



# **Culture of Philanthropy Strategic Planning Group**

## I. Defining the Vision

A true culture of philanthropy is characterized by a large and diverse pool of constituents who devote their time, talent, and treasure to the institution. Winthrop aims to achieve robust participation from multiple constituent groups, including current students; alumni; parents; faculty and staff; trustees/board members; corporate and community partners; and other donors. Current and future efforts targeted to these constituencies will be further enhanced by strengthening individuals’ ties to the institution (i.e., building brand loyalty); promoting communication and collaboration; and building an environment in which all constituents are empowered to be ambassadors for Winthrop.

## II. Current Status

For calendar year 2015 Winthrop received 7,744 gifts, totaling \$3,350,631. The breakdown of sources of gifts in the 2015 calendar year is shown below in Figure 1.

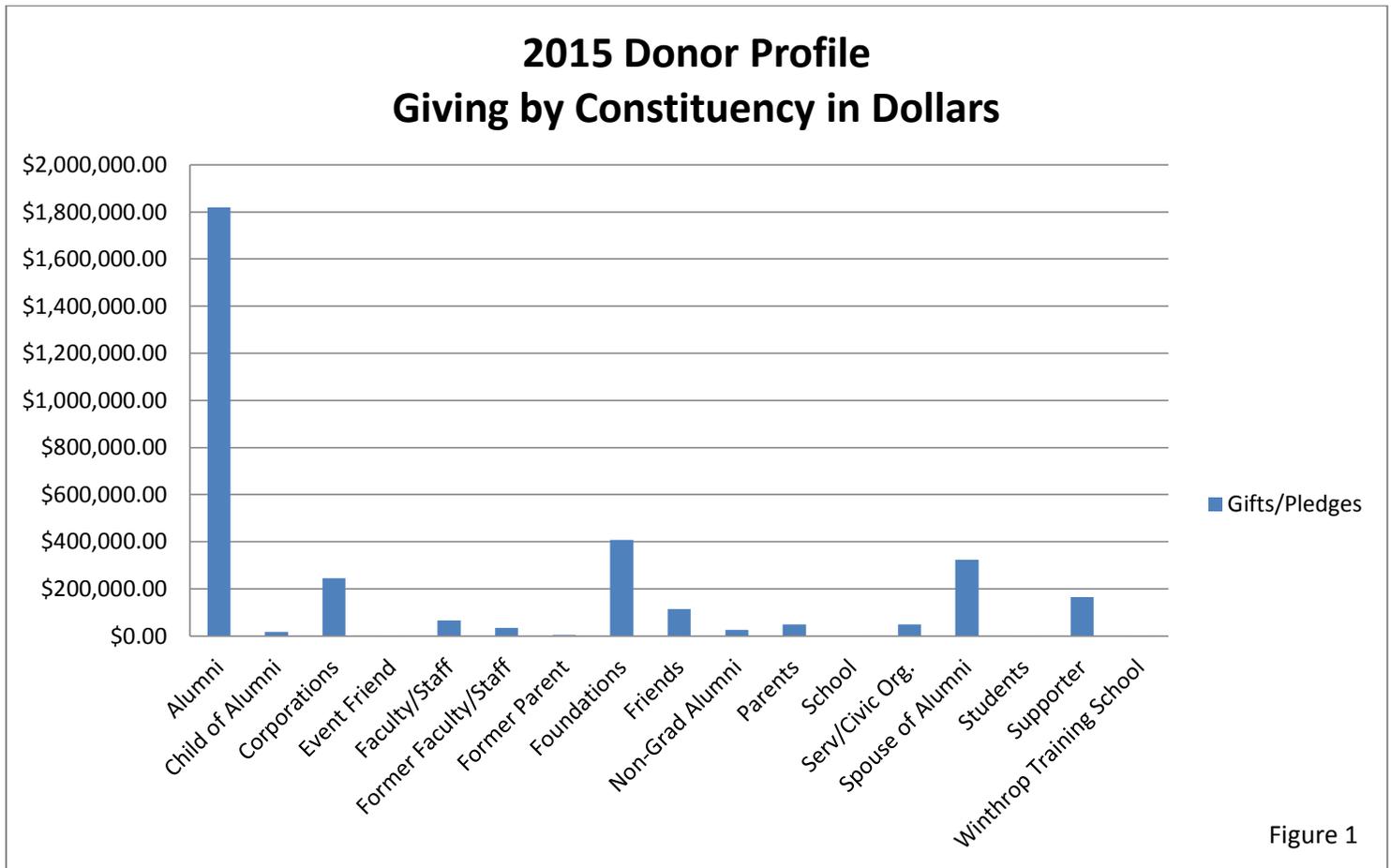


Figure 1

Raw numbers: Alumni-\$1,819,188.62; Child of Alumni-\$18,571.92; Corporations-\$245,382.69; Event Friend-\$1,100.00; Faculty/Staff-\$65,797.40; Former Faculty/Staff-\$34,582.20; Former Parent-\$4,722.96; Foundations-\$407,662.93; Friends-\$113,836.72; Non-Grad Alumni-\$24,996.13; Parents-\$48,565.87; School-\$650.00; Service/Civic Organizations-\$48,268.44; Spouse of Alumni-\$324,328.85; Students-\$782.50; Supporter-\$164,448.96; Winthrop Training School-\$25.00.

While Figure 1 provides a useful snapshot of Winthrop donor sources in the 2015 calendar year, it is also instructive to consider the participation rates of the finite constituent groups – alumni, non-alumni, parents, faculty/staff, former faculty/staff, friends, foundations, and corporations. Participation is a key metric because it shows the vested interest in various constituent groups. When analyzing giving participation, the focus is on a charitable gift of any amount to the institution, as all charitable gifts count toward the overall participation percentages. Figure 2 below displays the participation rates of the major constituency groups at Winthrop for the 2015 calendar year.

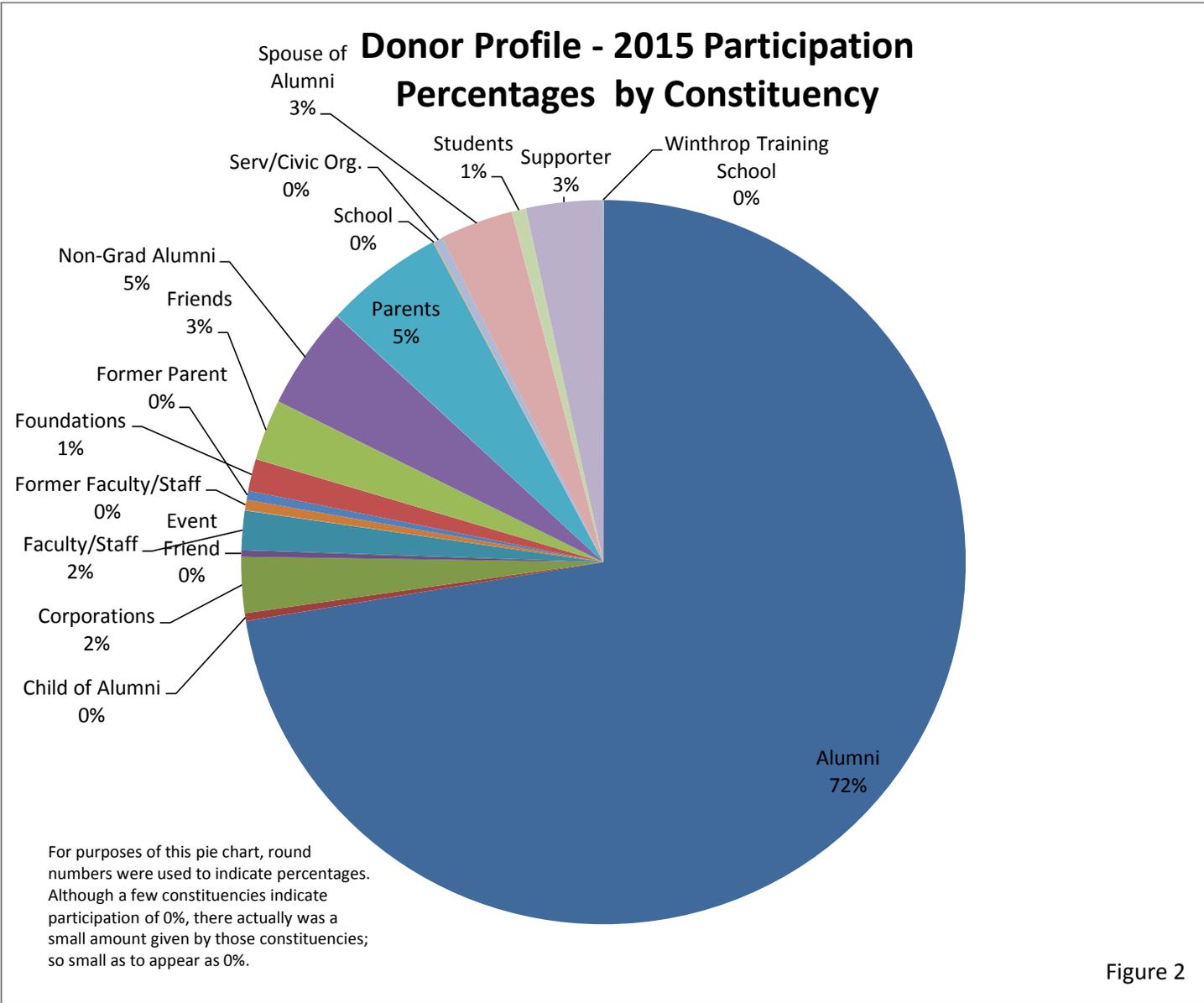


Figure 2

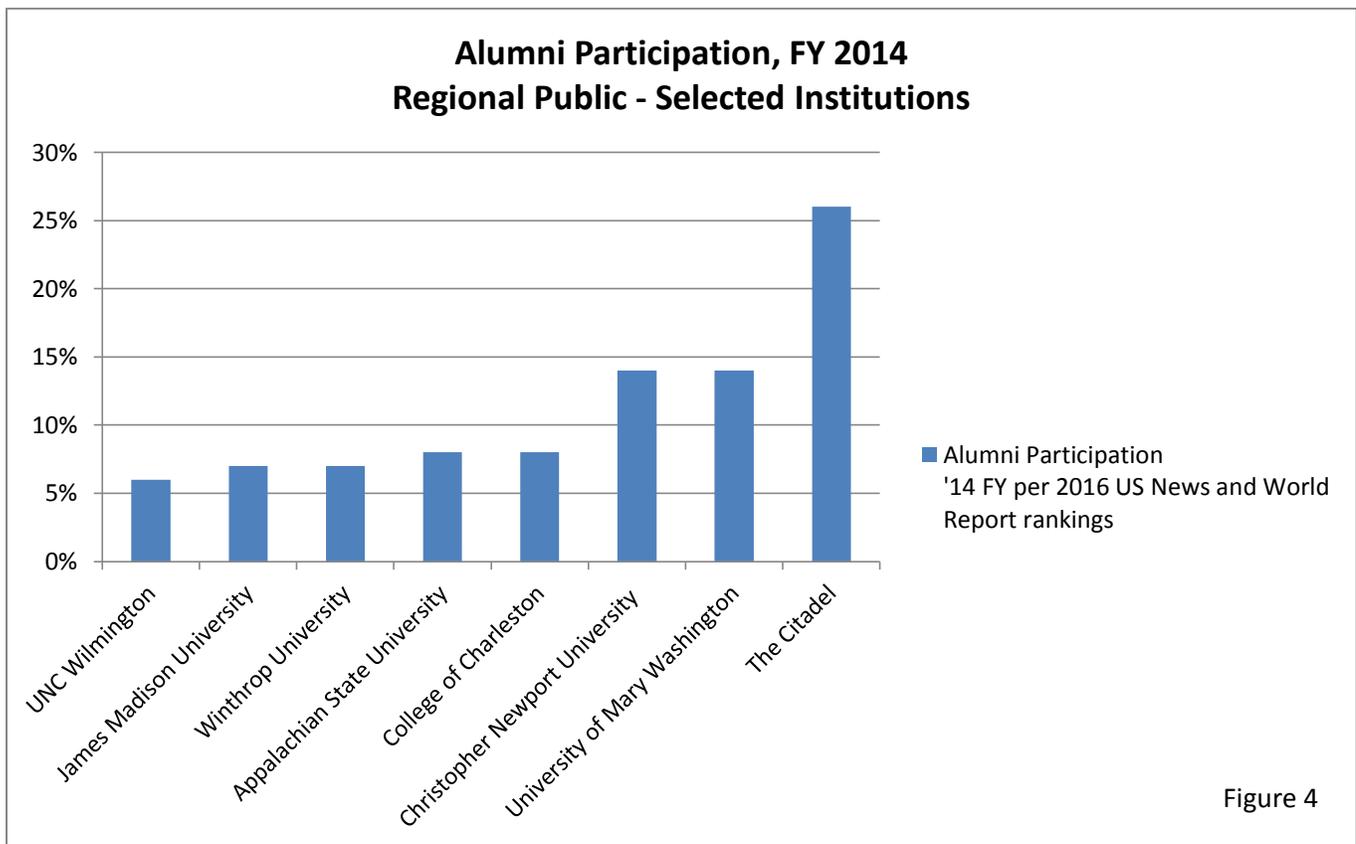
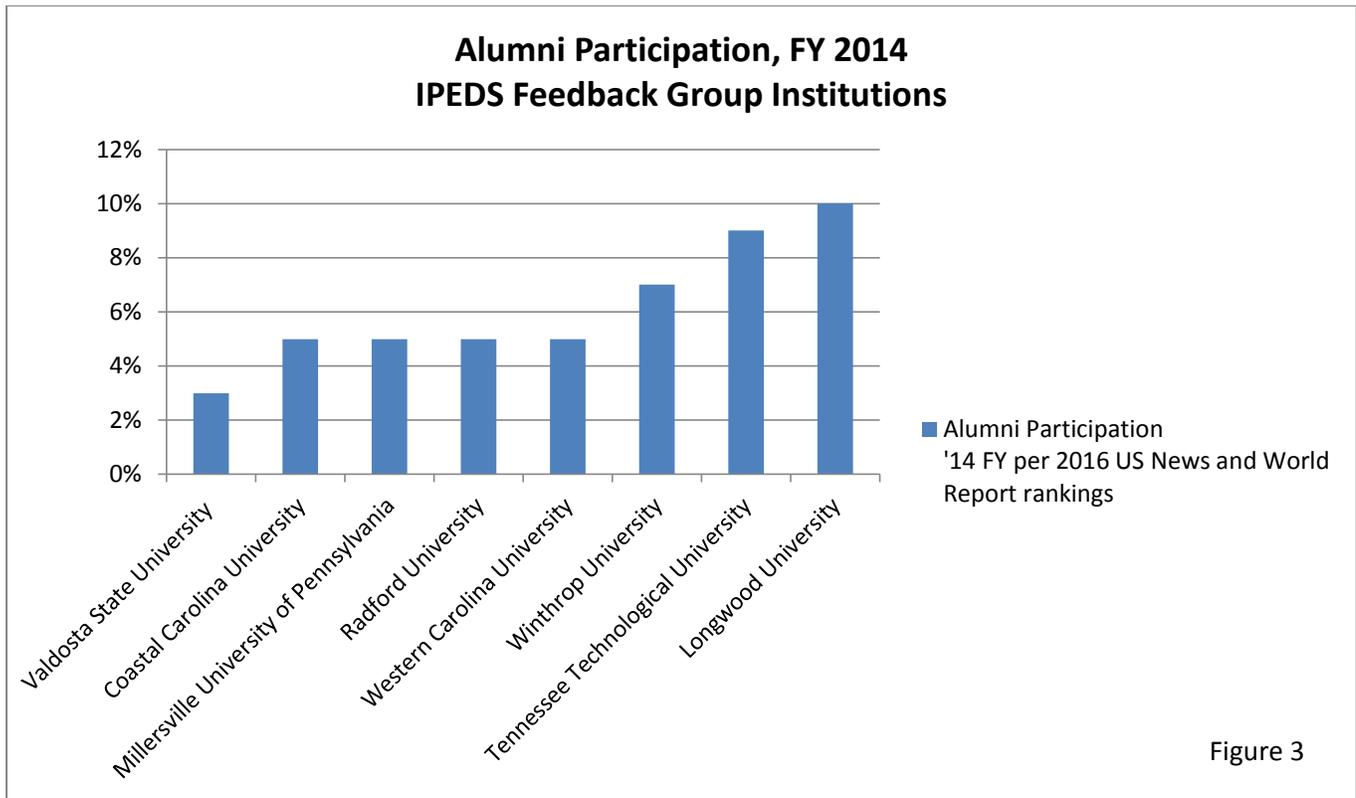
Participation by all target groups is important because it is a signal to corporations and charitable foundations that the institution is well respected and supported by its constituencies. **Certain organizations specifically examine participation rates by alumni and faculty/staff when considering their own potential gifts to the institution.**

Robust participation by alumni is important for several reasons:

- Alumni participation is particularly important because giving by alumni, which is considered degree holding graduates only, is the only philanthropy statistic reported in the *U.S. News & World Report* annual rankings. **A higher ranking by *U.S. News & World Report* can increase enrollment and future giving.**
- It shows that alumni have a vested interest in their alma mater in making charitable gifts to support the needs of the institution;
- The percentage of alumni who donate to their alma mater can serve as a good indication of alumni satisfaction with the direction their alma mater has charted for the future.

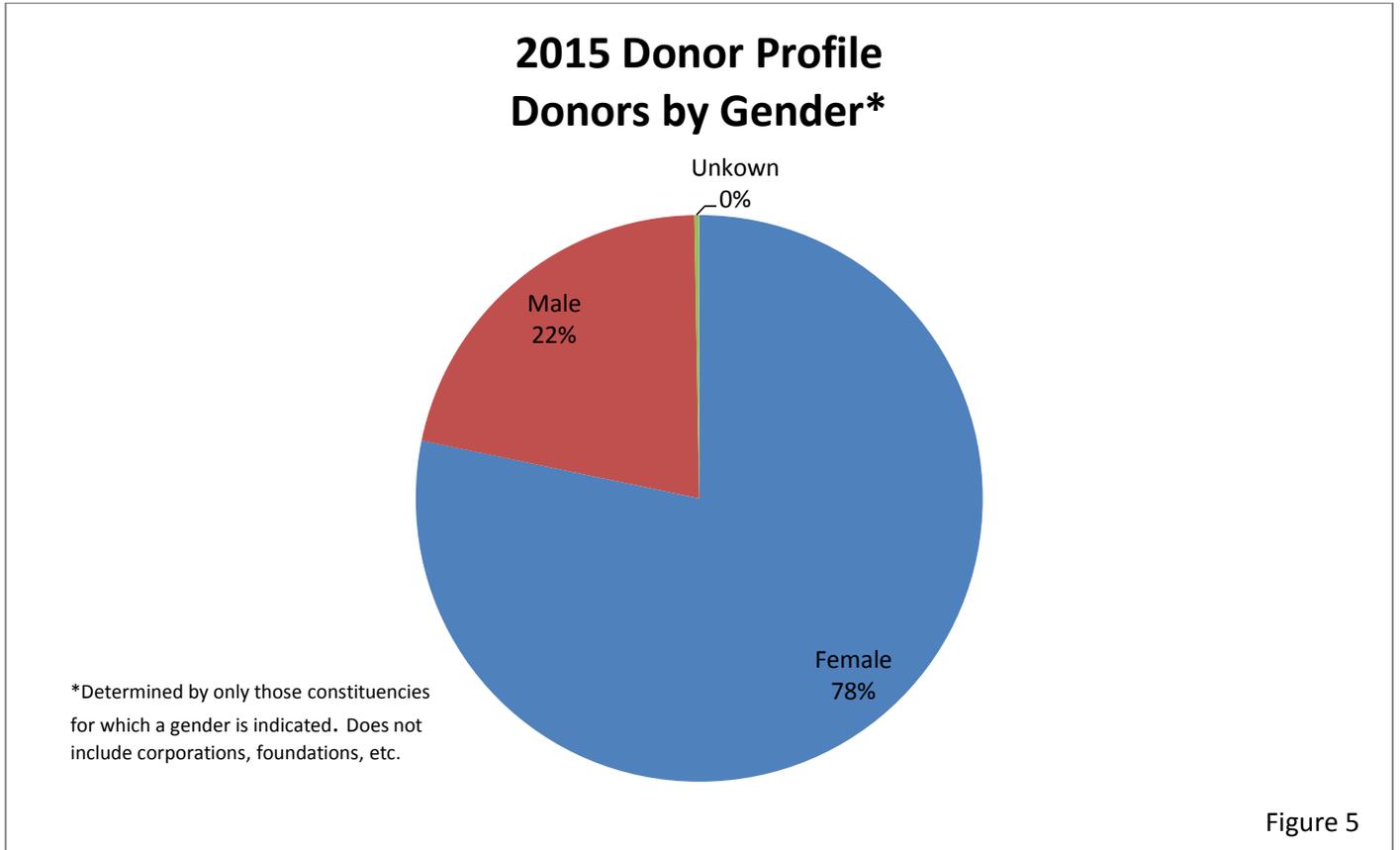
Currently, Winthrop’s level of alumni participation is 7.85 %, which ranks in the top tier of institutions in the Integrated Postsecondary Education Data System (IPEDS) Feedback Group, for which participation rates range from 3 – 10 %. However, Winthrop’s rate is in the lower half of those reported for the selected regional public institutions identified

from the *U.S. News & World Report* annual rankings; participation rates for these institutions range from 6 – 26 % (See Figures 3 & 4). Institutional Advancement has set a goal to increase this value to 10 % over the next two years, with continued steady increases in the years that follow. The 10% alumni participation goal will be achieved by strategic and targeted Annual Giving solicitations via direct mail and Phonathon, which are appeals to all solicitable alumni.



As we build this culture of philanthropy and have more engaged and invested donors, the number of gifts will increase as well as the total dollars donated to Winthrop. Increased donor participation equates to increased dollars donated to Winthrop, which in turn results in an increased endowment from these gifts. The endowment at Winthrop is currently \$42M, which is a small endowment compared to peer institutions. The more we can grow our endowment at Winthrop, the more self-sustaining the institution becomes.

Figures 5-7 provide demographic information on donors who made a charitable gift in 2015, including gender (Figure 5), dollars donated by age group (Figure 6), and giving participation by age group (Figure 7).



## 2015 Donor Profile Giving by Age Group in Dollars\*

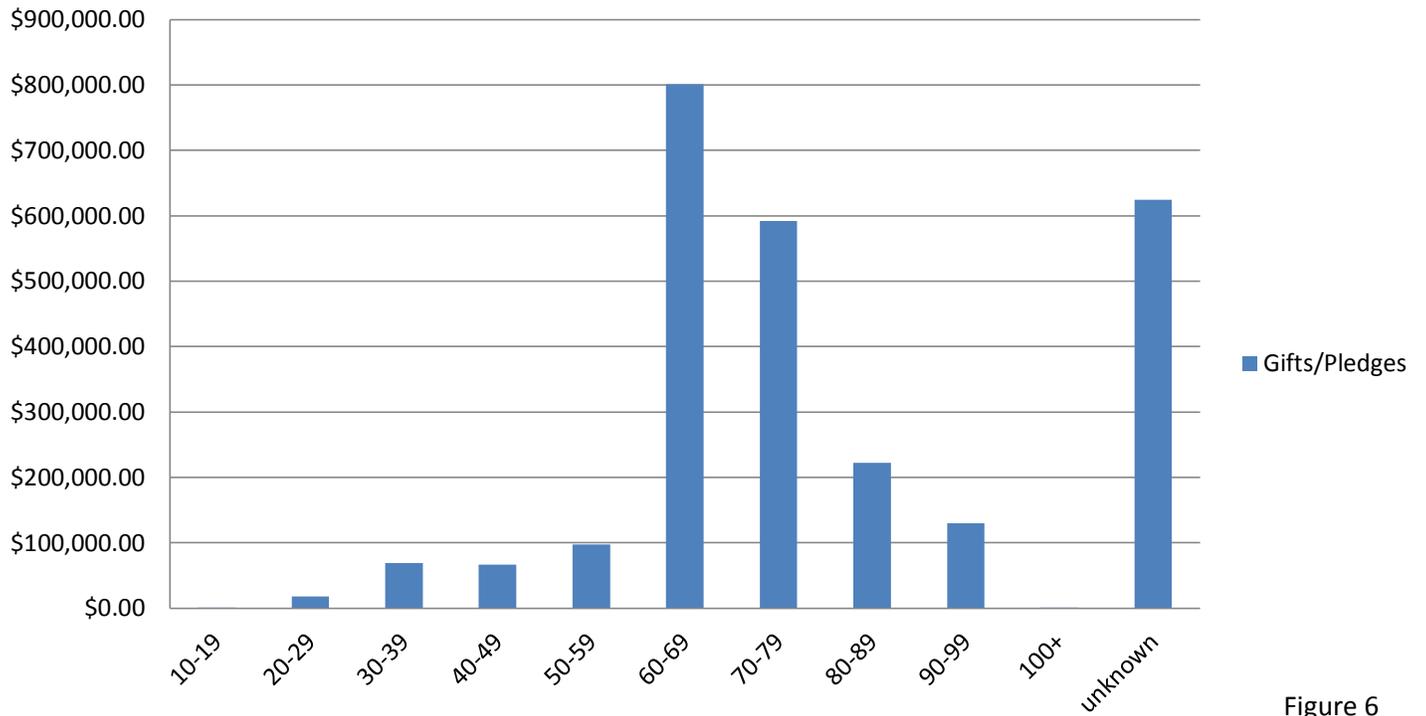


Figure 6

\*Determined by only those constituencies for which age is known. Does not include corporations, foundations, parents, event friends, etc.

## 2015 Donor Profile - Giving by Age Group Percentage

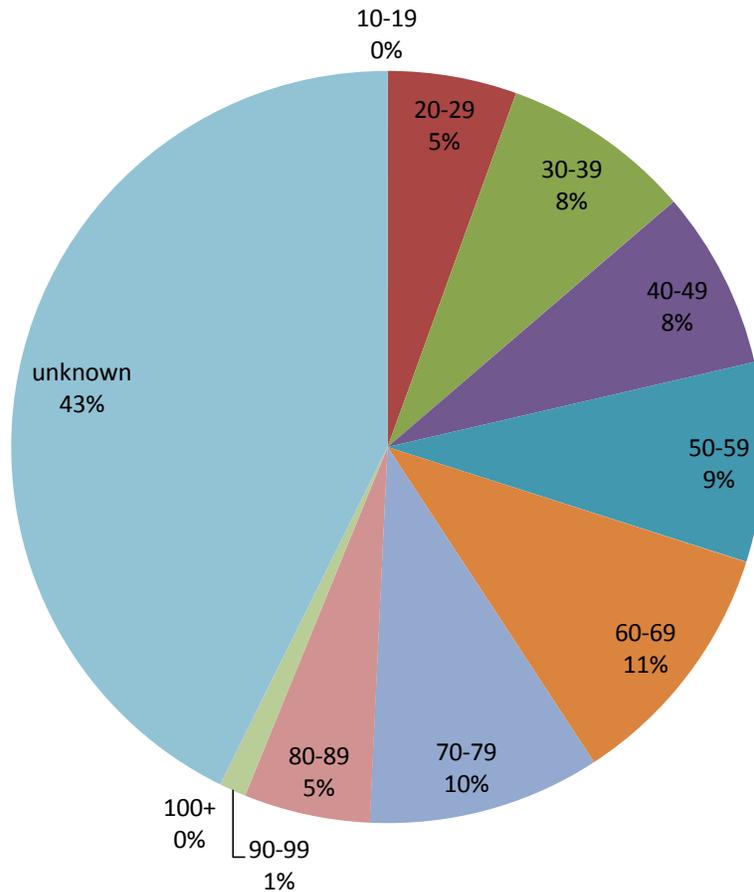


Figure 7

### III. Strengths and Challenges

Winthrop University provides personalized and challenging undergraduate, graduate, and continuing professional education programs of national caliber within a context dedicated to public service to the nation and to the State of South Carolina. Winthrop enrolls an achievement-oriented, culturally diverse and socially responsible student body of 5,548 in academic year 2015/2016. Winthrop prides itself on being an institution of choice for groups traditionally under-represented on many college campuses. Not only does the institution have a high minority enrollment of 33%, but in 2010, Winthrop was recognized by the Gates Foundation for a particularly high graduation rate for African Americans. The undergraduate student population for spring 2016 highlights Winthrop's strong diversity:

- Gender
  - Male 33%
  - Female 67%
- Geography
  - South Carolina 89%
  - Out of State 11%

- Race/Ethnicity
  - White 67%
  - Black or African American 29%
  - Other 4%
- Pell Grant Eligibility\*
  - Overall Pell eligibility for the entire student body is 42-43%
  - The freshman class is 45%
  - The total number of students out of our population eligible is approximately 2,100

(\*Pell Grant eligibility is based on a variety of criteria that includes demonstrated financial need and satisfactory academic progress.)

It has been noted that by both students and alumni that they have or had a positive experience at Winthrop and take that experience with them throughout their lives. The alumni are loyal and proud of their alma mater. Winthrop enjoys dedicated faculty and staff, many of whom have served Winthrop for the duration or majority of their career.

With regard to promoting an environment in which constituents are motivated and empowered to serve as ambassadors, Winthrop is fortunate to have an engaged student body with positive feelings for the institution, as consistently evidenced by its results from the National Survey for Student Engagement (NSSE). The institutional emphasis on community engagement, recognized by the Carnegie Foundation, may also predispose students and alumni toward philanthropic contributions of time, talent and treasure. In addition, Winthrop employs many faculty and staff who have remained dedicated to the institution through a period of fiscal challenges and leadership change-overs. As such, many of the human resources necessary to building a culture of philanthropy may already be available. The key will be to involve them in an organized, collaborative effort, keeping them informed and engaged in outreach for the benefit of the institution.

With the bevy of accolades Winthrop can stand on, there are many internal challenges that have prevented a culture of philanthropy from being developed over the years. These challenges include:

- We have limited professional fundraising staff and resources: four major gift officers, two of whom have additional administrative responsibilities; no additional offices (e.g., for interacting with corporate/foundation donors, etc.). Contrast this against the situation(s) at our comparison-group institutions (See Appendix 1). In addition to the staffing challenges, there has been a high amount of staff turnover in Institutional Advancement, especially leadership;
  - A lack of staffing limits the number of initiatives that can be undertaken. In addition, it leads to limited coordination in fundraising efforts across the institution, as individual programs try to seek support on their own. Lack of coordination may impair the overall institutional effort, making Winthrop less attractive to potential donors.
    - For example, as corporations are cultivated for a gift Winthrop needs to work as one to communicate to the corporation so the ask is strategic and targeted. This will alleviate various departments nickel and diming a corporation for their individual needs.
- There is a lack of knowledge or misunderstanding among our core constituencies regarding the importance of giving to Winthrop, how each constituent's role fits in and how the process works. Education on many levels is needed.
- Winthrop has only limited visibility in the community and the region. This limited visibility similarly limits the potential for engaging corporate and community partners and also engaging new individual constituents;
- Winthrop has not had a consistent brand identify to market to potential students, current students, faculty/staff, and the community;
- The need for a consistent, broadly accepted strategic plan for philanthropy that the campus can follow
- Strategically targeting specific constituent groups for fundraising;
- Lack of coordination in fundraising efforts throughout campus. All fundraising needs to come through Institutional Advancement to ensure gifts are receipted properly, solicitations are planned in coordination with the solicitation calendar, donors are thanked and stewarded appropriately, donors receive tax receipts, giving information is tracked in Raiser's Edge for historical reference;

- Fundraising efforts need to be strategic, not transactional. We need self-sustaining fundraising that a true culture of philanthropy can be built upon, not gimmicks that have no lasting impact on the institution.

Significant challenges in building a culture of philanthropy as noted by Ken Sheetz, Associate Vice President for Institutional Advancement, include “the lack of a strategic institutional plan, funding priorities, four presidents in four years, three Vice Presidents for Institutional Advancement, two Executive Directors of the Winthrop Foundation, and the negative press associated with the firing of the tenth president has limited the potential of fundraising and caused concern with our donors. The arrival of President Mahony has been well received and he is helping restore confidence in Winthrop as he begins the process of creating a much needed strategic plan that will include a vision and funding priorities as we embrace the best of the past and prepare for a promising future.”

Another area of fundraising that Winthrop has not successfully tapped into is corporate giving. A plan to initiate a new corporate giving program is being launched in 2016. A focus on corporate giving will allow Winthrop to build relationships with foundations, businesses, and corporations that can meet the growing needs of the institution and serve as a new revenue stream for charitable gifts.

Despite the challenges that Winthrop has faced, 2015 fundraising efforts proved to be stronger and more viable than in years past. Year-end totals reveal a more vibrant response from constituencies, in December alone, over \$1 million was donated to Winthrop. Though challenging, these activities point towards a “promising future” that now with a new president’s strategic plan and funding priorities, will position us to move forward in a positive, more productive manner.

#### **IV. Goals**

The development of a culture of philanthropy requires the institution of quantifiable goals aligned with the university mission statement of providing an education “of national caliber within a context dedicated to public service to the nation and to the State of South Carolina.” Such goals should reflect both organizational values and priorities. In the case of philanthropy, they should inevitably lead to an increase in alumni participation in giving, growth in the Winthrop University endowment, and increased fundraising in general. The following goals are appropriate to the university mission and meet these needs:

- 1. Improve communication with all constituencies regarding institutional needs, accomplishments, and ways to give**
- 2. Increase collaboration among campus community, regional constituents, and potential new funding sources**
- 3. Broaden and strengthen engagement of all target audiences**
- 4. Expand professional fundraising enterprise by building human resources and improving data collection**

#### **V. Recommendations**

The following recommendations are all interlinked to build a stronger culture of philanthropy at Winthrop. As we aim to increase the number of gifts and the total dollars raised, we must be prepared to continue to provide excellent customer service to ensure the quality of operations and systemic service to our constituents and donors. Frontline fundraisers, campus partners, communications, support staff, and leadership all impact the success of institutional fundraising and building a culture of philanthropy. As the following recommendations are implemented, Winthrop will become a more unified campus in meeting the strategic needs of the institution and ensuring the success of a sustainable future.

Costs for the recommendations that have a cost associated with them are noted below. See Appendix 2 for a comprehensive cost analysis spreadsheet.

These recommendations have been given careful consideration in how they can build a culture of philanthropy at Winthrop. Based on research from peer institutions, these recommendations will make Winthrop a more comparable institution to its peers. See Appendix 3 for a comparative analysis of peer institutions.

- 1. Improve communication with all constituencies regarding institutional needs, accomplishments, and ways to give**
  - a. Institutional Advancement to increase communications to campus and community regarding fundraising
  - b. Internal and external communications to highlight faculty/student stories on how they have benefitted from charitable gifts to Winthrop
  - c. Increase awareness of student philanthropy
    - i. Build robust student philanthropy program beginning freshman year that will cumulate senior year with a senior class gift campaign
    - ii. Provide internal protocol for faculty and staff regarding travel and meetings with donors and prospects (\$10,000)
  - d. Educate constituents on the various vehicles of giving
    - i. Cash, pledges, planned gifts, gifts in-kind, stock, property, IRA
  - e. Communicate the economic impact of Winthrop globally and regionally and why it is a good investment to donors
    - i. Utilize Winthrop Magazine as vehicle to communicate annual donor report to donors
- 2. Increase collaboration among campus community, regional constituents, and potential new funding sources**
  - a. Winthrop needs an institutional strategic plan to guide fundraising needs and priorities
  - b. Educate all campus entities that everyone is an ambassador and fundraiser for Winthrop
  - c. Partnerships between Institutional Advancement and colleges, deans, faculty, and staff
    - i. Work with deans and faculty as they travel to establish protocol with prospects and donors
    - ii. One page from each college department outlining strategic funding priorities that can be shared with constituents
  - d. Institutional Advancement to host annual solicitation workshop to educate colleges on the resources available to them and to also ensure all fundraising is streamlined through Institutional Advancement
  - e. Build a corporate partnership program to identify corporations and businesses who would have a philanthropic interest in Winthrop
- 3. Broaden and strengthen engagement of all target audiences**
  - a. Target audiences for philanthropy: alumni, parents, friends, faculty/staff, corporations
    - i. Broaden the scope beyond just alumni
  - b. Presidential engagement in fundraising efforts
    - i. Dr. Mahony engaged in cultivating donors, stewarding donors, and attending events to increase Winthrop's charitable gifts
    - ii. Laura Mahony engaging women in the community via the Winthrop Women's Coalition, which will support The Winthrop Fund and Endowment
  - c. Goal for all boards (Board of Trustees, Foundation, Alumni Association, etc ) to have 100% annual giving participation
  - d. Analyze alumni affinity groups to better engage alumni in the life of their alma mater
  - e. Establish annual Faculty & Staff Giving Campaign
  - f. Bring constituents/corporations to campus to emphasize needs of Winthrop
    - i. Involve colleges, deans, faculty, staff as appropriate
  - g. Increase volunteer engagement
    - i. Utilize alumni, faculty, staff, parents, and friends as volunteers who will give their time and talent, for various campus activities and events, to create ownership and enhance loyalty to Winthrop
    - ii. Annual scholarship recognition dinner for all students who have received a Winthrop scholarship and the donors who have established those scholarships. Opportunity for scholarship recipients and donors to meet. (\$15,000)
    - iii. Annual donor recognition event for lifetime donors, legacy donors, and consecutive donors (\$35,000)
  - h. Educate donors on the impact of their gifts annually to show that Winthrop is using their gifts accordingly
- 4. Expand professional fundraising enterprise by building human resources and improving data collection**

- i. Major gift officers assigned to each college to focus on strategic fundraising needs for those areas (\$80,000-\$100,000 per gift officer)
  - ii. Planned Giving gift officer needed (\$100,000-\$120,000)
  - iii. Grant Writer for philanthropic grants needed to streamline grants for institution (\$75,000)
  - iv. Provision of appropriate training/professional development for advancement staff as needed in grant writing and fundraising (\$20,000)
- b. Ongoing fundraising consultant to review and assess fundraising efforts
  - i. A fundraising consultant is a vital component in having an outside voice to help Winthrop understand our readiness for a campaign in the future and execute a feasibility study to determine such readiness. (\$35,000)
  - ii. Strengthen prospect research and address need for prospect screening across database to fill major gift prospect pipeline (\$10,000-\$15,000)
    - 1. Integrate much needed assessment of capacity/screening to identify future donors (\$20,000)
  - iii. Increase phonathon software capabilities that will allow more extensive calling timeframes annually to reach more constituents (\$20,000)
  - iv. Increase Annual Giving direct mail initiatives that will allow for higher segmented appeals and be more inclusive of our constituent base (\$20,000)
  - v. Data input staff member on Advancement Services team to support campus needs for fundraising reports and data (\$40,000)
  - vi. Receipts/Acknowledgements staff member on Advancement Services team to support the increased amount of gifts being processed (\$40,000)

**Appendix:**  
**Culture of Philanthropy Strategic  
Planning Group**

**Appendix 1: Peer Institution Comparisons**

Institution	Public / Private	Total Undergraduate Enrollment	Total Raised in 2015	Alumni Participation	Total Endowment	Major Gift Officers	Corporate/Foundation Relations Staff	Grant Writer	Annual Giving	Notes
Winthrop University	Public	4,735	\$3.3M	8%	\$42M	4	0	0	2	
UNC Wilmington	Public	13,261		6%	\$90.8M	9	1	0	3	3 administrators with Major Gift or Principal Gift responsibility; 4 Major Gift Officers; 2 Leadership Gift Officers
Appalachian State University	Public	15,746	\$27M	7%	\$93M	11.5	1	0	3	
College of Charleston	Public	over 10,000	\$15M	8%	\$72M	8	2	0	6	Our major gift officers are encouraged to make annual gift asks when they are making a major gift ask. A number of us (3) in annual giving also ask for Major gifts if we are the person to manage this. Our planned gift person in the major gift group, not separate Our grants office is separate from institutional advancement. They primarily work on government grants and our corps and founds people handle the other grants.
Christopher Newport University	Public	5,000	\$7.60M	17%	\$22M	5	1	0	4	FY15 was our first full year in the public phase of our first ever comprehensive campaign. There was a great emphasis on annual giving, so much so that we went from 14% alumni participation in FY14 to ending FY15 with 17% alumni participation. Our Faculty/Staff Campaign has a 92% giving rate (that's all employees on campus). We know our staffing structure has blossomed to be a bit unconventional, that's something that will be addressed in the coming years. List of staff with MG responsibilities and full scope of their work: •Director of Alumni & Parent Giving and the Annual Giving Office: Direct the Office of Annual Giving (Parents Fund, Senior Class Gift, Call Center, Faculty/Staff Campaign, Direct Mail) but also carry a MG portfolio of over 100 alumni and parent prospects •Director of Arts & Special Projects: Has major gifts for our performing arts center but also has management of the academic support societies Friends of Music and Theater Guild (both annual giving programs). She also does all stewardship of our Encore members (society that supports the center), this includes booking their tickets, accommodating all special requests, filling the President's box for each performance, etc. •Director of Corporate and Foundation Relations: Manages faculty relationships/research (anytime faculty have a project they'd like funded). He also has strong coordination with our Office of Sponsored Programs. •Senior Director for Scholarships, Planned Giving & Stewardship: Oversees all stewardship (about 50% of their job) and the rest is fundraising. •Assistant Director for Athletics: 20% of position is fundraising
Tennessee Technological University	Public	over 10,000	\$4.06M	7%	\$65M	6	1	0	2	
Longwood University	Public	4,574	\$3.2M	11%	\$55.4M	4	0	1	2	Total raised in 2015 reflects cash in door/\$ received, no pledges or planned gifts are included

**Appendix 2: Cost Analysis for Recommendations**

Recommendation		Cost to Winthrop	Cost Timeframe
<b>Goal 1. Improve communication with all constituencies regarding institutional needs, accomplishments, and ways to give</b>			
	Faculty and staff travel and meetings with donors and prospects (Outside of Institutional Advancement staff)	\$10,000	Annual
<b>Goal 3. Broaden and strengthen engagement of all target audiences</b>			
	Annual scholarship recognition dinner for all students who have received a Winthrop scholarship and the donors who have established those scholarships	\$15,000	Annual
	Annual donor recognition event for lifetime donors, legacy donors, and consecutive donors	\$35,000	Annual
	Annual donor impact report to educate donors on the impact of their gifts annually to show that Winthrop is using their gifts accordingly	\$4,000	Annual
<b>Goal 4. Expand professional fundraising enterprise by building human resources and improving data collection</b>			
	Major gift officers assigned to each college to focus on strategic fundraising needs for those areas	\$80,000- \$100,000 per gift officer	Annual Salary Only
	Planned Giving gift officer needed	\$100,000- \$120,000	Annual Salary Only
	Grant Writer for philanthropic grants needed to streamline grants for institution	\$75,000	Annual Salary Only
	Provision of appropriate training/professional development for advancement staff as needed in grant writing and fundraising	\$20,000	Annual
	Integrate much needed assessment of capacity/screening to identify future donors	\$20,000	Every 3-5 years
	Ongoing fundraising consultant to review and assess fundraising efforts	\$35,000	Annual
	Strengthen prospect research and address need for prospect screening across database to fill major gift prospect pipeline	\$10,000-\$15,000	Every 3-5 years
	Increase Phonathon software capabilities	\$20,000	Annual
	Increase Annual Giving direct mail initiatives	\$20,000	Annual
	Data input staff member on Advancement Services team	\$40,000	Annual Salary Only
	Receipts/Acknowledgements staff member on Advancement Services team	\$40,000	Annual Salary Only