposal

UNIVERSITY OF MARYLAND BALTIMORE

- 1. Endowment Support Video and Brochures**
- 2. Planned Giving Endowment Building Initiative**



MICHAEL B. DOWDY, MBA
Chief Development Officer and Vice President, Development
President, UMB Foundation, Inc.

620 West Lexington Street, 2nd Floor
Baltimore, MD 21201
410 706 5366
mbo.dowdy@umaryland.edu

www.umaryland.edu

September 15, 2014

Mr. Leonard R. Raley
President and CEO
University System of Maryland Foundation
3300 Metzert Road
Adelphi, MD 20783

Dear Leonard:

Thank you for the opportunity to submit a grant proposal as part of the USMF Quasi-Endowment Grant Program. UMB Development and Alumni Relations would like to share two requests for consideration. Both of these requests are intended to provide support of our six schools. The requests are:

1. Endowment Support Video and Brochures \$20,000

In an effort to bring to life for prospective donors the concept of endowment giving, UMB would like to request support for production of an endowment video and brochures. The video would be 5-6 minutes in length and would focus on two important types of endowment support: scholarships and professorships. Footage would capture the important elements of endowment, including perpetual nature, preserving principal and building distributions for the long-term. Featured would be scholarship and professorship recipients and donors. The video would also mention the UMB Foundation Scholarship Matching Program that is providing a \$.50 per \$1.00 match for endowed scholarship funds. Thus the video and brochures would be complementary to the scholarship campaign supported by the matching program. Again, this project would be designed to support and be utilized by each school at UMB. The projected cost is \$15,000 for video production (VPC, Inc.) and \$5,000 for the collateral brochures. Our projected impact would be the creation of 50 new endowed funds over a two-year period.
(Budget sheet attached)

2. Planned Giving Endowment Building Initiative \$26,000

The UMB Office of Planned Giving proposes a two-pronged initiative designed to promote endowment giving through estate plan inclusions and charitable gift annuities. Focusing on

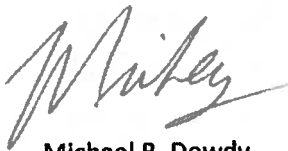
alumni age 65 and older, across all UMB schools, Wilson-Bennett Technology, Inc. would conduct phone surveys with approximately 4,000 alumni. The purpose of the survey would be to determine and promote interest in including UMB schools in estate plans. The survey would also promote the importance of strong endowments in sustaining support for our nationally ranked schools. The projected cost is \$4.50 per completed call or \$18,000.

The team would also engage the planned giving firm, PG Calc, to develop personalized Charitable Gift Annuity illustrations to 6,000 school alumni. This would move us beyond simply sharing the elements of a Charitable Gift Annuity to demonstrating very specifically the details of such a gift in a personalized manner. The projected cost is \$6,000 for illustrations, printing and postage.

The projected impact of these two initiatives is the addition of 100 individuals to the UMB Legacy Society and an additional \$5 million support for the planned giving pipeline. (Budget sheet attached)

In summary, we are grateful for the opportunity to share these two ideas that support the efforts of the university and our six schools at UMB. We hope you and the committee will share our enthusiasm for their potential.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Dowdy", written in a cursive style.

Michael B. Dowdy

/MBD

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form**

Institution:	University of Maryland Baltimore		
Project Name:	UMB Endowment Video & Brochures		
Grant Period:	January, 2015 - December, 2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost**
Salaries and Wages	\$0.00	\$0.00	\$0.00
Consulting Fees	\$0.00	\$0.00	\$0.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$0.00	\$0.00	\$0.00
Audio-Visual	\$15,000.00	\$0.00	\$15,000.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00
Printing and copying	\$5,000.00	\$0.00	\$5,000.00
Postage	\$0.00	\$0.00	\$0.00
Subscriptions	\$0.00	\$0.00	\$0.00
Professional Development and Training	\$0.00	\$0.00	\$0.00
Other (specify)	\$0.00	\$0.00	\$0.00
Subtotal	\$20,000.00	\$0.00	\$20,000.00
Request	\$20,000.00		

*Attach budget narrative and identify source of match if applicable.

HD VIDEO PRODUCTION & DIGITAL MEDIA

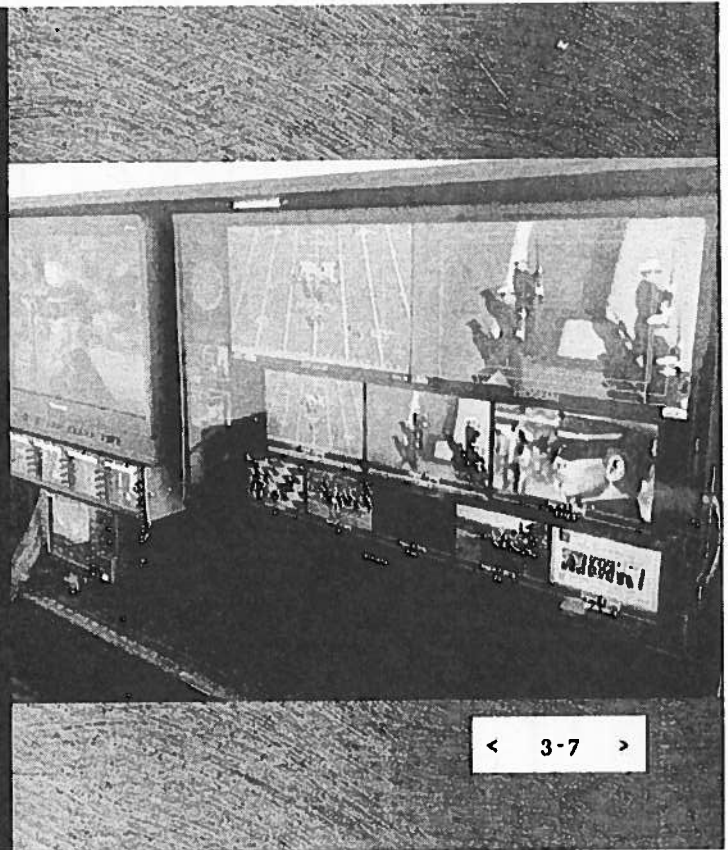
VIDEO AT ITS BEST

VIDEO AND DIGITAL MEDIA

We bring you a complete team: producers, writers, graphic designer, videographers and editors. Our award winning staff consists of seasoned broadcast professionals working together to create your content from Script to Screen

[EXPERIENCE OUR PRE-PRODUCTION](#)

[EXPERIENCE OUR PRODUCTION](#)



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VPC, Inc.
 240 Business Center Drive
 Relierstown, MD 21136
 410-526-9100

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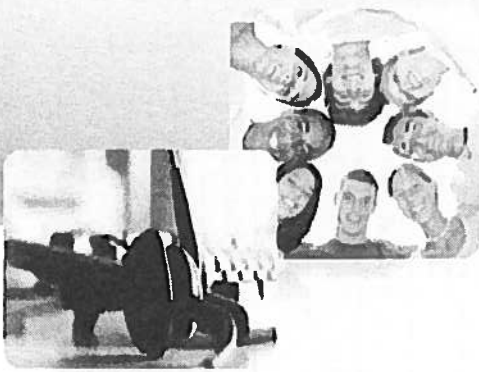


Follow @VPCincBallmore 39 followers

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form**

Institution:	University of Maryland Baltimore		
Project Name:	Endowment Building with Planned Giving		
Grant Period:	January 2015 - December 2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$0.00	\$0.00	\$0.00
Consulting Fees	\$20,000.00	\$0.00	\$20,000.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$0.00	\$0.00	\$0.00
Audio-Visual	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00
Printing and copying	\$4,000.00	\$0.00	\$4,000.00
Postage	\$2,000.00	\$0.00	\$2,000.00
Subscriptions	\$0.00	\$0.00	\$0.00
Professional Development and Training	\$0.00	\$0.00	\$0.00
Other (specify)	\$0.00	\$0.00	\$0.00
Subtotal	\$26,000.00	\$0.00	\$26,000.00
Request	\$26,000.00		

* Attach budget narrative and identify source of match if applicable.



WILSON-BENNETT
Technology INC.



Stewardship Planned Giving Survey



UNIVERSITY *of* MARYLAND
THE FOUNDING CAMPUS

Lisa Luolo
Director of Annual Giving

Date: February 5, 2014



Data Management & Data Requirements

The callable database is one of the most important factors in the success of your survey program. In order to keep the integrity of your callable data, several key components outlined below must take place.

Component 1 -Data Requirements

WBT will provide a data requirement form that outlines all the necessary data fields including but not limited to: prospect ID, prospect information, segments, in order to upload files into WBT's calling software.

Component 2 -Data Transfer

Data Relations will work closely with UMB's staff to coordinate the transfer of the data file through an FTP site ("Box.net") electronically according to the timeline. Our experience spans with most databases.

Component 3 -Data Authentication

Once WBT receives your callable database our Data Relations will make sure all the fields are correct according the data requirements submitted.

Component 4 -Data Research (Optional)

After Data Relations verifies the data is correct, WBT then can clean (if applicable) your database for phone numbers and address to ensure we have the best callable data possible. The following are data cleansing services.

- 1) Phone Append
- 2) NCOA
- 3) Date of Birth Append
- 4) Wealth Screening
- 5) Planned Giving Identification (includes date of birth append)

Component 5 -Data Refresh

Finally before the first day of calling, Data Relations will remove any prospects that UMB has provided to WBT that may need to be removed.



Reporting

We can provide multiple reports daily both statistical and informational. Statistical reports are used to evaluate your program and informational reports are used to update your database and provide the desired information.

Statistical reports:

All statistical reports and graphs can be provided daily, weekly and to date. All reports are electronically sent to you (password protected) and will outline the results of your campaign.

Informational reports:

Provides some of the following (but not limited to) daily reports from constitutes from the previous night's calling shift:

- a. List of Completed Surveys
- b. Wrong Numbers
- c. Prospect Addresses & E-mail addresses

WBT will provide a daily comment reports for UMB, outlining any request, concerns or issues from the previous night's calling shift. Each comment or question is linked to the specific segment and the prospects contact information is provided.



Survey Software Features

Below are several features that we are able to do with our software

1. Building as many custom questions as desired
2. Ability to build scale questions, true or false and multiple choice
3. Ability to place a waited value on each question in order to better categorize results
4. Auto Dial feature allowing the caller to not have to click the dial button after each new prospect, which creates efficiency performance
5. User friendly reports that allows you to save in Excel for easy analysis and grouping of results

WILSON-BENNETT TECHNOLOGY
SURVEYS

Call Attempts: 0 Prospects Surveyed: 0
Interested: 0 Not Interested: 0

PROSPECT: **Joella Ladner**
ADDRESS: 1438 Boxelder Lane
Bellevue, WA 98006
EMAIL: matt@wilson-bennett.com
PHONE: 5012591316

Results | Callback

Answering Machine/Not Home/Line Busy
Prospect Surveyed
Refusal/Not Interested/Hung up
Wrong Number/Disconnected

DIAL **HANG UP**

SAVE AND MOVE TO NEXT PROSPECT

Kevin Konkle

Logout

Hello (Mr/Mrs Prospect Last Name), my name is (your name) and I'm calling from the Harding University. How are you?

I am calling in response to your recent inquiry. Do you have a couple of minutes to answer a few quick questions?

SURVEY

On a scale of 1 to 5 with 5 being "very interested", how interested are you in attending the Harding University?

No Answer
 1
 2
 3
 4
 5

Question 1 of 3

Next

(enter comments here)



Survey Software Continued

WILSON-BENNETT TECHNOLOGY, INC.
Kevin Konkle [LOGOUT](#)

Call Attempts: 0 Prospects Surveyed: 0
 Interested: 0 Not Interested: 0

PROSPECT: **Joelle Ladner**
 ADDRESS: 1438 Boulder Lane
 Bellevue, WA 98006
 EMAIL: matt@wilson-bennett.com
 PHONE: 5012591316

Results | **Callback**

Answering Machine/Not Home/Line Busy
 Prospect Surveyed
 Refusal/Not Interested/Hung up
 Wrong Number/Disconnected

[DIAL](#) [HANG UP](#)

[SAVE AND MOVE TO NEXT PROSPECT](#)

Do you live close to Ann Arbor?

- No Answer
- True
- False

[PREVIOUS](#)

Question 2 of 3

[NEXT](#)

(enter comments here)

WILSON-BENNETT TECHNOLOGY, INC.
Kevin Konkle [LOGOUT](#)

Call Attempts: 0 Prospects Surveyed: 0
 Interested: 0 Not Interested: 0

PROSPECT: **Joelle Ladner**
 ADDRESS: 1438 Boulder Lane
 Bellevue, WA 98006
 EMAIL: matt@wilson-bennett.com
 PHONE: 5012591316

Results | **Callback**

Answering Machine/Not Home/Line Busy
 Prospect Surveyed
 Refusal/Not Interested/Hung up
 Wrong Number/Disconnected

[DIAL](#) [HANG UP](#)

[SAVE AND MOVE TO NEXT PROSPECT](#)

Which discipline are you interested in the most?

- No Answer
- Business
- Medical
- Engineering
- Accounting

[PREVIOUS](#)

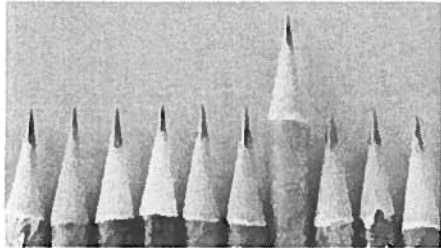
Question 3 of 3

[FINISH](#)

(enter comments here)



Writing Solutions



WBT has **experienced** writers that will work with you on the messaging of each survey question to ensure that goals and objectives of the program are achieved.

We combine **your messaging goals** with our experience that has worked well at other non-profit organizations to create questions that are engaging and effective to reach your desired results.

Consistent and clear messaging are important factors to the success of any survey-calling program. The questions have to be written to gain the most accurate information in order to achieve the results you want. Our experience has allowed us to build a proven survey format that is customized to UMB.

Below are three survey question ideas as you provide information to our team to write the desired survey questions:

- **True or False** – This is a very specific survey question that requires a straightforward answer. Example: Have you explored the idea of a planned gift?
- **Scale** – This type of survey question allows more of a personal feeling. Example: On a scale of 1-10, with 10 being the highest and 1 being the lowest, how interested are you in learning more about planned giving with UMB?
- **Multiple Choice** – This type of survey question is also very specific. Example: What is most important to you when considering a planned gift?

- Avoid tax on capital gains
- Defer a gift until after your lifetime
- Receive guarantee fixed income
- Avoid capital gains tax on the sale of a home or other real estate
- Make a gift of real property, such as coins, stamps, antiques or art
- Avoid the twofold taxation on IRA or other employee benefit plans
- Give your personal residence or farm, but retain life use
- Receive some cash sales proceeds while making charitable gift
- Make a large gift with lost cost to you
- Secure fixed payments for life while avoiding market risk
- Payment for life with hedge against inflation over the long term

Please keep in mind that survey questions are designed to be flexible.



Responsibilities

Client will provide the following:

- 1) Coordination of time frame for UMB to conduct the campaign
- 2) A liaison person and availability of management to the staff of WBT
- 3) Assistance with the preparation of the survey questions to ensure the desired information and results
- 4) Segmenting in order to gain the most potential with survey

WBT will provide the following:

- 1) A coordinator assigned specifically to work with UMB liaison in pre-campaign organization utilizing time lines
- 2) Cleaning of the database and research efforts to ensure the most current data
- 3) Building the customized questions for calling
- 4) Loading the survey database and management for calling.
- 5) Reporting the results daily to UMB
- 6) Providing a final report after the campaign is complete
- 7) The expediting of services to eliminate costs and inconveniences



Marketing Services

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- Elements of Success

Contact:
Andrew Palmer
(888) 497-4970



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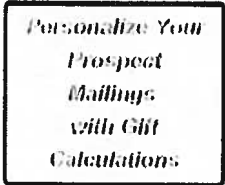
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- Target gift amount
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- Annual payment amount or rate
- Amount and duration of tax-free portion of gift annuity payments

Including these details makes a postal or email stand out – and will ensure that your prospects know they stand out to you. This level of personalization will make your prospects feel special, valued, and relevant.

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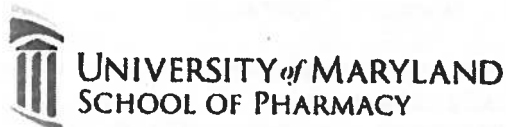
- View our [sample letters](#) to see the personalized letters that *BatchCalcs* can help create.
- View our [sample Summary of Benefits charts](#) to see the personalized charts that a *BatchCalcs* mailing can include, as a hard copy insertion or an email attachment.
- Use the [BatchCalcs Client Data Form](#) to provide your data.



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Quasi-Endowment Proposal

**UNIVERSITY OF MARYLAND
SCHOOL OF PHARMACY**



Natalie D. Eddington, PhD, FAAPS, FCP
Dean and Professor, School of Pharmacy
Executive Director, University Regional Partnerships
University of Maryland
20 N. Pine Street
Baltimore, MD 21201
410 706-7651
neddingt@rx.umaryland.edu

September 12, 2014

VIA EMAIL: ghossick@usmd.edu
Mr. Leonard R. Raley
President & CEO, USM Foundation, Inc.
3300 Metzgerott Road
Adelphi, MD 20783

Dear Mr. Raley:

With our 175th Anniversary Celebration rapidly approaching, the University of Maryland School of Pharmacy will be making some exciting announcements in the upcoming months. To mark this historic event and year-long celebration, we respectfully request a grant in the amount of \$15,000 to support the production of a video highlighting our extensive service to Marylanders and promote the need to provide additional endowed scholarship support to our PharmD, MS, and PhD students.

In 1841, the Maryland General Assembly chartered the Maryland College of Pharmacy authorizing what is known today as the University of Maryland School of Pharmacy. As the fourth oldest school of pharmacy, we owe a great debt of gratitude to these forward thinking founders and to the many outstanding faculty members, students, alumni and leaders who have shaped our educational programs, research, community service, and patient care over these past 175 years.

The spirit of the 175th Anniversary will honor the founding of our school by celebrating our contributions across the State, the nation, and the world. But first and foremost, we remain devoted to our historic role of educating the majority of the pharmacists and pharmaceutical scientists that provide patient care and biomedical research to our communities. Our presence can be felt in community pharmacies, hospital settings, government agencies (i.e. FDA and NIH), and biomedical research corporations and laboratories. We recognize the great strides we have made in the areas of education, research, practice, environment, and entrepreneurship. We are also reminded daily of the challenges our students face as they pursue graduate and professional education -- like the increase of student debt, limited opportunity for loan forgiveness programs, and too few dollars for scholarship aid.

Leadership within the School is enthusiastic about the upcoming celebration and fundraising opportunity. Through this effort, scholarship funds will continue to assist our students in not only reaching their goal of obtaining a pharmacy degree, but are also critical in making sure our students are prepared to be the next generation of pharmacists and pharmaceutical research professionals.

Thank you for your consideration of our request. We look forward to hearing from the Advancement Committee regarding their decision. If you have additional questions during the interim, please feel free to contact me or Ms. Deborah DeWitt Neels at 410-706-5114.

Sincerely,

A handwritten signature in cursive script that reads "Natalie D. Eddington".

Natalie D. Eddington, PhD, FAAPS, FCP
Dean and Professor
Executive Director, University Regional Partnerships

Enclosure

USM Quasi-Endowment Grant Program - UMB School of Pharmacy Proposal Request

Abstract: The University of Maryland School of Pharmacy will celebrate its 175th Anniversary in 2016. As we embark on such a momentous occasion, we desire to work with an outside audio visual production company vendor to produce a high quality and meaningful six minute testimonial piece for approximately \$15,000. This video will focus on two areas: (1) celebrating the hard work and achievements of the School's PharmD, MS, and PhD students, faculty, staff and alumni, and (2) more specifically on the ways we give back to our communities. While we recognize our great strides in education, research, practice, environment, and entrepreneurship, the video will also remind viewers of the challenging cost associated with pharmacy education (upwards of \$140,000) and make an appeal for financial support.

Today, our students and communities depend on one another more than ever. With your help, we can continue to provide scholarship support to deserving students at the School of Pharmacy through our proposed visual appeal. In honor of our 175th Anniversary, we are excited to launch the University of Maryland School of Pharmacy "175 for 175 Fundraising Campaign." Our goal is to establish the 175 Years Anniversary Endowed Scholarship with a minimum funding level of \$175,000 through a variety of support levels.

Need: As mentioned in the above abstract, the cost of a pharmacy education continues to rise. We are concerned about tuition and the debt load of our approximately 800 students (PharmD, MS and PhD programs). Scholarships allow us to help manage the financial burden of a pharmacy education by providing tuition assistance, textbooks, membership fees, and travel expenses to professional conferences, just to name a few. Illustrations of the video appeal may include:

Education

- 90% of our students receive some form of financial aid.
- The University of Maryland School of Pharmacy graduates the single largest share of pharmacists practicing in the State of Maryland.

Discovery

- Translational research at the School has the potential to spur new therapies and speed cures for patients suffering from chronic diseases, as well as cancer, substance abuse, and Alzheimer's
- 175 years of innovations -- recent breakthroughs in antibiotic resistance, medication administration and drug transport techniques to tackle illnesses such as diabetes, stroke, and cancer
- The School attracts nearly \$24 million per year in grants and contracts -- double that of just 5 years ago

Patient Care

- 175 year proud tradition of patient care in Maryland and beyond
- Nearly 3,000 Pharmacists practice at the top of their license, providing drug therapy management
- Maryland Poison Center experts and pharmacy students respond to more than 57,000 emergency calls annually. Every dollar invested in poison services avoids more than \$6 in healthcare costs.

Community Practice and Service

- Faculty and student pharmacists provide clinical services to 35,000 patients in ambulatory and inpatient settings in specialties such as community pharmacy, cardiology, diabetes, HIV/AIDS, etc.
- The School of Pharmacy prepares and evaluates student pharmacists using the Walgreens Objective Structures Clinical Examination (OSCE) suite, a 10-room, state-of-the-art facility designed to provide an experience that demonstrates the pharmacist's expanding role in direct patient care and medication therapy management.

Strategy: The Office of Development and Alumni Affairs aims to enhance its endowed scholarship portfolio as one of its strategic fundraising goals. This grant will help address two specific areas of concern: (1) attracting top applicants to our PharmD, MS, and PhD programs and (2) assist with student debt loads. For 175 years, we

have dedicated ourselves to educating students about pharmacy, pharmaceutical sciences and research, providing patient care, and maintaining positive health outcomes. Scholarships assist students in not only reaching their desired pharmacy degree, but are also critical in making sure our students are prepared to advance the practice of pharmacy for the next generation, and unlock the academic potential of well deserving students who are otherwise disadvantaged from pursuing higher education.

With the School of Pharmacy's "175 for 175 Fundraising Campaign," we would be challenging our donors and key stakeholders to raise a minimum of \$175,000 for pharmacy education and our future development through a varied giving level structure.

A working example would be:

\$175 – Historian I
\$275 – Historian II
\$500 – Mortar and Pestle Club
\$1,000 – David Stewart Associates

Impact: As we embark on our 175th Anniversary year, the School of Pharmacy will be hosting a number of events across the state to heighten awareness of this campaign to increase giving. We will work closely with our Office of Marketing and Communications to design the video script and accompanying collateral material. The Office of Development and Alumni Affairs will establish appeal codes as indicators of participation rates and total funds raised based on this campaign. Typically with a milestone event, schools generally see an increase in all avenues.

Timeline: As the School of Pharmacy begins to identify members for a 175th Anniversary Committee, the group will develop a series of benchmarks with regards to all aspects of the event. Once the video is produced, we will distribute to our audience through multiple channels (i.e. DVD, email, social media, events, etc.). We will look at initial measures immediately following an event or within 24 hours of a sent email or social media post. Other distribution methods may require a survey. We also monitor appeal codes as gifts of support are made. We will establish benchmarks of weekly, monthly, quarterly totals of participation statistics.

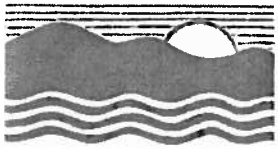
Sustainability: The School of Pharmacy aims to have this endowment open for as long as the funds will permit. We are strategizing how milestones classes can be effectively used to develop follow-on funding (class years ending in 6 or 1). The total amount of funds raised, as long as they meet the minimum of \$16,667, will be matched by the University of Maryland Baltimore Foundation Scholarship Match Program at a 2 to 1 ratio. As part of our growing endowed scholarship portfolio, the Office of Development and Alumni Affairs would steward this fund like its other endowment funds. We would generate an annual report in the University of Maryland Baltimore Foundation model. The report would include how the funds were awarded and provide a monetary update of where the fund stands to our primary donors.

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form (DUE 9/15/14)**

Institution:	University of Maryland School of Pharmacy		
Project Name:	175 Years For 175 Fundraising Campaign		
Grant Period:	January 2015 - July 2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$0.00	\$0.00	\$0.00
Consulting Fees	\$15,000.00	\$0.00	\$15,000.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$0.00	\$0.00	\$0.00
Audio-Visual	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00
Printing and copying	\$0.00	\$0.00	\$0.00
Postage	\$0.00	\$0.00	\$0.00
Subscriptions	\$0.00	\$0.00	\$0.00
Professional Development and	\$0.00	\$0.00	\$0.00
Other (specify)	\$0.00	\$0.00	\$0.00
Subtotal	\$15,000.00	\$0.00	\$15,000.00
Request	\$15,000.00		
*Attach budget narrative and identify source of match if applicable.			

Quasi-Endowment Proposal

**UNIVERSITY OF MARYLAND
CENTER FOR
ENVIRONMENTAL SCIENCE**



University of Maryland
CENTER FOR ENVIRONMENTAL SCIENCE

Office of Institutional Advancement

701 East Pratt Street
Baltimore, MD 21202
(410) 234-8839
Fax: (410) 385-6345
<http://www.umces.edu>

September 10, 2014

Mr. Leonard R. Raley
Vice Chancellor for Advancement
University System of Maryland
3300 Metzert Road
Adelphi, MD 20783

Dear Leonard:

I am pleased to have the opportunity to submit the attached proposal requesting a grant under the University System of Maryland's new Quasi-Endowment Grant Program.

The University of Maryland Center for Environmental Science (UMCES) seeks a \$75,000 grant to support a new position -- an Assistant Director for Development at UMCES' Chesapeake Biological Laboratory (CBL) in Solomons, Maryland. Successful funding of this position will greatly strengthen the Laboratory's ability to reach out to the relatively affluent communities near CBL with the prospect of securing private resources to support the laboratory's mission. Specifically, this position will endeavor to secure endowed resources to support student fellowships for Master's and doctoral students. In large measure, this position is modeled after our successful position at the Horn Point Laboratory, where a fundraising professional leads the Bay & Rivers Fellowship Program. That effort has secured approximately \$1 million in endowed and non-endowed resources over the last several years. A similar position at CBL is greatly needed and will strengthen the laboratory's outreach efforts and fundraising.

The attached proposal and accompanying budget outline our plans and expectations. We greatly appreciate the foresight of the USM Board of Regents and the Board of Directors of the USM Foundation in establishing the quasi-endowment to support development needs at all USM institutions and to spur endowment growth across our institutions.

Many thanks for considering this request for funding.

Sincerely,

A handwritten signature in cursive script that reads "David Balcom".

David Balcom
Vice President for Institutional
Advancement

Enclosures

UNIVERSITY OF MARYLAND CENTER FOR ENVIRONMENTAL SCIENCE

Strengthening Fundraising Capacity and Endowment Growth
UMCES – Chesapeake Biological Laboratory

**A Proposal for Consideration Under the
USM Quasi-Endowment Program**

The University of Maryland Center for Environmental Science (UMCES) seeks a \$75,000 grant to support a new position -- an Assistant Director for Development at UMCES' Chesapeake Biological Laboratory (CBL) in Solomons, Maryland. Like UMCES' three other laboratories, CBL pioneers scientific innovations to promote sustainable solutions for the Chesapeake Bay and the environment more broadly. CBL has one of the strongest fisheries programs in the United States. It also has a team of leading geochemists who research the health and environmental impacts of human-produced and naturally occurring chemicals in water bodies. CBL's work extends from the Chesapeake Bay to the Arctic, from the Anacostia River to South America -- positioning UMCES-CBL as a global leader in environmental research and education.

Abstract: Establishing a Dedicated Development Position for UMCES-CBL

The principal goal of a new CBL Assistant Director for Development (ADD) is to generate endowment support for graduate student research and education. UMCES has recently obtained candidate status for accreditation from the Middle-States Commission on Higher Education and we anticipate that we will finalize the accreditation process and achieve full accreditation in 2016. Our ability to jointly award degrees with our partner universities presents a far-reaching opportunity for CBL and UMCES more generally. However, it also means that we need to compete more aggressively with other institutions to recruit the nation's most promising young scientists. Specifically, we need to generate a more robust pool of private fellowship resources to cover the costs of graduate stipends, research, tuition and benefits. Building an endowment for student support is a key element of UMCES' strategic plan across all our campuses. UMCES currently has an endowment of just under \$2 million and our plans seek to increase the endowment to \$5 million or more by 2017.

A year ago, CBL Director Tom Miller established the Solomon House Graduate Fellowship Program, which has received modest funding from staff, faculty and other donors. This and other small endowment accounts for students at CBL are currently funded with \$20,000. Our goal is to build the endowment to at least \$50,000 over the next year and to well over \$500,000 in five years.

UMCES' Advancement Program Needs and Opportunities

UMCES currently has two fundraising professionals: a Vice President for Institutional Advancement, who is responsible for generating philanthropic support for UMCES' four research laboratories, and a Director of Development at UMCES's Horn Point Laboratory (HPL), who raises funds exclusively for HPL. Over the last several years, she has raised more than \$400,000 for an endowed fellowship and an additional \$600,000 in non-endowed support for students and other purposes. HPL's success in cultivating the Eastern Shore local community is a model for our plans in Solomons.

The Chesapeake Biological Laboratory (CBL) is UMCES' founding laboratory. Established in 1925, the Lab is located in a relatively affluent area of retired and wealthy individuals who boat, sail and

fish on the Chesapeake Bay. The median income in Calvert County is approximately \$89,000 and \$88,000 in nearby St. Mary's County. The Scientists Cliffs community and other similar neighborhoods within these counties are home to relatively well-to-do former scientists and public leaders who understand the Laboratory's work and impact. The Patuxent Naval Air Base is located across the Bay from CBL and shares common scientific interests with the laboratory. Faculty at CBL are also engaged in Innovate Southern Maryland and are pursuing opportunities to leverage corporate support and productive partnerships. Recently, CBL has also led the creation of the Environmental Statistics Collaborative, which is gathering and interpreting information on the human and environmental health of the Bay and the rivers and streams that feed it. The collaborative has potential to attract corporate support and spur commercial partnerships.

Despite its programmatic depth and impact, CBL is not currently reaching individuals who could support the Laboratory's mission. One of the Assistant Director for Development's (ADD) tasks will be to staff a CBL Directors Circle to help facilitate relationships between the laboratory and the local community. This group will consist of local business and civic leaders who understand CBL's mission and impact on the Bay as well as environmental matters locally and beyond. A dedicated development position for CBL is necessary to assist the Laboratory Director in making sure that philanthropic resources in southern Maryland are not being "left on the table."

Strategies: The Position's Principal Responsibilities and Impacts

The ADD's key *responsibilities* will include:

- Developing and implementing a strategic development plan for UMCES-CBL.
- Building strong relationships with the community in Calvert and St. Mary's Counties
- Strengthening CBL's prospect pool, including individual and institutional donors
- Establishing a program to reach out to CBL alumni and identify select alumni who should be cultivated for major gifts
- Ensuring that CBL has a strong presence at events where the lab's research and impact can be communicated to the public and local community
- Playing a lead role in staffing a newly established Director's Circle for CBL and
- Helping to highlight CBL's role as the founding campus during UMCES' 90th Anniversary Celebration (2014-2015)

We anticipate that the new position will have the following substantive *impacts*, including:

- Building the CBL endowment to \$500,000 or more over five years to support graduate student research and education
- Identifying prospects who might be cultivated over a longer period of time to support other needs such as endowed faculty positions and program initiatives at the laboratory
- Bridging scientific investigations with the interests of private industry in the region that might benefit from the research and data generated by CBL, potentially leading to tech transfer and commercial opportunities and
- Helping to enhance public understanding of the Laboratory's work and public impact.

Evaluation and Benchmarks:

The UMCES-CBL ADD will report formally to the UMCES Vice President for Institutional Advancement (VPiA), but the ADD will be located at CBL. The VPiA will work with the new development professional to design a fundraising plan and set specific tasks and goals. Progress will be evaluated formally every six months. Initially, success of the position will be measured in terms of the number of substantive contacts the ADD has with prospects and her/his success in facilitating community engagement opportunities. Ultimately progress will be assessed by the volume and quality of proposals issued, funds raised, and partnerships forged. The UMCES Vice President for Advancement will closely mentor the ADD.

This new position will be housed in Solomons House, which is the base of the CBL Outreach program, thereby helping to coordinate both activities. The ADD will meet weekly with the CBL Director to discuss progress against specific milestones.

Program Timeline:

The UMCES-CBL ADD will need time to design a fundraising plan, initiate the program, and start to earn a return on investment. We anticipate that generating support for an endowment could take 24 months or more. A set of tasks and responsibilities has been drafted for the ADD and we anticipate that the incumbent will take full advantage of resources at the University System of Maryland, including the Advance database, prospect research and professional development programs sponsored by the USM.

Sustainability and Leveraging Resources:

CBL is prepared to provide \$40,000 in cost sharing support for the next three years. If this proposal is successful, we also plan to request renewed funding in FY '16. Initially, \$15,000 of CBL's allocation will be used to support the salary for the new Assistant Director of Development position as reflected in the attached budget. The remaining \$25,000 in each of the next two years will be reserved. If we determine that the right candidate requires more than \$90,000 (including fringe), CBL will have resources to supplement the salary. Ideally, the \$25,000 reserved over two years (\$50,000) and the third year allocation of \$40,000 will provide a pool of funds to continue covering the cost of the position for at least another year.

Operating expenses will be covered by the spendable income earned on the main portion of the USM Foundation's Quasi-Endowment program, which is anticipated to be approximately \$16,000 in FY '15. (See attached budget and narrative). Evaluation criteria for assessing return on investment and specific benchmarks will be established to determine the viability of ongoing funding commitments in subsequent years.

Thank you for considering this request for support under the University System of Maryland's new Quasi-Endowment Program.

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form**

Institution:	University of Maryland Center for Environmental Science		
Project Name:	Hiring of a new Assistant Director of Development to build development capacity and to increase the endowment for UMCEs' Chesapeake Biological Laboratory		
Grant Period:	January 1, 2015 - December 31, 2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages (and benefits)	\$75,000.00	\$15,000.00	\$90,000.00
Consulting Fees	\$0.00	\$0.00	\$0.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$2,000.00	\$2,000.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage (for donor events)	\$0.00	\$3,000.00	\$3,000.00
Audio-Visual	\$0.00	\$700.00	\$700.00
Equipment	\$0.00	\$2,000.00	\$2,000.00
Supplies	\$0.00	\$1,500.00	\$1,500.00
Printing and copying	\$0.00	\$2,000.00	\$2,000.00
Postage	\$0.00	\$500.00	\$500.00
Subscriptions	\$0.00	\$200.00	\$200.00
Professional Development and Training	\$0.00	\$1,000.00	\$1,000.00
Other (specify) Web content upgrades	\$0.00	\$2,000.00	\$2,000.00
Subtotal	\$75,000.00	\$29,900.00	\$104,900.00
Request	\$75,000.00		
* Attach budget narrative			

University System of Maryland
Quasi-Endowment Grant Program

University of Maryland Center for Environmental Science
Chesapeake Biological Laboratory

Budget Narrative

Salaries, Wages and Benefits

- UMCES is requesting \$75,000 from the USM Quasi-Endowment Grant Program to cover the salary and benefits for the CBL Assistant Director for Development. CBL will commit \$40,000 in each of the next three years to support the position. Of this sum, \$15,000 will be used to supplement the salary and benefits each year and \$25,000 will be reserved. Salary is estimated at a range of \$65,000-\$72,000. The annual reserve fund of \$25,000 will be available to supplement the salary and benefits if needed. Ideally, at the conclusion of year two, \$90,000 will be available from the reserved funds (\$50,000) and the annual allocation of funds (\$40,000) to support the position for a third year.
- After year three, UMCES will undertake an assessment of the return on investment and projections for future returns to determine if and how the position will be supported in out years.

Operating Costs

- Operating costs of approximately \$15,000 per year will be allocated from from the spendable income earned on the main pool of USM Quasi-Endowment Funds (initial base of \$40 million). UMCES' pro-rata share of the spendable income is estimated at \$16,000 for FY '15 and will hopefully increase in subsequent years.

Quasi-Endowment Proposal

**UNIVERSITY OF MARYLAND
COLLEGE PARK**

**Endowed Funds Donor
Recognition Websites**



**UNIVERSITY OF
MARYLAND**

VICE PRESIDENT FOR UNIVERSITY RELATIONS

2119 Main Administration Building
College Park, Maryland 20742
301.405.4680 TEL 301 314.9339 FAX

September 15, 2014

Office of the Board of Regents
Advancement Committee
University System of Maryland
3300 Metzgerott Road
Adelphi, Maryland 20783

Dear Committee Members:

Please accept the attached proposal from the University of Maryland College Park for the Quasi-Endowment Grant Program. This proposal would fund a writer to create endowment donor biographies and testimonials for our Celebration of Scholarship website. We would also create a new recognition vehicle for non-scholarship endowment donors that would mirror our scholarship recognition website.

By stewarding our current leadership gift donors, we can encourage additional contributions from those donors and inspire others to give at similar levels.

The proposal request of \$62,400 would largely cover the salary of a freelance writer to work with our donors, craft the stories for the website and build positive feelings for UMD, thus leading to additional and new endowment funding.

Thank you for your consideration of this proposal.

Sincerely,

Peter Weiler
Vice President of University Relations

Attachments:

Quasi-Endowment Grant Program Proposal
Quasi-Endowment Grant Program Budget

**USM Quasi-Endowment Grant Program
Endowed Funds Donor Recognition Websites
University of Maryland, College Park**

Proposed activity:

Hire a freelance writer to solicit and edit endowment donor biographies/testimonials for our Celebration of Scholarship website and for a new donor recognition website for other (non-scholarship) endowment donors.

Justification:

Two guiding principles behind this proposal are

1. The most likely donors are those who have already contributed and who have been stewarded well.
2. Stories are among the most effective method of persuasive communication.

As the University of Maryland ramps up for its upcoming campaign, donors must be stewarded well to make them inclined to continuing supporting their endowed funds. Through their example and continued support, they will be an inspiration to our other prospects. They also will teach our students the importance of philanthropy, training our future alumni to also become future philanthropists.

Currently, UMD does a good job at baseline stewardship of our endowed scholarship donors but an inadequate job of recognizing them. For instance, the current Celebration of Scholarships website highlights more about students receiving the scholarships than it does about the donors who made them possible. A project like this one would take us to a different level, offering more individualized recognition for these important donors.

Further, by adding a website strictly for non-scholarship endowment donors, we will be expanding our stewardship efforts to a group currently being under-recognized and potentially neglected.

The writer would work with donors to capture their motivation in making these gifts, highlighting their affiliation to the university and their personal stories. Photos of the donors or the person or organization being honored will also be encouraged. Here is a sample from the University of Florida Foundation website:

<http://www.uff.ufl.edu/Scholarships/ScholarshipInfo.asp?ScholarshipFund=001555>

Current budget does not provide for a project like this, and having current staff implement it would extend the launch deadline significantly. Having one writer dedicated to the project would ensure that it would be completed more quickly and that the quality of writing would be consistent, professional and accurate. Biographies would be written in timeless language, so that little maintenance and updates will be necessary.

Evaluation:

Two strong measurements will evaluate the success of this project once the enhanced and new websites are implemented:

1. Number of new endowed funds created
2. Total new dollars contributed to existing funds

A less important measure will be number of views of the webpage.

It is important to note causation vs. correlation: while we may be unable to say that these websites caused donors to give more or create new funds, we certainly will be able to say that these outcomes would be correlated to the establishment of the new sites.

Within one to two years, we should be able to gauge how successful the sites are in encouraging continued and new support for our endowed funds.

**University System of Maryland Board of Regents
Endowment Grant Proposal Budget Form (DUE 9/15/14)**

Quasi-

Institution:	University of Maryland College Park		
Project Name:	Celebration of Scholarship Donor Biographies		
Grant Period:			
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$60,000.00	\$0.00	\$60,000.00
Consulting Fees	\$0.00	\$0.00	\$0.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$0.00	\$0.00	\$0.00
Audio-Visual	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00
Printing and copying	\$1,200.00	\$0.00	\$1,200.00
Postage	\$1,200.00	\$0.00	\$1,200.00
Subscriptions	\$0.00	\$0.00	\$0.00
Professional Development and Training	\$0.00	\$0.00	\$0.00
Other (specify)	\$0.00	\$0.00	\$0.00
Subtotal	\$62,400.00	\$0.00	\$62,400.00
Request	\$62,400.00		

*Attach budget narrative and identify source of match if applicable.

Quasi-Endowment Proposal

**UNIVERSITY OF MARYLAND
COLLEGE PARK**

**University Centers Endowed
Professorships Program**



UNIVERSITY OF
MARYLAND

VICE PRESIDENT FOR UNIVERSITY RELATIONS

2119 Main Administration Building
College Park, Maryland 20742
301.405.4680 TEL 301.314.9339 FAX

September 15, 2014

Office of the Board of Regents
Advancement Committee
University System of Maryland
3300 Metzgerott Road
Adelphi, Maryland 20783

Dear Committee Members:

Please accept the attached proposal from the University of Maryland College Park for the Quasi-Endowment Grant Program. This proposal would allow UMD to solicit for endowed professorships in leading interdisciplinary, university-wide research centers that address national issues.

We currently need endowed professors in these research centers that would work on applied research in defending our cyber-security infrastructure, improving energy production, protecting our food supply and exploring the science of the brain and language acquisition. However, these centers do not have any full-time development staff working on their behalf and lack dedicated outreach and marketing efforts to support development for endowed professorship programs in their centers.

The proposal request of \$73,500 would cover the cost of a consultant and activities associated with raising funds to endow professorships at UMD in these centers.

Thank you for your consideration of this proposal.

Sincerely,

A handwritten signature in black ink that reads "P. B. Weiler".

Peter Weiler
Vice President of University Relations

Attachments:
Quasi-Endowment Grant Program Proposal
Quasi-Endowment Grant Program Budget

**USM Quasi-Endowment Grant Program
University Centers Endowed Professorships Program
University of Maryland College Park**

Abstract:

In the past ten years, the University of Maryland has launched several leading interdisciplinary, university-wide research centers to address national issues affecting our citizens and our nation, including: cyber-security, energy production, food safety and language science. These Centers take advantage of the University's location near Washington DC, and are organized outside of traditional, college-based research center administration to address the complex and interdisciplinary nature of vexing societal issues.

We believe corporations, foundations and individuals are interested in supporting endowed professors that would work on applied research in defending our cyber-security infrastructure, improving energy production, protecting our food supply and exploring the science of the brain and language acquisition. However, these university-wide centers currently do not have full-time development staff attached to their administration. And they lack dedicated outreach and marketing funding to support development for endowed professorship programs in their centers.

The USM Quasi-Endowment Grant program would be used to develop proposal development, collateral marketing material for endowed professorships, sponsor outreach to industry groups in the area of energy, food, language science and cybersecurity and generally leverage the existing national research centers infrastructure on campus to support proposal development for endowed professorships to corporations, foundations and individuals, in concert with college-based and central development officials at UMD.

Need:

Since these Centers are relatively new, the University Centers Endowed Professors Program will provide critical gap funding to these centers to advance funding proposals while allowing these centers to continue to focus on academic growth and research partnerships.

While the state-supported \$100M *Ennovate Fund* will help spur development of endowed professor proposals across campus and across the USM, we believe that the University of Maryland College Park will likely exceed its allocation of *Ennovate* funding over the six-year term of the program and the state's 25% limitation for giving to any one institution. We suspect many colleges and other units on campus will generate *Ennovate Fund* proposals as well. We don't believe all the University Centers Endowed Professors proposals will require a state match to stimulate interest from corporate, foundation and individual sponsors. Thus, the *Ennovate Fund* should be seen as complementing, not substituting, for the University Centers grant proposal.

Metrics:

The grant will be used to attempt to generate at least 15 letters of interest/draft proposals to funders from all the Centers with the goal of developing six to ten full proposals to funders for endowed professorships. The full proposal may be generated subsequent to the end of the first year of funding for the program given the need to further develop strategic intelligence on funders, collateral materials and other support mechanisms.

University Centers Supported by the Grant Program for Proposal Development for Endowed Professorships:

University of Maryland Energy Research Center (UMERC). U MERC is a multidisciplinary initiative dedicated to advancing the frontiers of energy science and technology, with a special focus on forward-looking approaches. Goals of the Center including developing energy efficient and environmentally sustainable technologies and practices, educating the public about energy and environment technologies, and informing the larger policy debate on global issues of sustainable energy and environment. The Center includes representation from Clark School of Engineering, the School of Public Policy, the College of Computer, Math and Natural Sciences and the College of Agriculture and National Sciences. The Center has an industry advisory board made up of leading energy business leaders and we believe a proposal for an endowed professorship in emerging financial energy markets and energy forecasting supported by a consortium of energy producers would have likelihood of success.

The University of Maryland Language Science Center: The UMD Language Science Center will serve scientists from 15 departments and centers in 6 colleges, plus partners in government, education, and industry. Overlap areas include neuroscience, culture, machine learning, and genetics. The University of Maryland already hosts the largest and most integrated community of language scientists in North America, including 200+ faculty, researchers, and graduate students. Since 2008 the university has hosted an NSF-IGERT interdisciplinary graduate training program that has served as a catalyst for broader integrative efforts in language science, with 50 participating students and contributions from 50 faculty. A distinctive feature of the program has been students' "ownership" of the program and their central role in leading events and activities. The University of Maryland is also home to two key 'migrator' centers that connect basic research to critical national needs in education and national security: the Center for Advanced Study of Language (CASL) and the National Foreign Language Center (NFLC). The University of Maryland's position as the premier research university in the Washington DC area, with access to government, policy-makers, and industry, plus a melting pot of language diversity, provides enviable opportunities for linking basic science to real-world applications for language. Because language science is a relatively new concept, strategic outreach to funders and development of collateral materials will be necessary to develop competitive proposals.

The University of Maryland Cybersecurity Center:

The Maryland Cybersecurity Center (MC2) was formed to perform innovative research to address the growing cybersecurity problem. As a joint venture between two colleges—the A. James Clark School of Engineering and the College of Computational, Mathematical, and Natural Sciences—MC2 is led by technical experts in disciplines including Computer Science and Computer Engineering. However, our uniqueness comes from the significant involvement of faculty outside these colleges, including experts in business and economics, public policy, criminology, and information studies. The interdisciplinary nature of MC2 creates an exceptional opportunity to explore both technical and non-technical approaches to improving the security of computer systems. Added to this foundation is the fact that MC2 faculty have access to experts in industry and government in the region—MC2 currently has more than a dozen corporate partners and significant connections to DHS, NSA, DARPA, NIST, and other State and Federal agencies—the opportunity for impact is even greater.

A major goal of the funding request will be development of a proposal to recruit nationally known research professor in cyber security, given the University's and the state's interest in cyber security research.

Joint Institute for Food Safety and Applied Nutrition:

The Institute is the foundation of public and private partnerships that will provide the scientific basis for ensuring a safe, wholesome food supply as well as provide the infrastructure for contributions to national food safety programs and international food standards.

The Joint Institute for Food Safety and Applied Nutrition (JIFSAN) was established between the United States Food and Drug Administration (FDA) and the University of Maryland (UM). The Institute is a jointly administered, multidisciplinary research, education and outreach program.

The aim of FoodRisk.org is to assist professionals involved with the many aspects of risk analysis as it pertains to the safety of our food. Thus, we provide data, tutorials, tools, and links to numerous sources of information. In addition to providing resources for the food safety risk analysis professional, we also provide several consumer-oriented links.

The Waters Corporation, a multi-billion developer of scientific analytic equipment has made several donations to UMD, and we believe a proposal for endowed professor of Food Safety Research would have likelihood of success.

Other UMD Research Centers:

Other University-wide research centers would be considered for support by the grant, depending on needs of the centers, and likelihood of success for development of proposals.

Responsible Officials for Grant Administration:

The grant program would be administered by the AVP for Development, Mary Burke, and AVP for Corporate and Foundation Relations, Brian Darmody, under the supervision of VP for University Relations, Peter Weiler. Fiscal stewardship of the grant would come from Michael King, Assistant VP and Treasurer for UMCP Foundation.

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form (DUE 9/15/14)**

Institution:	University of Maryland College Park		
Project Name:	University Center National Professorships Endowment Program		
Grant Period:	Jan. 2015-December 2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$0.00	\$0.00	\$0.00
Consulting Fees	\$24,000.00	\$0.00	\$24,000.00
Speaker Fees	\$2,000.00	\$0.00	\$2,000.00
Travel	\$10,000.00	\$0.00	\$10,000.00
Space Rental	\$4,000.00	\$0.00	\$4,000.00
Food and Beverage	\$2,500.00	\$0.00	\$2,500.00
Audio-Visual	\$0.00	\$0.00	\$0.00
Equipment	\$2,000.00	\$0.00	\$2,000.00
Supplies	\$5,000.00	\$0.00	\$5,000.00
Printing and copying	\$3,000.00	\$0.00	\$3,000.00
Postage	\$600.00	\$0.00	\$600.00
Subscriptions	\$400.00	\$0.00	\$400.00
Professional Development and Training	\$5,000.00	\$0.00	\$5,000.00
Other: Sponsorship of Industry Conferences	\$15,000.00	\$0.00	\$15,000.00
Subtotal	\$73,500.00	\$0.00	\$73,500.00
Request	\$73,500.00		

* Attach budget narrative and identify source of match if applicable.

Quasi-Endowment Proposal

**UNIVERSITY OF MARYLAND
EASTERN SHORE**



Division of Institutional Advancement

September 12, 2014

Ms. Gina Hossick
Executive Assistant to Leonard R. Raley
President & CEO, USM Foundation, Inc.
Vice Chancellor for Advancement, USM
3300 Metzert Road, Adelphi, MD 20783

Ms. Hossick,

On behalf of the University of Maryland Eastern Shore I would like to thank you for the opportunity to apply for a grant through the Quasi Endowment Grant Program.

Our proposal in the amount of \$75,000 is entitled "**Matching Grant Challenge.**" This grant will greatly assist UMES in our endowment building efforts. The new matching fund initiative will serve as the impetus for the creation of new endowments across campus divisions and geographical areas where clusters of alumni live and work. Additionally, this initiative will help to establish an endowment for *general* student aid and provide a matching grant challenge to fill urgent campus needs such as funds for faculty and staff professional development and cultural affairs.

Thank you for your consideration of our request. Should you have any questions in the interim, please feel free to contact Dr. Veronique Diriker, CFRE, Director of Development, at 410-651-8142 or vdiriker@umes.edu or myself at 410-651-7789 or slmcdaniel@umes.edu.

Sincerely,

Stephen L. McDaniel, CFRE
Interim Vice President for Institutional Advancement



Division of Institutional Advancement

USM Quasi Endowment Grant PROPOSAL

The Division of Institutional Advancement at the University of Maryland Eastern Shore seeks an endowment building grant of \$75,000 to assist in our endowment building efforts. This new matching fund initiative will serve as the impetus for the creation of new endowments across campus divisions and geographical areas where clusters of alumni live and work and address urgent needs across campus.

Abstract:

The **Matching Grant Challenge** will be a joint effort of the USM Foundation, the UMES Division of Institutional Advancement, UMES staff, faculty, and friends. The support of the USM Foundation, together with a robust marketing and fundraising solicitation program will provide greater incentive to leverage gifts from the UMES constituency. With a 1:1 matching grant, donors know that their dollars will be at the very least doubled, and this will likely boost excitement for the program and enhance the sources of revenue for the school.

Need:

The UMES strategic plan emphasizes the importance of a solid, comprehensive and quantifiable recruitment and retention plan for students. Part of the plan is to increase the student aid dollars available to students as well as professional development funding for faculty and staff. In the last year, the UMES graduation and retention rates increased due to an aggressive campaign on the part of staff and faculty to recruit qualified students and on the part of donors who funded the right tools and services for success. This initiative has been taxing on all of those involved. Furthermore, faculty and staff have given a great deal of their time to ensure student success, leaving little time for research work.

The purpose of the challenge grant is to revitalize our constituents support and create renewed energy around this collaborative effort.

Strategy:

USM will provide matching funds for the creation of the following endowments:

1. **New Jersey/New York Alumni Endowment Fund (student aid for NJ/NY students)**
2. **Atlanta Region Alumni Endowment Fund (student aid for Atlanta students)**
3. **Professional Development Endowment Fund (for faculty and staff across campus)**
4. **Athletics Endowment Fund (discretionary)**
5. **Cultural Affairs Endowment Fund (speakers, art shows, concerts)**
6. **General Student Aid Endowment Fund**

UMES will develop and implement a robust marketing and fundraising campaign designed to raise awareness among alumni, employees and friends about the investment of the USM Foundation's Matching Grant Program. All UMES constituents will have an opportunity to contribute and make a significant difference within a short period of time.

The fundraising tools that will be used are the development of strategic lists of prospects (including corporations and foundations), identification and training of champions and cheerleaders; various means of reaching out to donors (mail,

phone, social media, personal visits), e-blasts (Constant Contact); an online giving platform (GiveCorps); an employee campaign kickoff focusing on faculty and staff development; and a compelling solicitation "ask" emphasizing the multiplier effect of matching funds on everyone's gift.

The marketing tools will include, but will not be limited to, announcements on the UMES website, the use of listserve of staff and faculty, postcards, and regular updates on the website and in the UMES internal newsletter, *The Key*.

Stewardship activities will include photo ops with USM Foundation representatives, student aid recipients and larger donors (amount to be determined), roll of Matching Grant donors on the IA pages, personal phone calls and gratitude visits.

Another source of matching funds will be met by UMES through the Bernstein Endowment Fund and the annual fund.

Impact:

The expected short-term impact will be the addition of six new and fully endowed funds for causes from across campus. The investment of \$75,000 from the USM Quasi Endowment Fund to UMES will generate a minimum of \$180,000 (140% increase) or over \$9,000 annually to be distributed for programs and activities across campus in perpetuity.

The expected long-term impact will be a strengthened ability on the part of the university to engage in a successful future capital campaign with a new and engaged donor base, an overall energized constituency, which will likely contribute to an increase in student and faculty retention rates.

Timeline and evaluation criteria:

Activity	Start	End	Evaluation criteria
Identify champions among alumni, faculty, friends	Oct. 2014	Dec. 2015	<u>Quantitative</u> # of champions per cause or fund # of prospect contacts per champion <u>Qualitative</u> Feedback from champions and level of engagement
Identify other potential matching grant challenge donors besides USM and Bernstein Fund	Oct. 2014	Dec. 2015	<u>Quantitative</u> # of matching donors \$ from matching donors <u>Qualitative</u> Determine how matching grants will help capital campaign
Personal visits with alumni, friends, faculty	Oct. 2014	Dec. 2015	<u>Quantitative</u> # of donors per cause or fund # of prospect contacts \$ raised for each fund <u>Qualitative</u> Feedback from donors and level of engagement
Corporate/Foundation proposals	October 2014	July 2015	<u>Quantitative</u> # of proposals submitted/accepted \$ raised <u>Qualitative</u> New or repeat sources of funding?
Development of marketing plan and materials (postcard)	October 2014	January 2015	<u>Quantitative</u> QR codes to track source of information <u>Qualitative</u> Feedback from donors and level of engagement Other means of tracking source of information (i.e. phone conversation with prospects/donors)
Set up funds/causes on Givecorps	November 2014	December 2015	<u>Quantitative</u> # of donors \$ raised % of online giving increase from previous year Did all funds meet \$ goals? <u>Qualitative</u>

			Which marketing tools were most efficient in sending donors to Givecorps?
Constant Contact messages to alumni and friends	Jan. 2015	Dec. 2015	<u>Quantitative</u> # of issues % of open rates and clicks % of online giving increase <u>Qualitative</u> Feedback from donors and level of engagement
Phonathon (focus on student aid)	March 2015	July 2015	<u>Quantitative</u> # of donors \$ raised Cost to raise a dollar <u>Qualitative</u> Was new hybrid format effective? (partially done on campus)
Employee appeal	March 2015	Dec. 2015	<u>Quantitative</u> % of faculty/staff giving \$ raised Increase/decrease from FY 14 # of faculty/staff champions <u>Qualitative</u> Feedback from champions and level engagement of champions
Direct Mail (targeted)	March 2015	Dec. 2015	<u>Quantitative</u> # of donors \$ raised Cost to raise a dollar <u>Qualitative</u> Was targeting efficient and effective?

Sustainability:

The blue print for this initiative will be integrated into the upcoming capital campaign plans for UMES. The most successful parts of this initiative, once evaluated, may be replicated and the less successful will be analyzed and the Division of Institutional Advancement will determine whether they need to be revised and modified. Some of the activities that will be included in the overall Institutional Advancement blue print include:

1. Seeking new *matching* donors from the private sector, foundations and corporations
2. Cultivate donors from the Matching Challenge Grant to increase buy in and giving
3. The targeting of audiences will be a key component of our long term operations
4. Data mining from this initiative will be helpful in assessing the engagement of donors/prospects
5. Other U.S. geographical areas will be identified for alumni support
6. 1-3 year implementation plans and timelines will be drawn based on the lessons learned from the Challenge Grant.

Budget:

Chart #1 is a list of endowments, matching sources (both USM and UMES) and expected revenue. Chart #2 is a list of activities, their purpose, the funds requested and the UMES matching funds. Other matching sources will be pursued upon approval of award.

UMES commits to investing \$28,000 (\$15,000 for the endowment funds and \$13,000 for various development, marketing and stewardship activities. The columns in purple are the USM requested funds (\$50,000 + \$25,000).

The program is expected to raise a total of \$180,000.

Chart #1: list of endowments, matching sources (both USM and UMES) and expected revenue

Funds	Requested Funds from USM	USM match	Matching funds other sources	Other sources match	Expected revenue from other sources (alumni, friends, faculty, etc...)	Total (all sources)
New Jersey/New York Alumni Endowment Fund	\$5,000	1 to 1		N/A	\$5,000	\$10,000
Atlanta Region Alumni Endowment Fund	\$5,000	1 to 1		N/A	\$5,000	\$10,000
Professional Development Endowment Fund	\$20,000	2 to 1	\$5,000 (UMES - Bernstein Endowment)	1 to 1	\$25,000	\$45,000
Athletics Endowment Fund	\$5,000	1 to 1		N/A	\$15,000	\$20,000
Cultural Affairs Endowment Fund	\$5,000	1 to 1	\$5,000 (UMES - Bernstein Endowment)	1.1	\$15,000	\$25,000
The General Student Aid Fund	\$10,000	1 to 1	\$5,000 (UMES)	1.1	\$50,000	\$65,000
	\$50,000		\$15,000		\$115,000	\$180,000

Chart #2: list of activities, their purpose, the funds requested and the UMES matching funds.

Activities	Development	Marketing	Stewardship	Requested Funds	Matching Fund
Material development and printing (e-cards, mailing cards, lawn signs, posters of champions)	√	√		\$3,000	\$3,000 (UMES)
Personal visits with champions and prospects	√		√	\$5,000	\$2,500 (UMES)
Receptions in NJ/NY and Atlanta	√		√	\$5,000	\$2,500 (UMES)
Direct mail (targeted)	√	√		\$10,000	\$5,000 (UMES)
Social media announcements/photos	√	√	√	No requested funds	N/A (existing program)
E-blasts + Phonathon	√	√		No requested funds	N/A (existing program)
Announcements and stories in The Key (print additional copies of the newsletter)	√	√	√	\$2,000	
				TOTAL: \$25,000	\$13,000

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form (DUE 9/15/14)**

Institution:	UMES		
Project Name:	Matching Grant Challenge		
Grant Period:	January to December 2015		
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$0.00	\$0.00	\$0.00
Consulting Fees	\$0.00	\$0.00	\$0.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$5,000.00	\$2,500.00	\$7,500.00
Space Rental	\$0.00	\$0.00	\$0.00
Food and Beverage	\$5,000.00	\$2,500.00	\$7,500.00
Audio-Visual	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00
Printing and copying	\$2,000.00	\$2,000.00	\$4,000.00
Postage	\$0.00	\$0.00	\$0.00
Subscriptions	\$0.00	\$0.00	\$0.00
Professional Development and	\$0.00	\$0.00	\$0.00
Other (specify)	\$63,000.00	\$21,000.00	\$84,000.00
Subtotal	\$75,000.00	\$28,000.00	\$103,000.00
Request	\$75,000.00		
* Attach budget narrative and identify source of match if applicable.			

Quasi-Endowment Proposal

**THE UNIVERSITIES
AT SHADY GROVE**


The UNIVERSITIES
at Shady Grove



Salisbury

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UMBC



University of Maryland
University College

September 15, 2014

Mr. Barry Gossett, Chair
Committee on Advancement
USM Board of Regents
3300 Metzertott Road
Adelphi, MD 20783

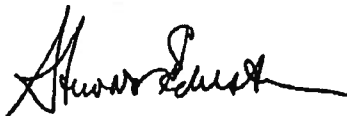
RE: USM Quasi-Endowment Grant Proposal
Amount of Request: \$75,000

Dear Mr. Gossett:

The Universities at Shady Grove (USG) is pleased to submit this USM quasi-endowment grant proposal for \$75,000. These funds will be used to create a partnership-driven advancement and endowment-building strategic and implementation plan in support of the Achieving Collegiate Excellence and Success (ACES) program offered by USG, Montgomery College and Montgomery County Public Schools. This plan is likely to include advancement opportunities for multiple USM institutions that may serve ACES students through the programs they offer at USG and the ACES students they may serve on their home campuses. The jointly-developed ACES Advancement & Endowment Building plan (ACES A&EBP) would be the *first significant* advancement and endowment building plan at USG and would form the foundation for USG's overall advancement and endowment building strategy.

Please let us know if you need further information or have any questions. We look forward to your favorable response and beginning work on this important project.

Sincerely,



Stewart Edelstein, Ph.D.
Associate Vice Chancellor for Academic Affairs, USM
Executive Director, USG

**USM Quasi-Endowment Grant Program Proposal:
Creation of a Partnership-Driven Advancement and Endowment Building Strategic & Implementation Plan
In Support of Montgomery County Achieving Collegiate Excellence and Success (ACES) Program
Submitted by the Universities at Shady Grove - September 15, 2014**

Abstract: This quasi-endowment grant will provide the funding for the University System of Maryland's (USM) Universities at Shady Grove (USG), to spearhead the creation of a partnership-driven advancement and endowment-building strategic and implementation plan in support of the Montgomery County Achieving Collegiate Excellence and Success (ACES) program. USG's partners in the ACES program include Montgomery College (MC) and Montgomery County Public Schools (MCPS). This plan is likely to include advancement opportunities for multiple USM institutions that may serve ACES students not only through the programs they offer at USG but also for the ACES students they may serve at their home institutions. The jointly-developed ACES Advancement & Endowment Building plan (ACES A&EBP) would be the *first significant* advancement and endowment building plan at USG. The ACES A&EBP would form the foundation of USG's overall advancement and endowment building strategy designed to meet the significant growth expected at USG.

Need: With design planning underway for its bioscience and engineering education building (220,000 sq. ft.), USG expects to grow from 4000 students to more than 7500 and, with its USM academic partners, offer STEM undergraduate and graduate degrees in the region (e.g., dentistry, mechanical engineering, computer engineering, translational life science technologies, etc.). The financial need for these students is expected to increase as higher education costs continue to rise in general and as local student individual needs grow across a region that is becoming increasingly poorer. Of MCPS' 151,000 students in 2013-2014, 34.3% participated in Free and Reduced-Price Meals systems (FARMS) and half of those received free meals (indicating poverty). The time is ripe for USG to mount a robust, long-term advancement program taking advantage of its planned growth and the declining financial resources of the students expected to enroll in USM programs offered at USG.

Montgomery County, MD is nationally recognized as a highly educated community with a robust knowledge-based, research driven economy. It's current population is 1 million strong and experiencing a demographic change in terms of race, income and educational attainment. In the last ten years, the share of the population including people of color grew from 40.5 % to 50.8%. Thirty-one percent of county residents are foreign born, 38.1% of those aged five or older speak a language other than English at home, and 14.6% demonstrate limited English proficiency. The number of residents below the Federal poverty level grew from 4.8% (2006) to 6.7% (2011). The number of children under 18 living in poverty grew from 5.5% (2006) to 8.8% (2011). Over 44% of the students in grades K-5 are Hispanic. These demographic changes are expected to continue and their circumstances will impact the success of students across the K-20 educational system. At the state level, the Maryland Higher Education Commission (MHEC) projects the demand for post-secondary higher education will continue to rise by more than 60,000 students (20%) by 2019 and follow the same demographic trends seen in Montgomery County. To address these challenges, the USM has called upon Maryland's K-20 educational system to increase the rate of degree attainment from its current 44% to 55% by 2025.

In 2013, USG, MCPS and MC established the ACES program to create a seamless educational pathway from high school to college completion. ACES serves students from Montgomery County, MD that are underrepresented in higher education—including African American, Hispanic, low income or first generation college students—in their efforts to ultimately earn their baccalaureate degrees. ACES is aimed at increasing the number of college degrees and to help supply the state's largest economic and most populous region with a steady stream of well-educated students.

ACES admitted its first cohort of approximately 1,000 juniors and seniors from 10 MCPS schools in 2013 and nearly the same number this fall. There are nearly 300 students from the 2013 cohort enrolled in their first year at MC; several more attend colleges throughout USM. (The number of ACES students enrolled in USM institutions is not finalized.) More than \$125,000 in scholarships was awarded this fall to those students attending MC. It is estimated that nearly 200 of the 2013 initial cohort of MC students will enroll in programs offered at USG beginning in fall 2016.

ACES students receive extensive academic interventions, student support, and financial aid services administered through a one-stop, case management approach that ensures that each participant receives individualized services as needed. A central element is the presence of ACES coaches who build an ongoing support relationship among the students and counselors, faculty members and peers across educational institutions. This system is designed to sustain students throughout their educational experience, thereby assuring successful graduation at all levels. Some of the interventions provided by USG include academic success support, career development, mentoring, internship placement, interdisciplinary team activities, summer bridge programs, leadership development and scholarship support.

In addition to these academic supports, ACES looks to provide financial resources (scholarships) and opportunities to gain work experience (i.e., an experiential learning opportunity) that enhances students' likelihood to complete a degree and succeed in a career. USG is taking the lead in setting these ACES students on a career path. USG began that work by organizing a summer career exploration opportunity for more than 140 ACES rising seniors this past June. Throughout the 4-day long program which culminated in a Career Expo, students participated in activities that developed leadership, teamwork, and interpersonal skills essential for success in today's workforce. Building on these initial career activities, USG recently initiated the Montgomery Co. Integrated Experiential Learning Cooperative (IELC), a partnership among USG, MCPS and MC to provide a structured educational strategy that integrates classroom studies with learning through continuous productive work experiences in a field related to a student's academic or career goals. The IELC mirrors the ACES coaching structure by providing an Experiential Learning Coordinator (USG-employed) who guides the IELC students throughout their academic journey, beginning with rising HS seniors and continuing throughout their community college and USG education. A donor has agreed to fund the first IELC cohort supporting 60 ACES students beginning in June 2015 and continuing with these students for five years (totaling more than \$2.5 million). Two additional donors have shown significant interest in supporting this IELC program. The IELC will be a key component in the ACES A&EBP.

USG believes that ACES (complete with IELC programming) will contribute significantly to workforce development for both the county and state. The future economic prosperity of Montgomery County and Maryland is inextricably linked to education and educational institutions' collective efforts to ensure that all students, from all backgrounds and diverse communities, can realize their potential and fulfil their dreams for a productive and meaningful life.

Strategy: The joint development of the ACES A&EBP is consistent with USG's current advancement strategy and will serve as a key element in its evolving overall advancement and endowment building strategy. USG's current advancement and development program is focused primarily on current-use scholarship funding (all students that attend programs at USG are transfer students-the majority of transfer students' financial aid is in loans rather than scholarships). More than \$876,000 will be awarded this Fall- a 36% increase in scholarship funding from the previous year. USG's advancement program is successful and focuses on an annual giving strategy. It is time for USG to turn its strategic attention to developing and implementing a comprehensive advancement and endowment building strategy. Given USG's significant growth expected in the next few years (growth in STEM programming offered by its USM partner institutions, the construction of a new cutting-edge science and engineering facility combined with an expected increase in students with increasing financial aid demands), endowment funding has become a **strategic priority** for USG. The ACES A&EBP will serve as the first step in developing that strategy.

As part of this effort, Dr. Stewart Edelstein, USG's Executive Director and USM Vice-Chancellor for Academic Affairs, Dr. DeRionne Pollard, Montgomery College President and Dr. Joshua Starr, MCPS Superintendent will charge an ACES A&EBP planning committee comprised of members of their own institutions' development teams. USG would use the quasi-endowment grant funds to engage a consultant in two ways; to coordinate and manage the development of the ACES A&EBP with the planning committee, and; to develop USG's own advancement and endowment building strategic plan for the ACES program. (Note: USG will work closely with the USM Foundation and its USM partner institutions to insure that the jointly developed plan fits within the USM Foundation guidelines.)

The ACES A&EBP is likely to incorporate but not be limited to, several key components, such as

- Description of need for ACES endowment funding to be conducted jointly by the partnership
- Target pool of potential donors

- Identified giving opportunities (endowed and current use) to address needs in the ACES program. Examples include both scholarships (both academic and for paid internships) and programmatic support
- **Identified joint endowment building strategy;**
- Associated marketing/promotional strategies and tactics including a Kickoff event for the joint partnership and jointly designed marketing materials.
- Fundraising targets and goals
- Donor recognition and stewardship plan
- Implementation plan complete with steps, milestones (short and long term)
- Evaluation & assessment plan
- Draft Memorandum of Understanding for MCPS, MC and USG that clearly identifies partners' roles and responsibilities, governance and oversight, goals and initial targets, resource commitments, and evaluation/assessment guidelines and termination clauses; additional sections as required.

USG will incorporate multiple components listed above into its comprehensive endowment building strategy.

Impact: The measurable outcomes anticipated from the development of the ACES A&EBP include:

- **jointly-agreed upon advancement goals and strategies focused on endowment building** that are a shared responsibility among three educational partners (vs. competitively-driven)
- established advancement goals that support funding for college completion as well as for experiential learning opportunities that support career preparation and success
- demonstrated leadership in bringing an innovative approach to advancement working across educational institutions rather than in competition with them
- a jointly-crafted comprehensive ACES A&EBP that could be *shared* and perhaps *replicated* with other educational partners institutions throughout Maryland as they develop ACES programs
- applied best practices and lessons learned from this plan to USG's subsequent comprehensive advancement plan
- **created a vehicle for change** –to efficiently and effectively establish significant and long-term financial resources and support for a population of students that may not have the opportunity to attend or complete their undergraduate degree without these resources.

The ACES A&EBP also provides outcomes that may not be easily measured. The plan provides the opportunity to:

- initiate and engage in strong partnering relationships with existing and potential donors in the business community
- engage in strong partnering relationships with advancement programs from USM partner institutions that offer programs at USG
- become known in the community and region as a high-quality, credible and competent advancement program with a focus on responsible stewardship in order to develop long term engagement and investment
- take advantage of synergies that form from the partnering relationships fostered in developing this initial plan.

Timeline: Measureable progress is likely to be seen at the end of the first quarter 2015 when a consultant (hired by USG) is onboard, the joint implementation committee between ACES, MC and MCPS is established and a draft outline for the ACES A&EBP is prepared. A joint fundraising event, or Kick-off, will be organized & carried out to demonstrate the effectiveness of the partnership-driven advancement teams' work. By the end of the grant period (12/31/15), the ACES A&EBP will be drafted, reviewed and approved by USG, MC and MCPS leadership and a MOU finalized.

Sustainability: As noted above, the ACES A&EBP will be a foundational element of USG's overall endowment building strategy as USG grows. USG has made it a top-priority to develop a comprehensive advancement and endowment building strategy and transform it into an effective advancement program. To that end, USG plans to recruit and hire a Chief Advancement Officer to lead these advancement efforts that align with the growth of the campus. Once the ACES A&EBP is finalized and implementation begins, USG may request continued funding for the next calendar year in order to build upon the ACES A&EBP and develop a USG-specific strategic advancement and endowment building program that encompasses the growth expected on the campus that ensures student success and enhances the economic development needs of the region and the state.

Budget Narrative (See attached Quasi-Endowment Grant proposal Budget Form)

USG's total grant request is for \$75,000:

- Consultant to develop a Partnership-Driven Advancement and Endowment Building Strategic & Implementation Plan in Support of the ACES Program. The development of the plan will be led by USG in partnership with Montgomery College (MC) and Montgomery County Public Schools (MCPS). One of the major components of that plan will be the creation of USG's own advancement and endowment building strategic and implementation plan for the ACES program. (\$74,750)
- Consultant's expenses (\$250) expected for local travel between:
 - Montgomery College and Montgomery County Public Schools
 - USM campus partners with programs at USG
 - USM Foundation Office
 - Local & regional businesses

USG will support this grant effort with matching resources totaling \$22,200 that provide support for the creation of the Partnership-driven Plan; leveraging the USM's quasi endowment grant of \$75,000 into a project totaling \$97,200. USG's matching funds will provide:

- staff support to assist in scheduling and coordinating meetings among partners throughout the grant period
- support & financial resources to conduct the Kick-off Fundraising event for the joint development plan.

It is expected that MCPS and MC will also provide support for the Kick-off fundraising event, the amount of which is yet to be agreed upon. This could potentially leverage the USM's quasi-endowment grant investment of \$75,000 into a project valued greater than \$110,000.

**University System of Maryland Board of Regents
Quasi-Endowment Grant Proposal Budget Form (DUE 9/15/14)**

Institution:			
Project Name:			
Grant Period:			
Budget Category	Grant Request*	Match (if applicable)*	Total Project Cost*
Salaries and Wages	\$0.00	\$3,500.00	\$3,500.00
Consulting Fees	\$74,750.00	\$0.00	\$74,750.00
Speaker Fees	\$0.00	\$0.00	\$0.00
Travel	\$250.00	\$0.00	\$250.00
Space Rental	\$0.00	\$10,000.00	\$10,000.00
Food and Beverage	\$0.00	\$5,000.00	\$5,000.00
Audio-Visual	\$0.00	\$2,000.00	\$2,000.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$300.00	\$300.00
Printing and copying	\$0.00	\$1,000.00	\$1,000.00
Postage	\$0.00	\$400.00	\$400.00
Subscriptions	\$0.00	\$0.00	\$0.00
PROFESSIONAL DEVELOPMENT AND TRAINING	\$0.00	\$0.00	\$0.00
Other (specify)	\$0.00	\$0.00	\$0.00
Subtotal	\$75,000.00	\$22,200.00	\$97,200.00
Request	\$75,000.00		

* Attach budget narrative and identify source of match if applicable.