



EAB

Planned Giving Advisory Councils

Advancement Forum

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Executive Summary

Key Observations

Planned Giving Advisory Councils offer the opportunity to source more planned gifts through an extended network and provide expert advice for planned giving officers. Council members will often increase their giving to the institution and notify advancement offices of gifts that clients have already made. Council members will not specifically recommend institutions to their clients; however, they can offer it as an option or solution when asked. When a complex planned gift arises, planned giving officers can contact council members for expert advice.

Institutions must consider how staff will manage a council and how the council will support the foundation's goals to identify the right size and type of planned giving advisory council. Institutions should first create a small advisory council to establish closer relationships with council members and determine how often planned giving staff contact council members for advice. Once an institution establishes an advisory council and there is a need for additional support or the council results in a measureable amount of gifts (i.e., gifts specifically attributed to council members) staff may decide to increase the number of council members.

Planned giving offices should appoint recommended professionals with philanthropic motives to the planned giving advisory council to serve as ambassadors of the institution. Institutions can source respected professionals through chambers of commerce, recommendations of current donors, or the referral of planned giving officers. Council members should be community leaders with large personal networks to broaden institutional reach to find potential planned gifts and donors.

Institutions and council members need to outline expectations (i.e., meeting regularity and attendance, frequency of requests for advice, ethical limitations around referrals) for each other. Both council members and planned giving staff should have clear expectations to maintain a mutually beneficial relationship because the recommendations they make (i.e., to clients to support an institution's foundation, to donors to employ a council member's services) can be ethically ambiguous. Though planned giving officers should seek council members' advice on some gifts, it is also not a resource that should be employed too frequently as to not exhaust council members' goodwill.

1) Establishment of Planned Giving Advisory Councils

Motivations to Establish Planned Giving Advisory Councils

Promote Planned Giving Program through Development of a Planned Giving Advisory Council

Planned giving advisory councils at profiled institutions provide planned giving staff with networks of experts to consult on complicated (e.g., multiple beneficiaries, bequests, dividends) planned gifts; members also serve as proponents of institutions' goals and missions.

Motivations to Create Planned Giving Advisory Council

Source Donors

California State University at Pomona developed a planned giving advisory council because it was a newer institution and did not have an alumni base to solicit planned gifts from. The Planned Giving Office started the council of experts (e.g., estate lawyers, accountants, realtors, investment counselors, financial advisors) to establish a program to execute planned giving strategy.¹

Contacts at **Southeast Missouri State University** established a planned giving advisory council (PGAC) in 2002 because they had previously worked with one at another institution. Contacts identified the need for a council to identify donor leads and encourage philanthropy from council members. The purpose of Southeast Missouri's council is to educate planned giving professionals on philanthropy and educate members to be ambassadors of the University's goals. Contacts outline the value of an official connection with local professional advisors, alumni, and their clients.

Seek Advice

Coastal Carolina University created a planned giving council to partner with professionals associated with planned giving (e.g., attorneys, accountants, financial advisors) and receive technical advice for the University's foundation.

Southeast Missouri also developed a PGAC for a network of expert resources to offer advice on complicated planned gifts.

The **University of Montevallo** does not have a formal PGAC; however, it has informal relationships with 13 local experts (e.g., attorneys, financial planners). Current donors, faculty, and advancement staff refer experts to contacts at Montevallo. When contacts work with a donor on a planned gifts and the donor does not have an attorney or financial planner, contacts will provide that donor with the list of experts from the council. Staff in the advancement office either meet with or call these professionals once quarterly. One of these professionals went from donating \$50 annually to over \$1,000 annually because the relationship engaged him with the University and exposed him to campus programs that needed support.

1) "Planned Giving Strategy." Supporting Advancement. Accessed February 26, 2015.
http://www.supportingadvancement.com/revenue/planned_giving_strategy/planned_giving_strategy.htm.

The University has only recently reinvested in its planned giving program and has no plans to develop a PGAC until there are more staff dedicated to planned giving (currently, only 1 FTE works with planned gifts, and additional .5 FTE would support the creation of a formal council). Contacts anticipate this could happen in the next five years because of the income planned giving generates and would like to establish a formal advisory council for the networking benefit it would provide to council members. Contacts do not anticipate opposition from the University to the establishment of a PGAC and consider the relationships worth the time investment because they offer professional advice and generate leads or gifts.

With the renewal of the University of Montevallo's planned giving program, contacts are first interested in identifying gifts that donors have previously made but not informed the University about. Montevallo employs a third party vendor to send quarterly planned giving newsletters that ask if recipients have made a bequest to the University; this method discovered 72 gifts.

Process to Establish Planned Giving Advisory Councils

Determine the Type of Council that Aligns with Institution

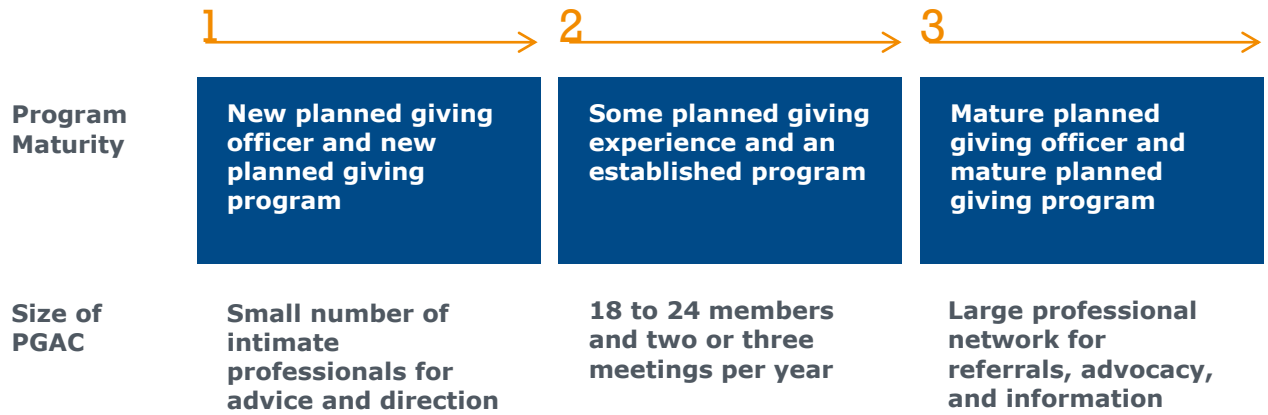
Before an institution implements a PGAC, advancement staff should evaluate their current planned giving program to determine if the time investment will offer a return. Staff examine functions of planned giving committees and the university's planned giving goals to define the type of professionals they want to join the PGAC. Staff should also consider their ideal PGAC structure through responses to questions including:

- "How often would our PGAC meet?"
- "What would we accomplish in the meetings?"
- "What other services would our nonprofit gain from these relationships?"
- "What resources will we need to devote to the PGAC?"²

Institutions should start with a small PGAC and add members as the program matures and there is demand for more experts (i.e., more complicated gifts). If planned giving staff has prior experience with PGACs, a larger council can give an institution wider reach because it can offer seminars and consultations to prospective donors.

2) Janey, Scott. "The Planned Giving Advisory Council: Building Your Team of Helpful and Influential Donor Advisors." Planned Giving Indiana. April 5, 2012. Accessed February 26, 2015.
http://plannedgivingindiana.org/uploads/Janney_Indiana_Advisors_Paper_and_Article_2012-04.pdf.

Identify Planned Giving Experience and Program Maturity to Determine Most Suitable PGAC³



Morton Plant Mease Foundation Increased Its PGAC Size to Correspond to the Foundation's Experience Level⁴

The PGAC moved from a 12-member council in 1979 to an organization with a formal structure that facilitates its 170 member Financial Counseling Services (FCS). A 13-member executive committee supervises the professional network and meets four times per year. Each member of the executive committee acts as a team leader for a group within the FCS. The Foundation allocated resources (e.g., full-time FCS director) to support the council.

The Foundation publishes and distributes an annual membership directory, and sponsors receptions, networking opportunities, and social events throughout the year. PGAC members receive a monthly newsletter and a weekly e-newsletter. Although this required significant resources, since staff started tracking participation in 1996, the PGAC has raised over \$75 million in revocable and irrevocable gifts, including the Foundation's largest gift of \$5 million.

There was no approval process to launch the PGAC **Southeast Missouri State University** because contacts limited the PGAC to an advisory function with no governing responsibilities.

Institutions should determine which type of PGAC best aligns to the institution's needs; these types correspond to the main goals of a planned giving program.⁵

3) Janey, Scott. "The Planned Giving Advisory Council: Building Your Team of Helpful and Influential Donor Advisors." Planned Giving Indiana. April 5, 2012. Accessed February 26, 2015. http://plannedgivingindiana.org/uploads/Janney_Indiana_Advisors_Paper_and_Article_2012-04.pdf.

4) Ibid

5) Ibid

Types of Planned Giving Advisory Councils by Needs ⁶

Most Structured		Least Structured	
			
Planned Giving Committee of the Board	Professional Advisory Council	Team to Solicit Planned Gifts	
Main Functions: • Governance • Internal advocacy	Main Functions: • Advice • Publicity • Referrals	Main Functions: • Direct solicitation of gifts	
Membership: Mostly foundation board members	Membership: Financial professionals from the community	Membership: Volunteers who ask for planned gifts	
Most Pressing Needs for PGAC to Address: • Policies and standards • Accountability • Internal focus	Most Pressing Needs for PGAC to Address: • Advice • Access and leads • Publicity	Most Pressing Needs for PGAC to Address: • Solicitation • Movement • Gifts	

When the primary goal is fundraising, a foundation's board needs a planned giving committee for direct communication and supervision between the foundation's leadership and the planned giving program. Committees have limited involvement in growing the number of planned gifts. In large organizations, there does not need to be such a direct connection between the planned giving program and the board, so a professional advisory council would fulfill the needs. Teams to solicit planned gifts function on a more informal basis with volunteers that do not necessarily have planned giving expertise. A team is usually unqualified to offer professional advice.⁷

2) Structure of Planned Giving Advisory Councils

Structure of Council

Appoint Respected Community Leaders with Professional Knowledge to the Planned Giving Advisory Council

Institutions need a variety of professionals on the council to realize the full benefit of a PGAC. Professionals should include representatives from wealth management, financial planning, law, banking, real estate, and insurance. There should also be an internal representative (e.g., dean, program director) on the council to focus other representatives on the institution's mission and manage communication with the planned giving staff. Planned giving staff need to be aware of the motivations of PGAC members to join the council because it affects their effectiveness on the council (i.e.,

6) Janey, Scott. "The Planned Giving Advisory Council: Building Your Team of Helpful and Influential Donor Advisors." Planned Giving Indiana. April 5, 2012. Accessed February 26, 2015.
http://plannedgivingindiana.org/uploads/Janney_Indiana_Advisors_Paper_and_Article_2012-04.pdf.

7) Ibid

offering advice, referring clients, soliciting gifts); public relations is a common motivator.⁸

Considerations for Council Appointment ⁹

Board Missing Important Constituency	PGACs offer the opportunity to solicit expertise from professionals that are not on a foundation's board
Existing Networks	- Attorneys who have written wills for clients that included the institution as a beneficiary - Brokers that donors have used to transfer stocks to fund annuities - Financial advisors that board members trust
Personal Relationships	Although advancement staff may consider personal relationships for appointment to the council, they cannot be the sole criteria for appointment to the PGAC because others professionals might be more qualified and dedicated to furthering the institution's missions and goals.
Large Organizations	Employees at large organizations usually need to demonstrate community service to advance in the organization
Independent Professional Advisors	Independent or entrepreneurial advisors need to be involved in the community to build their credibility, publicity, and business

Contacts select prominent professionals in the community to serve as council members, contacts also consider members' proximity to the institution, and if the member is an alumnus. **Southeast Missouri** maintains a PGAC composed of 47 lawyers, accountants, bankers, and real estate brokers; most of its members are insurance and financial advisors. To identify potential PGAC members, contacts at Southeast Missouri contacted the Chamber of Commerce, searched the alumni base for local alumni, and requested recommendations on local experts. Only four PGAC members are also on the foundation's governing board.

Contacts at Southeast Missouri provide a detailed job description to potential PGAC members. The job description gives an overview of the foundation and planned gifts' structure and mission, responsibilities of PGAC members, requirements to serve on the PGAC, and the council's meeting schedule (See Appendix B). When contacts invite professionals to join the PGAC, they clarify there is no expectation that they promote the institution to their clients or share their clients' contact information. Southeast Missouri will also not provide PGAC members with the names of its donors or recommend the services of PGAC members to donors.

8) Janey, Scott. "The Planned Giving Advisory Council: Building Your Team of Helpful and Influential Donor Advisors." Planned Giving Indiana. April 5, 2012. Accessed February 26, 2015.
http://plannedgivingindiana.org/uploads/Janney_Indiana_Advisors_Paper_and_Article_2012-04.pdf.

9) Ibid

CSU Pomona separates its planned giving advisory council into a leadership committee of 14 members (Planned Giving Committee) and the larger council of 65 members (Planned Giving Advisory Council).¹⁰

CSU Pomona Recommended Order to Recruit Planned Giving Advisory Council ¹¹

Establish Planned Giving Committee (PGC) First

- Planned giving staff identify community and industry leaders for the committee and maintain the committee size of 10 to 16 members
- Staff should consider inviting a well-known faculty member to start committee meetings
- Foundation staff should introduce the President to the committee
- Planned giving staff can market the PGC to donors to demonstrate professional support of the planned giving program for credibility
- University can host an annual social function that profiles a campus program (e.g., performing arts, athletics) to thank committee members
- Staff should request feedback from committee members to improve the planned giving program and university image

Recruit the Planned Giving Advisory Council (PGAC) after the PGC

- Planned giving staff identify professionals to join the PGAC and approach them with an invitation
- Staff emphasize the purpose of the PGAC is to educate members about the institution and its mission
- Staff need to be sensitive to professionals' relationships with their clients
- University should emphasize the existence and importance of the PGAC in planned giving marketing materials
- Foundation staff must always be responsive to PGAC members

Coastal Carolina invites members to the PGAC through referrals from the institution's philanthropy officers and current donors. Contacts will call anyone referred to assess their level of interest in joining the PGAC. After the conversation, contacts consult with the Foundation's executive committee to decide whether to extend an invitation. The University has the capacity for a council of up to 25 members, but contacts do not currently plan to add members to the current council of 15. Members serve for three years with the option to renew, if the council member wants to remain on the council the institution has renewed the term.

10) "Planned Giving Strategy." Supporting Advancement. Accessed February 26, 2015.
http://www.supportingadvancement.com/revenue/planned_giving_strategy/planned_giving_strategy.htm.

11) Ibid

Define Specific Responsibilities and Expectations for Planned Giving Advisory Council Members

Council members at **CSU Pomona** recommend the institution to their clients when there is an opportunity (e.g., clients without a will or with a tax liability). CSU Pomona's planned giving committee meets four times annually with the Director of Planned Giving to provide feedback on council logistics, planned giving marketing, and client gifts. The committee serves in an advisory capacity to the Director and has no decision making authority. The planned giving advisory council meets twice annually on-campus with the President or the Provost. A faculty member or administrator presents on an academic program or campus service at each meeting. Planned giving staff charge council members with three priorities:

- Become knowledgeable about and familiar with the university
- Act as an ambassador for the institution by encouraging clients to make a planned gift to the university in appropriate circumstances
- Advise the Office of Planned Giving on ways to increase support through bequests and other planned gifts¹²

Planned Giving Advisory Council Meeting and Outreach Considerations ¹³



Set an Agenda

- Respect council member time and keep meetings to one hour
- Communicate meeting value



Add Variety to Meetings

- Include visuals (e.g., PowerPoint presentations, video clips)
- Give tours of facility
- Provide binder of meeting materials



Personalize Outreach

- Send planned giving publications to council members with a personal note
- Meet with them on an individual basis

Southeast Missouri State University's PGAC meets twice annually to discuss high-profile gifts and tax updates; these meetings are either on-campus or in St. Louis. The planned giving staff (e.g., development officers) present highlights from two programs (e.g., academic, athletics) and describe how the institution supports student success. Contacts identify that PGAC members are most interested in what services the institution provides to students.

The PGAC at **Coastal Carolina** meets on a quarterly basis; agendas for these meetings address PGAC bylaws and planned giving policies (e.g., types of gifts to

12) "Planned Giving Strategy." Supporting Advancement. Accessed February 26, 2015.
http://www.supportingadvancement.com/revenue/planned_giving_strategy/planned_giving_strategy.htm.

13) Janey, Scott. "The Planned Giving Advisory Council: Building Your Team of Helpful and Influential Donor Advisors." Planned Giving Indiana. April 5, 2012. Accessed February 26, 2015.
http://plannedgivingindiana.org/uploads/Janney_Indiana_Advisors_Paper_and_Article_2012-04.pdf.

accept). In addition to these regular meetings, Coastal Carolina also expects members of the Planned Giving Council to pay annual dues of \$250; these dues support a scholarship at the University. Contacts ask PGAC members to offer Coastal Carolina as an option to clients, while planned giving officers provide a list of PGAC members to donors who ask for recommendations on advisors. In 2014, Coastal Carolina began to host planned giving events (e.g., presentation on planned giving, tax law) and expects PGAC members to attend. The goal of these events is to increase Coastal Carolina's exposure within the local community.

Grant Planned Giving Staff Direct Oversight of the Planned Giving Advisory Council

The Planned Giving Office at **CSU Pomona** sends a bi-monthly e-newsletter and offers lectures on competencies related to planned giving for council members.¹⁴ Contacts at **Southeast Missouri State University** infrequently seek advice from PGAC members (e.g., three times annually); the Planned Giving Director primarily works with the council. Other planned giving staff might attend the meetings, but they do not have direct contact with the PGAC members. At **Coastal Carolina**, the Compliance and Planned Giving Officer manages the relationship with the Council; the Foundation CEO, VP of Philanthropy, and gift officers also attend the meetings, but have no direct contact with members.

CSU Pomona Sample Bi-Monthly E-Newsletter ¹⁵



14) "Planned Giving Strategy." Supporting Advancement. Accessed February 26, 2015.
http://www.supportingadvancement.com/revenue/planned_giving_strategy/planned_giving_strategy.htm.

15) Ibid

3) Evaluation of Planned Giving Advisory Councils

Value of Council

Track Impact of Planned Giving Advisory Council to Justify Investment

Contacts at **Southeast Missouri** report no resistance to the establishment of the PGAC; however, leadership in the advancement office was skeptical of the return on investment from the staff time required. The leadership's skepticism diminished once the PGAC identified and solicited planned gifts through their clients and community influence (e.g., speaking about benefits of philanthropy at Rotary meetings). Contacts' previous experience with a PGAC helped initially overcome leadership's doubt.

Contacts at **Coastal Carolina** consider the investment in the PGAC to be worthwhile; however, it is not currently measuring the number of resulting gifts to quantify this. Most of the PGAC members have increased their giving to the institution since joining the PGAC.

Because of the advisory council, **CSU Pomona** now has an extensive portfolio of expectancies (i.e., gifts to be received in the future).¹⁶ Planned giving advisory councils offer valuable services to institutions that are worth the institution's time and investment. The long-term and relationship based nature of planned gifts makes it difficult to calculate ROI. Planned gifts are long-term endeavors for advancement offices, and ongoing outreach keeps donors engaged. This builds a relationship based on open communication where donors and development officers can have productive conversations so donors do not perceive that the college is only interested in asking for money.

Benefits of a Planned Giving Advisory Council ¹⁷

Credibility and Reputation

- Institutions and planned giving programs gain or lose credibility through associations with donor advisors. Potential PGAC members will consider the ethics and reputation of the institution and planned giving staff must consider the reputation of PGAC members.
- PGAC members can help institutions develop their reputations and provide exposure to the institution. Planned giving staff should publicize the PGAC members, if requested and without bias toward certain members.

Access

- PGAC members will not provide direct access to their clients, but more people (e.g., clients, colleagues) will consider the institution because it is associated with these professionals.

Increased Planned Gifts

- PGACs establish more points of contact with potential donors to create more potential for planned gifts.

16) "Planned Giving Strategy." Supporting Advancement. Accessed February 26, 2015.
http://www.supportingadvancement.com/revenue/planned_giving_strategy/planned_giving_strategy.htm.

17) Janey, Scott. "The Planned Giving Advisory Council: Building Your Team of Helpful and Influential Donor Advisors." Planned Giving Indiana. April 5, 2012. Accessed February 26, 2015.
http://plannedgivingindiana.org/uploads/Janney_Indiana_Advisors_Paper_and_Article_2012-04.pdf.

4) Research Methodology

Project Challenge

Leadership at a member institution approached the Forum with the following questions:

- What motivated contacts to create an advisory council?
- How long have contact institutions had a planned giving advisory council? How did contact institutions establish the planned giving advisory council?
- How do contact institutions appoint members to the advisory council? What qualifications do contact institutions require for council members?
- How many members are there on the advisory council? What is the term length for council members? What is the rotation schedule of council member appointments?
- What responsibilities do council members have? Under what circumstances does the planned giving office seek advice from the council?
- Who oversees the advisory council? How often do these staff interact with advisory board members, and what support to the advisory council do they offer?
- What impediments did contact institutions encounter during the establishment of the planned giving advisory council? How did contacts overcome these obstacles? What recommendations do they have for contacts at Georgia College and State University who seek to create an advisory council?
- How do contacts evaluate the impact of the advisory council? How do they communicate feedback to advisory council members?
- Do contacts consider advisory councils' value to balance the time and effort staff invest in their creation and support?

Project Sources

The Forum consulted the following sources for this report:

- EAB's internal and online research libraries (<http://eab.com>)
- The Chronicle of Higher Education (<http://chronicle.com>)
- Janey, Scott. "The Planned Giving Advisory Council: Building Your Team of Helpful and Influential Donor Advisors." Planned Giving Indiana. April 5, 2012. Accessed February 26, 2015.
http://plannedgivingindiana.org/uploads/Janney_Indiana_Advisors_Paper_and_Article_2012-04.pdf.
- "Planned Giving Strategy." Supporting Advancement. Accessed February 26, 2015.
http://www.supportingadvancement.com/revenue/planned_giving_strategy/planned_giving_strategy.htm.
- Institutional Websites:
 - Coastal Carolina University
(<http://www.coastal.edu/cef/coastalplannedgivingadvisorycouncil/>)
 - Southeast Missouri State University
(<http://www.semo.edu/foundation/planned-giving-advisory-council.html>)
 - University of Montevallo (<http://www.montevallo.edu/giving/giving/planned-giving/>)

The Forum interviewed planned giving directors at the following institutions:

A Guide to Institutions Profiled in this Brief

Institution	Location	Approximate Institutional Enrollment (Undergraduate/Total)	Classification
California State Polytechnic University, Pomona*	Pacific West	22,000 / 22,500	Master's Colleges and Universities (larger programs)
Coastal Carolina University	South	8,900 / 9,500	Master's Colleges and Universities (smaller programs)
Southeast Missouri State University	Midwest	10,600 / 11,800	Master's Colleges and Universities (larger programs)
University of Montevallo	South	2,600 / 3,100	Master's Colleges and Universities (medium programs)
Villanova University*	Mid-Atlantic	7,000 / 10,700	Master's Colleges and Universities (larger programs)

*Profiled through secondary research

Networking Contacts

Coastal Carolina University

Gina Markland
Compliance and Planned Giving Officer
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rmarkland@coastal.edu

Southeast Missouri State University

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University of Montevallo

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205-665-6221
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Appendix A: Sample Planned Giving Advisory Council Job Description ¹⁸

St. Mary Medical Center Foundation

Organization

The Planned Giving Advisory Council is made up of a select group of professionals who have demonstrated a supportive commitment to St. Mary Medical Center and whose expertise and experience are suited to assist in an advisory capacity.

Volunteers recruited to serve on the Council will come from the fields of law, financial planning, banking, insurance, and real estate who have particular expertise and interest in charitable tax law and planned giving.

At least one physician who has an interest in planned gifts and can bring a physician perspective will also serve on the Council. Each Council member will serve a three-year term and may be invited to serve one additional three-year term. The Vice President of the Foundation and the Director of Planned Giving will serve on the Council.

Purpose

The Planned Giving Advisory Council will assist and advise St. Mary on all aspects of its planned giving program. The Council will:

- Offer insight and expertise on the impact of trends in economics, taxation, and estate planning on charitable giving
- Provide advice on marketing plans and pieces
- Serve as a resource for various opportunities to educate donors, physicians, employees, and fellow legal and financial professionals on relevant topics

Duties of All Members

- Make Annual and/or Legacy gifts to St. Mary Medical Center Foundation
- Three meetings per year, preferably including two PGAC meetings and one personal meeting with the Director of Planned Giving
- Promote planned giving opportunities to St. Mary with individual clients when appropriate
- Advocate for planned gifts to St. Mary through professional affiliations and community outreach

Optional Member Duties

- Serve on a working committee that may be organized for specific educational event, program or giving instrument
- Author articles for various publications on relevant planned giving topics
- Serve as an expert presenter or panelist for educational presentations sponsored by St. Mary

18) Janey, Scott. "The Planned Giving Advisory Council: Building Your Team of Helpful and Influential Donor Advisors." Planned Giving Indiana. April 5, 2012. Accessed February 26, 2015.
http://plannedgivingindiana.org/uploads/Janney_Indiana_Advisors_Paper_and_Article_2012-04.pdf.

Appendix B: Sample Planned Giving Advisory Council Job Description ¹⁹

Southeast Missouri University Foundation

Purpose

To provide guidance for Southeast's Planned Giving Program, and to assist in educating and informing alumni, friends, prospective supporters and professional advisors about the uses of special tax-wise planned giving methods which can help individuals fulfill their charitable interests while meeting their financial and estate planning objectives.

Planned Gifts at Southeast

Planned gifts include those gifts in which a person has made Southeast a beneficiary of (1) a bequest in their will or living trust, (2) a charitable remainder trust, (3) a charitable gift annuity, (4) a charitable lead trust, (5) a remainder interest in a home or farm, (6) a retirement plan or (7) a life insurance policy. Planned gifts may be made using cash, securities (publicly traded or closely held), real property and tangible personal property.

Council Objectives

1. To provide advice and opinions to the professional staff of the Foundation on matters of the overall design and implementation of Southeast's Planned Giving Program.
2. To act as a "sounding board" and "brainstorming" unit to assist in the development of strategies to inform Southeast's alumni, friends and prospective supporters about the effective and appropriate uses of charitable gift planning with the objective of encouraging planned gifts to those for whom such gifts would be appropriate.
3. To educate colleagues in the legal, tax, real estate and financial planning professional communities about charitable gift planning and the benefits of working with Southeast's professional development staff.
4. To be available to provide assistance and/or advice on specific matters related to charitable giving, estate planning, taxation, real estate, etc. as needed.

Membership Criteria

The Council shall consist of a group of 15-18 professional advisors from the Southeast Missouri region and a group of 8-10 professional advisors in the St. Louis area who have expertise in the estate and financial professions including accountants, attorneys (principally trust, estate and tax attorneys), brokers (principally investment and real estate), financial planners, insurance professionals and trust officers. Membership will also include individuals who represent Southeast's alumni and friends, the Foundation Board and community interests. Each member is requested to serve an initial two-year term and has the option of continuing as a Council member for more than one term.

¹⁹) Information from a SMSU Foundation PGAC Job Description not available online

Member Role/Duties

5. High degree of expertise and experience in the member's chosen profession and recognition by peers and associates as a person of integrity and competence.
6. Commitment to enhancement and refinement of personal knowledge and understanding of charitable gift planning and fund raising.
7. Willingness to regularly attend scheduled meetings and actively participate in discussions and strategies.
8. Commitment to the goals and objectives of Southeast Missouri State University and Southeast Missouri University Foundation.
9. Within the bounds of professional standards and codes of responsibility, a willingness to consider promoting and demonstrating among clients, peers, associates and friends, the merits and benefits of planned giving, both in general and specifically to Southeast.
10. Involvement in informational programs, as appropriate, including educational tax, estate and gift planning seminars for Southeast's constituencies.
11. Willingness to advise on, review and, when appropriate, author articles related to planned giving for publication in Southeast's brochures and newsletters.
12. Potential service on a working committee that may be organized for specific educational event, program or giving instrument.

Meeting Schedule

Two or three meetings will be held each year at various locations on the campus of Southeast Missouri State University. In addition, two meetings will be scheduled in the St. Louis area each year. Each meeting will be 60-90 minutes in length and will include a brief presentation highlighting a specific college or program of Southeast, and a discussion of the various business matters to come before the Council. An agenda will be provided to all participants at least one week before each meeting.