

Development
Increasing Annual Revenue ~ Building the Endowment

PREPARED BY: David T. Guernsey, Jr.
Director ~ Institutional Advancement

IN COLLABORATION WITH: Mr. Duane H. Laible '62
Webb Institute Trustee
Chairman ~ Development Committee

Mr. John A. Malone '71
Chairman ~ Webb Alumni Fund

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CHALLENGE

Operating costs at the school continue to rise. Revenue from the endowment, coupled with fundraising contributions and room & board fees, have not kept up with operating costs. In order to meet yearly operational needs, the draw from the endowment has been exceeding the normally accepted guideline of not more than 5% of the corpus on a three-year rolling average basis. Our challenge is to develop and implement a strategic fundraising plan that will reduce the annual draw from the endowment to a rate that is within the guideline.

INITIATIVES FOR CONSIDERATION

In order to meet the above challenge, there are three initiatives that should be implemented over the next five years:

1. Increase annual contributions from corporations and foundations.
2. Increase planned giving.
3. Increase the size of the endowment.

SUGGESTED DISCUSSION TOPICS FOR IMPLEMENTING INITIATIVES

Initiative #1: ~ Increase annual contributions from corporations and foundations.

- a. Expand Webb's current database of corporations and foundations and ensure that all information is current, accurate, and properly maintained.
- b. Clearly define the role for the Trustees, Alumni and Staff in identifying, engaging, cultivating, asking and following up with corporations and foundations.
- c. Develop and use the best available technology in soliciting corporate and foundation gifts.
- d. Identify funding opportunities at Webb Institute for corporations and foundations to support.
- e. Identify professional organizations Webb Institute should join and define the role Webb should play in each.
- f. Develop a list of communication material needed to clearly communicate the Webb story to corporations and foundations.

Initiative #2: ~ Increase planned giving.

- a. Define our target market for planned giving.
- b. Identify types of marketing material needed in order increase planned giving.
- c. Clearly define the role for the Trustees, Alumni and Staff in identifying, engaging, cultivating, asking and following up with planned gifts.
- d. Develop and use the best available technology in soliciting planned gifts.
- e. Identify opportunities of how a planned gift can grow the endowment.
- f. Define and prioritize the types of gifts Webb should try to attract.

Initiative #3: ~ Increase the size of the endowment.

- a. Define the target market for potential contributors to the endowment.
- b. Identify and develop programs and activities Webb Institute should undertake in order to attract donors.
- c. Clearly define the role for the Trustees, Alumni and Staff in identifying, engaging, cultivating, asking and following up with endowment gifts.
- d. Develop and use the best available technology in soliciting endowment gifts.