



Building Business Relationships through Strategic Alumni Development

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2013-2014 Luoma Leadership Academy

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Executive Summary

Our team was charged with assisting North Hennepin Community College (NHCC) in developing systems for engaging alumni, specifically for the purpose of building relationships between the college and the business community. Our team determined that in order to achieve that goal, the College would need to have a strong framework on which to build an alumni program. Based on research of effective community college alumni programs and our understanding of the NHCC campus climate related to alumni, we reframed the problem as: *“NHCC is challenged with finding a system that supports the foundation and engages its alumni.”*

Through our research, including a review of the 2009-10 Luoma project commissioned by M-State, “Building Alumni Associations at Comprehensive Community Colleges: Turning Association Members into Future College Donors,” the team learned that a focus on alumni by community colleges is generally a recent phenomenon. Not only are community college alumni programs relatively young, they are also often minimally staffed and funded.

An internal scan of the College community illustrated some of the challenges in developing an alumni program. Although many departments and faculty keep in close touch with their own graduates, there is not a systematic method for tracking alumni. Within the College there is not a uniform understanding of where alumni should “live,” or what their roles should be.

Based on our research, we came up with several recommendations to help NHCC move forward with its alumni plan with a goal of having a launch in time for its 50th Anniversary in 2016. Some of our recommendations are quite specific, such as joining the Council for the Advancement and Support of Education (CASE), while others are more wide-reaching, such as launching a comprehensive alumni marketing campaign in time for the anniversary.

We concluded our process with an appreciation for the strength of NHCC and the devotion of its faculty and staff to the students and community. We maintained our project throughout the year with in-person and phone meetings. Even though one of our team left MnSCU for another college in a different state, she was able to continue her participation. Although it was challenging to fit our project into already busy schedules, with the support of our team coach, we kept on track and feel proud about the results of our project.

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Introduction

Our team's Luoma Action Learning Project 2014 was from North Hennepin Community College (NHCC). Our assignment was *Building Business Relationships Through Strategic Alumni Development Problem/Process Improvement*.

The College and Foundation are eager to reconnect with alumni for a number of different reasons. By reconnecting with alumni and their employers, the College will increase its access to internship and employment opportunities for students, increase the involvement of industry in developing program curriculum, and expand prospects for customized training and continuing education. Alumni can be involved on campus as mentors or volunteers, as well as be engaged in fundraising activities that support scholarships and programming. Alumni can also recruit students and act as advocates for the College with the Legislature and throughout the community. By engaging alumni, the College will have a strengthened connection with the community at large.

Additionally, the College can maintain a connection with alumni by providing services and access to address their needs. For example, alumni may be interested in maintaining their access to college facilities and resources. In other words, a full-fledged alumni program is a "two-way street."

The alumni initiative is an outgrowth of NHCC's Strategic Enrollment Management (SEM) plan (Appendix A) and also ties in to the goals outlined in *Charting the Future for a Prosperous Minnesota* (MnSCU, 2014). SEM calls for both increasing and improving NHCC brand awareness and communication, as well as enhancing relationships and partnerships to meet community and employer needs. In an atmosphere of increasing accountability coupled with declining resources, a committed group of volunteers who have themselves experienced all the benefits of a NHCC education will be a powerful asset.

In order to effectively develop an alumni program, however, the College will need to establish a structure to support alumni outreach and engagement activities. (Appendix B) To do so, the College will need to determine the structure of an alumni program, including identifying what type of position is best to lead the program, where the position should be housed, and how alumni (and donor) information can be effectively and accurately tracked.

Based on our interviews and research discoveries described below, we reframed the problem as ***NHCC is challenged with finding a system that supports the foundation and engages its alumni***. As a proposed solution, our team looked for ways in which the foundation could incorporate alumni and community relations positions and technological tools to help meet the College's mission. In this report, we are providing information about how foundation offices at other colleges are structured and the databases they are using to identify alumni. Our recommendations are based on our research findings and best practices; however, we will first provide some background on North Hennepin Community College, as well as additional information from outside sources.

Environmental Scan

North Hennepin Community College was founded in 1966 with 414 students to fill a need for quality, post-secondary education on the outskirts of Minneapolis. Today, the college has grown to become one of the largest and most diverse colleges in Minnesota serving more than 10,000 students of whom 59 percent are first generation, 46 percent low income, 65 percent underrepresented, and 41 percent students of color (*NHCC 2004-2013 Student Fact Book*). In 2016, the College will celebrate its 50th anniversary.

Like many community colleges, NHCC has not had a comprehensive, centralized alumni relations program. According to a study conducted by the Council for Advancement and Support of Education (CASE) in 2012, most community colleges are in the early stages of developing alumni relations programs; these departments are typically small with few staff members and minimal funding. Because of growing interest by colleges like NHCC, CASE has recently initiated a Center for Community College Advancement. Community colleges are seeking to strengthen relationships with alumni for charitable donations, employment opportunities, and advocacy.

To tackle the project, our group began by asking specific questions in our initial meetings with our team sponsors to learn about the foundation's history, current state, and goals. We also met with the newly formed alumni committee to gather their perspectives and priorities. We continued to gather internal documentation from our sponsors, as well as external research.

At NHCC, there is not a staff member dedicated to alumni programming. The foundation is staffed by the executive director, an executive assistant, grant writer and an account clerk. The foundation executive director reports directly to the college president, but is not a member of the College's executive team. The foundation has a nine member board of directors, none of whom are publicly identified as alumni of the College.

At NHCC, many individual faculty members maintain strong relationships with their graduates on a one-on-one basis or through their departmental Facebook pages. However, many faculty have been reluctant to share alumni information with the Foundation. There has not been a systematic process in place to transfer information about graduates to the Foundation at the time of graduation. The Foundation has not had a formal presence at graduation.

In 2013, NHCC commissioned Fox Consulting to conduct a feasibility study to determine the College Foundation's readiness to conduct a major fundraising campaign. (Appendix C) Although the study identified numerous strengths, the consultant did observe that a successful campaign would require engaging alumni support.

There are 18,000 individuals identified as alumni in the Foundation's donor database. In 2013, the foundation reported that when the foundation database was updated in 2013, more than 12,000 NHCC alumni live within 20 miles of the college. In 2013, the Foundation reported that tracked alumni giving rose 59.5% over the previous fiscal year (\$6,349 to \$10,128). (Appendix D)

The NHCC College Foundation is 30 years old. For the past 26 years, the Foundation has hosted a fundraising gala. For the past two years, a successful graduate has been recognized at the gala. That individual has had an opportunity to engage with current students on campus. The activities of the alumnus and students have been captured in high quality, professionally produced videos that are shown at the Gala and showcased on the College website. The story is also featured in the Foundation Annual Report.

While the environmental scan outlines the current state of NHCC, the following research supports our team's findings, providing suggestions for strategic planning within alumni relations at community colleges which can be adapted and used in the future at NHCC.

Council for Advancement and Support of Education (CASE)

From the Council for Advancement and Support of Education website, there were articles that highlight other community college programs that created alumni programs from scratch. Heaton's (2013) article in particular described two different approaches to strategic planning for the alumni office. Kirkwood Community College started with an internal team to create buy in to the process while Westchester Community College started with the alumni themselves or an external approach. As North Hennepin considers a strategic plan for alumni, these institutions may be able to offer models to create a sustainable plan. In addition, there is a CASE (2014) article on getting started in alumni relations which profiled three different community colleges who created an alumni program on a shoestring budget. Each started with a goal or purpose for the office and partnered with various existing programs on campus to achieve their initiatives. St. Louis Community College Foundation, created an office from the ground up and Wanatchee Valley College Foundation has a similar story. This was echoed by Mount Wachusett Community College Foundation. Challenges were articulated with databases, events and disjointed alumni efforts. These three examples sound similar to the challenges expressed by North Hennepin staff. Sample strategic plans are also available in the member section of the CASE website. Westchester Community College is one of the examples.

As with any new initiative, communication is key. Building support for initiatives and having key messages to convey are integral to the success of the project. A 2012 CASE Benchmarking report identified that 80% of respondents used bulk emailing or emailing a newsletter, posting to the community college website and posting to Facebook as successful tools. Other communication strategies that are used include direct mail, print newsletter/magazine and individual emails (Paradise & Heaton, 2013). As NHCC looks to grow its alumni base and connections these strategies are useful tools to consider along with alumni engagement at events.

Luoma Report from 2009-2010

As part of the research for this project, the team discovered the 2009-2010 Luoma report on Building Alumni Associations at Comprehensive Community Colleges: Turning Association Members into Future College Donors (Blixt, J., Bottem, L., Fahning, M., & Kangas, R.). This report sets the stage for the importance of having an alumni association for M-State. This was not NHCC's request, but does have similarities that could be shared. The report reinforces the value of connecting alumni to community colleges as they are typically living in the community

and can be part of the program curriculum, serve on advisory committees, offer internships or employ graduates, pay taxes and are voters (Blixt, et al, 2010). Several community colleges in the MnSCU system already have alumni associations that could serve as models or lessons learned as NHCC approaches implementation of strategic planning, alumni association, and strategies for outreach to the community. Examples are Itasca Community College, Saint Paul College, Alexandria Technical College, Riverland Community College and South Central College. Not all of these examples have exactly what the vision is for NHCC Foundation and Alumni, but they could provide ideas for structure, strategies for fund raising and connecting with alumni. This report focuses on MnSCU's schools which operate under the same regulations; therefore, their lessons are more applicable (Blixt, et al, 2010).

Although these are good cases for support, NHCC will need to give additional consideration to creating and maintaining positions, and a structure, that will help the success of their alumni relations' initiative.

Alumni Relations Position Descriptions

To gather information about various Alumni position descriptions, this question was posted to a national listserv looking for contacts in the Alumni area. The Council for Advancement and Support of Education (CASE) was also contacted for sample position descriptions. The listserv posting elicited a few responses and a suggestion to pull position descriptions from active positions posted with the Chronicle of Higher Education and from the CASE website. Position descriptions were reviewed from postings at the Chronicle of Higher Education and the CASE careers section. Twenty-six positions were reviewed and listed by institution, title, duties and requirements. The institutions were varied from across the country, public, private, four year, two year, K-12 and one private organization. Titles for these positions ranged from Assistant Director to Director with a focus on finding Director level positions. (Appendix E)

Common themes that emerged from the position descriptions are as follows: Event Planning was mentioned in 20 of the 26 descriptions; Communications and Fundraising was mentioned 19 times; and Volunteer Engagement and Alumni Engagement 13 times. Within communications this could include marketing, strategic planning for marketing, and publications. Stewardship and annual fund were topics included with fundraising. Other duties that received more than one mention in the position descriptions were Alumni Board Management (5); Strategic Planning (3), Leadership of the office (3); Travel (3); and Database Management/Knowledge (3). All other duties appeared to be specific to the institution's needs.

Requirements for the positions varied greatly and many were unique to the position description of desired experience. However, consistently a Bachelor's degree was required for 24 out of 26 positions and the most (12) preferred qualification was a Master's or advanced degree. Desired experience ranged from communication, volunteer management, fundraising, alumni relations, event planning and travel. The years of experience varied greatly from one to two years to more than 10.

Overall there are common themes for types of duties that individuals who are Alumni Directors may be responsible for and the degree required for the positions. Relevant experience was not

consistent and pretty varied. From our research, very few community colleges had alumni relations positions and seem to be investigating this area currently. This was supported by CASE. In 2011, CASE dedicated resources to support their commitment to Community Colleges (CASE, n.d.). This led to a benchmarking study in 2012 that supports the above findings. Approximately 71% of the community college respondents had staff who had been in the role of Alumni Director for five years or less. The common position descriptors listed above are identified as well in the benchmarking report. (Paradise & Heaton, 2013).

Community Relations Positions

We also investigated the role of Community Relations departments and whether such a department or position would be a proper site for alumni activities. Within the Minnesota State Colleges and Universities system, it does not appear that there are any community relations sites at community colleges. A survey of such programs at community colleges nationally revealed that such departments are typically a part of much larger and more complex institutions and often include a substantial amount of legislative advocacy work. (Appendix F)

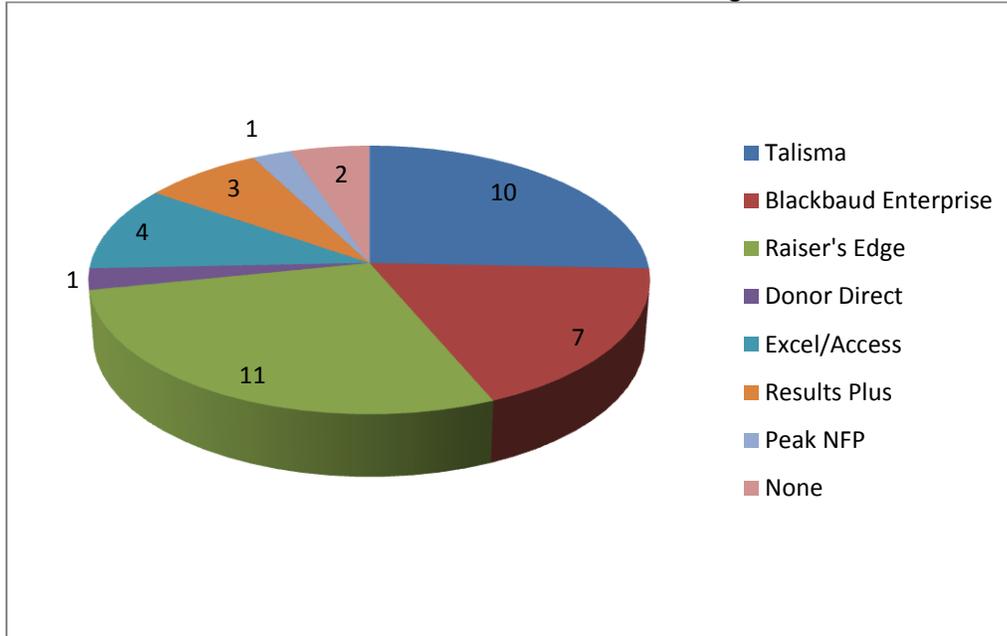
In one instance, a community relations director stated that if she happened to encounter a college graduate in the course of her work, she would simply congratulate the individual on their success. She did not have a process for reconnecting the alumnus or alumna with the college. Therefore, a Community Relations department, if structured along the lines described, would not be a good fit for an alumni program.

After examining the different types of personnel, we took a closer look at the additional types of infrastructure, such as databases and software. NHCC will also need to consider the following things in its quest to build the success of their alumni relations program.

Databases

Research was conducted to find out what databases/CRM and accounting software is being used at all the Minnesota State Colleges and Universities (MnSCU) institutions. (Appendix G) The information provided by the MnSCU system office outlined the current usage and fees paid by each school. (Appendix H)

Individual MnSCU Institutions' Database Usage/Contracts

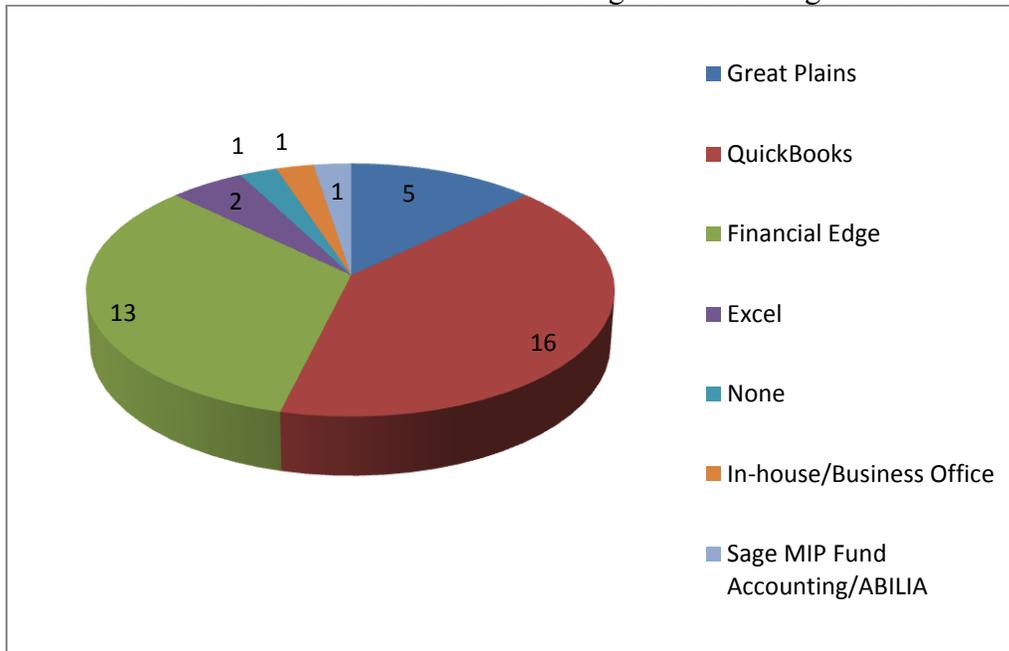


The two leading databases, in terms of usage within MnSCU institutions, are the Raiser's Edge and Talisma. While both offer features of a database which will hold vital information that can be extracted for various reasons or needs, one is more of a customer service tool, while the other is built around the idea of relationship management and fundraising performance. (Appendix I)

The Talisma Corporation is a wholly owned subsidiary of Campus Management Corporation and is a provider of constituent relationship management (CRM) software. The platform helps organizations rise to the challenge of providing excellent customer service through both online and traditional methods of communication. This is a tool widely used by a variety of organizations including higher education, financial services, travel and leisure, government, business process outsourcing as well as recruiting and staffing.

The second, and more widely used database across MnSCU institutions, is Blackbaud's Raiser's Edge. The Raiser's Edge helps to acquire supporters, boost retention, upgrade donors and improve fundraising effectiveness. There are a variety of tools offered through the Raiser's Edge to assist with organizational needs including a mobile app to cultivate lifelong relationships with donors, save time and money by streamlining processes, demonstrate increased accountability and to diversify the management of fundraising initiatives. (Appendix J)

Individual MnSCU Institutions' Accounting Software Usage/Contracts



When reviewing the usage within MnSCU institutions the two most widely used accounting software are QuickBooks and Financial Edge. Both are professional financial software capable of assisting organizations with various tracking and reporting needs.

QuickBooks is Intuit Inc.'s set of software solutions designed to manage payroll, inventory, sales and other needs of a small business. The software features include marketing tools, merchant services, product and supplies and training solutions. Each interface is highly customizable to meet the needs of the organization. In addition, there are add-ons to QuickBooks versions as well as third-party tools that integrate with QuickBooks to further enhance its functions.

The Financial Edge is, like Raiser's Edge, from Blackbaud and ideally suited for a mid-sized to large nonprofit organization and government entities that has complex management and reporting needs, as well as the need for comprehensive donor and grant management capability. This software offers budget management tools, various add-ons and complementary modules for customization, easily created customer dashboards for reviewing reports and a solid integration with the Raiser's Edge.

There is a direct correlation between an institution's database and financial software when used in a foundation or alumni division of an institution. While the database tracks the relationship, it can also track giving history, which is first, processed and housed by the financial software. When an organization has two compatible programs, it can make the processing, analyzing, reporting and sharing of information much more seamless.

Challenges

Based on our team's interviews and research discoveries, we reframed the problem to read: ***NHCC is challenged with finding a system that supports the foundation and engages its alumni.***

Our research revealed that the campus community tends to be suspicious about what the NHCC Foundation's initiatives actually are. Faculty and staff throughout several of the College's departments choose not to share their alumni's information with the Foundation out of a concern that the Foundation's only mission is to solicit for additional donations. When approached for information regarding alumni, the Foundation is told that the alumni would rather hear from their faculty and staff directly. Without clear communication on their goals, the Foundation will not be able to create a shared vision of alumni engagement with the departments across the campus.

While an absence of communication creates the main roadblock in working toward alumni engagement for the Foundation, it is further exacerbated by a lack of internal and external visibility of Foundation and alumni programming, as well as the use of many separate databases across campus that do not share information. Each of these challenges directly interferes with NHCC's ability to connect with alumni in the community and the College's ability to give back or engage with the community.

The executive director of the foundation has been able to connect with some dynamic individuals each year in her efforts to find a distinguished alumnus to honor. Though each time she needs to search for potential distinguished alumnus, it is almost always accomplished in an ad hoc way. Various local publications have led her to alumni only because the articles have cited NHCC as the individual's alma mater. By connecting with alumni, such as Jon Vesner, she has opened the door to cultivation through re-engaging the alumni, finding what he is interested in doing to help NHCC, but further more asking what NHCC can do to help him.

With increased support and investment from the campus community, more "Jon Vesners" can be found, engaged and cultivated as alumni and champions of the NHCC Foundation and alumni initiatives. These are the people who, after being identified and engaged by the NHCC campus community, will be able to reach out into their own networks and re-engage additional alumni from the business community.

Once constituents are identified, the work will need to continue and remain on-going. All communication with and information pertaining to the individuals will need to be tracked in a confidential database which will identify these individuals as alumni and/or friends of the College. Without the ability to track these constituents and continue to keep them involved in a meaningful way, the NHCC Foundation will continue to lose sight of these alumni. A database hosted on-campus and operated by the NHCC Foundation would house all contact information as well as all actions, contact and proposals taken throughout the relationship with each individual. This would be a place to update all career and personal information learned about the NHCC alumni and friends so as to be able to develop a meaningful relationship and a positive experience with each individual.

From conversations with various constituents, NHCC has done much work that aligns with the college's SEM plan. However, at this time, the Foundation and its alumni strategic plan is not affiliated in the same manner. This leads to many challenges, including the lack of dedicated funding for alumni resources and staffing. From our research, organizations that lack adequate funding, personnel, and buy-in from the entire organization have not been successful (Blixt, et al., 2010).

These obstacles can be addressed and examined by working to achieve two specific NHCC SEM goals found in our research: increase and improve NHCC brand awareness and communication; and enhance relationships and partnerships to meet community employer needs. The NHCC Foundation is positioned to serve as a platform to begin the outreach and communication needed, both across the campus and in the community, to work toward these goals and overcome the challenges the college is facing as a whole. However, another challenge is the shortage of staffing, specifically an Alumni Relations positions, to accomplish the tasks necessary to work toward these goals.

Nevertheless, NHCC and the foundation demonstrate numerous strengths and motivation to develop a high quality alumni program.

Recommendations

Based on our research and understanding of NHCC goals, we recommend the following:

- The alumni department should be housed in the Foundation. An alumni relations staff person should report to the Foundation Executive Director and have duties that include fundraising, outreach, event planning, and communications. (Appendix K)
- The executive director of the foundation should be a member of the College's executive cabinet to increase the visibility of alumni activities and gain firsthand information about College needs that can be improved upon by an active body of NHCC alumni.
- Consider Blackbaud's Raiser's Edge and Financial Edge as the database option for relationship management and financial software, or a comparable package
- Align the Foundation's department plan with the College's overall strategic plan and MnSCU's *Charting the Future*
- Join CASE and other professional organizations (like AACC) and attend their conferences and training workshops opportunities (such as CASE's upcoming conference for community college advancement on 9/17-9/19 in Sacramento, CA)
- Follow up with M-State on its Luoma 2009-2010 report recommendation to see if it was implemented; if so, explore their models and gather lessons learned; if not, it's still recommended as a good model

- Launch a foundation and alumni marketing campaign that unites:
 - Internal audiences:
 - Faculty, staff, and administrators that develops an inclusive culture with accountability
 - Students that sparks inspiration, encourages participation, and creates the expectation that *they are family and part of NHCC forever*
 - External audiences, including alumni and industry, that reciprocates engagement:
 - *What can NHCC do for you*
 - *What can you do for NHCC*

Campaign elements:

- Website that is clear, concise, easy to navigate and portrays a unified vision and mission. It should be visible on the main college website. Key components to consider are: provide networking opportunities through alumni contacts and clubs, library access, lifelong learning opportunities, alumni career service, discounts to the bookstore, wellness center membership, transcripts, newsletters, events calendar and a section to update your contact information. Additional sections could include an alumni directory, news feed about alumni, awards and nominations, mission/vision, bylaws, alumni board, NHCC staff for the office, and contact us. A “Make a Gift” button on the alumni website would allow the user to contribute.
- Intentional social media with links to and from the website
- 50th anniversary event that constructs a history into sound bytes to create/invoke memories with alumni and to establish or remind them of the affiliation with the college
- College/President/Foundation presence at college and community events and/or meetings

Conclusion

The current structure of the foundation cannot support the growth of a robust alumni program. Some suggestions for implementation include deciding which of the recommendations is most important and manageable for the alumni board, and NHCC. By prioritizing the list the alumni board will have a plan of action for next steps to be taken. We also suggest forming subcommittees within the existing members of the alumni board based on interest. This will allow the board members to be champions of the cause and, more specifically, the individual components of the overall plan. By implementing the above recommendations, the College will be positioned to expand its access to resources that will put it on a trajectory to greater community support and involvement in the College’s future success.

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Appendix A

NHCC SEM Goals

1/23/2013

College Strategic Goal 1: Access, Opportunity, and Success

- SEM Goal 1.1 – Strengthen Credit and Non-Credit Enrollment
- SEM Goal 1.2 – Increase Student Retention Rates
- SEM Goal 1.3 – Increase Success Rates in Courses without Decreasing Course Quality
- SEM Goal 1.4 – Improve Graduation, Transfer, and Goal Attainment Rates
- SEM Goal 1.5 – Build Capacity for Students to Complete Baccalaureate Degrees

College Strategic Goal 2: Innovation and Relevance

- SEM Goal 2.1 – Ensure innovative, responsive, and relevant program development
- SEM Goal 2.2 – Improve perception of value and quality of NHCC academic courses and programs

College Strategic Goal 3: Culture of Commitment

- SEM Goal 3.1 – Deliver personalized, proactive, and relevant communication
- SEM Goal 3.2 – Build a culture of internal and external service excellence
- SEM Goal 3.3 – Increase employee diversity to reflect student and community demographics

College Strategic Goal 4: Workplace and Community

- SEM Goal 4.1 – Increase and improve NHCC brand awareness and communication
- SEM Goal 4.2 – Enhance relationships and partnerships to meet community and employer needs

Appendix B

NHCC Foundation Alumni Development Plan Excerpts 2013

1. Begin investing in FY14 in Alumni Giving. The foundation will need to organize a committee of alumni to begin organizing these efforts. The foundation will invest in an event for alumni, and begin identifying affinity groups and opportunities to connect alumni with the college's vision for the future.
2. Beginning in FY 2014, the foundation should segment annual gifts from individuals in the following ways:
 - Major Gifts: \$1,000 and above
 - a. From community members
 - b. Alumni
 - c. Employees
 - d. Closely held businesses
 - Gifts under \$1,000
 - a. From community members
 - b. Alumni
 - c. Employees
 - d. Closely held businesses
3. A strategy specific to businesses that do not have an application process should be developed for FY14. The case for giving will focus on “filling the skills gap” and “work force readiness.”

Five-Year

Our recommendations for the primary strategies and activities to achieve development goals over a five-year period include:

1. Promote **endowment giving** from individuals, particularly scholarship endowments. Identify an endowment matching campaign opportunity of \$35,000 or more.
2. Implement a cultivation strategy that converts **alumni to donors**. Giving opportunities should match the diversity of NHCC's alumni, to include:
 - a. Affinity groups that match alumni's personal connections with the college to NHCC's needs, and;
 - b. Non-monetary gifts, including in-kind and volunteering, as entrees to long-term growth in alumni giving.
3. Revise **planned giving** marketing materials and update planned giving strategies; seek opportunities to link planned giving to endowment giving.

4. Create a **case for support** that articulates the needs of NHCC for the next three years. Directly link these needs to community benefit.
5. Initiate a **communications strategy** that includes a series of meetings with NHCC constituency groups. NHCC will deliver the case and confirm the constituency group's role in meeting community needs through their support of and collaboration with the college. Likewise, these meetings should explore how NHCC can continue to support the efforts of these organizations.
6. Increase foundation **grant writing** activities. Segment the case for support to identify prospects that would be willing to support specific programs at NHCC.

Appendix C

NHCC Foundation Feasibility Study Excerpts 2013

Feasibility Study Overview

North Hennepin Community College and Foundation retained the services of Fox Consulting to conduct a feasibility study for a potential major fundraising campaign. The feasibility study is a development tool used to determine how much money an organization can raise for a specific purpose. It is the starting point for an organization looking to answer the following questions:

- What is a reasonable dollar goal and time frame for our campaign?
- Do we have prospective donors to fund featured projects and initiatives?
- Are our campaign projects and featured initiatives clearly defined, compelling, and urgent to prospective donors?
- Are there volunteers willing to lead our campaign?
- Do we have the fundraising staff ready to work with volunteers to conduct a successful campaign?
- How might economic conditions affect our campaign?
- How might other fundraising campaigns affect our campaign?

The feasibility study involves a review of North Hennepin Community College's current needs as identified by College and Foundation leadership. Fox Consulting conducted personal, face-to-face interviews with top donors and other key individuals to gain a clear understanding as to whether or not the proposed projects have the financial support necessary to be accomplished through a major fundraising campaign. Should the total cost of the proposed projects prove too large to be completed in a single fundraising campaign, the feasibility study can provide guidance that will help leaders to prioritize the campaign goals.

Fox Consulting gauged the fundraising potential for a capital campaign by analyzing the results of personal interviews and mail and online survey responses. By analyzing the data gathered during the feasibility study and using Fox Consulting's experience in providing development counsel to community colleges, we are able to provide North Hennepin Community College with both general and specific recommendations regarding a potential major fundraising campaign. Recommendations include what Fox Consulting believes to be a realistic campaign goal as well as a plan to achieve that goal.

The feasibility study was led and managed by the following members of the Fox Consulting team:

- Kevin Fox, President
- James Hamilton, Lead Consultant
- Stacy Rooney, Associate
- Emily Cole, Associate
- John H. Judd, Judd Consulting

Key Findings

Feasibility Study Findings

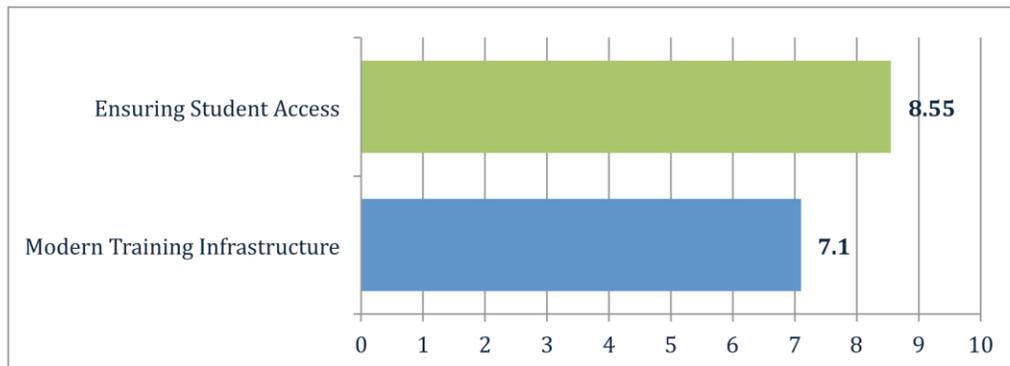
The findings and conclusions are based on the following sources:

- 47 personal interviews with North Hennepin Community College’s leaders and potential top donors
- 46 mail and online responses from North Hennepin Community College current and retired faculty and staff and recent donors to the North Hennepin Community College Foundation
- A review of North Hennepin Community College Foundation’s ongoing development efforts
- Fox Consulting’s professional experience providing development counsel to community colleges

Based on the information gathered from the sources above, Fox Consulting is pleased to present the following conclusions and recommendations to North Hennepin Community College and Foundation as they consider embarking on a major fundraising campaign.

Potential campaign goals were prioritized as follows:

- There is a strong understanding and support for the identified needs of the College. Individuals interviewed strongly agreed with the College’s proposed plans.



The following are the most critical statistical findings from the feasibility study:

- 51% of participants are at least familiar with the needs of the College and Foundation
- 81% of participants are personally in favor of a campaign
- 50% of participants indicated that they would make a gift:
 - 56% of personal interview participants indicated that they would make a gift
- 29 participants indicated that they would volunteer and assist with the solicitation of gifts
- 9 participants indicated that they have already included the Foundation in their estate plans
- 18 participants indicated they would like to receive information about how to make a planned gift

The following is a summary of the observations that were shared most frequently during the feasibility study:

- Participants described North Hennepin Community College as a strong community asset that contributes to the vitality of the north metropolitan area—it is a “hidden gem of the north metro region.”
- Participants hold the College and Foundation in high regard and indicated a desire for increased exposure and promotion of the College and Foundation in the north metro region:
 - President John O’Brien is perceived as a strong and articulate voice for the vision and needs of the College. Participants indicated an interest in better positioning President O’Brien as the face of the College by increasing his exposure through speaking engagements and meetings with business and community leaders.
 - Jennifer Summer-Lambrecht is well respected and perceived as having a strong commitment to building the capacity and reputation of the Foundation.
 - The Foundation Board of Directors has a strong history of support. However, many participants were unaware of the current membership of the Foundation Board and indicated a desire for leadership with increased community exposure and recognition.
 - The diversity of the student body, shared commitment to student success among faculty and undergraduate research opportunities sets North Hennepin Community College apart from other two-year colleges.

- Participants clearly understand the need for student scholarships and tuition assistance programs. The opportunity to learn more about the impact of scholarships through student stories is compelling and have interest to donors and prospects.
- While there is support for a major fundraising campaign, participants identified the following as critical issues facing a campaign effort:
 - ***How does North Hennepin Community College define the community it serves?*** Participants were unclear about the College's service area and identified this as a primary challenge in engaging community members, businesses and corporations in a fundraising campaign.
 - ***How will the College identify and engage alumni as donors?*** Participants identified engaging alumni support as a critical step to involve additional community members and businesses.
 - ***How will the College engage support of area businesses and corporations?*** Participants identified area businesses and corporations as top prospects for a making lead or major gifts to a campaign fundraising effort on behalf of the College. Participants also indicated a desire for increased participation from businesses and corporations that offer little or no support but benefit from the College's training programs.
- Participants indicated a desire for clear and concise set of campaign goals with a primary focus on providing scholarships and tuition assistance.

Appendix D

NHCC Foundation Recap FY13 and Goals FY14 Plan

<p style="text-align: center;">BUILDING THE NHCC FOUNDATION</p> <p style="text-align: right;"></p> <p style="text-align: center;">FY 2013 Recap FY 2014 Goals and Focus Areas</p>	<p>FY 2013 Revenue (04/30/13)</p> <ul style="list-style-type: none"> □ Overall goal – Raised \$269,569 (101%) of \$267,050 goal □ Individual contributions – 78% of goal □ Grants received – 202% of goal □ Special event fundraising – 91.6% of goal □ 3 new endowments were established (minimum of \$10,000 each) <p style="text-align: right;"></p>
<p>FY 2013 Expenditures (04/30/13)</p> <ul style="list-style-type: none"> □ Student Support - \$138,000 in scholarships and Random Acts of Kindness grants □ NHCC Program Support - \$82,301 distributed to NHCC programs <ul style="list-style-type: none"> □ \$13,000 Bus Pass Buy-down □ \$3000 College Transitions for ABE Students □ \$3000 Application Fee Waivers □ \$3000 African American Male Leadership Initiative □ \$5580 Theatre Grant □ \$1971 Bioscience and Undergrad Research □ \$250 Deaf Comedian on Campus □ \$52,500 Cornerstones College Readiness Program □ Administrative/general - \$19,490 □ Fundraising - \$5627 □ Event costs - \$44,838 <p style="text-align: right;"></p>	<p>FY 2013 Success: Major Donor Giving</p> <ul style="list-style-type: none"> □ Major giving donors (\$1000 or more increased over the past 3 fiscal years: <p style="text-align: center;">FY 2013 – 40 major donors contributed \$137,434 FY 2012 – 28 major donors contributed \$136,219</p> <p>(Two major donors' gifts totaled \$56,000 last year, this year they gave less, yet we recruited 12 new major donors that made up the difference).</p> <p style="text-align: right;"></p>
<p>FY 2013 Success: Alumni</p> <ul style="list-style-type: none"> □ Alumni – The foundation's database was updated, revealing that more than 12,000 NHCC alumni live within 20 miles of the college □ Tracked alumni giving rose 59.5% over last fiscal year (\$6349 to \$10,128) □ Established the Art Supply Fund to assist art students with supplies for their classes and solicited contributions from art alumni. □ Established an internship program that partners alumni business owners with current students. This program will be highlighted in the next NHCC Magazine. □ Re-connected Jon Vezner with NHCC and introduced him to the foundation. <p style="text-align: right;"></p>	<p>FY 2013 Success: Scholarships</p> <ul style="list-style-type: none"> □ The online scholarship application process was continually improved for better end-user results. □ More than \$138,000 was awarded in 135 scholarships and Random Acts of Kindness grants. □ 2 Honors Scholarships were created (\$5000 each), one was awarded to a new student, the other to a returning student □ Study Abroad and AFA/AA/AS/MnTC Curriculum Scholarships were created, to be awarded in FY 2014 <p style="text-align: right;"></p>

FY 2013 Success: Special Events

- Retiree reception – nearly 40 retirees attended a morning reception which gave them an opportunity to get acquainted or reacquainted with the foundation and NHCC, and each other.
- Golf tournament – brought in many new “friends” to the foundation who supported us at the gala and/or in other ways. And it raised nearly \$11,000.
- Scholarship luncheon – 175 scholarship recipients and donors attended the luncheon to recognize the achievements of all of our scholars and hear how the foundation supports the college.



Committee Objectives

Board Development Committee

- Actively seek a board development training opportunity
- Vet new board member candidates (6 candidates are currently being reviewed for FY2014 board membership)



Committee Objectives

Board Development Committee

- Actively seek a board development training opportunity
- Vet new board member candidates (6 candidates are currently being reviewed for FY2014 board membership)



Committee Objectives

Scholarship/Program Committee

- Oversee current scholarships
- Develop new scholarships that will create access to North Hennepin Community College
- Approve distribution of NHCC program funding from the foundation



Committee Objectives

Finance Committee

- Oversee the operating budget of the foundation and review investments and make recommendations on how those investments are made
- Monitor progress toward ROI (return on investment) goals



Committee Objectives

Bioscience and Health Career Center Committee

- Generate interest in NHCC among community members, and to develop partnership ideas to support curriculum development and workforce readiness.



Committee Objectives

Alumni Development Committee

- Work with Luoma Leadership Academy group, and alumni intern if they are awarded), to:
 - Identify the employers of NHCC alumni
 - Develop relationships with the employers of alumni
 - Connect employers' needs with academic programming
 - Provide networking opportunities for alumni



FY 2014 Focus Area

Increase ROI – Return on Investments

The primary way MnSCU measures the ROI is:

- The amount of support returned to the college from the foundation, versus the amount of funding received by the foundation from the college.



ROI of Similar Community Colleges

President	Community College	Five-year average ROI (2005-2012)	FY12		Anticipated FY 13		Anticipated FY 14	
			ROI	ROI	ROI	ROI	ROI	ROI
Stumpf, Jessica M., Interim	Jankia-Ramsey Community College-Cambridge and Coon Rapids	Jankia-Ramsey Community College Coon Rapids Foundation	\$2.15	\$2.69				
	Jankia-Ramsey Community College-Cambridge and Coon Rapids	Cambridge College Career Foundation	\$1.47	\$1.50				
Anderson, Ronald D.	Century College	Century College Foundation	\$1.76	\$1.72				
Wynes, Tim A.	River Hills Community College	River Hills Community College Foundation	\$2.82	\$2.44				
Opick, Joseph P.	Normandale Community College	Normandale Community College Foundation	\$1.76	\$1.72				
O'Brien, John J.	North Hennepin Community College	North Hennepin Community College Foundation	\$1.33	\$1.41	2.07		2.25	



FY 2014 Focus Area

- Building a donor base that will include more donors in the mid-range level (\$250 - \$1000)

Through the strategic, planned actions of the foundation, we will be bringing people on campus and generating support at all levels, particularly the mid-level donor.

Funding goals:

- ROI increase
- Moving current donors into higher levels of giving
- Seeking new supporters
- Recruiting a \$10,000 donor for the gala



FY 2014 Focus Area:

Grants:

- Project and program ideas are generated
- Research of funding opportunities
- Grantor contacted for clarification on eligibility or any other factors.
- Foundation staff assists with the writing, review and submission of the grant application.
- Publicity of the grant receipt
- Grant report written, and submitted

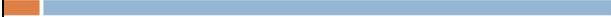


FY 2014 Focus Area:

Scholarships

- Scholarships/program committee approves of new scholarships and the target amount to be awarded
- Foundation staff posts all open scholarships
- Scholarship workshops and other presentations are held
- Scholarship essay readers are recruited
- Recipients are determined by foundation staff and standing committees
- Scholarship award letters are sent
- Scholarship luncheon is held
- Foundation staff remits scholarship funding to NHCC





We have many successes to celebrate, along with pursuing the opportunities that lay ahead as we work together to build the NHCC Foundation.

Appendix E

Alumni Relations Position Descriptions Table

Institution	Title and Reports	Duties	Qualifications
American University	Director of Alumni Programs Reports to Unknown	Volunteer engagement, event planning, Alumni board management, communication	BA/BS, 8 yrs. progressive experience with project management, familiarity of databases, event planning, volunteer management, communication, some travel, evening & weekends; preferred relevant experience at similar type & size of institution,
Bradley University	Executive Director, Alumni Relations Reports to Unknown	Alumni board management, event planning, communications & marketing, assessment, strategic planning	BA/BS, 10 yrs relevant experience, social media, fundraising, communication; preferred experience in comprehensive university alumni programming & management
Columbia University, New York	Associate Director, Alumni Relations Graduate School for Arts & Sciences Reports to Senior Director for Alumni Relations	Event planning, volunteer engagement, alumni engagement, communications	BA/BS, 4 yrs. relevant experience in marketing, alumni relations, communications and willing to travel
Elon University	Director of Alumni Engagement Reports to Assistant Vice President	alumni engagement, fundraising, volunteer management	BA/BS, 8 yrs. progressive experience with alumni engagement, donor relations, fundraising, 2-4 yrs. supervisory experience,, communications;

			preferred advanced degree
Emory University	Director of Alumni Relations, Goizueta Business School Reports to Unknown	alumni engagement, fundraising, volunteer management, event planning	BA/BS, 4 yrs. relevant experience, communications, assessment
Gannon University	Director, Alumni Services Reports to Vice President for University Advancement	Leadership & vision to office, alumni engagement, communications, event planning, travel as needed, fundraising	BA/BS, 5 yrs. progressively responsible experience in alumni relations, managing, marketing & communications ; preferred MS
Grinnell College	Assistant Director of Alumni Relations, Career Programs Reports to Unknown	Volunteer engagement, alumni engagement, event planning, communications	BA/BS, 1-2 yrs. experience in alumni relations or career counseling, volunteer management, communications; preferred MS
Hampshire College	Director of Alumni & Family Relations Reports to Chief Advancement Officer	volunteer engagement, fundraising, event planning, alumni board management, communication	BA/BS, 5 yrs. experience senior level, transferable skills, experience with fundraising, project & volunteer management, some travel
Louisiana Delta Community College	Executive Director for Development & Alumni Relations Reports to Chancellor	Fundraising, overall planning, management, coordination & evaluation of activities, communications, alumni engagement	BA/BS, progressive experience in administration of services in a business, governmental or educational organization, communications; preferred MS, fiscal management, knowledge of planned giving vehicles

Maryville College	Director of Alumni Affairs & Stewardship Reports to Vice President for Institutional Advancement	Alumni engagement, stewardship, volunteer engagement, event planning, communications, annual fund, some travel	BA/BS, 2-4 yrs. relevant experience, volunteer engagement, event planning; preferred masters
Massachusetts College of Art & Design	Staff Assistant/Alumni Relations Coordinator (part time) Reports to Director of Alumni Communications	Communications of key messages, detail orientated & organized, deep appreciation for the arts, administrative duties, database, event support	BA/BS, 2 yrs. administrative experience, communication, database management; preferred event planning experience, project management
Milken Community Schools	Director of Alumni Affairs & Advancement Events Reports to Director of Advancement	Strategic planning, alumni engagement, event planning, communications, annual fund, database management	BA/BS, 3+ yrs. experience in not-for-profit organizations or professional event planning for fundraising, donor cultivation, communications
Minnesota State University, Mankato	Director of Alumni Relations & Special Events Reports to Unknown	Alumni engagement, leadership & vision to the office, event planning	BA/BS, 5 yrs. experience in event management, & 1 of the following alumni relations, public relations, sales, marketing, volunteer coordination, fundraising; preferred MS, communication, supervisory experience, communications, project management; travel as needed
Northwestern University	Associate Vice President, Alumni Engagement & Participation Reports to Vice President for Alumni Relations &	Fundraising, alumni engagement, giving programs, strategic planning, supervision, event planning	BA/BS, 10 yrs. experience with direct fundraising & engagement, with strong preference for leadership experience in comprehensive campaign; preferred

	Development		advanced degree
Oglethorpe University	Director of Alumni Relations Reports to Vice President for Development & Alumni Relations	Alumni board management, volunteer engagement, event planning, communication, annual fund & fundraising,	BA/BS, 5 yrs relevant experience, previous experience in marketing, volunteer management, event planning, preferred: fundraising experience
Rochester Institute of Technology	National Technical Institute for the Deaf, Director of Alumni & Constituent Relations Reports to Unknown	Alumni engagement, event planning, volunteer engagement, communications, fundraising	BA/BS, 5-7 yrs. relevant experience in Advancement or marketing, event planning, volunteer management or higher education administration, ASL skills & knowledge of deaf culture required; preferred MS, CRM database
Skidmore College	Associate Director for Alumni Career Development Reports to Director of Career Development Center with dotted line to Director of Alumni Affairs & College Events	Support career development for alumni & students, meet with community members & alumni, presentations/workshops, event planning,	MS in CSP, 3-5 yrs. experience in academic environment with relevant pre-professional counseling/advising experience
St Mark's School of Texas Independent School/Primary or Secondary School	Director of Alumni Relations Reports to Director of Development	volunteer engagement, event planning, annual fund, communication, moderate travel	BA/BS, experience in alumni relations & development, volunteer management

St. Albans School Alumni Association/ Primary or Secondary School	Director of Alumni Relations Reports to Executive Director of Annual Giving & Alumni Relations	Volunteer engagement, event planning, communication, stewardship, Alumni board management, annual fund	BA/BS, 5-7 yrs. Progressive experience with fundraising, alumni, volunteer management, communication; preferred 2 yrs. experience with databases
SUNY College at Cortland	Alumni & Advancement Officer Reports to Unknown	Fundraising	BA/BS, experience with fundraising, non- profit, corporate sales, admissions or alumni affairs experience, database management, periodic travel; preferred MS prior fundraising experience, supervisory experience & experience in higher education
Tufts University	Assistant Director of Alumni Relations, Regional Programs-- Office of Alumni Relations Reports to Senior Associate Director, Domestic & International Programs	Alumni engagement, program management, event planning, marketing, volunteer management, database management, communications	BA/BS, 3 yrs. related in experience in alumni relations, volunteer management or similar experience, required travel, evening & weekend hrs., project management; preferred MS, volunteer management in higher education or non-profit setting
University of Cincinnati	Executive Director, UC Alumni Association Reports to Vice President of Development & Alumni Relations/President of UC Foundation	Leadership & vision to office, strategic marketing initiatives, strategic planning	BA/BS, 10+ yrs. experience OR advanced degree with 7-10 yrs. experience in alumni relations, public relations/fundraising, with 3 yrs. minimum supervisory experience, evening, weekend & travel as

			needed
University of Indianapolis	Director of Alumni Relations Reports to Vice President for University Advancement	Alumni engagement, some travel, event planning, fundraising	BA/BS, 6 yrs. relevant experience, volunteer management, event planning, project manager, communication; preferred master's degree
University of Minnesota, School of Public Health	Director of Alumni Relations & Annual Giving Reports to Unknown	Alumni board management, reunions, volunteer engagement, could also include event planning, marketing & communications and annual fundraising	
University of Delaware	Associate Director, Alumni Relations Reports to Unknown	Event planning, volunteer engagement, student engagement, University Homecoming, communication	BA/BS, 4yrs. Relevant experience in alumni relations, marketing & strategic management, event planning, project management, communications, travel required; preferred masters
Youth For Understanding, USA	Manager of Alumni Engagement Reports to Director of Development	Alumni engagement, stewardship, communications, alumni database, events planning, donor cultivation, fundraising	BA/BS, 2-4 yrs. relevant experience, communications, detail and team oriented, travel

Appendix F

Community Relations Position Descriptions Table

Institution	Title and Reports	Duties	Qualifications
<p>Portland Community College 100,000 students at 4 campuses</p>	<p>Community Relations Manager</p> <p>Reports to campus president (each of the 4 campuses has a local president and Community Relations Manager). The District President oversees all 4 campuses.</p>	<p>Analyzes and interprets a variety of data and makes recommendations on appropriate College actions to meet community needs.</p> <p>Directs special projects for the President and Board of Directors.</p> <p>Responds to inquiries from College departments, the community, and/or external agencies.</p> <p>Serves as a member of the District President's cabinet.</p> <p>Writes stories for local newspapers, press releases.</p> <p>Crisis control.</p> <p>Does not work with alumni</p>	<p>Bachelor's Degree in Business Administration, Education, Public Affairs, Public Administration, Communications or related area.</p>
<p>City Colleges of Chicago</p>	<p>Associate Vice-Chancellor of Community Relations, Government and Legislative Affairs</p> <p>Staff of eight</p> <p>Reports to Vice-Chancellor of Institutional</p>	<p>Maintain positive relations between government offices, local campuses and our neighbors.</p> <p>Work collaboratively with community groups to improve the education experience</p>	

	<p>Advancement</p>	<p>of our students.</p> <p>Introduce legislation that is beneficial to CCC, expand and maintain financial opportunities for the District and foster working relationships with elected officials, government agencies and industry experts.</p> <p>Ensure public understanding of City Colleges' programs and initiatives.</p> <p>Ascertain public attitudes toward issues in education, identify the public's educational expectations for their students</p>	
<p>Hostos Community College (CUNY), South Bronx</p>	<p>Associate Dean for Community Relations.</p> <p>Reports to VP of Institutional Advancement</p>	<p>Mediates community matters involving the college.</p> <p>Supports legislative activities.</p> <p>Develops and maintains a broad range of national, local, private and public networks focusing on community relations.</p> <p>Serves as the College's spokesperson with community groups on policy and other highly sensitive</p>	

		matters Supports the College agenda on international education and community issues.	
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Appendix G

MnSCU College & University Databases and Financial Software

Databases

(Number of Schools Using Software)

Talisma (10)

Talisma Corporation Pvt. Ltd., a wholly owned subsidiary of Campus Management Corporation, is the leading provider of Constituent Relationship Management (CRM) software for a wide range of industries. Talisma CRM enables organizations to deliver an exceptional customer experience on a global scale through traditional and online communications channels.

Talisma solutions improve customer satisfaction by integrating the power of email, phone, chat, SMS text messaging, print, portal, and Web self-service with a robust and mature Web services platform, comprehensive analytics, and a system-wide knowledgebase. With thousands of customers, Talisma serves a variety of industries through its vertical solutions, including higher education, financial services, travel and leisure, government, business process outsourcing (BPO), and recruiting and staffing.

Blackbaud Enterprise (7)

Industry-leading fundraising, online applications, actionable prospect research and analytics, and multichannel direct marketing together in one platform to enable an integrated view of the constituent experience.

Built for the largest nonprofits with the most complex needs, Blackbaud CRM is designed to work around unique processes, whether it's a sponsorship program, international offices and mission work, or a federated organizational model; Blackbaud CRM solves the challenges of mid- to large-sized nonprofit organizations.

Raiser's Edge (11)

Acquire supporters, boost retention, upgrade donors, and improve fundraising effectiveness. With The Raiser's Edge, organizations get a variety of donor management and fundraising capabilities to connect with constituents and raise money.

The Raiser's Edge gives organizations the tools needed, including a mobile app, to cultivate lifelong relationships with donors, save time and money by streamlining processes, demonstrate increased accountability and diversify fundraising management.

The Raiser's Edge features easy-to-use queries and list management tools that allow organizations to include the contacts they want and exclude those they don't. Perfect for collaborating and getting sign off on lists that require many stakeholders' input.

Donation Director (1)

Donation Director is designed for nonprofit organizations to make tracking donors and reaching fundraising goals easy and efficient. We work hard to ensure our clients receive the full value

and use out of our software. The purchase price includes unlimited technical support and training for 60 days. After the first 60 days, we offer low annual support and maintenance fees to keep Donation Director affordable and to ensure you have all the tools you need to assist you with maintaining your database. We also offer optional software modules, such as Accounting Interface, that can be purchased separately from the main application and have their own support costs. Our software is easy to use and has many functionalities and capabilities to help reach your fundraising goals. Choosing the correct donor management software package is a decision that can have a significant impact on the future of your nonprofit organization. Find out if Donation Director is a good fit for your organization and see if our product can help maximize and achieve your fundraising efforts.

Excel/Access (4)

With Access and Excel an organization can run powerful queries to sort and filter data and run sophisticated calculations to derive the information desired. Microsoft PivotTable® and Microsoft PivotChart® can also be used to view and work with data interactively. Organizations can generate reports on their data and view them in multiple formats as well as use forms to add, change, delete, and navigate the data easily. Through use of Access and Excel, organizations can create a Microsoft Word mail merge — for example, to mass-produce address labels. Connect to external data and view, query, and edit it without having to import.

Excel is not a database management system. It is spreadsheet software, and it stores units of information in rows and columns of cells, called worksheets. The most common task performed in Excel is the management of lists such as telephone numbers and personnel data. In comparison, Access stores data in tables that look much the same as worksheets but are designed for complex querying in relation to data stored in other tables and locations, and even in fields in other tables.

Results Plus (3)

ResultsPlus nonprofit CRM (Constituent Relationship Management) software, helps organizations design and implement major donor cultivation strategies, foster a growing recurring gifts program, send appointments to officers "in the field" via iCal email attachments, and segment constituents in a variety of ways. Also offers a research and wealth holdings tool, as well as online giving capabilities.

Organizations can leverage all these features using the fully integrated overviews and dashboards to analyze current performance, see where prospects are in the giving pipeline, let major gifts officers and account managers see, at-a-glance, where all their people are in the pipeline, and schedule the automatic distribution of reports to stakeholders.

Peak NFP (1)

Peak NFP is built in "the cloud" to take advantage of Microsoft Dynamics CRM Online. Organizations do not need to maintain servers, hardware or software. To put it another way, the server and the software will never get old. Upgrades are unnecessary.

Microsoft Dynamics CRM Online is the natural platform on which to build a fundraising and donor management application. In the cloud, organizations do not have to worry about

purchasing and maintaining infrastructure. Along with Microsoft, PeakNFP adds product support and training built right into the subscription.

None/TBD (2)

Financial Software:
(Number of Schools Using)

Great Plains (5)

Microsoft Dynamics is a line of business management solutions that works like and with familiar Microsoft software, automating and streamlining financial, customer relationship, and supply chain processes in a way that helps organizations drive business success.

- Automate payables and receivables management.
- Better manage cash flow, improve collections, and control fixed assets.
- Streamline expense management.
- Simplify electronic bank reconciliation and funds transfer.
- Work with multiple currencies, locations, and companies.

QuickBooks (16)

QuickBooks is Intuit Inc.'s set of software solutions designed to manage payroll, inventory, sales and other needs of a small business. The software's features include marketing tools, merchant services, product and supplies, training solutions. Each solution is developed according to different industries and their needs.

Intuit's products for construction contractors include the Simple Start Plus Pack, QuickBooks Pro, QuickBooks Premier Contractor and QuickBooks Enterprise Solutions: Contractor. These products are designed to meet contractor's needs based on company size.

These software solutions are used to monitor expenses, create invoices and reports, track change orders and job status, and manage inventory, customers, vendors and employees. In addition to these industry specific packages and their corresponding capabilities, Intuit offers add-ons to QuickBooks versions as well as third-party tools that integrate with QuickBooks in order to enhance current functions.

Financial Edge (13)

The Financial Edge from Blackbaud is ideally suited for mid-sized to large nonprofit organizations, and government entities that have complex management and reporting needs, as well as the need for comprehensive donor and grant management capability.

- Excellent budget management tools
- Long list of add-on and complementary modules
- Easily created custom dashboards
- Solid integration with The Raiser's Edge and the Education Edge
- Customizable by Focus, Solution, or Goal
- Flexible, scalable product is suitable for just about any nonprofit organization

Excel (2)

Microsoft Excel is a spreadsheet application developed by Microsoft for Microsoft Windows and Mac OS. It features calculation, graphing tools, pivot tables, and a macro programming language called Visual Basic for Applications.

None/TBD (1)**In-house/Business Office (1)****Sage MIP Fund Accounting / ABILIA (1)**

Abilia Fund Accounting 100 (formerly Sage MIP) serves the financial management needs of government and nonprofit organizations. The software includes standard components such as accounts payable/receivable and grant management to more specialized ones, such as visual analyzer, schedule and employee web services. Reports can be created within the system, as opposed to requiring an external program.

Appendix H

MnSCU Databases and Financial Software Cost Table

College / University	Current Database/CRM	System Cost/Yr	Financial/Account. Software	System Cost/Yr	Notes
Alexandria Technical and Community College	Talisma		Great Plains		
Anoka Technical College	Blackbaud Enterprise		QuickBooks	\$0	
Anoka-Ramsey Community College	Blackbaud Enterprise		Financial Edge	\$12,000	
Bemidji State University	Raiser's Edge	\$18,370	Financial Edge	\$1,948	
Central Lakes College	Talisma		Great Plains		
Century College	Talisma		QuickBooks (converting to GP)		
Dakota County Technical College	Donation Director	\$599	QuickBooks	\$0	
Fond du Lac Tribal and Community College	Excel/Access		QuickBooks		
Hennepin Technical College	Talisma	\$3,134	QuickBooks	\$0	
Hibbing Community College	Excel/Access	\$0	Excel	\$0	
Inver Hills Community College	Blackbaud Enterprise		Financial Edge		
Itasca Community College	Raiser's Edge		Financial Edge		
Lake Superior College	Talisma (Donor 2)	\$2,967	Great Plains	\$637	
Mesabi Range	TBD	\$0	QuickBooks	\$0	

Community College					
Metropolitan State University	Raiser's Edge	\$9,657	Financial Edge	\$4,711	
Minneapolis Community and Technical	Blackbaud Enterprise	\$6,000	Financial Edge	\$6,000	
Minnesota State College-Southeast Technical	Blackbaud Enterprise	\$10,000	Financial Edge	\$0	
Minnesota State CTC (Detroit Lakes/Wadena)	Results Plus		QuickBooks		
Minnesota State CTC (Fergus Falls)	Blackbaud Enterprise	\$5,000	TBD		
Minnesota State CTC (Moorhead)	Results Plus		QuickBooks		
Minnesota State University Moorhead	Raiser's Edge		Financial Edge		
Minnesota State University, Mankato	Raiser's Edge	\$38,306	Financial Edge	\$2,221	(18,000 of CRM cost is for Net Community)
Minnesota West Comm./Technical College	Excel		Quickbooks		
Normandale Community College	Raiser's Edge		Financial Edge		
North Hennepin Community College	Talisma	\$1,387	Great Plains	\$1,250	
Northland Community and Technical College	Peak NFP	\$1,284	QuickBooks Premier Nonprofit 2011	\$0	
Northwest Technical College	Blackbaud Enterprise		Financial Edge		
Pine Technical College	TBD		QuickBooks		
Rainy River	Excel/Access		QuickBooks	\$0.00	

Community College					
Ridgewater College	Talisma	\$3,026	Great Plains	\$1,300	
Riverland Community College	Talisma	\$2,153	Quickbooks		
Rochester Community and Technical College	Results Plus		Quickbooks (nonprofit)		
Saint Paul College	Raiser's Edge		In-house/Business Office		
South Central College (Faribault)	Raiser's Edge		QuickBooks		
South Central College (Mankato)	Raiser's Edge		QuickBooks		
Southwest Minnesota State	Raiser's Edge	\$8,593	Financial Edge	\$1,102	
St. Cloud State University	Talisma Donor 2 (conversion)		Sage MIP Fund Accounting		
St. Cloud Technical and Community College	Talisma		QuickBooks (converting to GP)		
Vermillion Community College	Excel/Access		Excel	\$0	
Winona State University	Raiser's Edge	\$15,704	Financial Edge	\$3,427	

Appendix I

Database Research

Top 7 Relationship Management & Database Software

Software Advice

Higher Education – 500+ Employees

Donor Perfect

- Fundraising software
- Helps organizations collect and streamline constituent data, target successful fundraising efforts, management comprehensive donations processing and reports
- Offered as web-based or as on premise installation
- Customizable
- Allows users to create email campaigns, manage volunteers and keep track of memberships
- The accounting interface has a gold-certified integration with QuickBooks

Raiser's Edge (by Blackbaud)

- More than 30 years in the nonprofit software industry
- Offered as on premise installation or cloud-based
- Assists users in identifying best prospects, supporter engagement, cultivation, goal analysis and reporting tools
- Highly customizable
- Target analytics allow analysis of donor activity and overall organization performance
- Paired with NetCommunity, organizations can create a dynamic interactive online community with sophisticated web content management and online giving options
- Financial Edge works with Raiser's Edge to ensure fiscal health, management of funds, and makes financial data easy to work with

Serenic DonorVision Software

- Powered by Microsoft Dynamics CRM Platform
- Cloud-based
- Combines development and accounting needs in one
- Helps organizations manage volunteers, donors communications, gifts, fundraising efforts and all financials
- Easily leverages the capabilities of the Microsoft Office Suite

Financial Edge (by Blackbaud)

- More than 30 years in the nonprofit software industry
- Offered as on premise installation or cloud-based
- Helps organizations with fiscal health, management of funds, and makes financial data easy to work with
- Highly customizable

- The Financial Edge offers a number of modules: General Ledger, AP/AR, payroll, fixed assets, billing and invoicing, grant management and more.
- It also integrated with another Blackbaud solution, The Raiser's Edge, a robust fundraising module that's widely utilized in the nonprofit sector

Salesforce CRM

- Offered as cloud-based
- Capabilities in sales management, marketing automation, partner relationship management and customer service
- Has a social media application called Chatter

Intacct

- Web-based financial accounting software system
- Can support applications for core accounting, time and expenses, revenue management, project accounting, order and billing, purchasing, global consolidations, multi-currency management and financial reporting
- Oracle is the database for Intacct

UNIT 4

- Designed to support frequent, continual change, allowing organizations to evolve to meet new requirements or internal reorganizations quickly and easily
- Offered as on premise installation or cloud-based
- Best suited for enterprise-level nonprofits with an annual operating budget of at least \$50 million

Appendix J

Blackbaud Database Research

The Raiser's Edge Fundraising Software

Focus on Foundation and Alumni Relations Use

Features

- Mobile app for streamlining processes “on the go”
- Giving Score analytics tools
- Easy-to-use queries and list management tools
- Merchant services for simple credit card transaction processing
- Data enrichment services that can help keep data clean and accurate
- Ease of Gift Entry
- Events management tools
- Fundraising appeals and acknowledgement templates
- Complete portfolio of Target Analytic solutions services
- Prospect Management tools for “Moves Management”
- Wealth Screenings
- Email Marketing
- Direct mail campaign tools
- Dashboards – easy customizable reporting tools for homepage viewing
- Relationship Management – time, talent, treasure
- Online Training Services

Online Fundraising and Marketing for Nonprofits (from website)

Blackbaud NetCommunity is the most powerful, integrated online marketing and fundraising suite available to nonprofits. As the only website solution natively designed to share data with Blackbaud's fundraising and CRM solutions, Blackbaud NetCommunity is the only solution that enables True CRM™ — complete visibility into and control of your multichannel marketing efforts. With it, you can leverage data from offline campaigns and activities to drive greater success in online initiatives.

Blackbaud NetCommunity can be hosted on premise or hosted by Blackbaud and is packaged at three different levels to meet your specific needs, so every nonprofit that relies on Blackbaud as a fundraising or CRM partner can provide supporters the ultimate online experience as well, increasing their online participation and overall engagement.

Examples

The Ocean Institute

The Ocean Institute Enhances Volunteer and Constituent Communications with the Help of Blackbaud® NetCommunity™

The Ocean Institute has become nationally known for its hands-on marine science, environmental education, and maritime history programs. More than 110,000 K–12 students and 8,000 teachers annually participate in the Institute’s 61 award-winning, immersion-style programs. To learn about oceanography, science, and California history, students voyage onto the ocean, study in labs, and live aboard tall ships or in the chaparral, where they can feel and taste the salty sea spray, sort through live specimens, observe migrating whales, collect scientific data, and investigate the culture and world around them.

Challenge	Solution	Results
<ul style="list-style-type: none"> •The Ocean Institute had a customized database that wasn’t working and made pulling information extremely difficult. •The Institute wanted to send out more personalized communications to its various constituents. •The Institute wanted to be able to handle event registration, membership transactions, and donations online in a way that will automatically update its database. 	<ul style="list-style-type: none"> •The Ocean Institute selected Blackbaud NetCommunity to maintain its website. •With Blackbaud NetCommunity, the Institute is able to send well-designed e-communications and track the open and click-through rates. •Additionally, the organization is able to enhance communications with its 400 volunteers using Blackbaud NetCommunity as an online portal to post information and encourage volunteer managers to share ideas and successes conveniently in a web interface. 	<ul style="list-style-type: none"> •The Institute has an average email click through rate of 30–40 percent. •The Institute has been able to save valuable time when gathering necessary information from its database. •Additionally, the Ocean Institute is able to design better e-communications based on the reporting and tracking data available in Blackbaud NetCommunity.

New York Law School

New York Law School Builds Interactive Alumni Web Page with Blackbaud® NetCommunity™

New York Law School, one of the oldest independent law schools in the United States, was founded in 1891 by the faculty, students, and alumni of Columbia College Law School led by their founding dean, Theodore Dwight, a major figure in the history of legal education. In 1894, the Law School established one of the nation's first evening divisions to provide those in the workforce or with family obligations a flexible alternative to full-time legal studies.

Challenge	Solution	Results
New York Law School needed a way to distribute marketing information and easily keep its website up to date with meaningful content.	New York Law School chose Blackbaud NetCommunity to redesign their site.	Blackbaud NetCommunity's unique content management system allowed New York Law School to quickly deploy content to different groups of alumni/ae based on their relationships with the school, levels of credentials, or other unique details.

University of North Florida

University of North Florida Uses Target Analytics™ To Drive New Focus on Alumni Giving

The University of North Florida (UNF) is a comprehensive public urban university whose mission is to educate students through a broad array of undergraduate and select graduate programs. Established in 1972, UNF quickly grew from a small two-year institution to a four-year university with 14,120 students and 38,000 alumni.

Challenge	Solution	Results
Although the University had captured basic details on its 38,000 alumni, development staff did not have enough information to easily target their cultivation efforts and turn a natural affinity with the school into a long-term commitment to give.	The University of North Florida chose ProspectPoint™, Target Analytics' custom modeling service, to analyze its 38,000 alumni records and provide a targeted plan for cultivating support.	By using ProspectPoint™ UNF was able to immediately begin building relationships with its best alumni prospects and target its planned giving outreach. It generated a \$100,000 donation from a new donor and a \$250,000 planned gift, and UNF continues to deploy the ProspectPoint results to turn graduates into lifelong donors.

University of Virginia

Blackbaud Helps Drive Alumni Engagement for the University of Virginia

Founded by Thomas Jefferson in 1819, the University of Virginia sustains the ideal of developing, through education, leaders who are well prepared to help shape the future of the nation. The University is public, while nourished by the strong support of its alumni. It is also selective; the students who attend have been chosen because they show the exceptional promise Jefferson envisioned.

Challenge	Solution	Results
<ul style="list-style-type: none"> •The University of Virginia depends more than ever on the generosity of its alumni. •The University is committed to creating a strong and collaborative alumni engagement program. •To help meet that goal, the University decided to launch a new alumni website. 	<ul style="list-style-type: none"> •UVA selected Blackbaud’s Alumni Center to develop and launch the HoosOnline alumni directory and engagement center. •Blackbaud’s Alumni Center enabled the University to create and deliver customized online information, event registration, and email campaigns. •The Center included an alumni directory, career networking, and lifetime email forwarding. 	<ul style="list-style-type: none"> •More than 16,000 alumni have updated their postal addresses using the Alumni Center. •More than 14,000 alumni have updated their email addresses. •More than 6,000 alumni have updated their employment information. •More than one million email messages have been sent.

U.S. Naval Academy Alumni Association

U.S. Naval Academy Alumni Association & Foundation Uses The Information Edge™ to Help Build Stronger Alumni Relationships

The United States Naval Academy Alumni Association & Foundation supports the United States Naval Academy by preserving and promoting the Academy's history, traditions, and accomplishments of its graduates, and connecting alumni and the community to encourage support and enthusiasm.

Challenge	Solution	Results
With more than 50,000 members worldwide, The United States Naval Academy Alumni Association & Foundation needed to analyze ever-changing information about how alumni and supporters interacted with the organization to enable its volunteers to increase involvement and giving.	The Association & Foundation uses The Raiser's Edge to manage its core fundraising and alumni processes. To fully benefit from the broad range of data captured throughout the membership and fundraising cycle, the staff also uses The Information Edge™.	With access to in-depth analyses, the organization can now better equip staff and volunteers for success. The extensive, worldwide network of staff and volunteers has the tools and information it needs to grow alumni membership and raise money.

Appendix K

Proposed Organizational Chart

North Hennepin Community College
Foundation & Alumni

