



**Questions to Ask and Answer to Build Effective and Efficient  
College and University Institutional Advancement Offices and Foundations**

*Following is an assessment that college and university institutional advancement offices and foundations can use to determine their effectiveness and efficiency. Please answer each question honestly and total the number of “yes” and “no” responses to gauge the level of effectiveness and efficiency of your institutional advancement office and foundation.*

<b>Name of Community College and/or Community College Foundation</b>	
<b>Full Name of Person Completing Assessment</b>	
<b>Date of Assessment</b>	

Number	Categories and Questions	Yes	No	Not Applicable	Comments
<b>Accreditation</b>					
1.	Does your foundation have 501(c)3 status?				
2.	Does the foundation have bylaws?				
3.	Are the foundation’s bylaws signed and easily accessible?				
4.	Does the foundation have articles of incorporation?				
5.	Are the foundation’s articles of incorporation signed and easily accessible?				
6.	Does the foundation and college have a memorandum of understanding?				

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7.	Is the foundation's memorandum of understanding with the college signed and easily accessible?				
8.	Does the foundation board have meeting minutes?				
9.	Are the foundation board meeting minutes signed and easily accessible?				
10.	Does the foundation have a federal identification number?				
<b>Alumni Affairs</b>					
11.	Do you have an alumni relations plan?				
12.	Do you have alumni reunion events?				
13.	Do you have an alumni organization?				
14.	Do you solicit alumni for charitable contributions?				
15.	Do you have an updated database of alumni names and mailing addresses?				
16.	Do you have email addresses for alumni?				
<b>Board Relations</b>					
17.	Do you have a plan to recruit, retain, train and evaluate foundation board members?				
18.	Do you have an active foundation board?				
19.	Do all of your foundation board members contribute to the foundation on an annual basis?				
20.	Do all of your college board members contribute to the foundation on an annual basis?				
21.	Do your foundation board members help raise money?				
22.	Do your foundation board members solicit current and prospective donors?				
23.	Do you provide development training for your foundation board members?				
24.	Do you provide an orientation for new foundation board members?				
25.	Do you have criteria for selecting and recruiting new foundation board members?				
26.	Do you have a fundraising toolkit (online or printed) for foundation board members?				
27.	Is there a roster with the full names, contact information and term lengths of the				

Number	Categories and Questions	Yes	No	Not Applicable	Comments
	foundation board members?				
28.	Does the foundation board meet on a regular (monthly, bimonthly or quarterly) basis?				
29.	Does the foundation board have a meeting schedule?				
30.	Do you survey the foundation board on at least an annual basis?				
31.	Does the foundation board have an annual retreat?				
32.	Do you have one-on-one meetings with board members?				
33.	Do you have signed conflict of interest forms from all board members?				
34.	Do you have signed whistleblower forms from all board members?				
35.	Do you have signed commitment forms from all board members?				
36.	Do you have signed confidentiality agreement forms from all board members?				
37.	Are your board meetings interactive, interesting and engaging?				
38.	During foundation board meetings, do you focus on new business before old business?				
39.	Do you include role-playing in your foundation board meetings?				
40.	Do you invite guest speakers to your foundation board meetings?				
41.	Do you have written positions for foundation board officers and members?				
42.	Do you have written expectations of board members?				
43.	Have you met to discuss the written expectations with board members?				
44.	Do board members have written expectations of the chief development officer?				
45.	Have board members met with the chief development officer to discuss the written expectations with him or her?				
46.	Do foundation board members have foundation business cards?				
47.	Do you hold foundation board meetings at all campuses (if you have a multi-campus college)?				
<b>Enrollment Management</b>					
48.	Do you have an enrollment management plan?				
49.	Does your institutional advancement team partner with your student services team to develop enrollment management goals?				

Number	Categories and Questions	Yes	No	Not Applicable	Comments
50.	Is at least one member of the institutional advancement team a member of the enrollment management team?				
<b>Equipment</b>					
51.	Do you have updated and functional equipment for all of the functions related to the office of institutional advancement and foundation?				
<b>File and Record Management</b>					
52.	Do you have a donor database?				
53.	Does the donor database include complete and accurate information?				
54.	Do you have print and electronic donor files?				
55.	Do you have a system to organize, purge and maintain confidential print donor files?				
56.	Do you have a system to organize, purge and maintain confidential electronic donor files?				
57.	Does the office of institutional advancement have a shared drive?				
58.	Does the foundation have a shared drive?				
<b>Financial Management</b>					
59.	Does the office of institutional advancement have an operating budget?				
60.	Does the foundation have an operating budget?				
61.	Do you have a system to manage the foundation's financial records?				
62.	Do you have complete, accurate and organized foundation financial records?				
63.	Do you receive monthly bank statements for the foundation?				
64.	Do you receive monthly account balances for the foundation?				
65.	Do you receive monthly investment reports for the foundation?				
66.	Does the foundation have a credit card?				
67.	Is there a list of all foundation fund accounts with account numbers and detailed descriptions of the purposes of the accounts?				

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<b>Fundraising</b>					
68.	Does the college have a strategic plan?				
69.	Does the foundation have a strategic plan?				
70.	Do you have a comprehensive development plan that includes major gift donors, current donors and lapsed donors (previous donors who have not given within a specified time period)?				
71.	Do you have a comprehensive development plan that includes multiple strategies to raise money, including face-to-face solicitations, direct mail, grants and special events?				
72.	Do you establish annual fundraising goals?				
73.	Do you raise money for projects beyond scholarships?				
74.	Is the foundation's strategic plan directly tied to the college's strategic plan?				
75.	Are donors able to contribute online?				
76.	Are donors able to contribute stock?				
77.	Are donors able to contribute gifts-in-kind?				
78.	Are donors able to make matching gifts?				
79.	Does the foundation have a planned giving plan?				
80.	Does the college and/or foundation write government grants?				
81.	Does the foundation write corporate and foundation grants?				
82.	Are there fundraising campaign plans and printed materials in support of those campaign plans?				
83.	Does the foundation have a case for support?				
84.	Does the foundation have a template that can be used to quickly produce well-written, concise and persuasive donor proposals?				
85.	Does the foundation have email addresses for donors?				
86.	Does the foundation have a printed contribution form?				
87.	Do you have one-on-one meetings with donors and other key stakeholders?				
88.	Do you have one-on-one meetings with the college president (if you are not the president)?				
89.	Does the foundation have a logo?				

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90.	Does the foundation have letterhead?				
91.	Does the foundation have postage-paid envelopes?				
92.	Do you have procedures in place to ensure current and prospective donors are not being approached and solicited by multiple individuals?				
93.	Have your donors been screened by foundation board members and other key individuals?				
<b>Grants</b>					
94.	Do you have a grants schedule with submission deadlines and report deadlines?				
95.	Do you have a grants checklist?				
96.	Do you have an updated and accurate compilation of statistics used for grant applications?				
97.	Does each government grant have a project director?				
98.	Do you have updated and accurate financial statements, including balances, for each grant?				
<b>Legal</b>					
99.	Are any legal matters being handled by competent legal counsel?				
100.	Are scandals being handled by competent public relations and legal counsel?				
101.	Is any misappropriation of funds being handled by competent legal counsel?				
<b>Personnel</b>					
102.	Is the college president actively engaged in fundraising?				
103.	Do you have a qualified and experienced professional leading the office of institutional advancement?				
104.	Do you have a qualified and experienced professional leading the foundation?				
105.	Do you have qualified and experienced professionals working in the office of institutional advancement?				
106.	Do you have qualified and experienced professionals working with the foundation?				

Number	Categories and Questions	Yes	No	Not Applicable	Comments
107.	Does the institutional advancement team have an annual retreat?				
108.	Does the foundation team have an annual retreat?				
109.	Do you have one-on-one meetings with your team?				
110.	Do you conduct performance evaluations of institutional advancement team members on at least an annual basis?				
111.	Do you conduct performance evaluations of foundation team members on at least an annual basis?				
112.	Do all of your employees have position descriptions?				
113.	Do you have written expectations of employees?				
114.	Have you met to discuss the written expectations with employees?				
115.	Is there a clear process to fill vacant positions?				
116.	Do all employees with a role in fundraising (including grants) meet as a group on a regular basis?				
117.	Do the office of institutional advancement team, foundation team and workforce development team meet on a regular basis?				
118.	Do you have a qualified and experienced consultant to handle essential projects that your office of institutional advancement and/or foundation team is not equipped to handle?				
119.	Do your institutional advancement and foundation teams participate in professional development activities?				
<b>Photography</b>					
120.	Do you have a person assigned to take pictures during major college and foundation events?				
121.	Do you have a photograph release form?				
122.	Do you have organized and online archives of photographs?				
123.	Do all institutional advancement and foundation team members have access to the online archives of photographs?				
<b>Planning</b>					
124.	Does the office of institutional advancement have an annual calendar?				

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125.	Does the foundation have an annual calendar?				
126.	Does the office of institutional advancement team have an annual retreat?				
127.	Does the foundation team have an annual retreat?				
128.	Is the foundation's fiscal year Jan. 1-Dec. 31?				
129.	Are you aware of best practices related to institutional advancement and foundations?				
130.	Are the best practices incorporated into current institutional advancement and foundations practices?				
131.	Do you have plans, policies, procedures, processes, systems and/or forms for the major functions with the office of institutional advancement and foundation?				
132.	Are institutional advancement employees, foundation employees, foundation board members, the college president and donors involved in the foundation's planning process?				
<b>Printing</b>					
133.	Does the print shop have updated, functional equipment?				
134.	Does the print shop have a process for individuals to place orders?				
135.	Does the print shop have request forms?				
<b>Public Relations and Marketing</b>					
136.	Are your advertising, public relations and marketing functions centralized?				
137.	Do you have a public relations and marketing plan for the college?				
138.	Do you have a crisis communication plan for the college?				
139.	Do you have a public relations and marketing plan for the foundation?				
140.	Do you have a crisis communication plan for the foundation?				
141.	Does the college have a website created that can be implemented in the event of an emergency or crisis?				
142.	Do you have a comprehensive communications and style guide?				
143.	Does the college have active social media sites?				
144.	Does the foundation have active social media sites?				

Number	Categories and Questions	Yes	No	Not Applicable	Comments
145.	Do you receive Google alerts for the college?				
146.	Do you receive Google alerts for the foundation?				
147.	Do you have an information release form?				
148.	Do you have a collection of stories and profiles of students, employees, alumni and donors that you can access quickly?				
<b>Publications</b>					
149.	Do you have professionally written and designed publications to promote the college and its services and programs?				
150.	Do you have professionally written and designed publications to promote the foundation?				
151.	Do you have visual identity standards to ensure consistent usage of the college's colors, fonts and logo?				
152.	Do you have visual identity standards to ensure consistent usage of the foundation's colors, fonts and logo?				
153.	Do you have publications templates that allow you to quickly produce professionally written and designed publications?				
<b>Scholarships</b>					
154.	Do you have a process to select scholarship recipients and award scholarships?				
155.	Do you have a database to handle scholarship awards?				
156.	Do you have a section of the college and/or foundation website to promote scholarships to students?				
157.	Do you have criteria for all of your scholarships?				
<b>Special Events</b>					
158.	Do you avoid special events that are labor-intensive and time-intensive and produce little return on investment (the proceeds after all expenses are paid are insignificant)?				
159.	Do you hold special events to inform the community of the college's mission?				
160.	Do you hold special events to inform the community of the foundation's mission?				

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161.	If you have a special events facility, do you have a marketing plan for it?				
162.	If you have a special events facility, do you have forms and contracts?				
163.	If you have a special events facility, do you have updated and functional equipment?				
164.	If you have a special events facility, do you have a staff member assigned to manage reservations?				
165.	Do you have a staff member assigned to manage special events?				
<b>Vendors</b>					
166.	Does the college have a roster of vendors it uses on a regular basis?				
167.	Does the foundation have a roster of vendors it uses on a regular basis?				
168.	Does the college have procedures in place to hold vendors accountable for unsatisfactory work?				
<b>Websites</b>					
169.	Does the college have an attractive, updated and interactive website?				
170.	Does the foundation have an attractive, updated and interactive website?				
171.	Is the college website on an external service with a guaranteed 100-percent uptime (the time period during which the website is functional)?				
172.	Is the foundation website on an external service with a guaranteed 100-percent uptime?				
173.	Is the link to the foundation website or Web section featured prominently on the college home page?				
174.	Does the college website have a separate login and section for employees or an intranet accessible to employees only?				
<b>Total Number of “Yes” and “No” Responses</b>					

### The Results

<b>Take the number of “yes” responses and divide that number by the total number of “yes” and “no” responses. If your percentage is...</b>	<b>Your grade is...</b>	<b>It seems that the level of effectiveness and efficiency of your institutional advancement office and foundation is...</b>
90 to 100 percent	A	Excellent
80 to 89 percent	B	Very good
70 to 79 percent	C	Average
60 to 69 percent	D	Below average
0 to 59 percent	F	Poor