# The SUNY-ESF Centennial Campaign Plan

**Draft 2.4**

**October 20, 2009**

# **Introduction and Background**

Under the direction of President Cornelius B. Murphy, Jr., the College undertook a multi-year strategic planning process “Daring to Dream,” which lays out a blueprint for the distinctive leadership role for the College in environmental, forestry and engineering education and research to create a sustainable future for the region, the nation and the world. As ESF prepares for its second century, the Campaign for ESF seeks $20 million from the College’s alumni and friends, foundations and corporations to carry on and strengthen the College’s mission of sustainability as outlined in the strategic plan.

This campaign plan outlines the campaign philosophy and objectives, operating guidelines, organization and leadership, communications, donor recognition, and infrastructure (staffing, technology, budget).

This plan will be used by the SUNY ESF Foundation staff and board, the President and other key members of his leadership team, and campaign volunteer leaders to document the critical steps we need to take to ensure the success of this campaign, the first comprehensive campaign that the College has ever undertaken in almost 100 years of existence.

Campaign Objectives

“Daring to Dream” led to the identification of the following essential campaign objectives:

Fund for Academic Innovation $10 million

A Residence for ESF Students $ 4 million

Scholarships for Talented and Needy Undergraduate Students $ 4 million

Bolster Flexible Resources $ 2 million

Total $20 million

The impact of these gifts will be great. The assets of the ESF College Foundation will grow significantly toward the $100 million goal established by the College Strategic Plan. ESF students with need will receive increased aid, and more high-achieving students will be recruited. ESF students will finally have a residence where they can live, study and commune. Faculty innovators will have seed funding and improved facilities with which to conduct their research in cutting-edge fields.

# **Campaign Philosophy**

The Campaign for ESF will expand the College’s financial resources, providing new sources of gift revenue for expendable, endowment and capital purposes. The success of the Campaign will also provide the following important results for the College:

* Create long-term relationships with SUNY-ESF’s alumni, friends and benefactors. Building on the personal experience ESF provides its students, the Campaign will continue to build strong personal relationships between the College and its donors. Every aspect of the Campaign must respect the individuals whose generosity, leadership and thoughtful commitment to ESF is expressed through their gifts to the campaign.
* Build a stronger, broader volunteer base. With the leadership and guidance of the SUNY-ESF Foundation Board of Directors and the SUNY-ESF Board of Trustees, this campaign will engage a larger network of alumni, friends, parents, faculty, students and staff in this effort, emerging at the end of the campaign with a leadership pipeline of individuals who can succeed current volunteer leaders in future endeavors.
* Enhance SUNY-ESF’s reputation in the Syracuse region, throughout New York, and nationally and internationally, among alumni, prospective students, peer institutions, and government agencies, corporations and foundations, particularly those who value the College’s mission. In turn, the morale of ESF faculty and staff will increase as their pride in their college grows.
* Expand the donor pool and identify the next generation of donors. This campaign will not only enhance ESF in the short-term, but if successful will provide the “seed corn” for future campaigns in the decades to come. The campaign team of volunteers and staff will focus on major gifts, on one hand, and on the expansion of the annual fund.

* Build a lasting staff infrastructure for advancement of the College.

Solicitations

The ESF campaign will train and equip volunteers and staff solicitors so they can communicate the goals of the campaign in terms of urgency and significance. We will continually seek proper solicitations, which pair the right person to ask with the right donor, at the appropriate time and level, for the right gift.

The campaign will challenge the ESF Board of Trustees and the ESF College Foundation Board of Directors to set high personal goals for participation and giving. Prospective donors are more inclined to be generous when they see volunteer leaders giving at high levels. Significant commitments by campaign leaders increase the level of confidence others have in ESF and validate the campaign goals, while setting a high bar for others to reach. All solicitors will be expected to have made a gift to the campaign prior to asking others to do so. In fact, we will ask all campaign leaders to make the SUNY-ESF campaign one of their top three philanthropic causes.

# **Operational Guidelines**

Duration

The Campaign, as authorized by the SUNY-ESF College Foundation at its May meeting, will begin July 1, 2008 and conclude June 30, 2016.

Goal

The working goal of the campaign is $20 million. That goal may be adjusted upward or downward based on the success of the two-year Leadership Phase of the campaign. A Gift Table may be found in Appendix A which characterizes the levels and number of gifts required over the life of the campaign to reach the current working goal of $20 million.

Counting/Valuing Gifts

The campaign’s focus on expanding student and faculty resources for academic innovation, supporting a new student residence hall, enhancing the ESF College Foundation assets, and bolstering unrestricted support underscores the importance of current gifts. While planned gifts will be accepted willingly, donors will be encouraged to contribute cash and other assets which can be put to immediate use to benefit the College.

All gifts and pledges to ESF during the campaign period will be counted in accordance with ESF College Foundation policy, which has been developed based on CASE/NACUBO guidelines. Appendix B describes these Campaign Counting Policies.

Naming

Components of the campaign objectives will provide naming opportunities for some large donor gifts. Appendix C provides guidelines that will be used to assist in the definition of naming opportunities and the corresponding gift levels required.

Initial Strategy

The campaign will begin with a two-year Leadership Phase directed towards ESF’s leaders and insiders – The Campaign Steering Committee, The ESF Board of Trustees, the ESF College Foundation Board of Directors, the Alumni Association Board of Directors, the Pulp and Paper Foundation Board of Directors, appropriate Academic Advisory Councils, the President and his senior administrators, all ESF faculty and staff and ESF’s most generous donors and prospective donors.

During the leadership phase, major prospective donors will be identified, meetings arranged, and appropriate proposals presented. The working goal for the Leadership Phase is $10 million in contributions or pledges to be completed by the campaign’s end. Based on the results of the Leadership Phase, the Campaign Steering Committee, the President and the Executive Director of the ESF College Foundation, with assistance from development staff and campaign counsel, will recommend a final campaign goal in the spring prior to the Public Phase kick-off in 2011.

Initial Timetable

* Leadership Phase (July 2008-June 2011)
* Public Phase kick-off, in conjunction with Centennial Celebration July 26, 2011.
* Public Phase (July 2011 – June 2016)
* Celebration (Spring 2016)
* Evaluation and Planning for next fund-raising efforts (Fall 2016)

Acknowledgement

Every donor needs to be thanked, and every campaign gift needs to be acknowledged. Acknowledgements of campaign gifts will follow already established policies and procedures by the ESF College Foundation to document properly the gift’s amount, purpose, use and donors. Scholarships and other endowed funds carry special opportunities for recognition through naming, as does the new residence hall. Volunteers should be encouraged to thank campaign donors personally, and donors need to be thanked several times as appropriate throughout the course of the campaign.

Prospect clearance and collaboration

Many potential donors to the campaign will have particular interests in specific departments within the college. Some individuals may have existing relationships with particular faculty, staff or friends of the college. The development office has a liaison assigned for each college department. In order to provide the best donor experience, maximize the potential gift, and avoid redundancy or confusion in the work of campaign staff and volunteers it will be important to ensure coordinated collaboration between these parties. Solicitation plans will be developed for selected potential donors, and coordination with individual departments will be conducted on a regular basis.

# **Leadership and Organization**

ESF College Foundation

The ESF College Foundation is the organization responsible for management and operation of the campaign. Foundation staff, as the development arm of the College will be responsible for the day-to-day planning and implementation of all aspects of the campaign, working with the President and Campaign Steering Committee, and identifying, engaging, soliciting, and thanking prospects for the campaign. The ESF College Foundation Board will be asked to play a leadership role in one or more capacities, including: significant personal donations; supporting identification, cultivation and solicitation of potential major campaign donors; and attendance and support at campaign events.

Campaign Steering Committee

The campaign steering committee is an essential and vital component of the campaign leadership and organization. The committee will consist largely of leadership volunteers who play a number of key roles essential to achieving success in the campaign. The committee will be organized along relationship lines that enhance the effectiveness of the committee members and focus the group’s efforts on appropriate prospective donor constituencies. It is anticipated that a subcommittee structure will include subgroups, as follows.

* *Principle Gifts*. A small number of high capacity and strong inclination prospective donors will be cultivated in order to secure the largest gifts to the campaign. Strategies for cultivation and solicitation will be discussed for appropriate prospective donors.
* *Major Gifts*. Major gifts to the campaign form the second tier of high capacity prospective donors and will require special emphasis and attention by the committee. Strategies for cultivation and solicitation will be discussed for appropriate prospective donors.
* *Annual Fund*. The Annual Fund is the primary component of the campaign where gifts received are generally not restricted and directly support the campaign objective to increase flexible resources. Special focus will be placed on the Annual Fund activities for the duration of the campaign.
* *Faculty/Staff*. Faculty and staff of the College will receive special attention and encouragement to participate and help enable the success of the campaign.
* *Corporate/Foundation*. This group will focus on identifying, cultivating and securing campaign gifts from existing and newly identified corporations and foundations.
* *Planned Giving*. A special subcommittee will be created to support prospective donors that wish to make a substantial planned gift to the campaign. This requires special expertise, experience and training of the subcommittee members.

A summary of the roles and responsibilities of Campaign Steering Committee volunteers follows.

* Review/approve recommendations from foundation staff and campaign counsel regarding the plans, size, scope, and timing of the campaign, and keep the ESF College Foundation Board of Directors informed on such matters.
* View the College as a top philanthropic priority personally, and be among the first to make a meaningful commitment to the campaign.
* Be knowledgeable and informed about the case for support, and be committed to and engaged in the success of the campaign.
* In concert with ESF Foundation staff, assist in identifying, evaluating, engaging and soliciting prospective campaign donors.
* Be knowledgeable about campaign policies such as gift counting (examples: bequest intentions, life income gifts, length of pledge payments) and gift acceptance (examples, gifts of real estate, art, etc.); set by staff throughout campaign period.
* Thank campaign donors personally as appropriate and assist staff with other ways of recognizing campaign donors.
* Serve with enthusiasm and passion as campaign ambassador for the College in local, regional and national communities at the campaign kick-off and other campaign-related events.

Board of Trustees

The Board of Trustees will be asked to play a leadership role in one or more capacities, including: significant personal donations; supporting identification, cultivation and solicitation of potential major campaign donors; and attendance and support at campaign events.

ESF President

The President embodies the vision of the strategic plan for ESF and the campaign priorities which will make it a reality. His leadership is vital to the success of the campaign. He symbolizes ESF to the world at large and has the ear of the College’s many constituencies. His public responsibility is to speak to his constituents with clarity, confidence, and passion, as he outlines the case for support for ESF. The president’s reach must be inclusive. As much as 50% of the President’s time may be focused on campaign activities, and his willingness to devote 5 days/month or 50-60 days per year to the campaign will help ensure its success.

Provost

The Provost plays an important role in defining and guiding academic components of the campaign. Leadership in setting academic priorities and continued support in shaping Department or program efforts and goals will be required over the entire course of the campaign.

Office of Communications

Effective communications strategies, products and activities are essential to the success of the campaign. The ESF Office of Communications will be needed as an essential part of guiding and implementing the campaign communications plan.

Academic Department Chairs

Critical to the success of the campaign is the direct engagement and enthusiastic support of the academic departments and their leadership. Support for identification, cultivation and solicitation of major donors will be required, as well as engagement in campaign events and activities. The financial and programmatic goals of the campaign have been defined with inputs defining the priorities and/or academic program goals from each Department, to ensure that Departmental goals and objectives are directly supported by campaign fund raising efforts.

Academic Advisory Councils

The close relationship between academic departments and Advisory Councils will provide strength to the campaign through the engagement of the council members. These individuals have valuable individual, professional and corporate connections that can lead to identification of significant major donations. The Advisory Councils will be asked, in coordination with their respective Departments, to support the campaign in ways that directly helps the Departments they serve.

Alumni Association

ESF has an extensive, loyal alumni base. Consistent with its mission and purpose, the Alumni Association and its Board will be asked to support the campaign through coordination of events, identification and cultivation of prospective donors and communication with alumni.

Volunteer Leadership

A successful campaign not only will expand the financial resources of ESF, but also will build a cadre of trained, committed volunteer advocates. The campaign will identify and involve new or emerging leaders in ESF’s cause. Alumni, parents, and community friends can play key roles in identifying, engaging and soliciting donors. Well-organized and well-trained volunteers lend passion and credibility to the campaign.

***Centennial Celebration Committee***

ESF’s centennial has provided a strong focal point for the fund raising campaign. The Foundation will maintain membership on this committee, and will seek to work together to coordinate ideas and events, leverage to best advantage events and activities of each of the efforts, achieve consistent and leveraged public relations activities, and provide a consistent message for all members of the ESF community during both the duration of the campaign and the centennial celebration.

Campaign Counsel

Campaign counsel is Bonnie Noel Devlin of Washburn & McGoldrick, Inc., Latham, New York. Counsel will guide campaign planning and implementation and provide focus, discipline and support to the staff and volunteer leaders in mounting ESF’s first comprehensive campaign. Counsel will also provide higher education “best practices” for the campaign.

# Communications Plan

To create the environment for successful campaign development, the process of engaging and educating the community of potential donors as to the goals and objectives of the campaign is critical. Potential donors must believe in our cause and the leadership of the institution, and they must believe that their giving will make a difference in the future of ESF as an institution. The communications with these individuals must be robust and tailored. Key themes and messages must be clearly and consistently repeated. We must listen carefully to the responses of people who care about our institution. Are the issues we raise and the opportunities we present compelling? Feedback from prospective donors will be used during the campaign to update and improve appropriate elements of our campaign communications plan.

Campaign Folder

A Centennial campaign specific folder will be created and will be used to package selected campaign materials for organization and distribution to campaign staff, volunteers, and prospective donors. Initially, the existing ESF college folder will be used.

Case Statement

The Case Statement is a critical component of the communication plan and is developed to share with prospective donors to convey why the campaign is urgent and why their support is needed now. It outlines the rationale for the campaign and identifies the specific funding objectives.

A Leadership Phase version of the case statement has been developed. This case statement has been created to specifically support this phase and assist in testing the $20 million campaign goal. A revised version of the case statement will be developed after feedback from potential donors has been received during the leadership phase.

Campaign Objective Specific Cases

For each campaign objective, a further detailed description of specific aspects of that objective will be created. Each description is intended to be a companion document to the case statement, and can be included in the campaign folder. A uniform format will be defined in order to ensure a consistent, professional presentation. The content of each detailed description is expected to include: additional clarifying narrative, blueprints or artist renderings as appropriate, naming opportunities as appropriate, descriptions of levels of giving for example for scholarships, before and after photographs as appropriate, or other such information which would be helpful in conveying the intent and specific opportunity for a particular donor to realize their philanthropic goals and objectives by making a contribution to that campaign objective.

Key Campaign Messages

A set of key campaign messages will be developed that summarize and highlight the major themes that need to be reinforced in a consistent and frequent manner. These messages will be made available to all college staff and campaign related personnel for use in public speaking, correspondence, cultivation and solicitation visits, etc.

Centennial Celebration Materials

A committee has been formed to focus on a Centennial celebration in 2011. Specific communication materials will be developed by that committee. Development of such materials will be coordinated with development of Centennial campaign communication materials in order to provide the greatest impact of both efforts and to ensure that a coherent message is conveyed to all parties. Such materials can be included for distribution in the campaign folder, as appropriate.

Campaign Specific Business Cards

Business cards will be printed for all development office staff and leadership volunteers that contained the campaign logo and tag line (as well as the individual's contact information) for use during the campaign period.

Ways Of Giving Brochure

The current Foundation materials describing ways of giving to the College will be updated as needed for use during the campaign. This brochure will be included in the campaign folder. It will include descriptions of the different ways to give and types of gifts including cash, stock, planned gifts and real property. Information on gift acceptance will be provided, summarized from the campaign gift acceptance policy document, and guidance on multiyear pledges will be provided. Planned giving will be included in this brochure.

Campaign Leadership

Brief biographies (with photos) of the key Campaign Leadership volunteers will be packaged into a campaign leadership communications piece that will be included in the campaign folder.

Campaign Web Presence & Social Networking

Utilizing primarily the existing ESF web site structure, campaign specific information will be integrated throughout, as appropriate.

* A Campaign home page will be created to act as a web focal point for campaign information and progress reporting. This site can also be used by volunteers to get access to campaign materials for their use.
* Specific department-related gifting opportunities will be described on each department home page, with direct access to forms for giving from that home page, and with appropriate links to the campaign home page.
* The web site can act as one means for inquiries to be mad and routed to the campaign program manager.
* All printed documents that are available for the campaign will also be accessible from the campaign home page.
* A consultant may be employed to assist in the development and/or implementation of this campaign web presence.
* ESF social networking resources will be utilized to assist in communications with target audiences of prospective donors.

Campaign Pledge Cards

Pledge cards will be updated for use in the centennial campaign with campaign logos, themes and giving options, as appropriate.

Campaign Stationary

Campaign specific stationary is planned to be developed for use by the Foundation during the campaign period, as appropriate.

Donor Honor Roll

The Donor Honor Roll will be modified during the campaign years to highlight significant campaign gifts and inspire other potential donors to participate at their highest level of capacity.

Campaign “Newsletter”: An Alternative Approach

Working together with the ESF Office of Communications, the Alumni Office, and individual Departments, appropriate strategies and approaches will be developed in order to effectively inform the ESF community about the campaign. Important information about major events, specific topics and campaign progress may be added to existing publications and newsletters. Examples might include; Inside ESF magazine; the Alumni Newsletter; and Department newsletters. Content would be tailored appropriately for each publication. Assistance from the ESF Office of Communications in dedicating space and helping write articles would provide a valuable campaign support.

Stewardship

Current Foundation stewardship policies will be reviewed and updated as necessary for the campaign. A protocol will be established to guide both staff and volunteers in the development of acknowledgement and thank you notes and other appropriate activities. The key campaign messages described previously can be used here to reinforce donor confidence.

Campaign Video or Slideshow

A Centennial celebration video is being considered for development by the Centennial committee. The Foundation will work with the committee to explore the potential for creation of such a video and its potential for multi-purpose use in the celebration and campaign.

# Donor Relations and Special Events

This section will outline the activities and events planned to engage individual prospective donors and groups of prospective donors in the institution and the campaign. It will also outline strategies for recognition of donors and ongoing stewardship of the gifts of donors.

Activities and Events

The Centennial Celebration provides an excellent opportunity to highlight the legacy of the College and, at the same time, turn our prospective donors’ vision to the future. The objectives of the Centennial Campaign for fund raising will provide donors with the opportunity to participate in this future. The Centennial Celebration Committee is working to define a series of events and activities that could potentially be included in the College’s Centennial Celebration. The Centennial Campaign leadership will work together with the Centennial Celebration Committee to enhance and leverage appropriate events and activities for the campaign.

The Centennial Celebration Committee has developed a white paper which outlines events and activities that are being considered for the celebration. All of the events and activities help increase the visibility and recognition of the event, and therefore contribute to the success of the campaign. An excerpt from that white paper is included as the rest of this section in order to illustrate the types of events and activities that are currently under consideration.

The Centennial Celebration Committee has grouped their ideas under four areas covering special events, archives and history, communications and publicity, and special exhibits and displays. The suggested events and activities listed may be modified based on logistics, funding, staffing, or other considerations as additional planning takes place.

Special Events

* December 2010 Soiree (Celebration for “last class of the century”)
* January Convocation Event (Centennial Celebration Kickoff)
* “Green” speaker for 2011 ESF/SU Graduation (work with SU on speaker selection)
* July 26, 2011 birthday or “Founder’s Day” party on the Quad (to include ESF and greater Syracuse Community)
* “Green tie” dinner and Centennial Campaign “kick off” event at OnCenter (July 26, 2011)
* Fall 2011 opening of ESF Housing Project (August/September)
* Fall 2011 Homecoming
* SPPF 50th Anniversary event at Homecoming
* 2011 Feinstone Awards Dinner (October)
* December 2011 Soiree (final event – held in new Gateway Building)
* Special seminar/conference with SUNY and other state officials giving presentations on the College history, future outlook, etc.

Archives and History

* 100th Anniversary History (update of previous histories from 1911 to 1986, 1986-2011 manuscript to be written by Hugh Canham)
* 100 year “timeline” featured on a Centennial website
* Oral and/or video interviews of key alumni, faculty/staff

Communications and Publicity

* Use Centennial theme and logo on “everything” (letterhead, posters, banners, etc.).
* Develop a Centennial website which would include schedule (timeline) of all planned events as well as other anniversary information.
* Develop an ESF timeline of significant events of the last 100 years (post on web, display on campus, etc.).
* Publish a 100 page Centennial edition of “Inside ESF” (some with a hard cover). The Office of Communications has prepared a draft outline for this publication.
* Create a 100th Anniversary video (likely to “premier” at Celebration and Campaign kick off events).
* Include information about ESF Centennial on SUNY website with link to ESF site.
* Create banners and flags with logo and theme to use on campus and in the greater community (airport, downtown, Albany, Washington, etc.) and to display at events.
* Consider placing anniversary theme and logo on college vehicles.
* Sell anniversary memorabilia such as tee shirts, mugs, etc. in the campus store.
* Ask for a Proclamation from Albany (and Washington?) regarding the 100th anniversary on July 26, 2011 the birthday of the College.

Special Exhibits and Displays

* Alumni memorabilia displayed in Moon Library
* Exhibits throughout campus prepared by various departments (such as LA Alumni Exhibition)
* Then and now photo displays at various sites on campus, perhaps in digital form (e.g. flat panel in Moon Library, display cases in Bray Hall and Alumni Lounge)
* Display at Onondaga Historical Society
* Display at Airport
* Display on SU Campus (Goldstein Faculty Center?)
* Display downtown

Alumni and Trustee participation

* Regional alumni dinners (may include President and development staff)
* 2011 homecoming events
* Scheduled events when Trustees come to campus

Student participation

* Invite students to all events, student involvement and sense of pride is important
* Special Earth Week events (to be developed by students)
* Anniversary theme incorporated in many regularly planned student events for the year
* Encourage student clubs to plan anniversary events and perhaps research the history of their organization
* Events for students should be fun and educational
* Coordination with student groups is important
* Provide opportunities for students to make small but important donations to the Centennial Campaign
* Class gift

Participation of Donors, Government Officials, Partner Agencies and Companies

* Centennial Campaign Kickoff
* Fall 2011 Opening of ESF Housing Project
* 2011 Feinstone Awards Dinner

# Definitions

Common language is critical to understanding and confidence. The following

terms are some that often need clarification for volunteers and staff outside the

development office:

Annual Fund – all unrestricted gifts associated with a fiscal year will be credited to the Annual Fund. All Annual Fund gifts count towards the campaign.

Campaign – an organized public effort over a limited period of time to secure an extraordinary level of support for specific stated objectives.

Campaign Accounting Period – the period of time during which private gifts, grants and pledges are counted toward the campaign totals. This campaign’s accounting period will begin July 1, 2008 and end June 30, 2016.

Campaign Goal – the board approved, publicly announced target for priorities and fund-raising. The “working” goal for the campaign is $20 million. That is the initial target for fund-raising. The “final” goal will be determined based on assessment of the campaign’s Leadership Phase results. As a rule of thumb, the funds given or pledged during the Leadership Phase should reach approximately 50% of the final goal.

Case Statement - a written statement that makes the case for the significance of the campaign in terms that are urgent, compelling, and consistent with ESF’s values, mission and strategic plan.

Comprehensive Campaign – unlike “capital campaigns” which traditionally focused on a building project, comprehensive campaigns include all annual, endowed and capital projects/priorities and all dollars raised during the campaign accounting period towards those projects/priorities.

Cultivation (or Engagement) – refers to the process of understanding and strengthening an individual’s linkage to and interest in the mission and vision of ESF in a way that culminates in a proposal for a gift appropriate to the person’s interest and capacity.

Leadership Gifts – major campaign gifts made during the Leadership Phase.

Leadership Phase – sometimes called the “nucleus” or “quiet” phase of a campaign. This projected two-year period is the first phase of the campaign, during which there will be an energetic effort to generate Leadership Gifts and Major Gifts.

Major Gifts – campaign gifts of at least $10k in one year, or $50k over a 5-year campaign pledge period.

Solicitation --sometimes called “the ask.” Leadership and Major Gift solicitations are ordinarily made in person and entail the development and presentation of a written proposal.

Stewardship – the process by which donors are acknowledged and thanked for their support, and through which a supportive, mutually satisfying relationship is developed and sustained.

# **Appendix A. Campaign Gift Table**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Gifts** | **Cumul. Gifts** | **Range** | **Gift** | **Range** | **Cumulative** | **Cumul. Prospects** | **Prospects** |
| **Required** | **Required** |  | **Total** | **Total** | **% of goal** | **Required** | **(and #)** |
| 1 | 1 | $2,000,000  | $2,000,000  | $2,000,000  | 10% | 2 |   |
| 2 | 3 | $1,500,000  | $3,000,000  | $5,000,000  | 25% | 4 | **Principal** |
| 2 | 5 | $1,000,000  | $2,000,000  | $7,000,000  | 35% | 5 | 5 |
| 6 | 11 | $500,000  | $3,000,000  | $10,000,000  | 50% | 18 |   |
| 10 | 21 | $250,000  | $2,500,000  | $12,500,000  | 63% | 30 | **Major** |
| 20 | 41 | $100,000  | $2,000,000  | $14,500,000  | 73% | 60 | 61 |
| 25 | 66 | $50,000  | $1,250,000  | $15,750,000  | 79% | 100 |   |
| 60 | 126 | $25,000  | $1,500,000  | $17,250,000  | 86% | 240 |   |
| 75 | 201 | $10,000  | $750,000  | $18,000,000  | 90% | 300 | **Annual** |
| Many | Many | <$10,000 | $2,000,000  | $20,000,000  | 100% | Many | 135+ |

# Appendix B. Centennial Campaign Counting Policies

Counting Period: Gifts to the Centennial Campaign shall be counted from July 1, 2008 until June 30, 2016.

Gift Categories: Only gifts designated to one of the following categories shall be counted as part of the Centennial Campaign: Student Residence; Undergraduate Scholarship; Academic Innovation; Graduate Fellowship; Academic Research Facilities; and Unrestricted.

Pledge Period: The ideal maximum length of pledges to the Centennial Campaign will be 5 years; however pledges over a period of up to 7 years will be accepted to allow donors the flexibility to make larger gifts. All documented pledges received during the campaign period shall be counted toward the campaign goal.

Counting Guidelines for Specific Gift Types

|  |  |
| --- | --- |
| Cash, Checks or Credit Cards | Face value on date received |
| Marketable Securities | Average of daily high and low share trading price on the date gift is received in ESF College Foundation Brokerage Account |
| Closely-held Stock  | Fair market value by appraisal or by most recent sale price |
| Gifts-in-kind | Appraised or fair market value as established by the donor |
| Real Estate | Appraised value as established by independent qualified appraiser hired by the donor. Assessed value will also be accepted if donor is unwilling to hire an appraiser |
| Income Producing Gifts: Charitable Remainder Trusts, Charitable Gift Annuities, and Charitable Lead Trusts | Face value of amount given by donor to income plan publically reported as part of campaign total. Present value amount recorded internally and acknowledged to donor for tax purposes |
| Revocable Unrealized Bequests for Specific Amount or Percentage of Estate | Verification of commitment and amount must be documented in writing by donor or donor’s attorney with a reasonable estimate of estate value for percentage gifts. Documentation must include commitment from donor to notify ESF College Foundation with any changes to beneficiary.Face value of the bequest amount publically reported as part of the campaign and recorded internally as a pledge without due date. No receipting for tax purposes shall be issued. |
| Realized Bequests | Bequests previously recorded as pledges shall be counted as pledge payments. If an outstanding pledge balance remains, it shall be written-off and deducted from the campaign total. If the actual value of the bequest is larger than the recorded pledge, the additional balance shall be counted as a cash gift.Bequests not previously recorded as pledges during the campaign period shall be counted as cash gifts at full face value on the date of notification from donor’s estate. |
| Life Insurance Policies Paid in Full; ESF College Foundation is Owner and Beneficiary | Face or death benefit value publically reported as part of campaign total. Cash surrender value recorded internally |
| Life Insurance Policies Partially Paid; ESF College Foundation is Owner and Beneficiary | Record cash surrender value and premium payments |
| Life Insurance; ESF College Foundation Beneficiary Only | Handle as a bequest |

# Appendix C. Campaign Naming Guidelines (Draft as of July 31, 2009)

***Capital Facilities***

Minimum gift levels shall be based on age, size, location, prestige, original cost and other factors related to capital facility.

All combinations of gifts, pledges, and irrevocable deferred gift arrangements are acceptable. With deferred gifts, required amount may be set higher based on delay in receiving gift.

Nature of capital improvement Minimum Size of gift for naming

New or major facility renovation 15% - 50% of project cost

Classroom/lab $25k

Student housing common area $50k

Dormitory apartment $25k

Dormitory suite $10K

Naming decisions will be made with consideration of appropriate SUNY guidelines and will be the responsibility of the Foundation.

***Endowment Funds***

ESF College Foundation naming levels for endowment of academic programs, faculty support, and student support are based on estimated annual cost, met by an average 5% pay out from the endowment. The naming of an academic center, institute, program or other academic unit should be proportional to the amount of endowment necessary to sustain or propel the program to new heights on a permanent basis. Naming should also account for recognition of someone of unparalleled scholarly distinction that can serve to propel the program and serve as a magnet for other financial resources.

Endowment categories and minimum gift or pledge levels are being reviewed at this time for use in this specific campaign. The guidelines under review follow.

Endowment category Gift or pledge

School, center, program, etc. $250k per faculty position

Endowed Chair $1 million

Endowed Professorship $500k

Visiting lecturer $25k

Graduate fellowship $250k

Partial graduate fellowship $75k

Specified-criteria scholarship $ 50k

General Named scholarship $ 25k

Endowed Faculty Fund $ 25k

Special purpose endowment $ 50k

Departmental endowment no minimum

Unrestricted (Anniversary) endowment no minimum

***Expendable Funds***

Naming for funds not endowed may be appropriate where a one-time award or a multi-year commitment warrants. A commitment by the donor to a minimum $1K/year for 5-years, or $5K in one year is required.

Specified department/program fund $ 5K (one year, or 5 year total)