

Council for Resource Development  
Executive Committee Meeting  
Saturday, April 17, 2010  
Sheraton Seattle Hotel  
Issaquah A

MINUTES  
(approved May 13, 2010)

The Executive Committee meeting was called to order by President Deb Wilson at 8:45 am.

Present: Deb Wilson, Judy Everett, Perry Hammock, Kim Sturgeon, Adrienne Price, John Rainone, Steve Budd, Laurie McQuay-Peninger for Julie Erickson, Kathleen Guy

Absent: Susan Arscott, Julie Erickson, Kay Strickland, Kathrine Swanson  
A quorum was established by Judy Everett.

**Action Items**

Minutes. Deb Wilson called for the approval of the March 18, 2010 Minutes. Judy Everett moved for approval and John Rainone seconded the motion. Motion carried.

Finance Report. In the absence of Kathrine Swanson, full financial reports were tabled until the April Executive Committee conference call. Polly noted that the Investment Management RFPs were returned, and that the Finance Committee reviewed and selected two firms for interviews. Interviews will take place Monday, May 10.

**Discussion Items**

**Governance Task Force Update: Judy Everett**

Over the year, four committees have been established to gain member and board input, review other organizational models and recommend CRD's new volunteer governance structure, and research and develop the implementation strategies for moving to the new model.

Focus Group Committee, chaired by Tish Williams and Catherine Crary. This committee developed questions and conducted focus groups at the National Conference in November, 2009. Prior to the conference, they conducted a focus group with the CRD board of directors, and during the conference they conducted focus groups with CRD members at large. A summary of the results of that research can be found on the CRD website at:

<http://www.crdnet.org/pubs/Governance.cfm>

Status: Completed; results posted on CRD's Governance Task Force Website

Personal Interview Committee, chaired by Kay Strickland and Kris Culp. The Governance Task Force wanted to ensure that CRD members not able to attend the National Conference would be afforded the opportunity to provide input into the restructuring process. Invitations to participate in personal interviews were sent to the general membership. In addition, the Regional Directors also contacted their membership. Personal interviews are currently being conducted by the Regional Directors. When the summary of those findings are complete in April, they will also be posted at

<http://www.crdnet.org/pubs/Governance.cfm>.

Status: Interviews completed; pending compilation of raw data

Model Committee, chaired by Kim Sturgeon. This committee is charged with reviewing the research conducted by the Focus Groups and the Personal Interviews, reviewing governance structure models and governance structures of other associations and recommending a new model for CRD governance and volunteer leadership by the July board meetings in Omaha, NE. They have recently met for the first time and are meeting every two weeks to ensure that the deadline is met.

Committee Members:

Kim Sturgeon (CHAIR), Asst. VP of Advancement, Trident Technical College, SC  
John Rainone, Dean of Institutional Advancement, York County CC, ME  
Catherine Crary, Grants Development Specialist, Maricopa CC District, AZ  
Julie Erickson, Director of Resource Development, Bismarck State College, ND  
Stephanie Rogers, Alumni Development Director, Bossier Parish CC, LA  
Debbie Douma, Director, Institutional Research & Grants, Pensacola Jr. College, FL  
Mary Brumbach, Executive Director District Strategic Funding, Brookhaven College

Status: Committee actively meeting; development of proposed new model underway and will be posted on website early May; Model Committee Chair will provide more in-depth report.

Implementation Committee, chaired by Laura Qaissaanee. This committee will look at the suggested model put forward by the Model Committee and determine what changes need to be made in our governing documents, the implementation strategies for the new model, and a timeline for implementation. The group will begin its work as the Model Committee brings forth their recommendations.

Committee Members:

Andrea Salzburg, Grant Development Specialist, Housatonic Community College  
Mary Brumbach, Executive Director District Strategic Funding, Brookhaven College  
Jennifer Yancey, Vice President, College Advancement and External Affairs

Status: Committee work will begin after approval of proposed new model. Additional members being recruited. Implementation Committee Chair will provide report.

### **Models Committee: Proposed Model, Kim Sturgeon**

Kim began by thanking the committee: Julie Erickson, Catherine Crary, Debbie Douma, John Rainone, Stephanie Rogers, and Mary Brumbach for their dedicated work on this segment of the restructuring process. She also reminded the executive committee that her presentation of the proposed model is not for approval, but to elicit further discussion and comments. She presented 3 documents: a grid describing function of board/volunteers and where that function would be placed in new model; a visual graphic of the new model; and a description of the new model. She reviewed all three documents including a review of the research conducted by the committee that led to the proposed model. Kim noted that the models committee consists of seasoned CRD

leadership to brand new members; and that each brought valuable perspectives to the process. Comments by the Executive Committee regarding the model were taken by Kim.

Next steps: Kim wants to be sure that each step of the way, each body she presents this model to has opportunity to comment. First the absent members of the executive committee should be afforded opportunity to comment. Kim will speak to Kay and Kathrine about model, Perry will talk to Susan, Julie is on the committee already. Next steps of sharing model and soliciting comments: Regional Directors at conference call (May 10), Governance Task Force conference call (May 12), Following the GFT call, a Full Board at conference call will be scheduled, then it will be forwarded to Lifetime Members, then full membership. Kim and Polly will develop a FAQ sheet for full membership and post PowerPoint for full membership. We will use Survey Monkey for responses from full membership.

Deb Wilson commended Kim and her Model Committee for excellent work on this project.

### **Mini-Environmental Scan**

Steve Budd discussed what he's been learning in his field work for his doctoral research: grant development through the lens of NSF, and why some institutions are so successful and others are not at securing NSF grants. CRD's ATE NSF grant was established in 2001 and renewed ever since, but data suggests that not much has changed at NSF – still the same 150 or so colleges receive NSF grants. Steve's research was to identify why the grants didn't successfully change the results:

1. Organizational capacity: faculty go back, but faculty still don't have opportunity for release time to focus on application.
2. ATE programs were able to entice community colleges into NSF grant application process. But currently ATE is being driven by 4 or 5 4-year institutions, not community colleges.
3. Federal agenda is driving NSF to be more research focused now.
4. Lack of representation of community colleges on panels
5. CRD workshops predominately targeted to grant staff, not faculty. Originally workshops were focused on teams of faculty bringing grant staff along.
6. Increase in % of adjunct at institutions (adjunct don't write grants)
7. Consultants stepping to do grant development work. (Clements, ie)
8. NACURA – reporting/data collection/etc could be good partner with CRD

Suggestions: relook at delivery? Advocate for an ATE PI Conference?

Steve: Current grant expires in September. If CRD is still interested, should CRD get together with Gerhard Salinger to see if we should restructure?

Kim: NEH has same requirements. Could we do webinars with faculty for both NSF and NEH?

Adrienne: thinks that registration fees could support the workshop, barring concept papers.

Deb: make a call for NSF Task Force charged with examining how best to move forward with NSF (October deadline for next grant application), as well as examine how to use the model in other areas.) Deb will ask NSF Task Force to report back at July board meetings.

Polly reported on local programming in Texas and Ohio.: local programming is desired, it needs to be done in a way that makes profit for CRD, and it needs to direct participants to membership/national programs. She will be meeting with Ohio Association of Community Colleges May 20 to discuss ways to bring training to the Ohio presidents.

Other observations – how to build relationship with AACC? Work strategically with AACC via board members and new CEO and take proactive stance in showing how CRD can advance AACC mission.

### **President Elect and 2011 Programming, Kim Sturgeon**

Kim discussed her thoughts for next year. She feels there should be some continuity of leadership for next few years. She agrees with Pam Heman that once model is adopted, in some way membership needs to see some kind of immediate difference. She also feels that board will be focused on governance. Discussion on how to secure leadership for summer program led to consensus to call for proposal with the following guidelines:

- easily accessible air hub
- located at college/or other inexpensive venue
- hotel without room attrition contract
- possible Annual Fund/Alumni focus
- June/July preferred
- 50-100 expected attendees

The same model will be used to secure leadership for the National Conference programming. Perry will help Kim write job description for the position.

### **Immediate Past President, HR Committee-Judy Everett**

Judy Everett reviewed discussion over the past year on overseeing and evaluating Executive Director. Pam Heman has offered council on the project. The CEO/Compensation Review Committee will be comprised of the President, Immediate Past President and President Elect. The committee will devise a Compensation Philosophy and CEO Evaluation Tool to go into effect this year.

### **Publications/Research, Laurie McQuay-Peninger**

Laurie presented the results of the Dispatch Survey (see attached). Discussion around adding fee to membership for print version, as well as moving it to four-color as we digitize.

Next deadline is June 4 for Presidents Issue. Committee will look at digitizing the Dispatch and return with a recommendation.

### **Noah Brown, president, Association of Community College Trustees, stopped by for a visit.**

Thanked CRD, in particular Polly Binns and Susan Kelley, for work in helping them work strategically with the new administration and input on the stimulus and SAFRA dollars. Discussed hot topics in Governance and membership recruitment. Offered support in any way ACCT can.

## **Trustees, Kathleen Guy - Research question**

Kathleen reported for Julie Erickson and called the process a research project in search of a mission. She noted that the committee continues to try to focus nailing down the “research question” and is continuing to pursue partnerships with CASE, Hanover Group, CAE, and Dale Campbell.

**CASE/CRD partnership:** what would it look like? Will continue to be defined as governance restructuring continues, also John Ski’s advancement officer is chair of CASE. Judy: how does CRD define partnership? Kathleen-CRD has “street cred”. CASE looking for grant \$ to find ways to provide direct services to Achieving the Dream schools...could CRD strengthen proposal if included? Kim-could we have roundtable discussions with CASE about what partnerships look like? NCMPR inclusion in discussions? Judy-do we need to partner? Go back to Noah’s comment – competition is good-what is your value?

## **Other Vice President Reports:**

National Conference: Perry Hammock

### Proposals

We only have 64 proposals for 72 possible sessions. Plus, we have the list of “usual suspects’ who do great sessions and can fill in . Looks like everything is on target. Staff has all the sessions on Sharepoint, and the committees are reviewing as we read!

### Committees

Are fully staffed. All chairs had a teleconference to go over details, and questions and be thanked for their participation.

### Keynote Speakers

Are fully subscribed. They include:

Dr. Frank Chong, Deputy Assistant Secretary for Community Colleges

Kathryn Miree, President of K Miree and Associates – who came with the highest recommendations

Kjell Christopherson – President of Economic Modeling Specialists, Inc – the parent company of CC Benefits.

### Early Registration

Is OPEN! Staff received so many requests that we opened registration super early to get scarce funds committed. Note that conference fees have not increased now for a full 3 years! This will need to be considered for next year. But for now, Early Bird stays at \$495, Discount at \$525 and Regular at \$595.

### Alumni Speaker

We have over a dozen submissions for a CC alum to speak at the Benefactor’s banquet. The selection committee is working now to pick the best one.

### Sponsorships

Room for more – be sure to send your ideas and connections to staff so we can follow up. We need to get all 3 keynoters sponsored, every break, coffee mug and program.

Otherwise, all seems to be on schedule, on budget and on track.

## **Regional Services: Kay Strickland**

### Overview

- The Regional Directors meet by conference call the second Monday of each month at 2:00PM EST. Stephanie Woods is the staff liaison to the group. Participation on the call from directors has been as follows:  
January – 90%  
February – 70%  
March – 70%

### Activities

- **Specialist Training**  
Regional Directors assisted the Nat'l Office in advertising the training and offering scholarships if the regional coffers could afford to.
- **Benefactors Awards**  
Regional Directors assisted the Nat'l Office in advertising the award application process and each region received at least one application for nomination. All regions have selected their recipients and are in the process of notifying the winning institutions at this time.
- **Interviews for the Governmental Task Force**  
Regional Directors agreed to facilitate the interview process for this initiative. The Directors encouraged their regions to sign up to be interviewed. They then were to conduct the interviews and forward their findings to me by the end of February. The interview process and results are attached to this report. The Directors completed a total of 28 interviews. The following Regions completed their interviews – 2, 4, 6, 7, 8, 9, 10. There were no interviews submitted by Regions 3, or 5. Region 1 had no Director during this time period. The interview process and summary are attached to this report.
- **Regional Programming**  
This year regional programming was not mandatory, but many regions have or will do some kind of regional activity. The following are some of the activities by region:  
Region 2 – trying to organize meetings by state inviting some to do ½ day workshop with lunch; joined forces with the NJ Community College Grant Writers and Foundation Officers and got 30 to attend a meeting in New Jersey in January using this format  
Region 3 – Met with Maryland State Association in February and shared information about CRD  
Region 4 – Has not planned anything for 2010, but is working on a regional conference for 2011 in Charleston, SC perhaps with Region 6  
Region 5 – Has no planned programming  
Region 6 – Conducted a Texas president's workshop in February that went very well

Region 7 – Regional Director is traveling throughout the region to different meetings to promote the summer workshop in Omaha

Region 8 – Have no planned regional programming for this year, but focusing on membership & encouraging members to attend the summer workshop

Region 9 – Hosting a NSF faculty workshop on April 9; she will also be doing a newsletter with the intention of submitting it 4 times a year

Region 10 – Held an Oregon state meeting in January (it is a quarterly meeting) and held a Washington state meeting on March 26<sup>th</sup>. Would like to do this format alternating months as much as possible. Also promoting CRD through AFP.

### Comments from the Directors:

- Regional Conferences are very important to their regions and they all would like to resume those in 2011
- We need to begin promoting 2011 as soon as possible so members can plan accordingly

### **Marketing/Development: John Rainone**

The overall goals identified this year in the Marketing and Development areas were:

Sponsorships, Website Redesign, Increased Involvement of College Presidents with CRD, Membership and Member Services, and the Campaign for CRD. At this point in the year, not all the above areas have been addressed.

### New Website



I was pleased to share with the full Board the draft of the new CRD website. All comments from the Board were very positive. The working group has been developing this exciting and fresh design. We are pleased the designers captured the excitement and professionalism of CRD and its members.

Our launch goal is by the end of May.

### Partnerships/Sponsors

Stephanie Melvin and I developed a “partnership” approach to recruiting sponsors. The goal of this is to present to a potential partner a comprehensive and expanded list of benefits that ensures our partners have ample access to our members year-round. The partners confirmed to date are:

- The Clements Group - \$10,000
- EMSI - proposal
- Harris Connect - proposal
- SunGard - proposal

The Hodge Group -proposal  
Wealth Engine - proposal  
IT Works – proposal

Stephanie also developed a web-based **Business Directory**, which will allow partners and companies to be listed by categories for our members. These categories may include professional and consulting services, software vendors, and donor recognition items. For a fee, the company will be able to include their logo, contact information, and a 50-word description. Members will be able to search these partners by the various categories. Companies will be also able to place ads for 6-month or on an annual basis.

#### Membership/Member Services – as of March 31, 2010

##### Paid members

2008: 1312                      2009: 1078                      2010: 1234 (up 14.4% from 2009)

##### All members (including Lifetime, Comp, presidents, etc.)

2008: 1513                      2009: 1250                      2010: 1434 (up 14.7% from 2009)

##### Regional numbers (paid and unpaid memberships)

I: 74	II: 106	III: 143
IV: 258	V: 257	VI: 235
VII: 79	VIII: 52	IX: 109
X: 121		

##### Development

With the launch of the new CRD Website and a clearly identifiable area to “Donate” to the organization, I wondered if it would be an effort to kick-off an **Annual Fund** during the second half of the year. Traditionally, when a new website is launched there are efforts to drive members and friends to “check out” the new organization’s website and its various features. While they are visiting the site, we would have the opportunity to ask them to consider a small gift for a few specific areas [scholarships, etc.]. The Case Statement for the organization is complete so this effort could be a small step in the effort toward a major campaign.

##### **Publications/Research: Laurie McQuay-Peninger for Julie Erickson**

##### New Century Resource Papers

- Published - #18 *Exploring Factors that Impact Success in Community College Fundraising* by Para M. Jones, Ph.D., Edited by Joe Stiso
- Invited - #19 Topic – Grant Management Best Practices (exact title to be determined) by Liz Gombash and Sandy Hawkins
- Invited - #20 Topic – Foundation Board Orientation and Development Practices (exact title to be determined) by Kathleen Guy

Dispatch – Laurie McQuay-Peninger, Editor, and Janet Decker, Assistant Editor

- Published – Winter 2010 – *From Race Cars to Baseball – Innovative Strategies for Engaging Students and Faculty*
- Published – Spring/Summer 2010 – *Transcending Physical Boundaries – Community College Initiatives to Foster Global Citizenship*
- In Development – Fall 2010 President’s Issue – *The New Normal*

#### Research Study Update

- Committee Members: Kathleen Guy; Polly Binns; Kyran Kennedy; Laura Quissaunee; Para Jones
- The committee has met several times and discussed the purpose of the research project; specifically attempting to determine what it is that we specifically what to find out and how do we go about defining the purpose of the research. It is really critical that we get the source of the research question to find out what we want to accomplish for our profession.
- It was determined that additional research scanning to identify recent studies that will help identify the research gap. The current economic environment as well as the realities of public funding make fund raising and grants more important than ever; therefore a study that incorporates both will be helpful to the profession.
- The committee will find volunteers within CRD membership who may be interested in helping conduct a literature review.

#### Dispatch Redesign

- Committee Members: Polly Binns; Stephanie Melvin; Janet Decker; Laurie McQuay Peninger
- A survey was sent out to the CRD Members electronically on January 27 and left open until February 19, 2010, to determine the views of the members regarding the design and readership of the Dispatch. A copy of the survey, as well as the results of the survey, is included with this report.
- As a result of the survey we are taking a look at potential eNewsMagazine opportunities and the staff at the National Office have conducted research as to potential options for online publishing of the Dispatch. A copy of that research is included.

It is anticipated that the new design will be ready for roll-out in 2011 and will be coordinated with the website redesign.

#### **Programs: Adrienne Price**

##### Specialist Training Program

March 7-19, 2010

Gardner, MA, and Washington, DC

CRD At-large Director of Specialist Training Program: Joseph Stiso, Associate Vice President of Institutional Advancement at Mt. Wachusett Community College (MWCC)

Thirteen interns completed the 2010 Specialist Training Program. Tuition was \$1,500. Regions 2, 3, 6, 9, and 10 provided scholarships. Joe Stiso and MWCC staff developed a comprehensive two-week program. Highlights included the following:

- Opening receptions each week

- Remarks about the importance of development from the college president's perspective
- 20 sessions (four on grants, ten on foundation, six that addressed both)
- A visit to Mt. Wachusett CC's technology campus in Devens, MA, where the college showcased model partnerships with business, industry, school districts, and donors, and highlighted funding that made these initiatives possible (private, corporate, federal, and state)
- A day in Boston to visit the State House, the JFK Presidential Library & Museum, and free time for the interns
- Visits with CRD, AACC, and ACCT
- Visits with seven program officers in DC, including Brenda Dann-Messier Assistant Secretary for Vocational and Adult Education at the U.S. Department of Education; Fund for the Improvement of Postsecondary Education; Title III/V; National Endowment for the Humanities; National Science Foundation; Corporation for National and Community Service; and Health Resources & Service Administration
- Capitol Hill visits
- Dinner out and a walking tour while in DC; four optional social opportunities in Massachusetts, including a business after-hours meeting/reception with the Greater Gardner Chamber of Commerce
- Debriefs every day and final wrap-up/evaluation

#### National Science Foundation Grant Writing Workshop

April 9, 2010

Walnut, CA

CRD Region IX Director: Catherine Crary, Grants Development & Management Specialist, Maricopa County Community College District

Catherine Crary and Adrienne Price co-organized the event, which was held at Mt. San Antonio College (Mt. SAC). Registration was capped at 50 participants, and all slots were filled. The registration fee was \$35 per person or \$125 if an institution registered a team of four. The grant paid for the majority of costs; the registration fees predominately paid for breakfast, lunch, and refreshments.

Since the primary purpose of the workshop was to engage community college STEM faculty and encourage them to pursue NSF grants, the majority of participants were faculty. However, quite a few grant developers were in attendance. The rough breakdown of attendees was as follows: 20% from Mt. SAC; 50% from other Southern California colleges; 15% from Northern California colleges; and 15% from colleges in other western states. One participant was from a local high school. And one college's team of four included two students.

Presenters included NSF grant principal investigators (PI) from California and Arizona. Gerhard Salinger, NSF program officer, participated via conference call for part of the workshop. The agenda was as follows:

08:30 – 09:00	Registration and continental breakfast
09:00 – 09:15	Welcome: Ms. Adrienne Price, Dr. Virginia Burley

09:15 – 10:15	Overview of NSF Funding Opportunities: Dr. Kathy Alfano & Dr. Gerhard Salinger
10:15 – 10:30	Break
10:30 – 11:15	Helpful Hints and Fatal Flaws: Dr. Kathy Alfano
11:15 – 12:00	Impact and Evaluation: Dr. Michael Lesiecki
12:00 – 12:45	Lunch
12:45 – 02:45	Mock Proposal Review: Ms. Jaishri Mehta & Ms. Kaatje Kraft
02:45 – 03:00	Break
03:00 – 04:15	Panel Discussion: Dr. Iraj Nejad, Ms. Jaishri Mehta, Ms. Kaatje Kraft & Mr. Larry Redinger
04:15 – 04:30	Wrap-up and Evaluations: Ms. Catherine Crary

Adrienne Price encourages CRD to continue these workshops, either through applying for another NSF grant or covered entirely by registration fees. If offered at a college campus that has received numerous NSF grants, the workshop becomes much more affordable. The majority of presenters can be local/regional grant PIs. Standard materials/agenda could be shared among program planners. The concept paper element could be continued perhaps through regional contributions in the same way that scholarships are awarded for other programs.

### Presidents Fundraising Academy

June 2-4, 2010

Newport, RI

CRD At-large Director of Presidents Fundraising Workshop: Leah Goss, Executive Director of System Advancement, Louisiana Community & Technical College System

The brochure and speakers have been finalized, and registration is live on the CRD website. The registration fee for members is \$795 by the early bird deadline and \$875 after May 5. The registration fee for non-members is \$995 by the early bird deadline and \$1,075 after May 5. The keynote speaker will be Dr. Gail Carberry, President of Quinsigamond Community College in Worcester, MA. The academy faculty will be Dr. John Sygielski, President of Mt. Hood Community College in Gresham, OR, and Dr. Rebecca “Becky” Paneitz of NorthWest Arkansas Community College in Bentonville, AR.

The committee is still finalizing the curriculum. As the event sponsor, The Clements Group has been working hard on marketing strategies. During the AACC conference, they plan to hold a focus group with presidents who are alumni of the workshop. If Leah Goss and Pend Armistead cannot gather enough presidents interested in participating in the focus group, they will use that time as a work session. The agenda is as follows:

Wed, 6/2, 3-5pm	Opening Session & Keynote Address: Dr. Gail Carberry
Wed, 6/2, 5:30-6:30pm	Reception
Thu, 6/3, 8am-5pm	Academy
Thu, 6/3, 7:00pm –	One-on-one consultation with academy faculty to seek advice on fundraising topics specific to attendees’ needs
Fri, 6/4, 8am-12:30pm	Academy

Fri, 6/4, 1:30pm –

One-on-one consultation with academy faculty to seek advice on fundraising topics specific to attendees' needs.

### Summer Symposium

July 18-20, 2010

Omaha, NE

CRD At-large Director of Summer Symposium, Patricia "Tish" Williams, Director of Grants, Monroe Community College

The brochure has been finalized, and registration is live on the CRD website. The event will be hosted by Metropolitan Community College. The registration fee for members is \$485 by the early bird deadline and \$550 after June 1. The registration fee for non-members is \$785 by the early bird deadline and \$850 after June 1. Much of the program has been confirmed; however, several gaps still exist.

Foundation Perspectives: Leading foundation executives will share what they look for in data, both to make the case and to demonstrate outcomes. You will learn how to make sure the data you collect will strengthen your request and support subsequent reporting.

- The Kresge Foundation: Confirmed.
- The Sherwood Foundation: Almost confirmed.
- Ford Foundation: Polly Binns has contacted; waiting for response.
- Kauffman Foundation: Joe Stiso has a contact and will follow up.
- Lumina Foundation: Declined.

Federal Agency Perspectives: This panel of public agency representatives who work with community colleges will present information on what data they look for to make the case for funding and to demonstrate outcomes. You will learn how to make evaluation part of the proposal process to increase competitiveness in the initial application and to provide more effective project implementation and reporting.

- U.S. Department of Education: Tish Williams contacted two representatives. One declined; the other request is still pending.
- U.S. Department of Labor: Declined; however, DOL's Employment & Training Administration has a variety of regional offices. Adrienne Price will contact the ETA Regional Office serving Nebraska and/or the Nebraska WIA contact.
- U.S. Department of Agriculture: Adrienne Price contacted the program officer of her college's USDA grant. He responded quickly and forwarded the request onto a more appropriate contact. Adrienne Price will follow up.
- National Science Foundation: Declined; however, agreed to participate via conference call. This is not an ideal option. Adrienne Price has asked the program officer for a list of former rotators in the region; however, she has received no response. She will follow up with the program officer and will also contact the NSF grant-funded Evaluation Resource Center for Advanced Technological Education, located in Kalamazoo, MI.

Accreditation and the Development Office: Representatives from two accrediting bodies will share how a development office's gathered data can help support the college's case for

accreditation. You will learn how your development offices need to fit into the accreditation process and how you can strengthen that participation.

- Middle States Commission on Higher Education: Confirmed.
- The Higher Learning Commission: Confirmed.

Corporate Funders/Donors: Decision-makers from national corporate funders and donors will share what data they look for to strengthen a proposal or ask and demonstrate success that is different from other foundations or public funding organizations.

- American Association of Community Colleges: Confirmed.
- Bank of America: Tish Williams' initial contact declined. Judy Everett has followed up with a contact in South Carolina.
- Kellogg Company: Tish Williams made initial contact and has followed up again requesting a response by April 20.
- ConAgra: Tish Williams contacted; however, they declined because they do not typically award grants to institutions of higher education.

Data Collection Experts Perspective: Our offices collect and use data in a number of ways; to create benchmarks, to identify trends, and to stay connected with our constituencies.

Spokespersons from leading data collection companies will discuss how use of a variety of sources can strengthen and streamline your data collection initiatives.

- Economic Modeling Specialists, Inc.: Confirmed.
- Blackbaud: Almost confirmed.
- WealthEngine: Tish Williams made initial contact and has followed up again requesting a response by April 20.

Community College Perspectives: Hear from community college colleagues about best practices in data collection and use in fundraising, grant functions, and donor relations. You will learn how you can create your best data collection and use processes protocols.

- Montgomery County Community College: Kathrine Swanson has confirmed.
- Kirkwood Community College: Kathy Hall has confirmed.
- Northern Wyoming Community College District: Tish Williams has mentioned the possibility to Susan Bigelow and will follow up with an official invitation.
- Sinclair Community College: Neil Herbkersman declined.
- Ivy Tech Community College of Indiana: Perry Hammock declined.
- Northampton Community College: Susan Kubik declined.

Development Office and Institutional Research Partnerships: How can your college make sure staff gain the insights they need to make the right choices about how the college serves its students? How can captured data be used to help students be successful and how can this information provide a snapshot of the organization's overall health? Learn how data can be used to recruit and market potential students, impact retention and create a tracking system of students once they graduate from college. The information gained from this program will be valuable for both your grant program and your foundation advancement efforts.

- Des Moines Area Community College: Ganesh Ganpat has confirmed.
- Mount Wachusett Community College: Joe Stiso has confirmed.

Tish Williams asks Executive Committee for any suggestions on how to fill the remaining gaps in the program.

#### Federal Funding Task Force

November 1-3, 2010

Washington, DC

At-large Director of Federal Funding Task Force: Judith Cawhorn, Executive Director of Grant Development, Mott Community College

The committee will begin soliciting members for the 2010 FFTF in mid-May. Last year was the first year that the FFTF solicited sponsorships. They hope to increase the sponsorship level this year. Judith Cawhorn asks Executive Committee to send any ideas for potential sponsors to her or Stephanie Melvin.

#### Executive Institute for Fundraising Leadership

November 2-3, 2010

Washington, DC

At-large Director of Executive Institute for Fundraising Leadership: Terri Burchell, Area Director of Institutional Advancement, Mid-Plains Community College

The Clements Group will sponsor Executive Institute. The program is not yet complete, and registration is not yet live. However, Terri Burchell and the committee plan to have the same speakers from the Executive Institute at this year's Summer Symposium. And they plan to keep the costs the same for the summer and fall institutes. For the summer Executive Institute, the registration fee is \$500 for a team of 1-3 members and \$150 for each additional team member by the early bird deadline. The registration fee increases to \$550 for a team of 1-3 members and \$150 for each additional team after the early bird deadline.

#### Webinars

Director of Marketing and Development: Stephanie Melvin, Council for Resource Development

A variety of successful webinars have already occurred this winter and spring. Stephanie Melvin has been working with Richard Morley on the Planning Giving webinars, which are scheduled for the end of April. Nancy Morgan and Stephanie Melvin are finalizing the Grants webinars, which are scheduled for the end of May.

#### Mentoring Program

At-large Director of Mentoring Program: Patrice Whitten, Executive Director, Pensacola Junior College Foundation

The Mentoring Program is moving along slowly. A few new mentees have contacted Patrice Whitten since the annual conference. She continues to recruit mentors and committee members. Adrienne Price plans to work with Patrice Whitten to flesh out some of the ideas

proposed at the November board meeting and work toward implementing some new mentoring activities at the 2010 annual conference.

**AACC CC Times Articles** (p 27)

Binns

**Attached: Dispatch Survey**

**2010 CRD Executive Committee Conference Call Schedule**

May 13, 2010

June 17, 2010

August 19, 2010

September 23, 2010

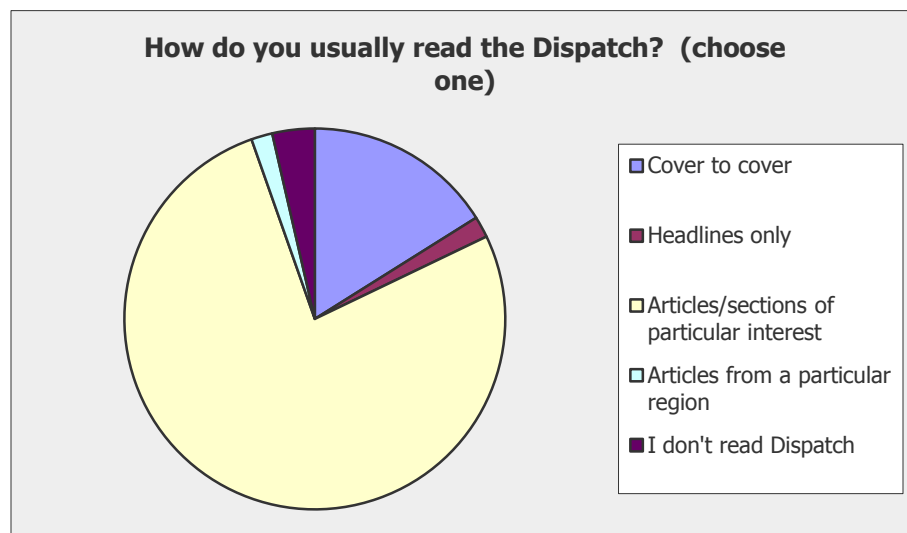
October 21, 2010

## Dispatch Survey #1

How do you usually read the Dispatch? (choose one)

Answer Options	Response Percent	Response Count
Cover to cover	16.1%	18
Headlines only	1.8%	2
Articles/sections of particular interest	76.8%	86
Articles from a particular region	1.8%	2
I don't read Dispatch	3.6%	4
Other (please specify)		2
<b>answered question</b>		<b>112</b>
<b>skipped question</b>		<b>1</b>

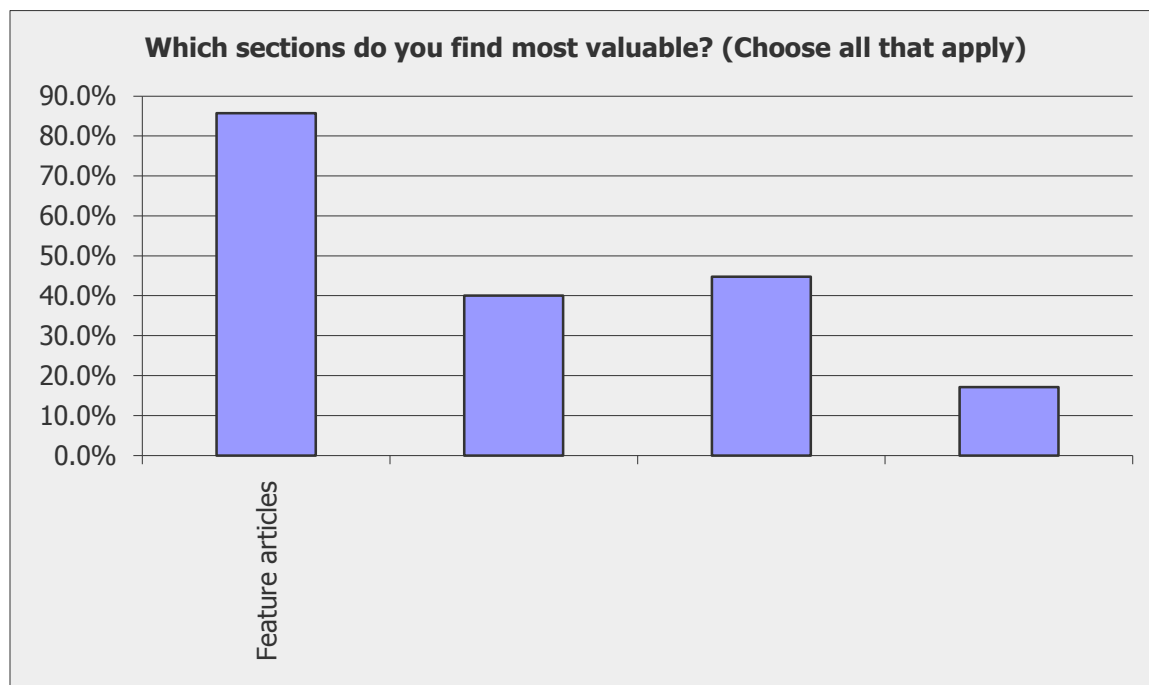
Number	Response Date	Other (please specify)
1	Jan 28, 2010 2:50 PM	I do not work for the Foundation, so fundraising issues are not important enough to me to take up my time.
2	Jan 28, 2010 5:00 PM	I don't think I receive DISPATCH.



## #2

<b>Which sections do you find most valuable? (Choose all that apply)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Feature articles	85.7%	90
Legal Beagle	40.0%	42
Campus Connections	44.8%	47
Technology Connection	17.1%	18
Other (please specify)		3
<b><i>answered question</i></b>		<b>105</b>
<b><i>skipped question</i></b>		<b>8</b>

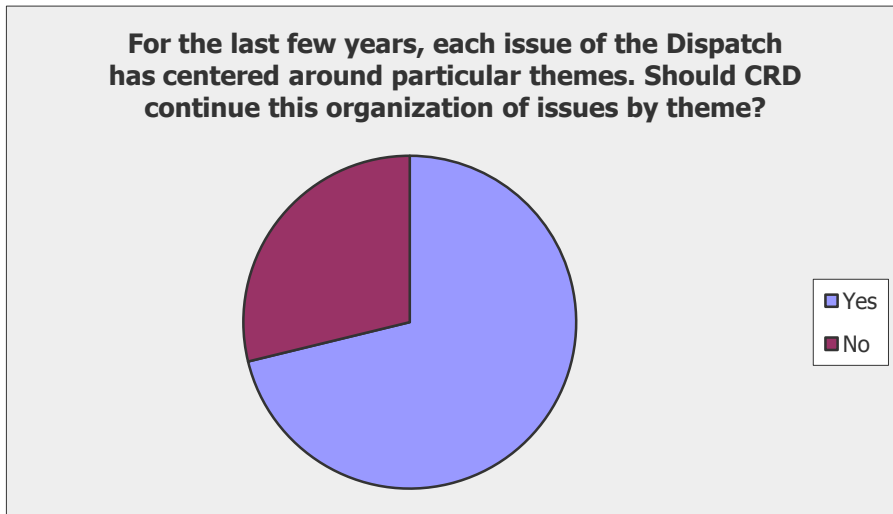
<b>Number</b>	<b>Response Date</b>	<b>Other (please specify)</b>
<b>1</b>	<b>Jan 27, 2010 10:46 PM</b>	Grant-related articles
<b>2</b>	<b>Jan 29, 2010 3:12 PM</b>	Depends on the topics
<b>3</b>	<b>Feb 6, 2010 5:39 PM</b>	Not familiar enough with it to know sections.



### #3

For the last few years, each issue of the Dispatch has centered around particular themes. Should CRD continue this organization of issues by theme?

Answer Options	Response Percent	Response Count
Yes	71.2%	74
No	28.8%	30
<i>answered question</i>		<b>104</b>
<i>skipped question</i>		<b>9</b>



**#4**

**How do you currently use the Dispatch in your practice? (Choose all that apply)**

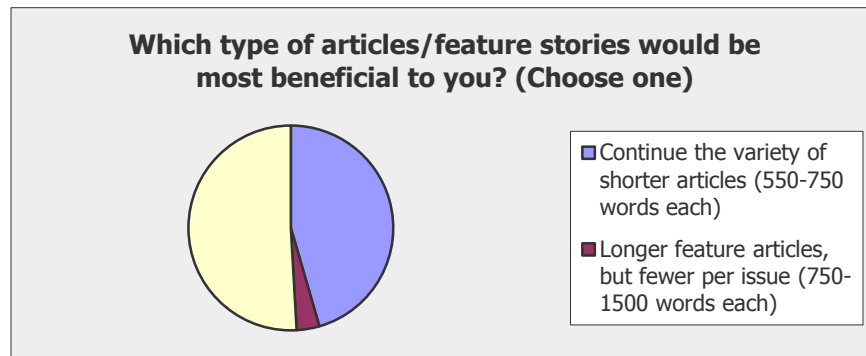
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Programmatically: To generate ideas regarding potential programs/projects	67.0%	71
Operationally: To identify promising resource development practices that have been successful elsewhere	74.5%	79
Planning and Development: To research trends and forecasts	57.5%	61
Collaboration and Networking: To identify potential partners	25.5%	27
Communication: To announce institutional successes and developments	24.5%	26
Other (please specify) <span style="float: right;">6</span>		
<b><i>answered question</i></b>		<b>106</b>
<b><i>skipped question</i></b>		<b>7</b>

<b>Number</b>	<b>Response Date</b>	<b>Other (please specify)</b>
1	Jan 28, 2010 1:11 AM	To gain practical knowledge of others good work
2	Jan 28, 2010 4:47 PM	I don't use it; truth is I am much more likely to use something electronic and prefer a daily or weekly format for updates. I want information pertinent to giving trends at rural community colleges not just larger community colleges throughout the US. I also want policy updates that effect Community Colleges and Hispanic Serving Institutes, and grant opportunity updates. Our listserv is much more valuable to me than the publication.
3	Jan 28, 2010 5:57 PM	Share with area institutions. And State legislators. I am retired but still keep intouch.
4	Jan 29, 2010 5:14 AM	informational and PR
5	Jan 29, 2010 3:53 PM	We hope to start using it for communication in the future.
6	Jan 29, 2010 3:54 PM	Networking and publishing

**\$5**

**Which type of articles/feature stories would be most beneficial to you?  
(Choose one)**

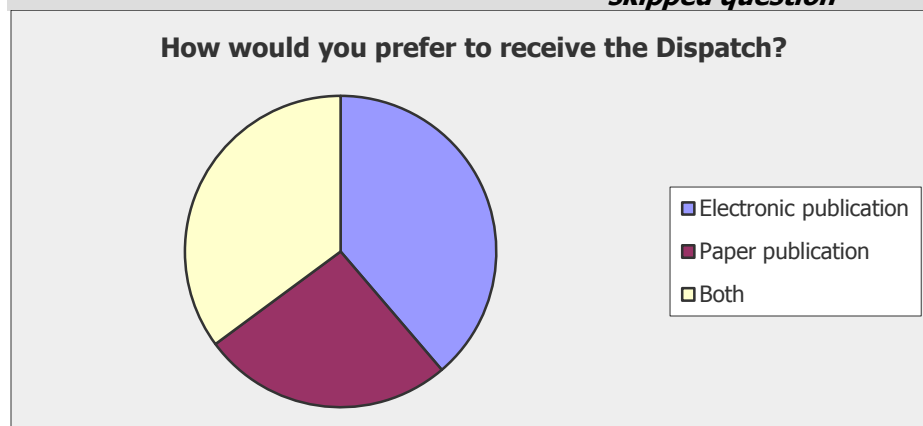
Answer Options	Response Percent	Response Count
Continue the variety of shorter articles (550-750 words each)	45.5%	51
Longer feature articles, but fewer per issue (750-1500 words each)	3.6%	4
Combination of longer and shorter articles	50.9%	57
<b>answered question</b>		<b>112</b>
<b>skipped question</b>		<b>1</b>



**#6**

**How would you prefer to receive the Dispatch?**

Answer Options	Response Percent	Response Count
Electronic publication	38.7%	43
Paper publication	26.1%	29
Both	35.1%	39
<b>answered question</b>		<b>111</b>
<b>skipped question</b>		<b>2</b>



## #7

<b>What other professional journals do you read? (Please list below)</b>	
<b>Answer Options</b>	<b>Response Count</b>
	62
<b><i>answered question</i></b>	<b>62</b>
<b><i>skipped question</i></b>	<b>51</b>

<b>Response Text</b>
Chronicle of Higher Education, Chronicle of Philanthropy
Grassroots Fundraising Journal; Chronicle of Philanthropy
CC Journal
Case currents, advancing philanthropy, journal of higher education
CC Times; CC Journal; Chronicle of Higher Ed
A variety
Routinely, CASE Currents
CASE Currents, local business journals (Madison WI), AFP pubs, BoardSource pubs
Chronical of Higher Ed, National Scholarship Providers Association.
The Chronicle of Higher Education
Successful Fundraising, Meetings & Conventions, Successful Meetings, Chronicle of Higher Education, University Business, Academic Impressions Daily Impact
NASPA Journal; Journal of College Student Development; College and University; About Campus; Diverse Issues in HE; Harvard Business Review; Journal of Applied Research in the Community College; Leadership Exchange; Community College Journal; University Business; Michigan Journal of Community Service Learning; etc.
Chronicle of Philanthropy, CASE, AFP
Advancing Philanthropy, Community College Journal
Change, Counsel (NCMPR), Currents (CASE)
Philanthropy Today, Chronicle of Higher Ed
CASE Currents, AFP magazine
Chronicle of Higher Education
The Chronicle of Higher Ed., Chronicle of Philanthropy, NCMPR, Community College
Chronicle of Philanthropy; Planned Giving Today;
AFP, NACUBO
AAGP, Campus Technology, Journals from a variety of foundations
Advancing Philanthropy (AFP); Chronicle of HE; Chronicle of Philanthropy; CC Journal; CC Times; CC Weekly
NACUBO, University Business, Chronicle (Philanthropy and HE), Various Community College specific pubs
Chronicle of Philanthropy, The NonProfit Quarterly
The Chronicle of Philanthropy, Policy Link website
NACCE
NGMA, NCURA, Currents, Hispanic Outlook
Chronicle of Philanthropy, Wall Street Journal, local area newspapers, AFP magazine, Planned Giving Journals

NEA, Alabama Education Assoc.
AACC, Texas Community College Teachers Association (TCCTA), Chronicle of Higher Education, and several electronic newsletters such as Lumina and RWJF.
Currents, Development and Alumni Relations Report
Not many
Nonprofit, University Business, College planning
Community College Times, Community College Week, Chronicle for Philanthropy
I use listserv information from the NACC, HACU and PND rather than journals.
Currents, NonProfit Times, Advancing Philanthropy, Fundraising Success; Give & Take, Community College Week
Chronicle of Higher Ed, Chronicle of Philanthropy, 19 other nonprofit/grant-related email subscriptions, 8 other grant-opportunity email alerts
Chronicle of Philanthropy, Foundation Watch
Chronicle of Higher Ed, Chronicle of Philanthropy, Community College Week, Community College Times
CASE, NCURA, Philanthropy Today
Grants and Foundation Review/Charity Channel, Inside Higher Ed, The Chronicle of Higher Education, The Lumina Foundation publications, PALMS
Currents, Chronicle of Philanthropy, etc.
currents, from CASE
CC Journal, COHE, COP, CASE Currents
Chronicle, TGCI, AAGP
I get Chronicle of Philanthropy, AFP newsletters, local non-profit e-newsletters, etc. But the Dispatch is the one I read consistently - every time.
Vicissitude, CRD Resource Papers, Community College Journal, Community College Review
Inside Higher Education, Chronicle of Philanthropy, Federal Assistance Monitor
AFP Philanthropy Today, numerous economic development and news magazines
Chronical of Philanthropy
Chronicle of Higher Education
chronicle of philanthropy
CASE, AFP
Community college journal, community college times
Chronicle of Higher Ed, Chronicle of Philanthropy
AAGP Newsletter
GrantProse - NC, Various grantor publications
Chronicle of Philanthropy
Chronicles of Higher Ed, Chronicles of Philanthropy
Business Officer - National Association of College & University Business Officers

## #8

### What topics would you like to see addressed in future issues of the Dispatch?

Answer Options	Response Count
	50
<i>answered question</i>	<b>50</b>
<i>skipped question</i>	<b>63</b>

Response Text
Grant seeking
managing a grants office -- best practices
alumni engagement, sponsorship/strategic alliances
Increase in articles on post-award grant management (compliance, time and effort, etc.)
Use of new media, online giving, constituency development, particularly alumni, parents of current students (selective), college president in development
Financial need and higher ed, scholarship fundraising, grantwriting.
Innovative fund raising strategies
Naming Rights, Board Building, Sponsorship Solicitation, Email Solicitation Tips, eNewsletters, Alumni Outreach on a Shoestring Budget with No Staff
I like the theme approach but if something pressing comes along there should be room to include rather than not print it at all.
Please present additional information specifically written to benefit small shops. We can use all the help we can get., Thanks
Accountability, sustainability (as in operations/funding, not environmental), leadership challenges and trends (need for succession planning), what are we doing now to ensure the future of our viability
Topics around advancement and development, specifically major gifts, research, stewardship, cultivation, moves management.
Appropriate staffing levels, how to articles can be helpful, such as "demystifying 'the ask,'" building personal relationship in a technological time, legal info and changes are always beneficial, maybe a synopsis of the white papers, as I find those interesting and helpful
More emphasis on the foundation side of fund raising, working with donors, donor profiling, donor research, systems of donor identification, etc.
Planned giving primer, Making the case for endowment, Engaging the board, Collaborating with faculty on Fundraising, Creating profitable special events
More on exemplary collaborations
Stewardship practices; Foundation executive director practices; more how to's
More Grant Development, Faculty involvement in grants
Grant development
1. Perspective on the 990 now that it has been implemented, 2. Investment and spending, 3. Unique activities and programs, 4. Profile institutions and their development offices/activities (vary size institutions and offices)
Advice on applying to specific federal grant programs; How to get faculty more involved in grant development; Grants Office operations/structure; Grants management and federal compliance; Features on national foundations that support community colleges
No opinion
more more more on alumni

I believe that the variety has been good. I also know that it is difficult to round up articles for each issue, and I have been remiss in not submitting an article.
Articles specific to not only the regions, but to each state, i.e. 990 changes.
Articles specific to not only the regions, but to each state, i.e. 990 changes.
Major Giving Tips & Techniques, Direct Mail Best Practices, Alumni Development Approaches, Board Development
Governmental Relations, How to adjust to changes in fund development, How to get faculty involved in fund development
Innovative ideas. New twists on old methods.
More on grants
Development, Scholarships, Public/Private Partnerships
Grant Funding opportunities that focus on CC's focusing a quarter or so out from expected due dates.
I'd like an occasional article geared to the extremely small institution such as mine. For instance we do not have an alumni office and won't anytime in the near future, but I'd like to incorporate some alumni contact into the development office. Something focusing on this would be great.
Planned Giving Articles
Government Announcements
n/a
I think maybe there should be an article or two each session for "newbies" to the field that is basic; such as "How to Utilize an Evaluator in Developing Your Grant Proposal"; etc.
Grant opportunity listings and resources.
More grant related topics and articles
More research-based topics, More best practice topics backed by goals/results (not just "best practices" asserted by willing writers)
Appropriate ways to recognize donors, Planned giving overview for newcomers, American Graduation Initiative, Retention and Completion and our role in supporting those efforts
Efforts to Raise our Profession to new heights, Updates on state chapters within each region, Legislature that is driving competitive grants
Variety--alumni development, fundraising, legal issues, etc.
Recommended professional development tactics/strategies for new CRD members,....from the perspective of the more seasoned CRD members.
"How to" such as how a one person Grants Office can juggle all the federal grants that are due at the same time.
tips for small and newly organized development offices
Legislation overview: For example, reauthorization of Higher Ed Act key points, or reauthorization of WIA key points.
What accountability measures do colleges use to measure work performance of the grants officers individually
Grant Management, Professional Development
I'm still fairly new to the CRD family and I appreciate the 'basics' info. I'm not too sure how many other like me there are, but in addition to being on the job with multiple duties, I have a very limited budget and would welcome 'how to's' type articles

**#9**

<b>Have we missed something? Please add comments here that will help us as we redesign Dispatch.</b>	
<b>Answer Options</b>	<b>Response Count</b>
	20
<b><i>answered question</i></b>	<b>20</b>
<b><i>skipped question</i></b>	<b>93</b>

<b>Response Text</b>
I don't know why, but I have never read an issue in two years. I do most of my reading online, because its more effective for skimming, so maybe that is the reason, or maybe the covers or the headliens have never grabbed me, but it just doesnt seem relevant.I skim the list serv daily, and that has information i need. I don't know how others feel, but I wouldn't waste the money producing it... I aven't a constructive opinion because I guess I don't feel any void or need that you aren't filling. I'm not sure what the purpose of the dispatch might be
Your team does a great job with the Dispatch. Thank you for your leadership and hard work in producing this outstanding publication.
I enjoy reading Dispatch. It's good to hear from others who do the same work I (try to) do, because I am the only one here in Development. Hard to keep all the plates spinning!
I am starting to read more of the on-line publications I recieve, than the hard copy. I especially like to get an attractive html version in e-mail with summaries of articles/features and then links that I can click on for the whole article if interested.
I think the magazine should also feature articles from other fundraising professionals who may not be members of CRD. If we are truly affiliated with AACC, why not feature some relevant issues that AACC may be taking on.
Thanks for asking.
I do not like the "theme" aspect of the publication. I think it is stretching the topic to have so many articles on the same theme -- the same information keeps popping up in every article. And with so much space used for articles focused on the theme there is little space left for articles on other topics. You have to wait until the next edition for something different, and then it's the same thing again with another theme.
I did not receive the current issue of Dispatch?? I value this publication and my CRD membership! Great organization and you are all doing a fantastic job of keeping all of us up to date! Thank You!
The magazine lacks graphic appeal. Nothing draws me to pick it up and flip through it. I approach it as a task. A large part of effective communication is visual, whether the format is electronic or paper. The Dispatch seems to forget that element. The print version doesn't have to be 4 color, but it can incorporate better design principles. Otherwise, don't bother to have a print version. Put your energy into spiffy online graphics with an interactive component.
I prefer a paper publication because I'm sentimental about books; however, I would adapt to an electronic version and certainly would appreciate reducing my impact on the environment.
I'm wondering if we would be just as happy with a newsprint version such as the Community College Times; but, only if that would make the Dispatch cheaper to print.
You might consider offering a little something for everyone along the continuum from "beginner" to "veteran". Maybe some nuts and bolts stuff for newbies, and some more indepth stuff for those who have been around for a while.

great job - we love te Dispatch

I love the Dispatch! Great job with it! I always find something of value when I read it.

Change the color of the ink and highlight copy. Lately it's been difficult to read and seems to either a purplish mauve or a funny green.

I like what is currently being offered and in the format provided.

I've only read one issue so i'm not sure how valuable my comments are.

I like reading the printed version because I can take it home and read through it where if I have an electronic version, I will read through it too quickly and not get as much out of it

I find the layout of the publication very hard to read. It seems too dense with text to read quickly.

I keep it on the shelf behind me as a ready reference!

## Digitizing Dispatch

Name	Cost-including design	Cost-per page : based on 48 pages	Includes:	Excludes (available @ additional cost)	Time to post to website:
Zmags www.zmags.com Samples online? Yes	Actual cost is \$4,800.00, but will give a 10% discount; Design: \$1755 (Nayman design)	\$137/pp w/ printing= \$212/pp	12 pack: the ability to digitize up to 12 issues of your publications in one year; imbedded links, emails, tracking, analysis, help you put it on your site; archive hosting	More enhanced features like video; management of magazine if they do everything	1 week
Proforma/V-Mags www.promotionsmag.com Samples online? Yes	\$795-flat fee per issue Design=\$1755 (Nayman design)	\$53/pp w/ printing = \$129/pp	Cost is for each issue; includes up to one year of hosting; tracking and analysis; you can do your own imbedded links through a webinar; tech support	doesn't include management of the magazine; no imbedded links; video, audio--if they do it; after 1st yr.-there is a cost to archive past documents	3 days to 1 week
Texterity www.texterity.com Samples online? Yes	\$400.00 per issue using starter pack; \$322 per issue using Silver pack Design=\$1755 (Nayman design)	\$45/pp for Starter pack; w/printing: \$120/pp; For Silver pack: \$43/pp; w/printing: \$119/pp	Four package options: Starter, Silver, gold ,Platinum: all packages give you everything, unless you want more enhanced features	Depending on the package you choose; they do not do any creative work-you will have to do that; don't supply training or a live person	2-3 days Starter pack; longer for first issue; Silver pack-3-5 days; 7 days for first issue
NxtBook www.nxtbookmedia.com Samples online? Yes	\$800 per issue (\$16/pp), if less than 48 pages, cost goes down; Design=\$1755 (Nayman design)	\$53/pp w/printing = \$129/pp	They do all the work; they help with marketing, includes imbedded links, emails, hosting on their site;	Table of contents tab; video, animated gifs, audio, adding comments about articles; AdJolt-for advertisers that want enhanced service	1 week to create and proof

EditionsDuo www.editionsduo.com Samples online? Yes	Can range from \$2.50/pp to \$4.50/pp for 48 pages -Using the enhanced price of \$4.50/pp, total would be \$216 per issue Design=\$1755 (Nayman design)	\$41.00/pp w/ printing = \$117/pp	includes imbedded links; tech support; you can do it yourself or the company can provide support; they can send emails; pay-as-you go service; includes 150,000 page views per month; archiving for up to 3 yrs.	Converting to a .pdf if you don't have time to do it; animating the pages if you want that; download a version to CDs, DVDs, etc.	24-48 hours up to 3 days
Issuu www.issuu.com Sample online? Yes	\$19 per month Design=\$1755	\$37.00/pp w/ printing = \$112/pp	Issuu Pro includes the ability to add imbedded links, unlimited views, ability to make private to members only, unlimited publications; they host your publication; audio links can be placed inside	Not much. You can go with Issuu Free or Issuu Pro; difference being one is on the web for all to see and the other (Pro) can be used just on your site; video is not available at this time	Right away. Once you have a pdf, you can go and upload on to the site.
Dispatch print-Design	Spring/Summer09 issue: \$1755.00 add in below costs	\$112/pp includes printing	Design of magazine and convert to a .pdf		
US Postmaster Chroma Graphics	Postage: \$2077.95 Printing: \$3,635.00		print, mail magazine: additional costs may include indicia, proofs, corrections		
Note: All companies can digitize the magazine from a .pdf	Note: none of the companies do any design on the magazine				
Sample issue to look at: AACC Community College Journal: <a href="http://www.ccjournal-digital.com/ccjournal/200912#pg1">http://www.ccjournal-digital.com/ccjournal/200912#pg1</a>					
If you do digital, you will still have people that want a printed copy--may reduce the amount we print--could have an option where we ask how people want magazine delivered					

## Schedule for Articles to Community College Times

### *CRD Hints for Resource Development*

**Articles should be around 350 words with lots of bullets.** AACC is going to “brand” this feature for CRD. We can also use these articles to direct readers to information at CRD. I’d like to be sure that we cover both public and private issues. CC Times is now completely on-line so there are no copy “deadlines” as of old; they are published as they are received. I’d like to implement a monthly timetable. Please indicate if you would like to write an article by filling in the topic area and the month I can expect to receive the copy.

Some of you sent articles in 2009. If you’d like to write another, just add your name, topic and date at end of list.

Thank you.

Board member	Topic	Received	Date you will submit article to CRD office
Kathrine Swanson	public/private partnerships		
Julie Erickson	<a href="#">Grants = Transformational Change</a>		
John Rainone			August
Adrienne Price	Grants & IR		July
Susan Arscott	Raising funds during economically difficult times can be rewarding		
Kathleen Guy	Top 10 things for new normal		June 30
Judy Everett	<a href="#">HRSA looks to work with more with colleges on nursing</a>	8/2009	
Laura Qaisaunee	<a href="#">Making the most of institutional resources</a>	8/2009	
Kim Sturgeon	<a href="#">Maximizing Fundraising ROI</a>	8/2009	
Deb Wilson	<a href="#">Assessing the need for a capital campaign</a>	11/2009	
Kay Strickland	<a href="#">‘Friend raising’ doesn’t have to break the bank</a>	11/2009	
Perry Hammock	<a href="#">New Form 990 a challenge</a>	7/2009	
Laurie McQuay-Peninger			September
Perry Hammock	Legal beagel		May