

Division of College Advancement

July 1, 2014-June 30, 2015

Annual Report

Executive Summary

FY15 was a breakthrough year for the Division of College Advancement. The College held both the soft and public launch of its long awaited and first ever comprehensive campaign. On April 25, 2015 more than 1000 people assembled on Quimby's Prairie to hear the announcement from Dr. Gitenstein and the campaign leadership that **The Campaign for TCNJ: Innovate •Inspire •Engage** –with a goal of raising \$40 million by June 30, 2017—was officially underway and that more than \$26 million in gifts and pledges had already been committed.

Revenue to the College soared to new heights. The FY15 goal of \$12 million was surpassed: reaching a record \$15.6 million gifts and commitments. That was an impressive 130% of what had been a very aggressive goal. Three gifts and commitments of \$1 million or more were secured including \$6.6 million from the Helene Fuld Charitable Trust to support Nursing scholarships. Notwithstanding efforts to increase the percentage of alumni contributing to the annual campaign, year over year results remained flat at 6.8%. While disappointing, the TCNJ alumni participation rate exceeds the average of all Master's granting colleges and universities (5.8%) and all public Master's granting colleges and universities (4.3%).

The Alumni Affairs office exceeded expectations on numerous fronts including attracting more than 10,000 alumni, friends and students at Homecoming activities; surpassing the 4,500 mark in the number of TCNJ alumni who are members of the TCNJ Alumni Association LinkedIn account; and restructuring Reunion Weekend activities to include 33 events that attracted more than 900 registrants. The Alumni Association was equally active and witnessed a changing of the guard at its volunteer leadership level as Ken Baumann '82 assumed the presidency.

College Relations provided strong leadership to the TRIO Initiative and coordinated two major events; PharmaDay which attracted 16 industry leaders and more than 200 students, and DC Career Day during which 40+ students traveled to the nation's capital to meet with members of Congress and other government officials and alumni. In addition, the office tracked more than 300 bills that were under various degrees of consideration by the state legislature.

Communications, Marketing and Brand Management launched a new and completely revamped TCNJ Magazine; created numerous new communications and marketing pieces for various schools; produced both the Foundation and College Annual reports; and created a full suite of collateral material to support **The Campaign for TCNJ: Innovate •Inspire •Engage**. The office garnered a high degree of media attention including a dozen major placements in state and regional news outlets.

Advancement Services underwent a departmental restructuring and welcomed three new staff members to shore up back office operations through the improvement of the acknowledgment process, developing and distributing donor impact statements, increasing the number and quality of stewardship activities, and strengthening prospect and donor record keeping. Reporting systems were updated to allow for counting both gifts and pledges to the campaign as well as annual reporting to meet GASB requirements. Numerous efforts to streamline processes and reduce costs were implemented. One success centered on reducing banking fees associated with credit card processing. The total cost was reduced by 24%.

Total assets of the TCNJ Foundation surpassed \$40 million for the first time. Strong volunteer leadership and oversight led to respectable investment performance and the initiation of numerous new policies to guide the work of the Foundation.

Further details on the accomplishments and challenges faced by College Advancement can be found on the following pages.

The Campaign for TCNJ: Innovate • Inspire • Engage

Campaign Preparation

Fiscal Year 2015 began with the adoption of the fundraising plan for the College's first ever comprehensive campaign - **The Campaign for TCNJ: Innovate •Inspire •Engage**. The Division of College Advancement developed the plan for the campaign which included defining and finalizing the fundraising goal, campaign strategy, reporting structures, volunteer roles and the plan for campaign events. In addition, several policies, including the Campaign Counting Policy and Naming of Facilities Policy, were drafted and approved by the Board of Trustees and/or the Foundation Board of Directors. The Department of Communications, Marketing and Brand Management developed the visual identity for the campaign along with a full suite of collateral materials including the campaign case statement, website and stationary.



The Campaign for TCNJ Identity

The Unveiling and Launch of The Campaign for TCNJ

On December 2, 2014, The Campaign for TCNJ was unveiled to the TCNJ community. One hundred and six members of the TCNJ community including faculty, staff, students and members of the Board of Trustees, Foundation Board of Directors, and Alumni Association attended the announcement of the campaign goal and identity.

On April 25, 2015, the College publically launched the campaign as part of Alumni Reunion Weekend. With more than 1,000 guests in attendance, President Gitenstein made the first public announcement of the \$40 million campaign goal. As of that date the College had raised \$24,890,515. The activities over the weekend involved the entire College community and included, Lions Pride Luncheon, the President's Reception for Donors and Scholars and the Campaign Launch as well as a number of other School and campus-wide events.

Volunteer Recruitment

Barbara Meyers Pelson '59 and Allen M. Silk, Esq. agreed to serve as co-chairs of the campaign and provide overall volunteer leadership to the campaign and the Steering Committee. By June 2015, 60 volunteers had been recruited to leadership roles on the Campaign Steering Committee, Development Committee, School and program committees, and the Honorary Campaign Leadership team. In addition, an Honorary Campaign Leadership Committee was been formed and includes Rev. Darrell L. Armstrong '06, Tom Bracken, The Honorable Brendan Byrne, Larry Downes, The Honorable James J. Florio '62, Bernard Flynn, The Honorable Thomas H. Kean and the Honorable Christine Todd Whitman.

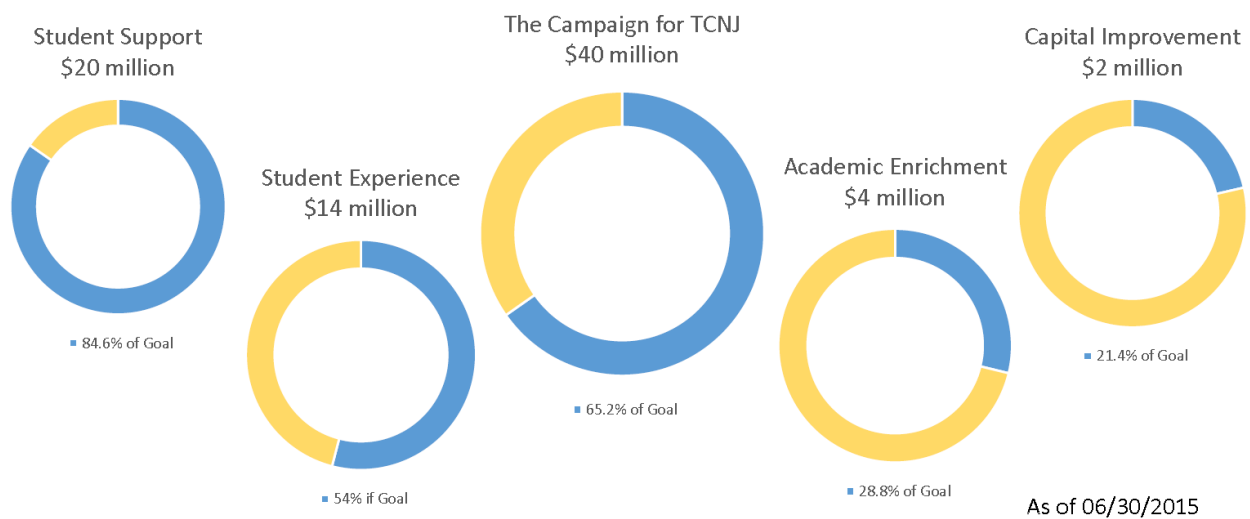
Increased Involvement of TCNJ Leadership in The Campaign for TCNJ

TCNJ Leadership became increasingly involved in the campaign and the identification and cultivation of campaign donors. President Gitenstein campaign/alumni events in New York (2), Washington DC, San Francisco, Los Angeles, Arizona, and Florida geared at engaging a wider range of constituents.

In addition, TCNJ governing boards helped introduce the College to community members and alumni with the capacity to make a significant gift to the College. Through the efforts of Trustee Treby Williams, Dr. Gitenstein was introduced to Princeton philanthropist Robert Carr. That introduction resulted in a \$1 million gift for scholarships. Cabinet members and Deans became actively involved in the cultivation and solicitation of alumni and community members, both locally and nationally.

Success to Date

The Campaign for TCNJ has achieved remarkable success by the close of the third year of the five year campaign. A total of \$26.1 million (65% of goal) in gifts and pledges were secured by June 30, 2015. The support secured spanned the four priority areas as follows:



Advancement Services

Staffing

Advancement Services underwent organizational restructuring and modified the position descriptions and titles of its four positions. The department welcomed four new staff members – Deborah Bodnar as Coordinator for Prospect Research, Susan Quinn as Asst. Director for Stewardship, Sarah Richter as Coordinator of Reporting & Database Management and Sumaiya Rahim '15 as Program Assistant (gift administration).

Reporting

Advancement Services staff created several new reports (static and dynamic) to track all facets of campaign progress as well to monitor the performance of the development officers.

In addition to the GASB report, the department now produces reports utilizing FASB standards. FASB enables tracking of all gifts, pledges and other expectancies, for the purpose of reporting on overall campaign progress. In addition to GASB and FASB reporting, reports that enable tracking of revenue by campaign priority area (faculty support, student support, facilities/capital and the TCNJ experience) have been developed.

Other reports created during the year include year-over-year comparative reporting of Trustee, Foundation and Alumni Association board member giving (TRIO), as well as stewardship/giving reports for Development Officers, Dean's and the President.

VSE Report

The department was responsible for compiling data for and communicating with CAE and VSE in order to ensure TCNJ Foundation's inclusion in the VSE (Voluntary Support of Educations) annual survey of colleges and universities. Last year, was the first time that TCNJ has been represented in the publication. The data, covering Fiscal Year 2014, included reporting on enrollment, the endowment market value, college expenses and giving by source type. The VSE is considered the definitive source of information on private giving to education institutions in the US.

Moves Management

The Coordinator of Prospect Research initiated a new moves management process for TCNJ's growing prospect pool. This process has effectively streamlined the planning, recording and reporting of significant moments in the relationship between prospective donors and TCNJ that lead to a gift. It is through this process that active donor prospects are evaluated for their capacity and inclination to make a donation and assigned to a solicitor who will be responsible for managing the relationship.

Credit Card Expenses

In an effort to control/reduce expenses, Advancement Services considered alternatives to how it processed credit card payments. In FY-14 the department processed \$351,910 in donations and event registrations via credit cards at a cost of \$14,000. In FY-15 \$400,578 in credit card payments were

processed at a cost of \$10,659. This represents a 24% cost reduction in fees with a 14% increase in donations.

President's Scholarship Reception

As part of the Alumni Reunion Weekend program, Advancement Services orchestrated the annual President's Reception for Donors & Scholars. Over 400 students, parents, donors, faculty and staff attended this event. This year's reception set a record for attendance – which can be attributed in part to shifting the date from a weekday evening to a Saturday.

More than 270 scholarship recipients were recognized at this event and the TCNJ Foundation was lauded for providing over \$3 million dollars in academic and programmatic support in the prior fiscal year.

AcademicWorks

Advancement Services sought out a solution to address the complicated, decentralized process of selecting and awarding scholarships. The department purchased AcademicWorks, which is a scholarship administration database designed to efficiently manage the compliance, stewardship and utilization of the Foundation's scholarship funds. The product is a comprehensive, cloud-based solution that streamlines the process of matching students with relevant scholarship opportunities. The system allows administrators and selection committee members to review and rate students online against scholarship fund criteria requirements. Upon award, students are notified via email and prompted to log in and submit "Thank You" letters as part of the award acceptance process.

Advancement Services is currently working with Information Technology and Records & Registration to test the integration of AcademicWorks to the TCNJ student records and information system. The system will be refreshed nightly to verify student enrollment and allow students and administrators to log in utilizing their existing campus credentials.

Challenges

1. Endowment Agreements Impacting Foundation Scholarships

One significant challenge the Advancement Services team faces is the substantial number of endowed and restricted funds held by the Foundation which were established decades ago without a record of a donor agreement with intent or expectation as to how to administer them.

It is the department's suggestion that the Foundation create an agreement or policy that would allow for these funds to be expended to support the College's merit-based institutional scholarship commitment.

2. Raiser's Edge Database Integrity

The Raiser's Edge database was purchased and implemented roughly 10 years ago. Since then, the database administrator's role has experienced frequent turnover which in turn lead to inadequate standardization of data entry protocols which negatively impacted the database's integrity. This past summer, our office began drafting a Standard Operating Manual that will provide steps to handle every aspect of the data entry, quality control and database maintenance process.

3. Advancement Reporting

Advancement reporting is one of our most challenging tasks. Requests for data and reports come to us in variety of ways and we produce a high volume of ad-hoc reports. The department does not have enough staff resources to conduct detailed analyses as we are busy meeting current reporting demands. Problems we encountered include:

1. The report generation capability of the CRM database, Raiser's Edge, has made running certain reports difficult. Building reports using standard query language (SQL) and business objects are generally difficult to revise.
2. The most complex reports have imbedded formulas and computations that have to be changed in each report. This leads to inconsistent versions and confusion if run by different users with varied levels of knowledge.
3. Deployment is challenging – The reporting system does not allow for automated reports. Reports are generated as requested or scheduled.

Identified Solutions

1. Take a proactive approach to reporting by identifying key performance indicators and designing reports that can be run on-demand. By creating one-click functionality, reports that contain frequently requested data, can be generated with greater ease and significantly reduce or eliminate the data variations that occur between reports.
2. Host brown-bag lunch sessions with stakeholders to explain how our database is indexed and organized to increase user knowledge and reduce confusion.

Alumni Affairs

TCNJ Alumni LinkedIn Membership:

- Total members: 4,544
- Percentage increase: 12%

Internal Protocol:

- Developed standards and operating procedures for event registration
 - Began process of capturing registration information for large scale events
 - Individual and event coding in RE to capture more accurate and thorough event data
 - Streamlined event set-up in Netcommunity and WordPress
- Developed standard queries for use by all Alumni Affairs Staff to provide consistent data to event coordinators on and off campus

Diversity:

- Addition of two Latino organizations to Homecoming tailgate in Lot 6
- Co-sponsored EOF alumni event during Homecoming
- Highly attended TALANT ARW event promoted outreach to Black Student Union and Union Latina for a collaborative student and alumni focused event.

Young and Future Alumni:

- Doubled legacy events from one annual event to two
 - Addition of Legacy Open House during Commencement
- Inaugural year for Young Alumni Award in collaboration with Alumni Association
- Strong presence at events for Class of 2015 in partnership with Senior Class Council – events included Senior Week BBQ, 100 Days to Graduation, 6 Months to Graduation
- Collaborated on Washington, D.C. TRIO event to enable interaction among various alumni and current TCNJ students
- Co-sponsored variety of mentoring events throughout academic year including events for Engineering, Business, and Education alumni and students.

Regional Alumni Outreach:

- Expanded California outreach through the Southern California Regional Network by hosting two alumni engagement events in Los Angeles and San Francisco
- Reached out to existing Regional Network members for input on venue locations and contacts
- Beyond California, partnered with the Development Office and other campus offices to host a variety of regional events including Sarasota, Phoenix, Virginia, New York City, Philadelphia and Washington, DC.

Marque Events:

- Homecoming 2014
 - Festivities attracted 10,000 attendees, many of which were returning alumni.
 - Increase in alumni group organization attendance – 16 groups in attendance
 - Lot 4: primarily undergraduate/future and young alumni (7,744 attendees)
 - Lot 6: primarily older alumni and groups (1,548 attendees)
- Alumni Reunion Weekend (ARW) 2015
 - Alumni Affairs was proud to welcome its largest Alumni Reunion Weekend crowd ever back to campus.
 - Total registered attendees – 909 (many more were in attendance but did not pre-register)

- Total events – 33
- Partnered with all seven academic schools, Alumni Association, three Alumni Chapters, and six campus organizations
- Inaugural year for Young Alumni Award
- Honored 2015 Alumni Leadership Awards to the following:
 Alumni Citation Award: *Andy Polanski '83*
 Distinguished Service Award: *Jamal Johnson '01*
 Humanitarian Award: *Kelly Baden '01*
 Young Alumni Award: *Tamara Tibbets '07*
- Hosted Alumni Reunion Weekend in conjunction with President's Reception for Donors and Scholars and Campaign Launch
- Creation of Alumni Reunion Weekend Publicity Brochure in collaboration with Office of Communications, Marketing, and Brand Management

Alumni Affairs Event Involvement:

| | <u>FY2013</u> | <u>FY2014</u> | <u>FY2015</u> | <u>%</u> |
|---------------|---------------|---------------|---------------|--------------|
| # of Events | 27 | 32 | 58 | 45% increase |
| Participation | 1,041 | 1,938 | 2,075 | 7% increase |

* Event attendance does not include Homecoming attendees. 2014 attendance estimated at 10,000.

Alumni Reunion Weekend (ARW) Event Comparison:

| | <u>FY2014</u> | <u>FY2015</u> | <u>%</u> |
|------------------|---------------|---------------|---------------|
| # of Events | 5 | 33 | 560% increase |
| Unique Attendees | 211 | 909 | 331% increase |

EVENT STATISTICS BY FISCAL YEAR

FY2015

| Events Sponsored by | # of Events | Total alumni attendees | Total students | Total attendees | Average attendance | Total unique alumni attendees |
|---------------------------------|-------------|------------------------|----------------|-----------------|--------------------|-------------------------------|
| Alumni Association and Chapters | 8 | 191 | 0 | 297 | 37 | 166 |
| Alumni Affairs * | 17 | 508 | 143 | 869 | 51 | 456 |
| ARW – Alumni Reunion Weekend | 33 | 572 | 68 | 909 | - | 572 |
| Total | 58 | 1271 | 211 | 2075 | - | - |

* includes partnership and collaboration with Development Office on several events

FY2014

| Events Sponsored by | # of Events | Total alumni attendees | Total attendees | Average attendance | Total unique alumni attendees |
|---|--------------------|-------------------------------|------------------------|---------------------------|--------------------------------------|
| Alumni Association | 4 | 79 | 247 | 62 | 78 |
| Chapters | 4 | 95 | 210 | 53 | 92 |
| College Advancement | 21 | 671 | 1217 | 58 | 627 |
| Special Events <i>Reunion & Presidential Scholarship Reception</i> | 2 | 327 | 655 | 328 | 186 |
| Total | 31 | 1172 | 2329 | 75 | 983 |

FY2013

| Events Sponsored by | # of events | Total alumni attendees | Average attendance | Total unique alumni attendees |
|----------------------------|--------------------|-------------------------------|---------------------------|--------------------------------------|
| Alumni Association | 7 | 198 | 28 | 141 |
| College Advancement | 20 | 843 | 42 | 638 |
| Total | 27 | 1041 | 39 | 779 |

Challenges

1. The Alumni Affairs Office continued to experience some challenges relating to the role, purpose and mission of the Alumni Association in regards to their relationship with the functioning of the College. However, this relationship is much improved from 2013-2014 and continued steady progress is taking place. The areas of progress include creating purposeful event programming, recruitment and selection of board members, and establishing regional network groups.
2. Homecoming, particularly the tailgating experience, has become increasingly complex. Greater participation by the undergraduate student population has resulted in Homecoming becoming a campus-wide event and not just one that attracts alumni back to alma mater. The expansion and complexity of Homecoming has necessitated redirecting funds held by the Alumni Office for alumni programming to cover the growing costs of the Homecoming Weekend: much of which is related to tailgating and providing necessary security. In addition, the tailgating for alumni has a different purpose/meaning then it does for current students. Issues related to location, timing, rules, programming and safety have on occasion placed staff, alumni, and students at odds. Responsibility for funding and administering Homecoming should be revisited, and matters related to students and alumni delegated to the proper administrative entities.

College Relations

TRIO Partnership Group

- TCNJ's First Annual PharmaTech Symposium: On October 4, nearly 200 students, alumni, faculty, and staff participated in the first-ever TCNJ PharmaTech Symposium. The event included multiple sessions engaging 16 industry leaders - ranging from scientists to CEOs – serving as panelists, including representatives from three Fortune 500 pharmaceutical companies.
- DC Career Day: On March 4, 40+ students traveled to DC where they met with alumni, friends of the College, and members of NJ's Congressional Delegation as part of the institution's first DC Career Day. Events included small roundtable discussions led by alumni, larger Q&A sessions with friends of the College and congressional staffers, a networking lunch, and networking reception.

Community Relations/Town-Gown

- Community Fest: In October, members of the Ewing Township and TCNJ community came together for a daylong celebration on TCNJ's campus.
- Town Gown Committee: The Committee convened three times last year.

State Government Update

- Tracking Legislation: 300+ bills were tracked; 39 which progressed beyond being referenced to Committee in FY14-15
- Legislative Testimony: The College of New Jersey provided testimony on two important and complex issues facing institutions: sexual assault and suicide.
- Key meetings: The President met with the Chairman of the Assembly Budget Committee, and the two primary sponsors of the 20-bill package on higher education.

Events

- Congressional District 12 Debates: The only debate for 12th Congressional District featuring both the Democrat and Republican candidates was hosted by TCNJ in October. A separate candidate's forum was also held on campus in October.
- Brower Student Center Renovation Groundbreaking: A ceremonial groundbreaking was held as part of the programming for Alumni Reunion Weekend.
- Commencement: Year three of the two-day Commencement was a success.
- Convocation: Year two of Convocation being held on Quimby's Prairie was a success.

Challenges

Concerns about proposed regulatory solutions and potential regulatory conflicts created by well-meaning legislative attempts to address some very complex issues colleges and universities face persist. College Relations will continue to work closely with campus leaders in the appropriate departments to introduce needed information into the higher education policy landscape. This may include testimony before legislative committees (as was done this year on sexual assault prevention and suicide prevention) as well as individual meetings with policymakers.

Communications, Marketing & Brand Management

- Launched completely revamped TCNJ Magazine with the fall 2014 issue.
- Created “Engineering The TCNJ Way” post card series for use in targeted reputational campaign.
- Produced “Giving Thanks,” President’s annual holiday video, which generated a combined 9,665 views on Facebook and YouTube 7368 views and 187 likes on Facebook, up from 3,535 the previous year.
- Produced 2013-14 TCNJ and TCNJ Foundation Annual Report.
- Supported campus postvention work following October suicide of a TCNJ student and the July death of a highly regarded member of the college’s staff.
- Enhanced office’s design capabilities with addition of a Senior Web designer and Associate Director of Creative Services.

TCNJ Magazine

- Worked independent of outside consultants to rethink the content and design of TCNJ Magazine. Emphasis was on producing a product that reflected the high standards of the institution and captured the energy of our campus and community.
- First issues in new format appeared in fall 2014, winter 2015 and summer 2015. Although we have not done a formal reader survey to gauge reaction, informal feedback from readers has been very positive.
- Studies have shown that there is a correlation between lengths of time an alumnus spends reading an alumni magazine and giving. This was borne out with the summer issue when an alumna, reacting to content in the front of the book and a planned giving ad in the back, called to make a planned gift of her own.

The Campaign for TCNJ

- Co-facilitated series of listening sessions to sessions to solicit feedback on campaign tag lines.
- Developed logo and visual identity.
- Created and successfully executed Campaign Communications Plan (ongoing)
- Produced campaign web site that uses an interactive one-page design. Provide ongoing content and updates.
- Produced Case Statement, area-specific fact sheets, STEM brochure and other promotional materials.

Institutional Identity

- Introduced “The TCNJ Way” tag line as a starting point for the development of an institutional identity.
- Made presentations to cabinet, the Faculty Senate Executive Board, Staff Senate, Student Government, the TCNJ Foundation Board, and the Advancement Committee of the Board of Trustees to solicit feedback and obtain buy-in.
- Developing implementation plan in conjunction with SPARC (Strategic Planning and Resources Committee.)

Visual Identity

- Worked with counsel's office to trademark new logos.
- Created divisional identity mark, which will be used to bring schools, programs, offices, etc. in line with the college identity.
- Oversaw design and creation of "Spirit Roscoe," which complements the athletic mark and can be used in less formal settings.
- Set up Land's End store, which allows community members to order officially branded merchandise that is consistent with our visual identity.

Media

- In response to a request from Foundation Board and Advancement Committee of Board of Trustees, focused on generating coverage in the *Philadelphia Inquirer*.
- Select media placements:
 - "TCNJ adding 'Campus Town,' with shops and more housing" — *The Philadelphia Inquirer*, Monday, September 1, 2014.
 - "TCNJ student organizes workshop on sexual and gender identity for future educators" — *The Times of Trenton*, Monday, December 1, 2014.
 - "How email created an icon at TCNJ" — *The Philadelphia Inquirer*, Thursday, February 19, 2015. Stories also appeared in the Daily Record, Bergen Record, Asbury Park Press and on NJTV.
 - "College of New Jersey to build even more housing" — *The Philadelphia Inquirer*, Tuesday, February 3, 2015.
 - "TCNJ's new Center for Innovation and Ethics hopes to start conversations across campus, with public" — *The Times of Trenton*, Saturday, March 14, 2015.
 - "Embracing the Cuban Experience" — *The Times of Trenton*, Friday, March 27, 2015 (front page).
 - "TCNJ partners with Trenton school to implement 'best practices' in the classroom" — *The Times of Trenton*, Saturday, April 4, 2015.
 - "TCNJ tests 'SNACK' phys ed program targeting childhood obesity in local elementary schools" — *The Times of Trenton*, Sunday, April 19, 2015 (front page).
 - "Powerful stories: TCNJ launches Hurricane Sandy project" — *The Star-Ledger*, Sunday, May 24, 2015. (front page) Stories also appeared on WCBS 880 (New York), WCAU-10 NBC News (Philadelphia NBC affiliate), KYW-AM, NJ 101.5 FM, and NewsWorks/WHYY (Philadelphia's NPR station).
 - "As more nurses pursue bachelor's degrees, TCNJ bringing classroom to them" — NJBIZ, Wednesday, June 3, 2015.
 - Managed media for Bob Carr Gift. Stories appeared in *The Star-Ledger*, *Trenton Times* (front page), NJBIZ, Planet Princeton, WCBS 880 (New York).
 - Managed media for STEM groundbreaking. Stories appeared in *The Philadelphia Inquirer*, *The Times of Trenton*, *The Trentonian*, WPVI-6 Action News (Philadelphia ABC affiliate), NJTV, InnovationNJ.net, and The Bond Buyer.com.

Web and Digital Signage

- Note: See end of report for specific web metrics.
- Launched TCNJ Today at start of school year as a hub for internal communication. Page included links to most frequently accessed resources, campus news and information. Site went from

averaging 2,000 sessions per day in its first week to 10,500 sessions per day by the spring semester.

- Redesigned TCNJ News with infinite scrolling grid, sortable by feature story or press release.
- Developed a social media wall for TCNJ Today that combines TCNJ and user generated content into one media stream.
- Responsive template developed and applied across entire site to optimize viewing on mobile devices. A new responsive menu and Google maps were also added to the site.
- New web site themes developed for complete redesign. Developed assets with professional writers and photographers in Fall and Spring.
- Created weekly features (story and professional photography), which were posted each Monday morning, to ensure there was a continuous stream of fresh content on the home page.
- Produced regular content for campus news channel. (See metrics section for detail)
- Expanded digital signage into TDubbs & School of Science.

Sports Information

- Created and executed Athletics Communications Plan in response to request from athletics director Sharon Beverly for additional support.
- The department streamed 36 athletic contests in 9 different sports, amassing a total of 11,403 views.
- Provided expanded coverage of the field hockey NCAA Division III national championship title and swimming national titles, including splash pages, in-game tweets and post-championship video. The splash page and article posted the day of the field hockey national championship victory surpassed a total of 30,000 Facebook reaches for that day.
- Multiplied the twitter follower audience by seven times, permitting the office to engage followers with quick updates on upcoming events, scores and news stories.
- Maintained the athletics website, which tabulated over 2,000,000 page views from over 275,000 different visitors. Fifty-one percent of those individuals were 'New Visitors'.
- Produced 16 promotional videos for athletics that accrued 10,137 views.
- Provided additional coverage of season previews, feature stories and national championships coverage that appeared on the institutional home page.

Social Media

- Note: See end of report for top Facebook posts with metrics.
- Increased our audience on all platforms:
 - 3,292 new Facebook followers (16,032 total)
 - 2,135 new Instagram followers (3,246 total)
 - 1,323 new Twitter followers (6,642 total)
- Created Snapchat geofilter, catering to the growing population of high school/college-age users of this trending application.
- #MyPrideTCNJ: Chose five students, each of whom was allowed to take over the TCNJ_Official Instagram account for a week to share their own photos depicting their TCNJ experience.
- Launched Inside TCNJ Facebook campaign, highlighting the people of TCNJ—administrators, faculty members, staff members, and students.
- Focused heavily on creating dialogue with our Twitter followers, answering questions, retweeting, and cheering for prospective students visiting campus and/or choosing to enroll.

Emergency Communications

- Participated in Critical Incident Planning Group conference call with NJ Department of Health on Ebola Preparedness. Drafted message to community on the flu, Ebola and staying healthy.
- Muha, Winkel, and Dodd completed Homeland Security Courses: “Managing Critical Incidents for Higher Education Institutions: A Multi-Disciplinary Approach” and “Campus Emergencies Prevention, Response, and Recovery Management and Planning Level.”
- Completed work with IT staff to provide real-time updates between our human resources database and the Send Word Now emergency notification system database to ensure employees are added and removed from the list as their employment status changes.
- Began overhaul of Emergency Communications Plan.

Challenges

- While significant progress has been made in implementing the new visual identity, getting everyone to understand that there is a policy and that cooperation is not optional has been a challenge in some cases.
- Providing time and attention to media requests was difficult last year. The college has two people devoted to this on a part-time basis. As we have been able to raise our profile, the amount of time needed to be effective has been a challenge. (See next bullet for resolution.)
- The change in athletics leadership led to new demands on communications for support. We were successful in implementing several new initiatives as described above, but at a cost. It took time and resources away from other college-wide efforts. As a result, the decision to move the Sports Information department to Athletics was made. This will allow the Athletic Director to set, staff and fund her own priorities. One of the two staff lines, however, remained in Communications and has been reassigned as the full-time Director of Media Relations.
- Funding continues to be tight. The department is grateful for the additional strategic initiatives funding, which was used to support improvements to TCNJ Magazine, the ongoing overhaul of the website and work to establish and advance our brand. We understand that this support is not permanent, so trying to identify permanent funding to allow us to maintain the highest level of quality remains a challenge.

Top Level Web Metrics

July 1-2014 – June 30, 2015 (July 1-2013 – June 30, 2014)

- Sessions: 3,243,489 (5,624,446)*
- Users: 941,135 (1,242,637)
- Page views: 5,736,675 (9,868,086)*
- Mobile: 386,407 (429,708)*
- Tablet: 115,449 (140,206)*

Admissions Web Metrics

July 1-2014 – June 30, 2015 (July 1-2013 – June 30, 2014)

- Sessions: 406,551 (363,491)
- Users: 207,146 (168,562)
- Page views: 882,995 (933,722)*
- Mobile: 103,665 (57,596)**
- Tablet: 30,290 (26,337)**

TCNJ News Metrics

Jan 1, 2015 - June 30, 2015 (Jan 1, 2014 - June 30, 2014)

- Sessions: 128,682 (136,565)***
- Pageviews: 189,223 (185,552)
- Users: 80,604 (75,196)

TCNJ Today

July 1, 2014 – June 30, 2015

- Sessions: 2,075,860
- Page views: 3,017,126
- Users: 409,467
- Avg: 10,500 sessions per day

*Note: As we improve navigation and help users find the information they need more quickly, the number of clicks will decrease. We redesigned the navigation with a mega menu in Fall 2014, so this drop likely reflects a better user experience. We also shifted internal traffic from tcnj.edu to today.tcnj.edu.

** While the percentage of traffic to the site, overall, is still small, note the continued increase in visitors using a tablet or mobile device.

***We now provide most of this content via multiple social media channels, so users have multiple places from which they can obtain this content.

Top Facebook Posts

- 3/12/15 - #TBT photo of the Rat, asking users to share their favorite memories
 - 62,880 people reached
 - 12,483 post clicks
 - 211 comments
 - 246 shares
- 10/10/14 – 27 Things Only TCNJ Students Understand - Bustle.com article
 - 62,656 people reached
 - 6,904 post clicks
 - 142 shares
- 6/27/15 - TCNJ couple's engagement photo in front of Wolfe Hall:
 - 64,192 people reached
 - 12,709 post clicks
- 9/9/14 – US News ranking
 - 53,056 people reached
 - 4,317 post clicks
 - 257 shares
- 2/9/15 – InsideTCNJ Campaign – Big Larry photo and quote
 - 34,368 people reached
 - 3,889 post clicks
 - 72 shares
- 5/20/15 – Photo of chairs in Lions Stadium, set for commencement
 - 30,496 people reached

- 53 shares
- 10/30/14 – TCNJ CCS Student receives award from NDSS
 - 29,892 people reached
 - 65 shares
- 3/30/15 – TCNJ is #6 on list of public colleges that graduate students on time
 - 29,792 people reached
 - 2,063 post clicks
- 2/27/15 – “This looks blue and gold, right? #TheDress” Putting a TCNJ spin on a trending social media/news story
 - 23,528 people reached
 - 2,153 post clicks
 - 40 shares

Development

Fiscal Year 2015 Highlights

- The Development Office completed the fiscal year having raised \$15.6M exceeding the \$12.0M goal and increasing revenue by 168% over fiscal year 2014.

Dollar Comparison

| | Fiscal Year 2015 as of 6/30/2015 | Fiscal Year 2014 as of 6/30/2014 | Difference | % Change |
|----------------------|-------------------------------------|-------------------------------------|--------------------|-------------|
| Alumni | \$3,567,077 | \$1,792,493 | \$1,774,584 | 99% |
| Associations | \$229,849 | \$400,043 | (\$170,194) | -43% |
| Corporations | \$564,880 | \$532,199 | \$32,681 | 6% |
| Emeriti | \$30,745 | \$219,331 | (\$188,586) | -86% |
| Faculty/Staff | \$109,011 | \$372,891 | (\$263,880) | -71% |
| Former Faculty/Staff | \$501,755 | \$28,585 | \$473,170 | 1655% |
| Foundations | \$10,046,199 | \$2,018,189 | \$8,028,010 | 398% |
| Friends | \$547,348 | \$292,403 | \$254,945 | 87% |
| Parents | \$23,981 | \$45,589 | (\$21,608) | -47% |
| Students | \$7,020 | \$118,987 | (\$111,967) | -94% |
| Total | \$15,627,865 | \$5,820,710 | \$9,807,155 | 168% |

Donor Comparison

| | Fiscal Year 2015 as of 6/30/2015 | Fiscal Year 2014 as of 6/30/2014 | Difference | % Change |
|----------------------|-------------------------------------|-------------------------------------|--------------|-------------|
| Alumni | 2943 | 3490 | (547) | -16% |
| Associations | 19 | 35 | (16) | -46% |
| Corporations | 130 | 173 | (43) | -25% |
| Emeriti | 18 | 14 | 4 | 29% |
| Faculty/Staff | 167 | 153 | 14 | 9% |
| Former Faculty/Staff | 9 | 14 | (5) | -36% |
| Foundations | 60 | 55 | 5 | 9% |
| Friends | 646 | 701 | (55) | -8% |
| Parents | 195 | 242 | (47) | -19% |
| Students | 573 | 598 | (25) | -4% |
| Total | 4760 | 5475 | (715) | -13% |

- The undergraduate alumni participation rate, as defined by US News & World Report, remained flat from Fiscal Year 2014 at 6.8%.
- The average gift from alumni increased from \$514 in FY14 to \$1,212 in FY15.
- A total of \$192,367 was received in online donations compared to \$124,597 last year. This represents an increase of 54%. 40% of the online donations were made during the month of December.
- 240 employees contributed to the All In Campaign. This represents an additional 28 donors (a 13% increase) from the total of 212 employee donors in FY14.
- 7 bequests were established this fiscal year and 4 bequests were realized for a total of \$263,560.
- On average, major gift officers met with 33 prospects per month during the fiscal year.
- On [December 2](#), 2014, the College participated in #GivingTuesday, a national day of giving. While this was the third annual #GivingTuesday, it was TCNJ's first year participating. With a goal of \$10,000, a series of 5 email appeals, 6 social media posts, a website takeover, and Phonathon calls were used to encourage all alumni to give back to the college. While the emails, social media posts, and website takeover were blanket appeals, the Phonathon called a targeted group of alumni including past Phonathon callers. We surpassed our goal, raising \$15,031.74 from 102 donors.
- Our crowdfunding platform was launched in May to support the All In Campaign. As a result, 65 donors made contributions totaling \$2,078 of which 29% of those who contributed were new donors to TCNJ.

Challenges

1. While much progress was made in fiscal year 2015, we continue to experience a few challenges that have an effect on our performance. Major Gift Officers are still having a difficult time securing meetings with alumni. Since a strong culture of philanthropy does not yet exist, we find that many alumni are non-responsive to requests to meet. This makes it difficult to engage those alumni who we believe have the capacity, but not yet the inclination, to make a contribution to TCNJ.
2. Like Student phonathons nationwide, the dollars raised through the TCNJ student phonathon is declining. Caller ID and cell phones have made it much easier for alumni to screen their calls. Young alumni in particular have proven to be the most difficult to reach via the phonathon as many do not update their contact information after they graduate from TCNJ.

TCNJ FOUNDATION

The Foundation Board of Directors met quarterly to review investment performance, approve policies, consider fundraising plans and to ensure proper stewardship of the funds it holds in trust for the College. Among the highlights for the year was the recruitment and onboarding of two new directors: Michael Movsovich '86 and Jim Thoresen. Thoresen is the parent of a TCNJ sophomore and the husband of an alumnae.

The Bylaws Committee met several times and presented revised bylaws to the Board for its approval. They passed unanimously. In addition, the Board crafted and approved revised Naming Standards and Giving Guidelines and a policy for counting gifts to the campaign and writing off unfulfilled pledges.

| | | Cash and Investment Pools | | | | | |
|---------------------------|---|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Pool | Type of Funds | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 |
| Cash and cash equivalents | Working capital to support operating activities | \$ 831,392 | 940,423 | 1,009,788 | 724,885 | 344,720 | 249,433 |
| Cash and cash equivalents | Private Grants | 495,371 | 380,318 | 778,125 | 110,000 | 333,948 | 1,541,792 |
| Endowment pool | Contributions to establish endowment funds | 26,184,060 | 25,279,912 | 20,624,805 | 18,126,730 | 17,499,380 | 14,446,577 |
| Gift annuities and trusts | Gifts managed independently of endowment pool | 6,054,427 | 6,286,592 | 5,730,450 | 5,688,610 | 6,078,031 | 4,097,528 |
| | Subtotal | <u>\$ 33,565,251</u> | <u>32,887,244</u> | <u>28,143,168</u> | <u>24,650,225</u> | <u>24,256,079</u> | <u>20,335,330</u> |
| Funds Held by Others | Endowment funds held by 3rd party trustees | 6,586,680 | | | | | |
| | Total | <u>\$ 40,151,930</u> | | | | | |

The Foundation provided funding to the College as follows:

- \$2.5 million - Scholarships
- \$200K - Faculty Professional Development
- \$50K - Grant writing support
- \$240K - Funding for three development officers
- \$1.25M - Other restricted support for TCNJ programs and initiatives

Challenges:

- Volatility in the financial markets is a major concern for the near future. While the Investment Policy Statement has served well over the past year, continued market uncertainty and the possibility of a major market correction may result in some of the newer endowments dipping below their book value.
- The amount of assets held by the Foundation and the importance of strong fiduciary oversight, proper stewardship of donors, and strict compliance with all agreements and regulations has become increasingly complex. The distribution/payout of the funds and reporting back from account managers has been challenging and the completeness of information received has been inconsistent. It is not clear that all account managers understand they have a responsibility to both the foundation and the donors with regard to the availability and use of the funds.

- Fund balances held by account managers appear high. The donations were made by donors to support the programs, but in many instances funds go unused.
- The awarding of scholarships requires a comprehensive review (both underwritten and departmental) . The Foundation has a responsibility to ensure funds are expended in compliance with donor agreements. Failure on the part of the account managers to provide proper detail may result in delays in transfer of funds from the foundation to the college and/or student accounts.