



The 'Promise and Distinction' Campaign, 1998-2008, is expected to reach its \$700 million goal by June 30, 2008.

This document provides an overview of the development effort.

TULANE UNIVERSITY OFFICE OF DEVELOPMENT

Tulane University relies on several sources of income: tuition and fees, earnings from endowment, state and federal support, and gifts from private sources. The major sources of private support are individuals (alumni, parents and friends), corporations and foundations and the Development Office is charged with securing support from these sources. The Development Office is directed by the Vice President for Development, who reports directly to Chief Operating Officer and Senior Vice President for External Affairs.

Development personnel fall into two categories: the frontline fundraisers (development officers who focus on annual gifts, major and planned gifts, principal/leadership gifts, corporate and foundation gifts) and those who support development activity and donor relationships (development research, gift accounting, donor relations, stewardship and information systems).

TULANE'S DEVELOPMENT MODEL

Tulane's development operation uses a centralized model, meaning University-wide development efforts are directed by the Vice President for Development, who is a central Tulane administrator working on behalf of the entire University.

The central Development Office functions in a coordinating role through a system of prospect management, which identifies potential donors as best suited for a particular academic priority (and correlating targeted solicitor), thus preventing multiple solicitations at any given time. The central office also provides comprehensive development support operations for the University.

DEVELOPMENT OFFICE PROGRAMS/COMPONENTS:

OFFICE OF THE VICE PRESIDENT

The Office of the Vice President, in addition to directing the overall development operation at Tulane including the current *Promise and Distinction Campaign*, oversees and directs a **Leadership Gifts Program** whose focus is on soliciting and securing gifts of \$1 million and up. As such, the Vice President directs the development efforts of senior University administrators. The office coordinates and staffs the fundraising activities of the President, the Chief Operating Officer and Senior Vice President for External Affairs and other administrators actively working prospects at this level. The

Vice President's Office also serves as development liaison to the Board of Tulane staffing the Board Development Committee and oversees and staffs the President's Council, the Parents Council, the Health Sciences Center Board of Governor's Development Committee and other key volunteers.

INDIVIDUAL GIVING

The Individual Giving department is comprised of the Tulane Fund, School-based Major Gifts, Development Research, and Donor Relations.

- ***The Tulane Fund***

The Tulane Fund seeks current use operating dollars and allows donors the flexibility to designate their gifts to a particular school or multitude of campus programs and initiatives. The Tulane Fund includes school/unit specific annual fund drives such as the Law School Annual Fund and the Tulane Athletics Fund. For donors who prefer to provide totally unrestricted current use dollars to the university at large options include general university support and the rebuilding fund (there are 2 challenge grants currently available that match dollar for dollar first-time donations to the rebuilding fund). The Tulane Fund seeks gifts from all of Tulane's constituents – alumni, parents, friends, and faculty and staff - utilizing face-to-face, direct mail, phone and email solicitation techniques as well as an effective donor recognition society.

Regional Tulane Fund Officers are responsible for soliciting reunion, Associates, and parent gifts which directly impact the major gift pipeline. An effective **Direct Mail and Calling Center Program** is augmented by trained student callers who engage with donors and prospects to provide a compelling case for support through a dialog including academic priority and student life. **Reunion Giving** focuses on staffing volunteers selected to serve as class agents. The program affords alumni the opportunity to reconnect with their schools and colleges and provides them with an incentive to return to campus and participate in their class gift and homecoming activities. Staffing from the development office assists schools in developing direct mail solicitations and telephone follow-up to ensure that a fundraising component is part of the overall reunion experience.

The Corporate Agent Program and the Matching Gift Program works to optimize giving from constituents employed by large companies who match employees' gifts to Tulane. Corporate Agents are utilized to mobilize their fellow employees in giving to the University and to take advantage of their company's matching gifts.

To instill philanthropy among students and encourage alumni participation, **Tulanthropy** is a student-driven program dedicated to educating fellow students about the importance of giving back to Tulane.

- ***Major Gifts***

The Major Gifts program seeks restricted, capital and endowment funds at \$100,000 and up for school based academic priorities and university wide initiatives emerging from the Tulane Renewal Plan. Front line officers report directly to the Office of Development with a dotted line to the dean or unit head.

Major Gifts officers travel nationally focusing on areas where there is a heavy concentration of major gift prospective donors (currently identified as New Orleans/Louisiana, Los Angeles, San Francisco, Houston, Dallas, New York City, Washington, D.C., Atlanta, Chicago, and Miami) and direct a cultivation process designed to retain annual support while encouraging additional major gifts for key academic priorities. This process lays the groundwork for faculty, dean, and senior administrators who play a significant role in closing major gifts to their respective school or unit. In addition, this process serves to increase the Leadership Gifts prospect pool. Through a portfolio method of managing the prospect pool, each officer has a fluid portfolio of 100 prospects at any given time. Officers are evaluated quarterly including a review of individual prospect strategy. Outstanding solicitations of \$100,000 and up through June 30, 2007 at the leadership gifts and major gifts level total \$80.5 million currently.

- ***Development Research***

The Office of Development Research prepares confidential profiles, appointment/event briefings, informational packets, and other requested materials on major and leadership gifts prospects. This includes proactive identification of major and leadership gifts prospects and specific profile information for cultivation and solicitation primarily focused on leadership gifts. Resources include electronic screening, data mining, and statistical analysis of existing constituents as well as the Internet, on-line services, industry standard business and biographical directories, periodicals, and other published materials. The Office of Research is ultimately responsible for identifying donor capacity through the analysis and clarification of complex individual, corporate, and foundation financial information, paying particular attention to the financial analysis of income statements, net worth statements and common forms of securities and other wealth indicator instruments. All resulting data must be validated through field research conducted by the Major Gifts staff. These teams then work in collaboration to develop appropriate individual prospect strategy.

Professional writers within the Office of Development Research assist individual giving, planned giving, corporate and foundation officers in preparation of funding proposals. The writers also prepare follow up as directed from the Vice President in regards to individual leadership appointments/events (primarily focused on the president) and remarks in this same vein for development related campus events. The Office of Development Research also maintains paper files on prospects and donors.

- ***Donor Relations***

The Office of Donor Relations is responsible for the stewardship and recognition of donors and supports development activities with donor recognition programs, special events and other donor benefits. The Donor Relations office staff provides donors with stewardship reports detailing the impact and status of their gifts to the University. The office also develops reports for donors of endowed scholarships and other endowed funds.

PLANNED GIFTS

The Office of Planned Gifts develops and coordinates activities that encourage gifts other than immediate outright cash gifts. These include deferred gifts, such as bequests, charitable remainder trusts, other life income plans, and life insurance gifts, as well as current gifts of assets such as real estate and securities. The Office of Planned Gifts assists alumni, parents and friends who want to support Tulane find a way to do so that benefits their tax, retirement, financial, and estate planning through a comprehensive spectrum of planned giving vehicles, including charitable gift annuities, charitable remainder trusts, pooled income funds, and charitable lead trusts. The Office oversees the administration of ~150 life income gifts with a value of ~\$31 million. Additional responsibilities include marketing to potential planned giving donors, working closely with major and leadership gifts officers in promoting planned giving options, and stewarding existing planned giving donors. The Planned Giving Office also works closely with the Office of the General Counsel and serves to advise both the administration and the development office on legal matters affecting charitable giving. In addition, the staff works with executors and attorneys on bequests in process. Ongoing training of front line development officers is critical including monitoring and disseminating information reflecting changes in legislation, case law, and rulings affecting charitable giving, especially tax law. In terms of bequest expectancies that are not included in campaign totals, we have approximately 1,000 individuals on record indicating that Tulane was in their estate plans, with estimated face value of ~\$80 million.

CORPORATE, FOUNDATION, and RESEARCH RELATIONS

The Office of Corporate, Foundation and Research Relations identifies potential corporate and foundation donors, initiates and maintains contact between the University and representatives of business, industry, and charitable foundations, and coordinates with the deans and faculty and other administrative officers the submission of proposals for corporate and foundation giving. The office is also responsible for managing the development aspects of sponsored research, technology transfer, and overall gifts in kind.

The Corporate and Foundation Relations office focuses on school and unit academic priorities as well as university wide priorities emerging from the Tulane Renewal Plan.

DEVELOPMENT INFORMATION SERVICES

Development Information Services is responsible for providing centralized information processing and information services for the alumni and development offices at Tulane. These services include (1) the operation, maintenance, and support of the Millennium fundraising application; (2) the maintenance of biographical data on the Millennium system including records on alumni, parents, corporations, foundations, and friends of the University; (3) the entry, acknowledgement, receipting, and reporting of all charitable gifts and pledges to the University; (4) training of all users on the use of the fundraising application and certain desktop tools; (5) the retrieval of data from the centralized system for user departments and other uses, including substantial periodic reporting and the fulfillment of numerous customized requests for data or reports on each year; (6) the operation, maintenance, and support of the computing infrastructure in University Development, including file servers, local area networks, desktop and laptop computers, and communications access for all users of the system across the University's wide area network.