June 24, 2014

<u>MEMORANDUM</u>

TO: Seth Mallios
             Chair
             TCF Review Committee

FROM: Mary Ruth Carleton
             President and CEO
             The Campanile Foundation

RE: Comments on TCF Review

Thank you for the thorough review and suggestions to The Campanile Foundation for its growth and continued success in supporting SDSU.

The following are comments for your review and consideration for possible corrections to the report:

1.There seems to be some confusion over the relationship between TCF and URAD. Most of the TCF staff is separate from URAD though we do include them in all we do. I think this needs to be clarified more thoroughly in the report. On page 6, there is a line "TFC's staff is part of URAD" which is not completely accurate. To be more accurate, it should probably say something to the order of the Vice President for URAD and the Associate VP for Development are employees of both TCF and URAD.

2. I suggest a clarification of the goals on page 8 at the top part of the page. These were not TCF goals nor were they Marts and Lundy goals. These are strictly internal for URAD and were created in 2008 to keep us focused during the economic downturn. We are presently creating new goals for URAD.

3. On page 10, #2 talks about TCF managing its resources and fiscal responsibilities. It only talks about the investment return. We would request that the review also acknowledge that we have built a large reserve balance by keeping the TCF direct expenses low throughout the campaign years. This reserve balance is now being used to assist with the infrastructure growth to continue the fundraising success and future goals.

The following are suggestions in the report for which plans are already underway or completed:

1. Page 10 "TCF needs to stay informed of changing academic priorities". The CEO/President of TCF will be meeting monthly with the new Provost, starting July 7th. In addition, the President, Provost, VP, Dean and

Development Director for each unit will be meeting each semester to review goals and to review success with those goals.

Deans are now regularly attending Prospect Strategy meetings with the Development Team to share activities, prospect assignments, etc.

The Development team has been meeting with each Dean over the last month to update him/her on activities in the Regional Councils.

TCF will continue to invite Deans and Unit directors to present at board meetings and to attend meetings and receptions with the TCF Board.

We will continue to work with Deans and the Provost to keep communication lines open and share information on a regular basis.

2. There is a recommendation that TCF's goals need to be updated. That is certainly true. With The Campaign for SDSU reaching its goal on June 12, and the decision by the board to extend The Campaign to $750 million, goals are being updated. Our annual retreat is scheduled for June 27, and the senior leadership team of TCF and URAD will be creating new goals and measures for success.

   Initially, those goals might be:

   Annually, raise $100 million a year
   Build the endowment to $300 million in the next three years
   Increase board membership to 40 members
   Make initial visits to at least 50% of the 19,000 suspects identified as potential prospects

   A celebration of the success of The Campaign is scheduled for September 19, 2014. At that time, the extension of The Campaign will be publicly announced.   Celebrations for internal audiences are also planned.

3. SDSU's development team has been understaffed. With support from the University over the last two years, key areas have been improved with the addition of new employees, particularly in stewardship, data management and front line fundraisers. (see attached organizational charts for development and financial management).

   The very recent hiring of a Recruitment, Retention and Orientation Director will assist in building the staff for the long term.

4. The goal of raising $100 million/year is key to future success of SDSU's fundraising efforts. This fiscal year, we expect to raise over $90 million.

5. The database for SDSU is considered by our consultants to be top of the line. We added several new positions to our data management team in this year to handle some of the challenges mentioned in the report. Reports are being designed to track our efforts more closely and provide data as requested. Our new Director of Database Management came on board approximately three months ago and he is reworking many of our tracking systems/reports. We also will be working closely with units on the campus who manage shadow databases to integrate efforts to keep records accurate and current.

   We are also launching an effort with Enrollment Services to find more lost alumni by combing through microfiche and other hard copy records to input alumni records from the early 70's to mid 80's into the database.