

Creating a New Culture of Efficiency, Accountability and Stewardship in Your Advancement Program

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St. Norbert College

- Private Catholic Liberal Arts
- 4 Yr Undergrad / Graduate Program
- 04/05 Full-time Enrollment
 - 2103 total enrollment
 - 2020 Undergraduates
 - 83 Graduate Students
- 43% Men / 57% Women
- Average Class Size: 20
- Tuition \$22,000
- Annual Budget \$60 Million



College Advancement

- Alumni / Parent Relations
 - 5 FTE, 2 Students
- Communications / Marketing
 - 9 FTE, 4 Students
- Development
 - 23 FTE, 7 Students
 - Advancement Services
 - 6 FTE, 7 Students



Finance Department

- 11 FTE – 5 Students
- Includes
 - Bursar
 - Accounts Payable
 - Endowment Accounting
 - Budget
 - Payroll
 - Fixed Assets



Why are you Here?

- Because there is a history of problems between Development Offices and Finance Departments
- It's an apple to oranges thing.



Problems at SNC (2000)

- No documented policies or procedures
- Lack of inter-departmental knowledge of process and related consequences
- Silo work with mini databases
- No regular or systematic communication
- Conflicting dollar data
- Lack of trust about accuracy
- Inconsistent documentation



Created Larger Problems

- Auditors
- Trustees
- Administration
- Faculty / Staff
- Community



Bonus - CWIS

- SNC had just purchased a new campus wide database (Banner)
- The Finance department had been “live” for 2 years
- College Advancement was coming up next



Starting Point



Define Philosophy

- SNC Founded on Norbertine principles and values
- Community and common good



Define Philosophy

Mission Statement:

St. Norbert College is a Catholic, liberal arts college embracing the Norbertine tradition of community and is committed to providing an educational environment that is intellectually, spiritually and personally challenging.



Define Philosophy

Norbertine Tradition:

Calls us to be “contemplatives in action,” working in community to be responsible for and accountable to each other and to sacrifice self-interest in favor of the common good.



Define Philosophy

A Commitment to Our Donors

College Advancement staff members work with donors to identify mutually agreeable gifting opportunities, articulate donor gift intentions, and monitor gift implementation and administration. St. Norbert College subscribes to the *Donor's Bill of Rights*, and the College will fulfill a donor's specified gift intent to the extent that it is legal, consistent with the College's mission and tax exempt purposes, and capable of being performed.



Develop Strategies



Develop Strategies

- Establish core group of participants
 - Director of Finance
 - Financial Reporting Manager
 - Assistant Director of Finance
 - Finance Technical Analyst
 - Director of Advancement Services
 - Asst. Director of Advancement Services
 - Gift Coordinator
 - Assoc. Vice President for College Advancement



Develop Strategies

- Initiate conversation about the importance of each area to the institution
- Develop policies and procedures
- Transparent data
- Educate each division about business processes
- Set a timeline
- Test...test...test
- Implement and follow through



Results



Results

- Ethical Standards are established and followed consistently
- Accountability for each area of the institution
- Efficiency and Productivity are increased due to structure



Results – Ethical Standards

- Adhered to FASB and CASE standards
- Developed a Gift Acceptance Committee
- Researched, developed, published and implemented standard policies and procedures
 - Departments
 - Divisions



Results – Ethical Standards

- Received Board of Trustee approval for Gift Acceptance and Campaign counting
- Adopted Office of College Advancement standards
- Communicated standards to the public with printed materials and real-time reports



Results - Accountability

- Identified and corrected past issues like Endowment agreements
- Developed check list to assure processes were completed in order and on time
- Created reports that provide checks and balances
- Cross trained



Results - Accountability

- Gave permission to division to create data
- Reconciled data daily, monthly and annually
- Communicated problems and solutions within 48 hour time frame
- Continually kept VP in the loop



Results - Accountability

College Advancement Mission:
College Advancement serves to help St. Norbert College fulfill its mission and realize its aspirations in three ways:

- communicate the College's character, quality, priorities and goals;
- build meaningful partnerships with external and internal constituents; and
- secure and steward an ever-increasing supply of useful financial and human resources.



Results - Accountability

A Commitment to Ethical Standards in Fundraising

The contributions of time, talent and treasure that St. Norbert College receives from generous alumni, parents and other friends are essential to the College's ability to fulfill its mission and to realize Abbot Pennings vision that its graduates are "prepared for every good work." If the College Advancement staff is to realize these goals, it is paramount to establish donors' trust and maintain their confidence. The College Advancement staff is therefore guided by standards, practices and policies that reflect the highest standards of integrity and accountability.



Results – Efficiency/Productivity

- Developed internal and external policies and procedures to standardize
 - Advancement Services
 - Gift Entry
 - Biographical Entry
 - Gift Acceptance
 - Gift Counting
 - Campaign Counting



Results – Efficiency/Productivity

- Finance

- Only booked pledges

- > \$5,000

- In Writing

- With a clearly defined time frame

- No conditions



Results – Efficiency/Productivity

- Quickly put into place procedures to reduce errors
- Reports to define problem
- Less errors
- Document, Document, Document
- Increased trust has resulted in resolution through communication
- Publishing data to VSE



Summary



Lessons Learned

- Change required buy in from top down and bottom up
- Communicated what we were going to do and why we needed to do it
- Communication happens regularly and is clear and concise
- Must commit two years to have some success – culture change
- Streamlined workload which allowed us to undertake new projects



Questions



Till next time.....

