

# **San Diego State University Alumni and Donor Survey**

**- June 2011 -**



**eAdvancement**

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## I. Methodology

San Diego State University commissioned Jerold Pearson, an eAdvancement partner, to conduct a survey to better understand the relationship alumni and non-alumni donors have with the University, to provide insight into Campaign and annual fundraising strategy, and to test some promotional images and taglines.

The survey was conducted online from May 23 - June 16, 2011 with alumni who earned a degree from SDSU from 1960-2009 and with non-alumni who had made a gift to SDSU in the past five and a half years (since January 1, 2006). The following people were excluded from the survey: Current SDSU employees, current SDSU students (alumni working on further degrees at SDSU), current and former members of the Board of Directors of the Campanile Foundation and the California State University Board of Trustees, anyone whose lifetime giving to SDSU is \$5 million or more, and anyone flagged for no contact or no email contact.

Invitations and three reminders to non-respondents were emailed to a random sample of 16,353 undergraduate alumni and 2305 graduate alumni. Non-alumni donors were oversampled due to their small numbers. In fact, all 3363 non-alumni donors for whom SDSU has an email address were invited to participate.

3292 (15%) of the 22,021 email addresses to which invitations were sent were invalid, which is a higher percentage than we usually see and indicates that **the alumni and donor database needs updating. Since data is at the heart of any engagement or advancement program, building and maintaining a more comprehensive and accurate database is of paramount importance to the University.**

2958 people participated in the survey – 2066 undergraduate alumni, 354 graduate alumni, and 538 non-alumni donors – an overall response rate, based on the 18,731 valid addresses, of approximately 16% (approximate because of the unknown number of delivery failures due to inactive addresses and spam filters).

- Assuming the invalid addresses were proportionally distributed among the three cohorts, the response rate among undergraduate alumni was approximately 15%, the response rate among graduate alumni was approximately 18%, and the response rate among non-alumni donors was approximately 19%.
- The response rate of undergraduate alumni is about par for the course among the public universities whose undergraduate alumni we have surveyed online in recent years, where the response rates have ranged from about 10% to 18% (with one outlier at 26%).
- Non-response is not necessarily an indication of negative feelings; indeed, it is more likely an indication of disengagement from, rather than disaffection with, the University.

The data was weighted to reflect the true proportions of the *active* alumni and non-alumni donor population by cohort (undergraduate alumni, graduate alumni, non-alumni donor), class year, and donor status. The data was weighted for three reasons:

- Because of the oversampling noted above.
- Because the population of alumni for whom the University has an email address is younger than the active alumni population as a whole.
- Because response was, as usual, greater among donors than non-donors.

In addition to cohort, class year, and donor status, the weighted data is also proportional to the active population as a whole in terms of gender and geographic region. A random sample of 2958 has a 95% confidence interval of plus or minus 1.8 percentage points about any one reported percentage.

Donors are defined as alumni who made a gift of any size to any SDSU designation since January 1, 2006. All data concerning donor status, cohort, class year, gender, and region comes from the SDSU database, not from responses to questions asked in the survey.

For the sake of readability, people under 35 are referred to as “younger,” people 35-54 are referred to as “middle-aged,” and those who are 55 or older are referred to as “older.”

The “peer” group with which SDSU’s results are compared is comprised of the 19 other public universities in the US and Canada whose undergraduate degree holders we have surveyed in recent years:

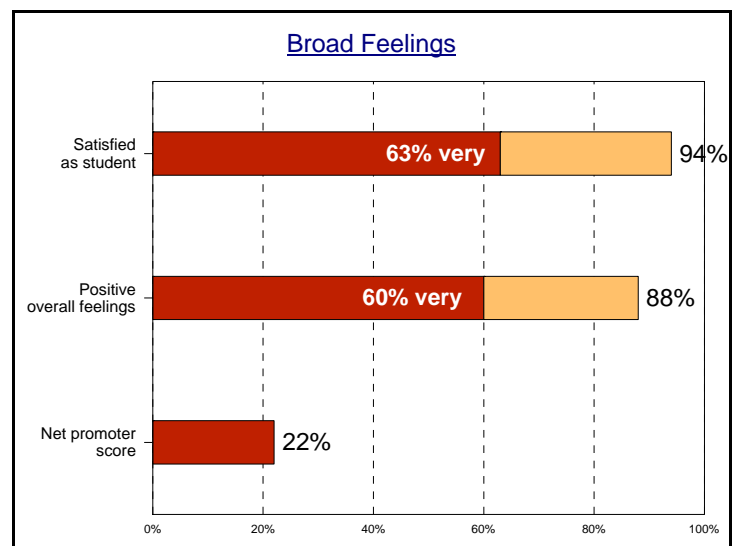
- Binghamton University
- McGill University
- New Jersey Institute of Technology
- Penn State University
- Queen's University
- Rutgers University
- Ryerson University
- Simon Fraser University
- Trent University
- University of British Columbia
- University of California-Berkeley
- University of Maine
- University of Michigan-Ann Arbor
- University of Michigan-Flint
- University of Minnesota
- University of South Florida
- University of Toronto
- University of Virginia
- University of Washington Bothell

## II. Feelings About SDSU

The decision to give or not to give to SDSU or to the Campaign is not made in a vacuum. Indeed, it is the last event in a chain of events, and is influenced by many factors that precede the solicitation and predispose the individual to support, or not support, the University. Together, these factors – starting with the student experience (for alumni) and continuing with communications and engagement – define the relationship that people have with the University. And, as the data from this survey illustrates, those with whom SDSU enjoys the strongest relationship are the most likely to be donors. To obtain an understanding of the dynamics underlying financial support, it is therefore necessary to examine this relationship.

Some broad measures indicate that alumni and donors have favorable feelings about both their student experience at SDSU and about the University today:

- 94% of alumni are satisfied with the experience they had as students at SDSU, including 63% who are *very* satisfied (Q1).
- 88% of alumni and donors have positive overall feelings about SDSU today, including 60% who have *very* positive overall feelings (Q2).
- When asked how likely they would be, on a scale of 0 to 10, to recommend SDSU to a prospective student of their own interests and background: 44% of alumni and donors rate their likelihood with a 9 or 10 (and can be called “promoters”), 34% rate it with a 7 or 8 (and can be called “passives”), and 22% rate it lower than 7 (and can be called “detractors”). The “net promoter score” – promoters minus detractors – is 22% (Q6).

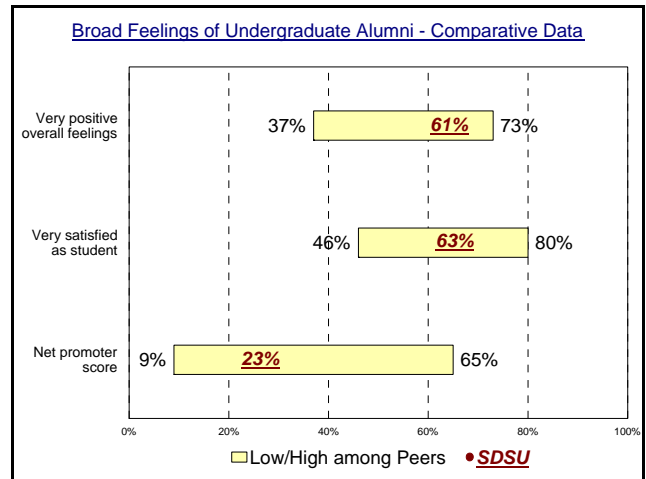


In research published in the December 2003 issue of the *Harvard Business Review* – and fleshed out in his book *The Ultimate Question* – Frederick F. Reichheld (a director emeritus of the consulting firm Bain & Company and a leading authority on customer satisfaction and loyalty research) suggests that the net promoter score is a good indicator of brand loyalty and referrals. He writes that:

*“The median net promoter score of more than 400 companies in 28 industries (based on some 130,000 customer survey responses)...was just 16%...The companies with the most enthusiastic customer referrals, including eBay, Amazon, and USAA, receive net promoter scores of 75% to more than 80%. For companies aiming to garner world-class loyalty – and the growth that comes with it – this should be the target.”*

It may or may not be appropriate to compare the net promoter score of a university with that of a company, so it is better to view this score as a baseline measure of positive and negative word of mouth...and to compare it and other feelings with the scores from the other public universities whose undergraduate alumni we have surveyed. (Note: All comparative data in this report is of undergraduate degree holders only.) In this context, **we see that SDSU compares quite favorably:**

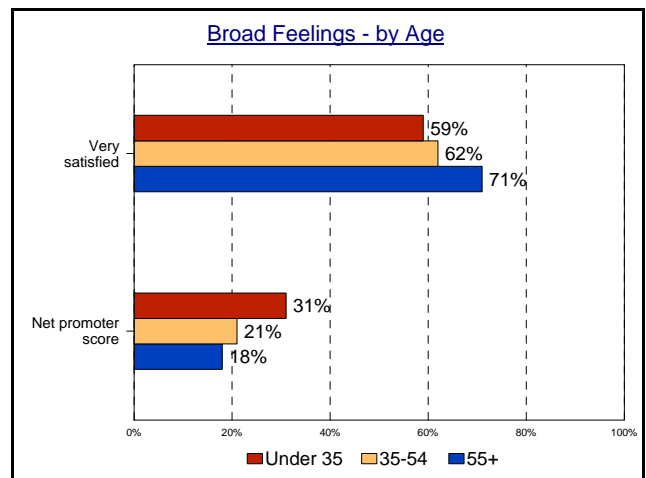
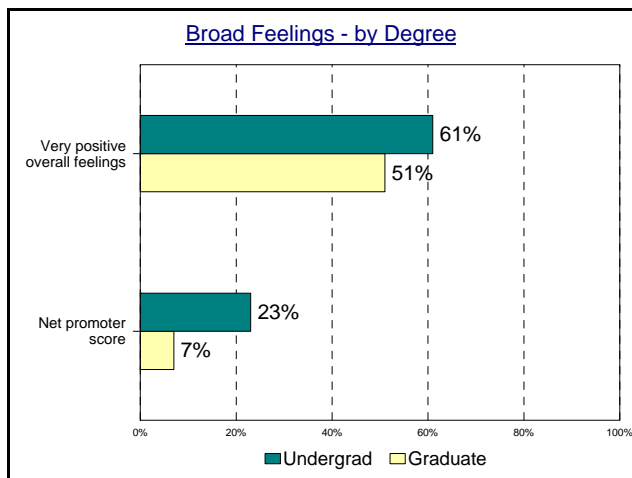
- Undergraduate alumni from SDSU are among the most likely to have *very* positive overall feelings about the University today – 61%, compared to figures that range from 37% to 73% at the peer institutions.
- SDSU falls in the middle of the spectrum in terms of undergraduate alumni who are *very* satisfied overall with their student experience – 63%, compared to figures that range from 46% to 80% at the peers.



- On the other hand, however, SDSU’s net promoter score of 23% among undergraduate alumni falls towards the low end of the spectrum, which ranges from 9% to 65%.

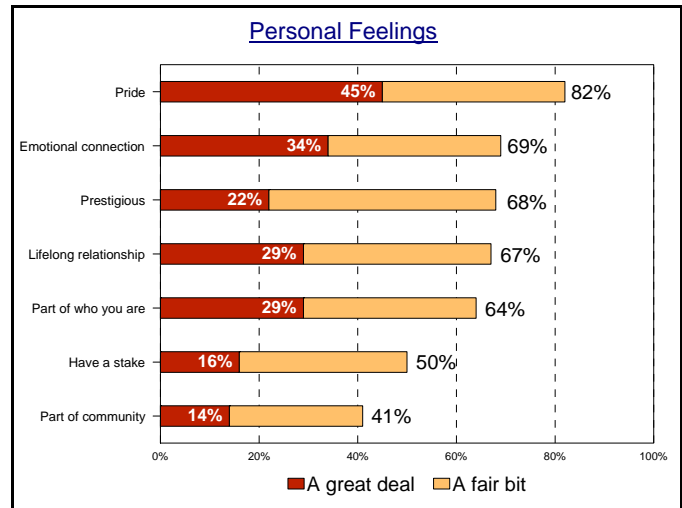
None of these measures differs by gender, between alumni and non-alumni donors, or between local and non-local people. But:

- Undergraduate are more likely than graduate alumni to have *very* positive overall feelings about SDSU today and to be net promoters.
- Older alumni are more likely than all others to be *very* satisfied overall with their student experience, but younger people give SDSU a higher net promoter score than all others do.



The more personal feelings tested in the survey (Q4) suggest that alumni and donors are favorably disposed towards SDSU but disengaged from it:

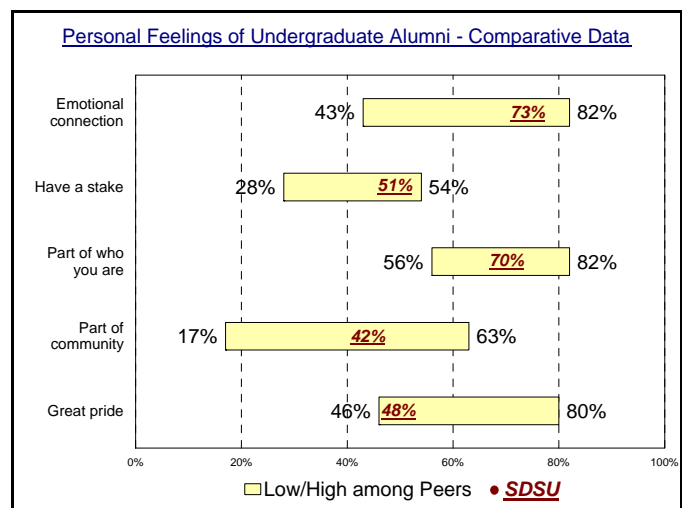
- 82% of alumni and donors take pride in their SDSU affiliation, including 45% who take *a great deal* of pride in it.
- About two-thirds feel an emotional connection to SDSU (69%), an SDSU degree is prestigious (68%), a lifelong relationship with SDSU is worth maintaining (67%), and SDSU is part of who they are (64%). From 22% to 34% feel these things *a great deal*.
- On the other hand, only half (50%) feel even “a fair bit” that they have a stake in SDSU’s success and achievements, and just 41% feel they are part of the SDSU community.



If some of these figures – especially the “top box” figures (*a great deal*) – seem disappointing, they serve as a powerful reminder that most alumni and donors have more immediate things going on in their lives than SDSU, that their goodwill and ongoing support can not be taken for granted, and that resources devoted to alumni and constituent relations are essential to sustaining lifelong relationships with the University.

A look at undergraduate alumni from the peer universities shows a mixed picture on the feelings for which we have comparative data:

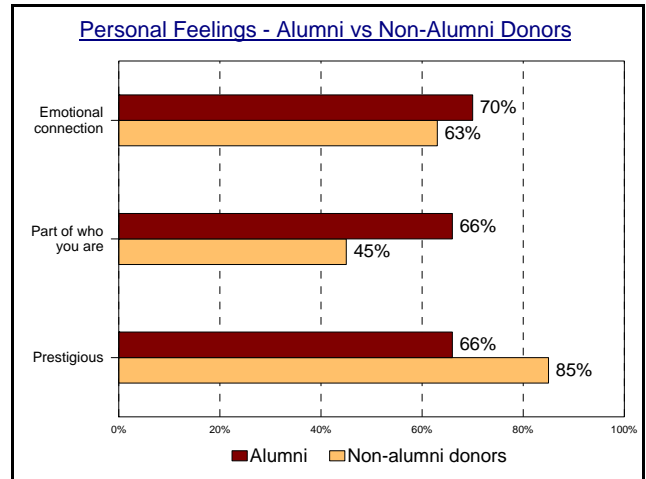
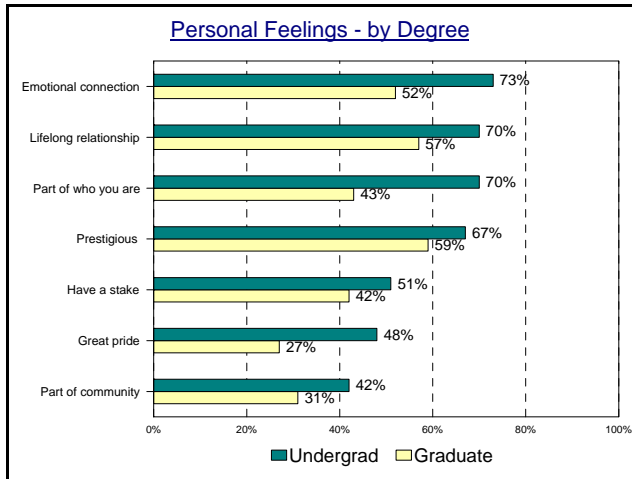
- Undergraduate alumni from SDSU are among the most likely to feel an emotional connection to the University and that they have a stake in the University’s success and achievements.
- SDSU scores in the middle of the spectrum in terms of undergraduate alumni who feel SDSU is part of who they are and feel they are part of the SDSU community.
- Unfortunately, undergraduate alumni from SDSU are among the least likely to take *great* pride in their affiliation.



**While there is room for growth, it is clear that SDSU has the basic DNA upon which strong, ongoing alumni relationships have been built in best practice advancement programs.**

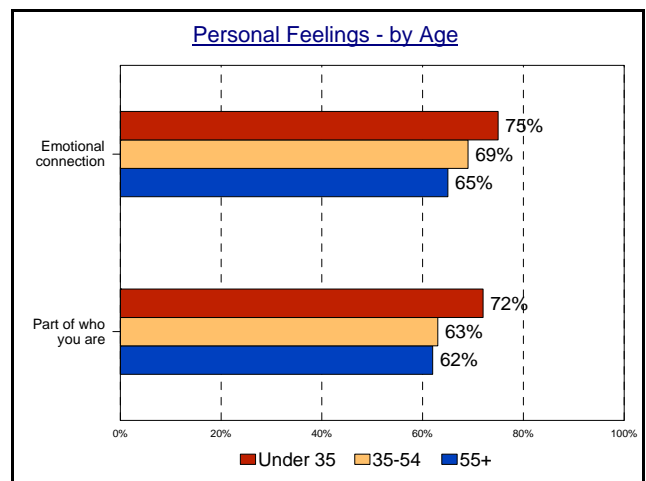
As we often see, undergraduate alumni have a closer relationship with the University than graduate alumni do. Indeed, undergraduate are more likely than graduate alumni to feel every one of the personal feelings tested in the survey.

Perhaps not surprisingly, alumni are more likely than non-alumni donors to feel an emotional connection to SDSU and that SDSU is part of who they are. On the other hand, alumni are less likely than non-alumni donors to feel an SDSU degree is prestigious.



Only two of the personal feelings tested differ by age:

- Likelihood of feeling an emotional connection to SDSU decreases somewhat with age.
- Younger are more likely than all other people to feel SDSU is part of who they are.



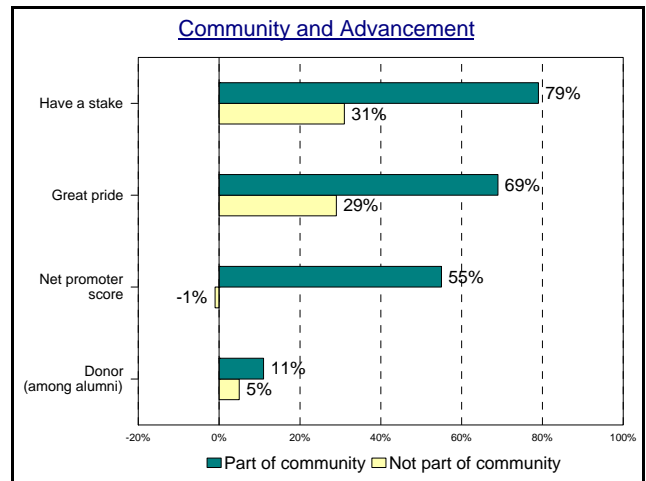
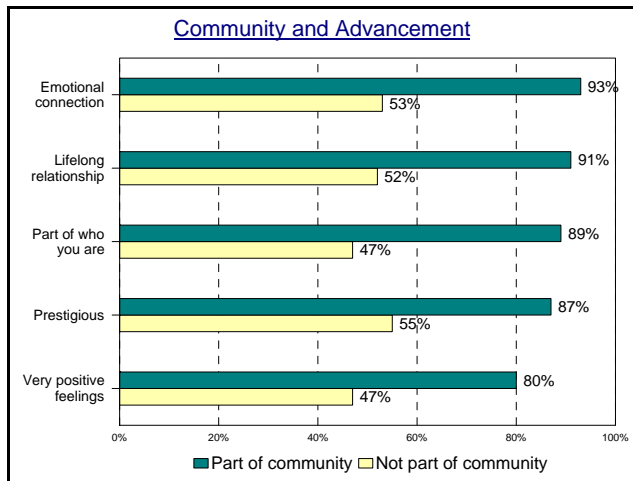
The only other demographic differences are that men are more likely than women to feel a lifelong relationship with SDSU is worth maintaining (71% vs 64%) and locals (who live in the San Diego metropolitan area) are more likely than non-locals to feel they are part of the SDSU community (47% vs 34%).



The feelings alumni and donors have about the University – and especially the sense that they are part of the SDSU community – are important to the institution because those who feel part of the community are the most likely to have favorable feelings about the University, support it with positive word of mouth, and (among alumni) support it with financial donations. (All non-alumni in this survey are donors.) Indeed, they respond more favorably than others do on almost every measure in the survey. While this makes intuitive sense and is no great surprise, the data from this survey provides strong quantitative corroboration that it holds true in the SDSU population, and underscores the importance of a strong alumni and constituent relations program.

A few examples should suffice to illustrate the point. Those who feel they are part of the SDSU community (either a great deal or a fair bit) are *much* more likely than those who feel it only a little or not at all to:

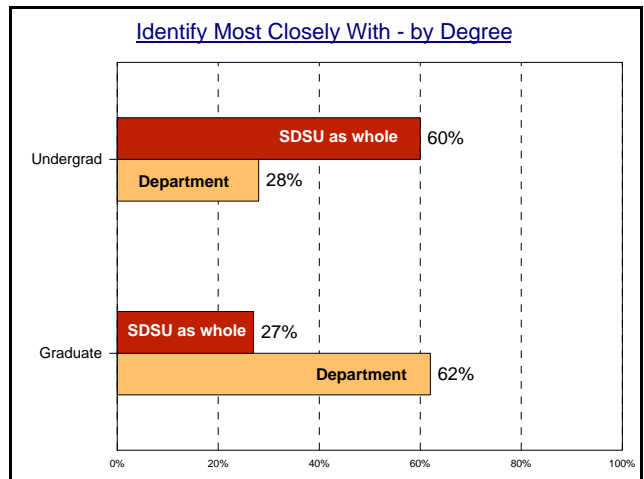
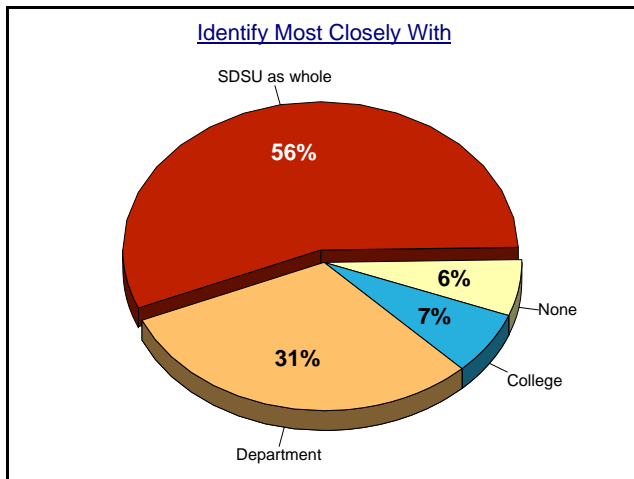
- Feel an emotional connection to SDSU.
- Feel a lifelong relationship with SDSU is worth maintaining.
- Feel SDSU is part of who they are.
- Feel an SDSU degree is prestigious.
- Have *very* positive overall feelings about SDSU today.
- Feel they have a stake in SDSU’s success and achievements.
- Take *great* pride in their SDSU affiliation.
- Be net promoters (by a 55% vs *negative* 1% margin).
- Be donors (among alumni).



Just as alumni and constituent relations is important in every aspect of institutional advancement, student affairs is important to alumni relations. The relationship alumni have with the University begins when they are students – and those who have the best experience as students develop the strongest, most positive, and most enduring relationships as alumni. Alumni who are *very* satisfied with their student experience respond more favorably than those who are anything less than very satisfied on almost every measure in the survey – and most of the correlations seen with community are also seen with student satisfaction.

For instance, alumni who are *very* satisfied with their student experience are *much* more likely than others to be net promoters (by a stunning 49% vs *negative* 26% margin), to have *very* positive overall feelings about SDSU today (80% vs 27%), to feel a lifelong relationship with SDSU is worth maintaining (79% vs 49%), and to take *great* pride in their SDSU affiliation (58% vs 23%). They are also a bit more likely to be donors (9% vs 6%). Again, this makes intuitive sense and suggests that the University can benefit if alumni relations takes an interest in – and works closely with – student affairs to build strong connections with constituents from the moment they set foot on campus as students.

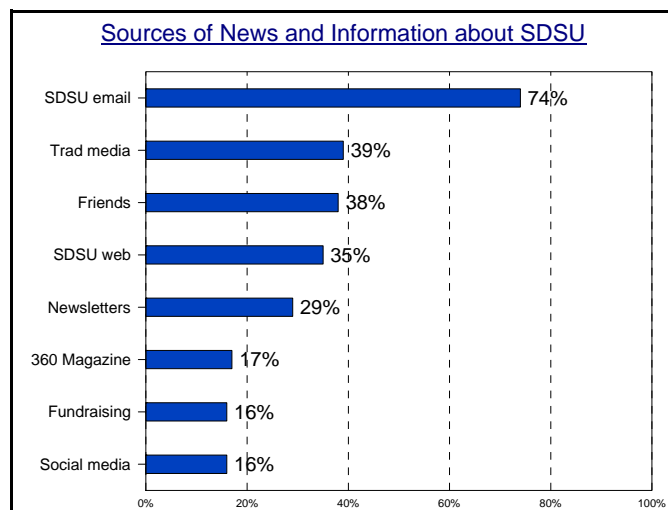
Regardless of their feelings, alumni and donors are much more likely to identify most closely with SDSU as a whole (56%) than with a specific department or program (31%) or with a specific college (7%) (Q5). Not surprisingly, this differs greatly by degree. Undergraduate alumni are much more likely to identify most closely with SDSU as a whole than with a department (60% vs 28%) – while the numbers are almost exactly the opposite among graduate alumni, who are much more likely to identify most closely with a department or program than with the University as a whole (62% vs 27%). Response does not otherwise differ demographically.



### III. Engagement

Three-quarters of alumni and donors say they get news and information about SDSU from email or email newsletters from SDSU (Q8).

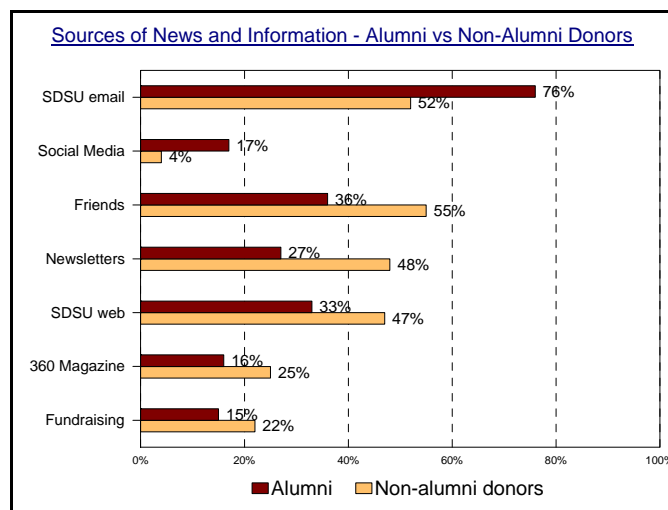
- They are much less likely to say they get news and information about SDSU from traditional media such as print or online newspapers, magazines, or TV (39%), from friends, relatives, students, or alumni (38%), from SDSU websites (35%), or from newsletters or printed material (other than *360 Magazine*) from SDSU (29%).
- They are least likely to say they get news and information about SDSU from *360 Magazine* (17%), from fundraising mail, email, or phone calls (16%), or from social media such as blogs, Facebook, Twitter, etc (16%).

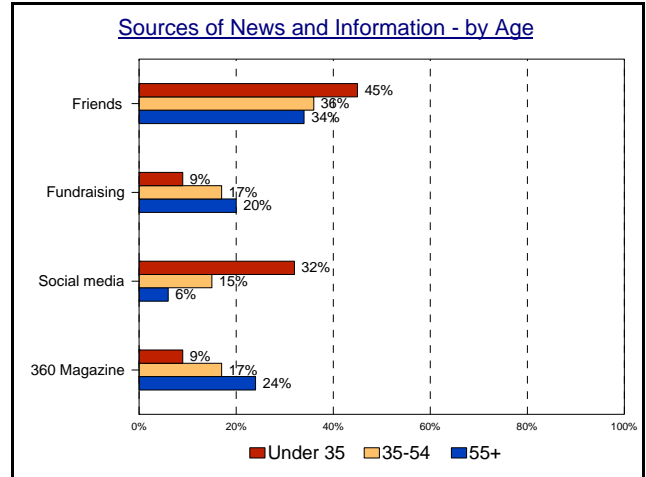
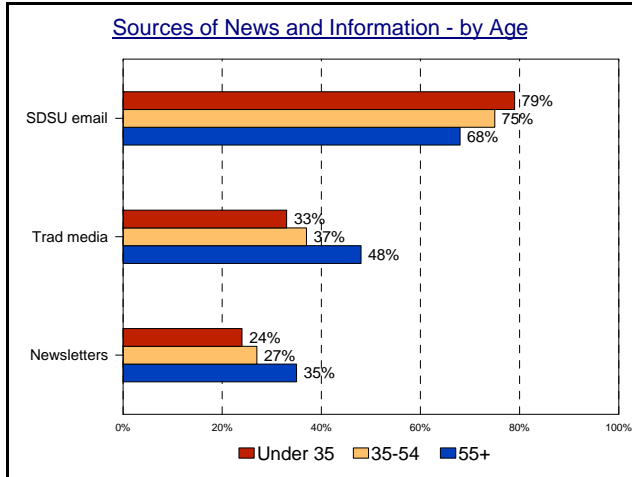


Alumni are more likely than non-alumni donors to say they get SDSU news and information from SDSU email and from social media...while non-alumni donors are more likely than alumni to say they get news and information from every other source tested (except the traditional media).

As we often see, the sources of news and information differ by age:

- Older people are less likely than all others to get news and information from SDSU email...while they are more likely than all others to get news and information from the traditional media and from SDSU newsletters.
- Younger people are more likely than all others to get news and information from friends and relatives...while they are less likely than all others to get news and information from fundraising mail, email, or phone calls.
- Likelihood of getting SDSU news and information from social media decreases with age...while likelihood of getting news and information from *360 Magazine* increases with age.

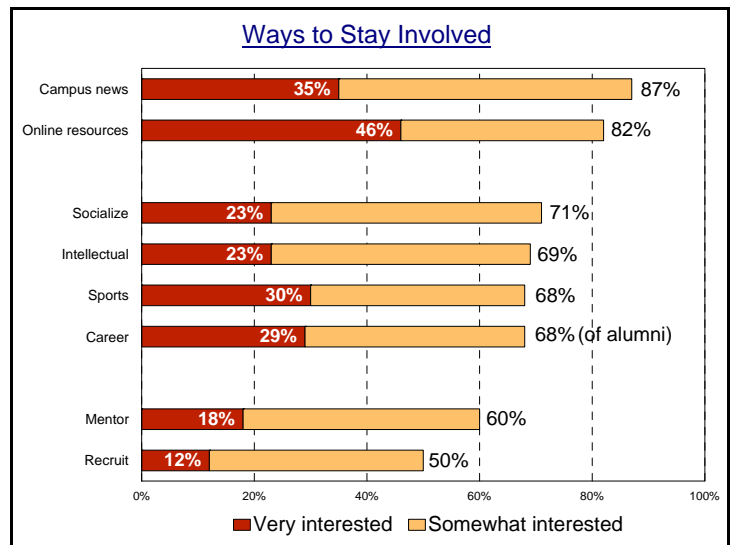




Not surprisingly, people who live in the local San Diego media market are more likely than non-locals to get news and information about SDSU from the traditional media (53% vs 23%) and from friends or relatives (41% vs 34%). The only other demographic difference is that undergraduate alumni are more likely than graduate alumni to get SDSU news and information from social media (19% vs 8%).

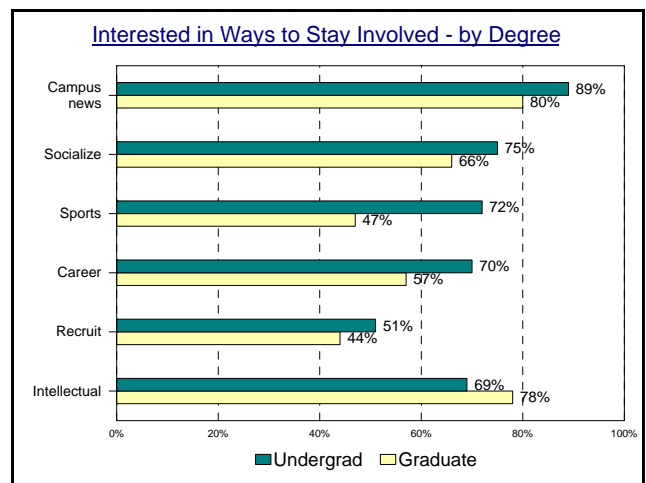
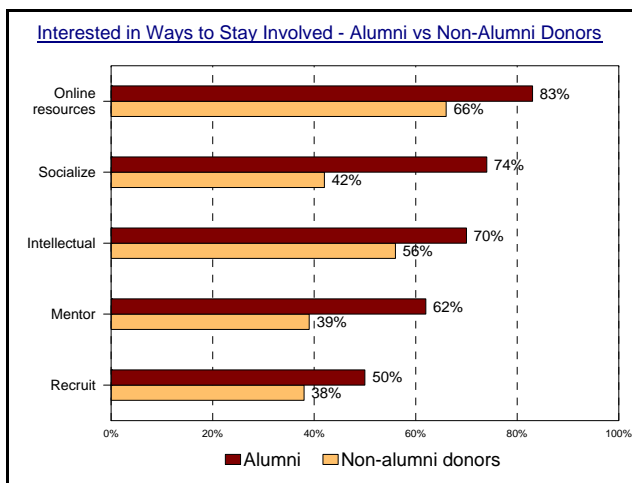
Alumni and donors were asked their interest in eight ways to stay involved with SDSU (Q18), and response falls roughly into three tiers. Alumni and donors are:

- Most likely to be interested in staying informed about campus news and what’s happening at SDSU (87%) and online access to University resources such as library databases, historical documents, and podcasts (82%).
- Less likely to be interested in socializing or networking with SDSU alumni or friends (71%), attending faculty talks or other events with an educational, intellectual, or cultural focus (69%), attending events organized around SDSU sports (68%), and job and career services (68% of alumni). (Non-alumni were not asked about job and career services.)
- Least likely to be interested in mentoring current SDSU students or recent grads (60%) or helping attract and recruit prospective students (50%).



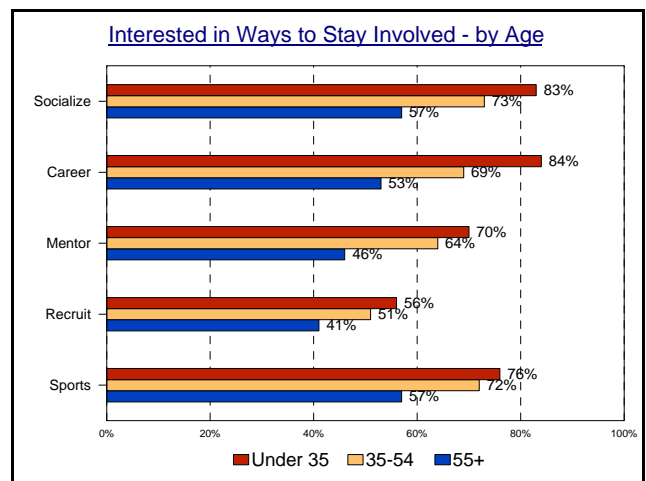
**Interest in some of these ways to stay involved is also quite strong.** 46% of alumni and donors are *very* interested in online access to University resources, 35% are *very* interested in staying informed about campus news, and 3 out of 10 are *very* interested in events organized around SDSU sports (30%) and in job and career services (29%). And a closer look at the data presents an even brighter picture: 71% of alumni and donors say they are *very* interested in *at least one of the ways* tested to stay involved. In other words, while no single form of involvement may have universal appeal, 7 out of 10 alumni and donors express strong interest in staying involved in some way.

Perhaps not surprisingly, interest in most of the ways tested to stay involved is greater among alumni than non-alumni donors...and is greater among undergraduate than graduate alumni (with the exception that graduate are more likely than undergraduate alumni to express interest in events with an intellectual focus).



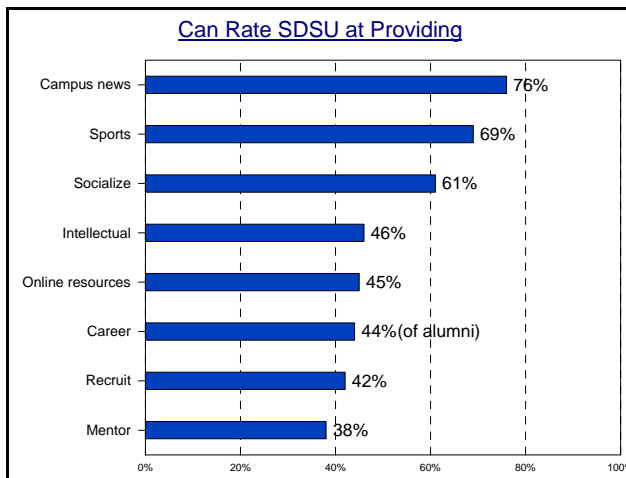
As we often see, interest in the ways tested to stay involved also differs by age. **And it is worth noting that at least 70% of younger alumni and donors express interest in every way tested to stay involved (except recruiting prospective students). So the opportunity to engage alumni and other constituents early on – and build a strong foundation for a sustained relationship in the years to come – definitely exists.**

- The younger alumni and donors are, the more likely they are to be interested in socializing or networking, job and career services, and mentoring.
- Older alumni and donors are less likely than all others to be interested in recruiting prospective students and in events organized around SDSU sports.



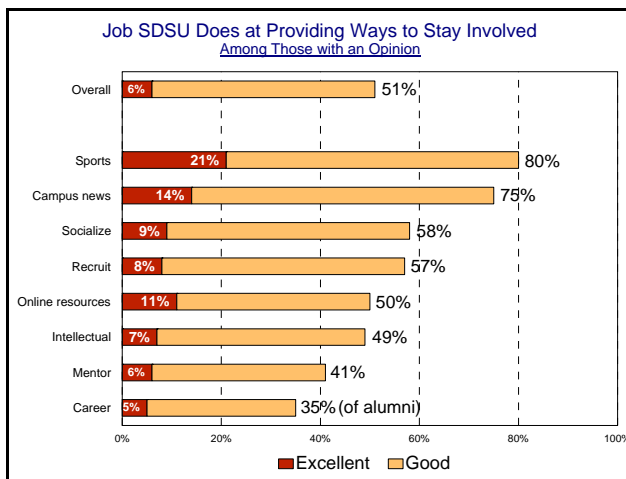
Interest differs in only a few ways by gender and region. Men are more likely than women to express interest in socializing or networking (74% vs 67%), attending events organized around SDSU sports (74% vs 62%), and recruiting prospective students (53% vs 45%). And locals are more likely than non-locals to be interested in online access to University resources (86% vs 78%).

After being asked their interest, alumni and donors were asked how well they think SDSU is doing at providing them with these ways to stay involved (Q19). 76% can rate the job SDSU is doing at keeping them informed about campus news, 69% can rate it at providing events organized around SDSU sports, and 61% can rate it at providing ways to socialize or network – but no more than 46% can rate SDSU at the other five ways tested to keep them involved. It is only to be expected that some people would have no experience or other basis upon which to offer an opinion about some of these resources and services. Older alumni, for instance, are less likely than others to need job and career services and may not be expected to know what SDSU offers in that regard. **But these figures, while not as low as we have seen at some universities, indicate that way too many alumni and donors are simply unaware of what SDSU offers them, and that SDSU needs to better promote the resources and services it does offer.**



**Unfortunately, only half (51%) of alumni and donors who do have an opinion rate SDSU favorably (excellent or good) overall at serving their needs and interests – including just 6% who rate it *excellent* overall.** Furthermore, they give SDSU middling to low marks at providing most of the specific way tested to keep them involved. Among those with an opinion:

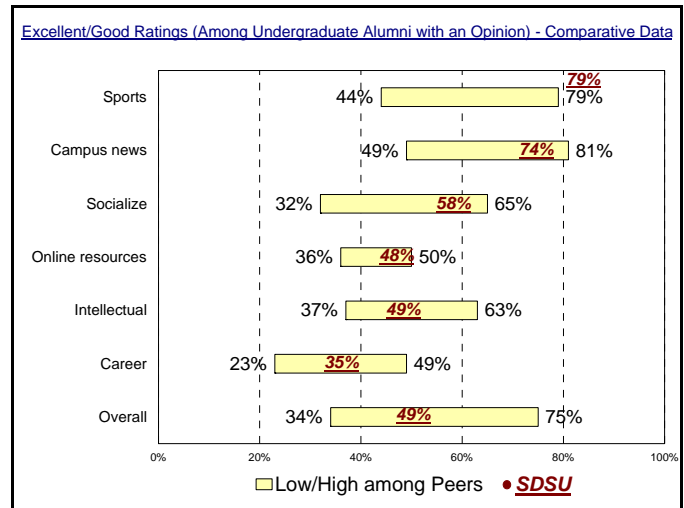
- 80% rate SDSU favorably at offering events organized around SDSU sports, and 75% rate it favorably at providing them with campus news.
- Fewer than 6 out of 10 rate SDSU favorably at providing ways to socialize or network (58%), ways to help attract and recruit prospective students (57%), online access to University resources (50%), and events with an intellectual focus (49%).
- Only 41% rate SDSU favorably at providing opportunities to mentor current students or recent grads, and just 35% of alumni with an opinion rate it favorably at providing job and career services.



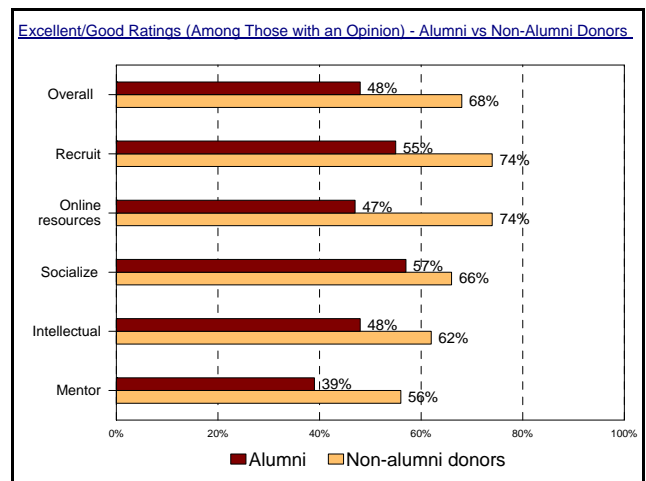
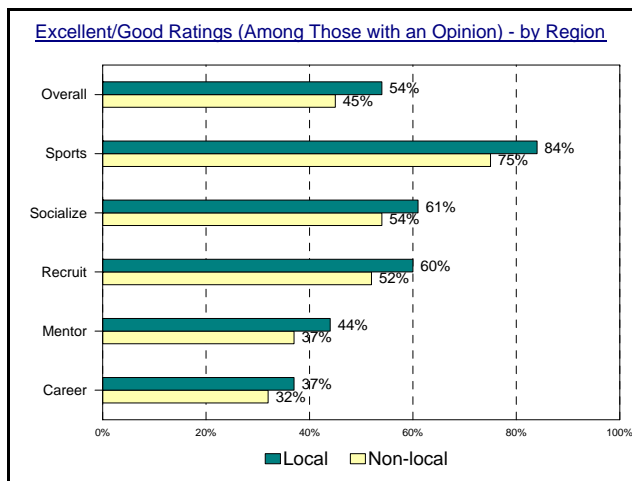
- 21% feel SDSU does an *excellent* job at providing events organized around SDSU sports, but no more than 14% rate it *excellent* at any of the other ways tested to keep them involved.

Alumni and donors can be tough graders, stingy with superlatives; so these figures should be of concern, but not cause undue alarm. Indeed, when the undergraduate alumni ratings are put in perspective with the peer universities we have surveyed, SDSU compares quite favorably on some of the measures for which we have comparative data:

- Undergraduate alumni from SDSU are among the most likely to rate the university favorably at providing events organized around sports, campus news, ways to socialize or network, and online access to university resources.
- SDSU falls in the middle of the pack at providing events with an intellectual focus and providing job and career services.
- On the other hand, SDSU scores towards the lower end of the spectrum at serving the needs and interests of undergraduate alumni overall.

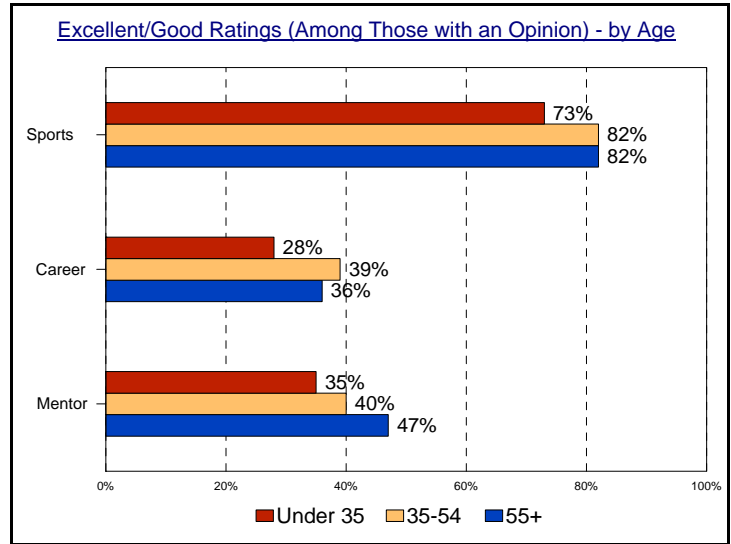


Not surprisingly, locals are more likely than non-locals to rate SDSU favorably at serving their needs and interests overall and at most of the specific ways tested to keep them involved. Likewise, non-alumni donors (perhaps because they are more actively stewarded) are more likely than alumni to rate SDSU favorably overall and at most of the ways to keep them involved.



The ratings differ by age in only three ways. Among those with an opinion:

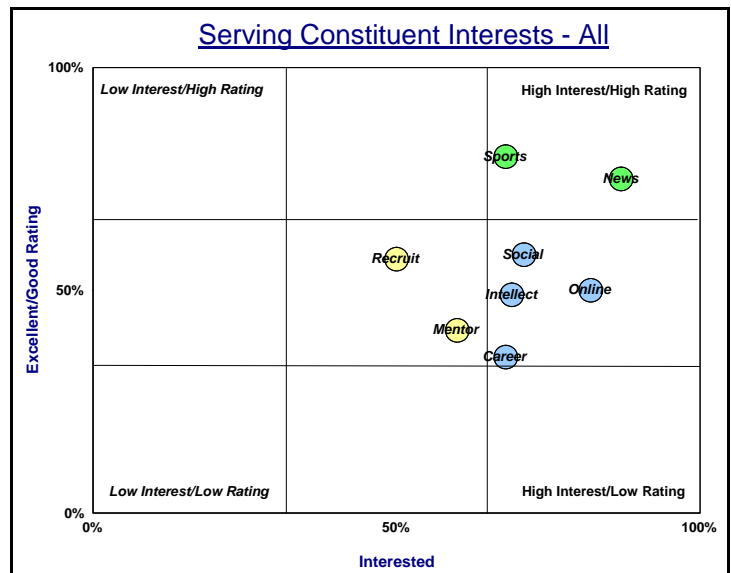
- Younger are less likely than all other people to rate SDSU favorably at providing events organized around SDSU sports and providing job and career services.
- Likelihood of rating SDSU favorably at providing opportunities to mentor students or recent grads increases somewhat with age.



Graduate are more likely than undergraduate alumni to rate SDSU favorably at providing opportunities to mentor (45% vs 38%), but the other ratings do not differ by degree. Nor do they differ by gender.

Although there is ample room for improvement across the board, by plotting alumni and donor interest (on the horizontal axis) against their favorable ratings (on the vertical axis), we can see where SDSU might best direct its constituent relations efforts and resources – at least from the alumni and donor point of view. Costs, mandates, logistics, and other internal factors obviously must also be considered.

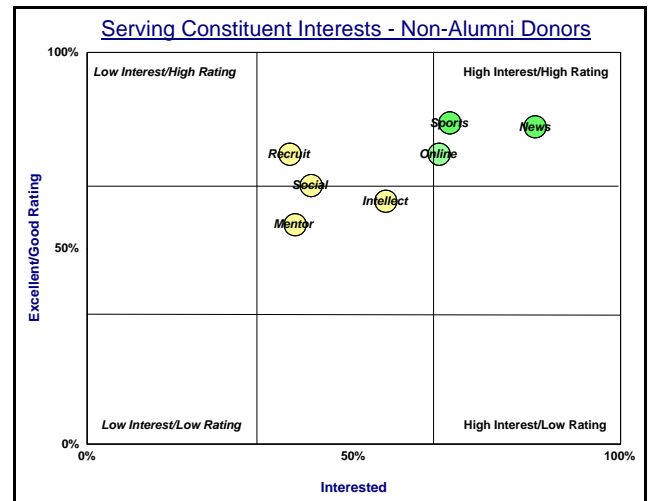
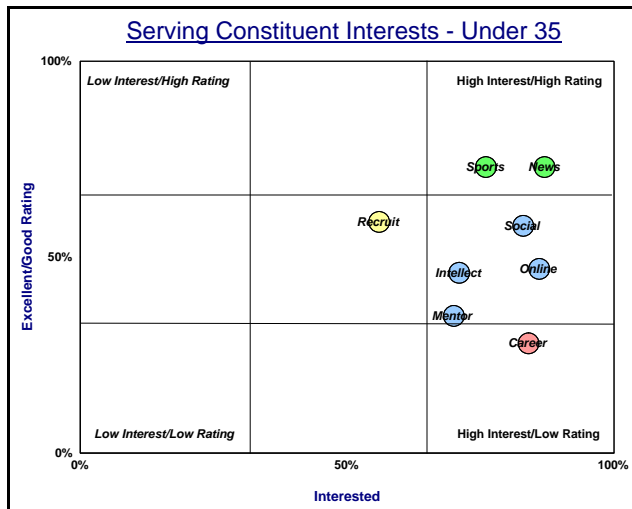
- Keeping constituents informed about campus news and providing events organized around SDSU sports fall in the top right box in the chart – the “sweet spot” where high interest and high favorable ratings intersect. So the University should *sustain* its efforts in these areas.
- Online access to University resources, socializing or networking, events with an intellectual focus, and career services are also of high interest to constituents (falling in the right-most column of the chart) – but SDSU receives only middling favorable ratings at providing them (falling in the middle row). The University may want to *improve* what it does in these areas.





As previously noted, interest in staying involved is especially high among younger people, so a bubble graph of people under 35 shows a somewhat greater challenge for the University. Mentoring is of high interest to younger people (but earns middling favorable ratings from them)...and job and career services are of high interest (but earn *low* ratings from them, falling in the bottom row). So in addition to improving its efforts at providing ways to socialize or network, online access to University resources, and events with an intellectual focus, SDSU may also want to improve its mentoring opportunities and career services for younger people.

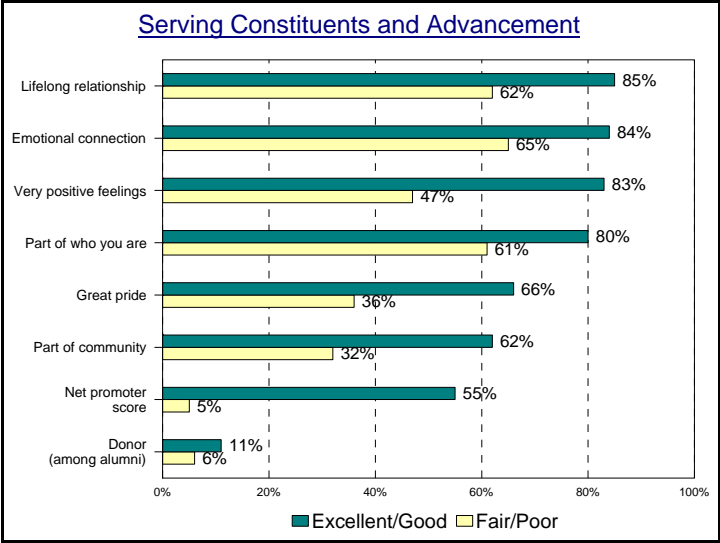
On the other hand, SDSU faces a less daunting challenge with its non-alumni donors. The three things of high interest to non-alumni donors (staying informed about campus news, events organized around SDSU sports, and online access to University resources) all get high favorable ratings from them. So efforts can be sustained in these areas, and nothing of high interest cries out for improvement.



It is important to remember that, while the relationship alumni have with the University begins with their experience as students (and the relationship non-alumni donors have begins with their first contact), it is nurtured and sustained by efforts to keep them involved, engaged, and informed. Just as initial needs must be met, so too must ongoing interests be served.

It is not surprising, then, that alumni and donors who feel their interests are well served have more favorable feelings about SDSU than others do in just about every way measured, and they are more likely to support it with positive word of mouth and (among alumni) donations. Once again, a few of the many examples should suffice. Those who feel SDSU does an excellent or good job overall at serving their needs and interests are *much* more likely than those who feel it does a fair or poor job to:

- Feel a lifelong relationship with SDSU is worth maintaining.
- Feel an emotional connection to SDSU.
- Have *very* positive overall feelings about SDSU today.
- Feel SDSU is part of who they are.
- Take *great* pride in their SDSU affiliation.
- Feel they are part of the SDSU community.
- Be net promoters.
- Be donors (among alumni).



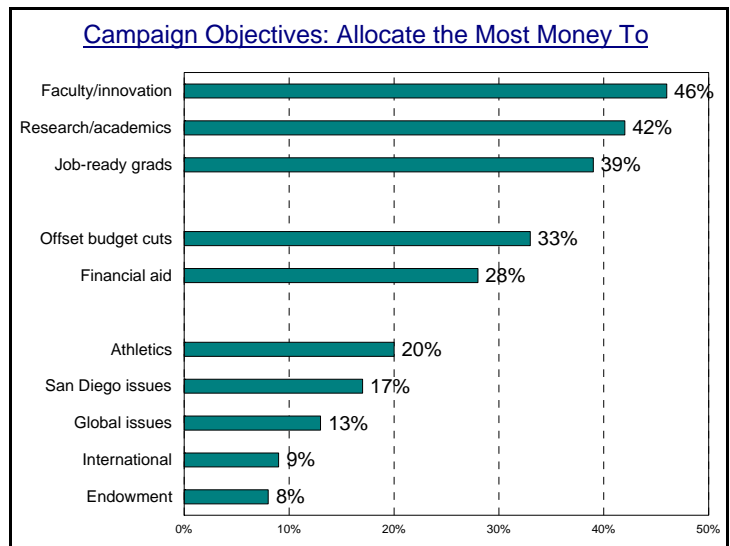
## IV. Financial Support

Since the Campaign for San Diego State University is still in its quiet phase and has not yet been publicly announced, it is not surprising that only 11% of alumni and donors say they have heard of it (Q23). Awareness of the Campaign is greater among non-alumni donors than alumni (15% vs 10%) and increases with age (from 6% of younger people, to 10% of middle-aged people, to 15% of older people). Awareness of the Campaign does not differ by region, gender, or degree.

Alumni and donors were presented with ten objectives of the Campaign and asked to choose the two or three they themselves would allocate the most money to (Q24). Response falls roughly into three tiers.

**Top tier:** Alumni and donors are most likely to say they would allocate the most money to:

- Attracting and retaining the best faculty who can lead innovation and discovery (46%).
- Building on SDSU's strengths in its leading research and academic programs (42%).
- Assisting students to be day-one job ready when they graduate (39%).



**Middle tier:** Alumni and donors are less likely to say they would allocate the most money to:

- Helping offset the impact of state budget cuts (33%).
- Creating opportunities for students with financial need (28%).

**Bottom tier:** Alumni and donors are least likely to say they would allocate the most money to:

- Supporting SDSU's Division One athletics programs and student athletes (20%).
- Helping SDSU make an impact on issues of importance to San Diego (17%).
- Helping SDSU make an impact on issues of global importance (13%).
- Expanding study-abroad and other international opportunities for students (9%).
- Building SDSU's endowment (8%).

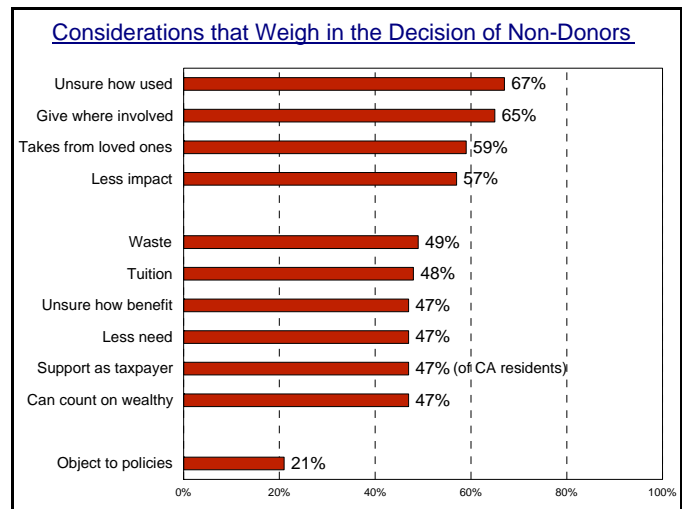
Response to these ten objectives is remarkably consistent across all demographic groups. The only differences are that:

- For men, supporting SDSU’s Division One athletics programs is a middle tier, rather than a bottom tier, objective.
- For locals, helping SDSU make an impact on issues of importance to San Diego is a middle tier, rather than a bottom tier, objective.

Non-donors were asked about eleven considerations that may weigh in their decision when asked to make a gift to SDSU (Q25), and again response falls roughly into three tiers.

**Top tier:** The main considerations that weigh in the decision of non-donors are that they:

- Don’t know where their donations go or how they are used (67%).
- Prefer to give to organizations they are more personally involved with (65%).
- Feel giving to SDSU takes money away from their loved ones (59%).
- Feel their money has greater impact on other organizations (57%).



**Second tier:** About half of non-donors say the following considerations weigh in their decision when asked to make a gift:

- Money given to SDSU is wasted on non-essential programs or an inefficient bureaucracy (49%).
- I feel my obligation to SDSU was fulfilled by paying tuition (48%).
- I’m not sure how making a gift benefits me now (47%).
- SDSU just doesn’t need my money as much as other organizations do (47%).
- I already support SDSU as a taxpayer (47% of California residents).
- SDSU can always count on its wealthier alumni and friends to provide adequate support (47%).

**Bottom tier:** Non-donors are least likely, by far, to be deterred from giving because they object to certain policies or decisions SDSU has made (21%).

Some of these considerations weigh more for some non-donors than for others. But the *relative* weight of the reasons for not giving (i.e., the three tiers) is much the same for all non-donors.

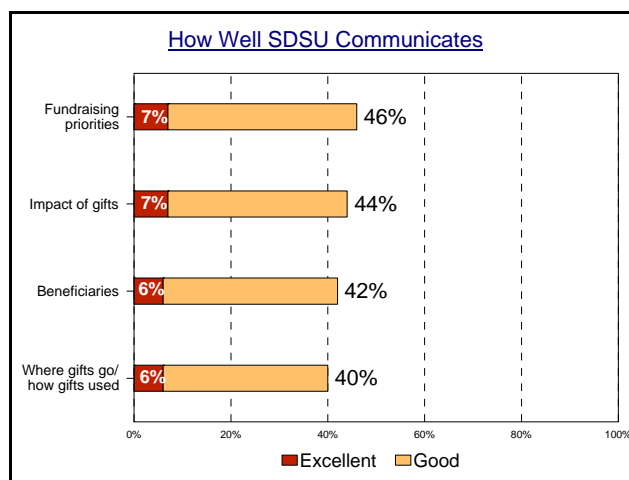
The considerations that weigh most in the decision of SDSU’s non-donors are fairly similar to what we have seen at most of the other public universities whose alumni we have surveyed. It is worth noting, however, that this is one of the very few times we have seen perceived waste weigh so heavily; rarely has it been anything more than a bottom tier deterrent. While there are clearly more important concerns for SDSU to address when communicating with alumni, perceived waste may nonetheless be an issue the University should be sensitive to and keep its eye on. SDSU may also want to explore this more closely with focus groups, which can probe for and reveal a fuller and more nuanced understanding of what it is that non-donors perceive to be wasteful, non-essential, or inefficient.

Only a tenth of alumni say they were last asked to make a financial donation to SDSU more than a year ago (8%) or never recall being asked (3%) – so low participation is not because the University hasn’t asked. Response to this question (Q21) does not differ demographically.

Nor, for the most part, are alumni deterred from giving by financial hardship or an aversion to philanthropy: Indeed, 68% of all alumni say that, apart from SDSU, they give money “on a regular basis” to charities or other not-for-profit organizations (Q27). Younger alumni are less likely than others to give regularly to other organizations, but still, 48% of them say they do (compared to 74% of middle-aged and 77% of older alumni). Furthermore, 67% of non-donors to SDSU say they give regularly to other organizations.

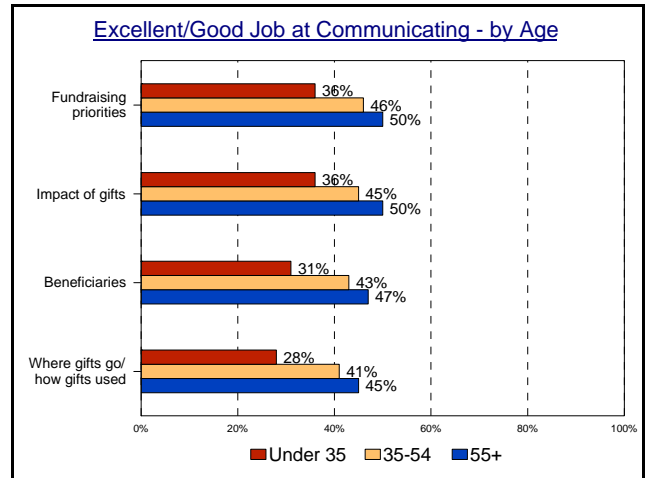
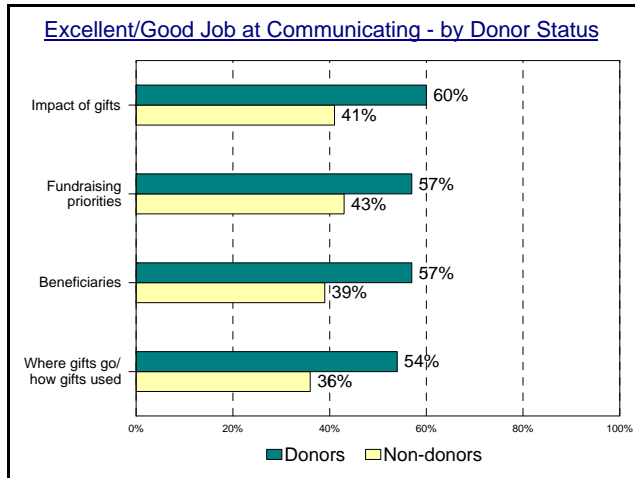
Self-reporting on behavior is not completely reliable, especially for a sensitive question like this one, since some respondents may give themselves the benefit of the doubt or be reluctant to give “socially undesirable” answers. Nevertheless, it is safe to conclude that the majority of alumni do give money to charitable causes; it’s just that fewer of them give money to SDSU. **Income and wealth certainly affect the amount alumni give to their alma mater, but for the vast majority, they have little to do with simple participation (giving or not giving). “I just can’t afford it right now” is an excuse (even in the current recession), not a reason, for not participating.** The challenge, then, is to make the University a higher priority than it currently is for their philanthropic dollars.

Part of that challenge will be to better communicate some core messages and facts about financial support (Q22). Hardly more than 4 out of 10 alumni and donors feel SDSU does even a good job of communicating to them its fundraising priorities (46%), the impact gifts have on SDSU (44%), who the beneficiaries of gifts to SDSU are (42%), or where gifts go and how they are used (40%). And no more than 7% feel it does an *excellent* job at communicating these messages and facts.

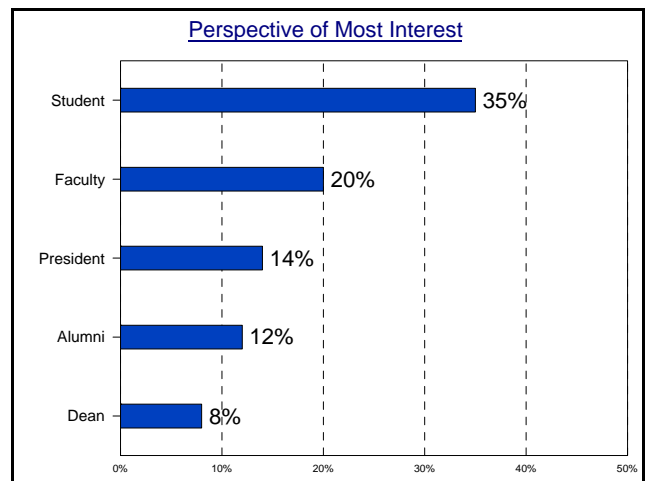


Feelings about SDSU’s development communications do not differ by region, degree, or gender, but:

- Perhaps not surprisingly, donors (whether alumni or non-alumni) are more likely than non-donors to feel SDSU does at least a good job at communicating all four of these messages and facts.
- Younger are less likely than all other people to feel SDSU does a good job at communicating these messages and facts.

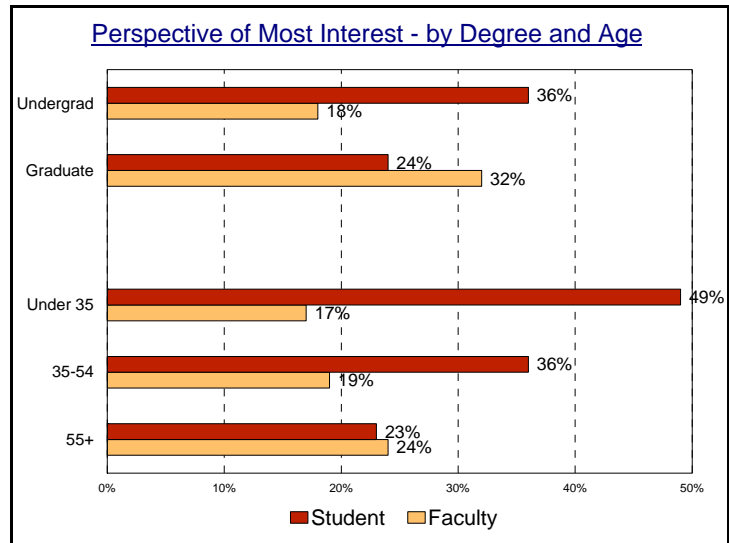


The messenger, of course, can be as important as the message itself – so appeals can be more successful if they come from the right person or the most relevant perspective. When it comes to the University’s needs and challenges, alumni and donors are much more likely to be most interested in the perspective of current students (35%) than in any other perspective. 20% are most interested in the faculty perspective, 14% in the President of the University’s perspective, 12% in the alumni perspective, and just 8% in the perspective of the dean of a particular college (Q7).



The perspective of most interest does not differ by gender or region, or between alumni and non-alumni. But it does differ by degree and age:

- Undergraduate alumni are twice as likely to be most interested in the student perspective (36%) as the faculty perspective (18%)...while graduate alumni are more likely to be most interested in the faculty perspective (32%) than the student perspective (24%).
- Younger and middle-aged people are most interested in the student perspective (49% and 41%, respectively)...while older people are as likely to be most interested in the faculty (24%) as the student (23%) perspective.



Future development (and other) communications from SDSU should address the doubts and concerns alumni have about giving – and better informing them about how gifts are used, where they go, and whom and what they support would be a good place to start. Much of the challenge, however, will take time and consistent effort to address:

- Because many alumni prefer to give to organizations they are more personally involved with, getting them more involved and helping them develop a closer, more personal relationship with the University are of paramount importance. **The more successful SDSU’s alumni relations program is, the more successful its development program will be.**

The University must also more clearly articulate a set of positive messages. Prior research we have conducted for dozens of other universities and colleges has consistently shown that alumni want to give something back, but that in itself is rarely enough; they need reassurance that what they give back will be meaningful and make a difference – so SDSU must illustrate more tangibly the *impact* gifts have on:

- The University – by helping it attract and retain the best faculty who can lead innovation and discovery, and by helping it build on its strengths in its leading research and academic programs.
- Individual students – by helping them to be day-one job ready when they graduate, and through financial aid.
- The world we live in – by supporting research and scholarship that lead to advances that positively affect real lives in the real world.

**Furthermore, appeals may be most successful to the broadest range of alumni if articulated in the voice (or from the perspective) of current students.** If the resources are available to target materials and messages to specific segments, appeals to undergraduate alumni may be most successful if articulated in the voice of current students, while appeals to graduate alumni may be most successful if articulated in the voice of the faculty.

With Elliot Hirshman about to succeed Stephen Weber as president, SDSU can take the opportunity to frame these messages in the context of the transition and where the University is heading. Alumni and donors are much more likely to say the upcoming change in leadership does more to make them look forward to the next chapter in SDSU's history (31%) than to cause them to worry about the University's future (5%). 19% say it does both about equally, and 45% say it does neither (Q9). Locals are more likely than non-locals to say the change makes them look forward to the next chapter in SDSU's history (35% vs 28%), but response to this question does not otherwise differ demographically. If many alumni and donors are optimistic about what's next for SDSU, even more should be especially receptive at this moment of transition and renewal to important messages and communications.

As noted at the outset, the solicitation is the last event in a chain of events, and constituents who have the strongest relationship with SDSU are the most likely to be donors. So, while messages and strategies may be honed, long-term development success will depend more upon several components of the University – student affairs, communications, alumni and constituent relations, and development – working together to build and sustain strong relationships with *students* as well as with alumni and friends. Because it is much easier to *keep* people in the fold than to bring them back once they have strayed.



## V. Taglines

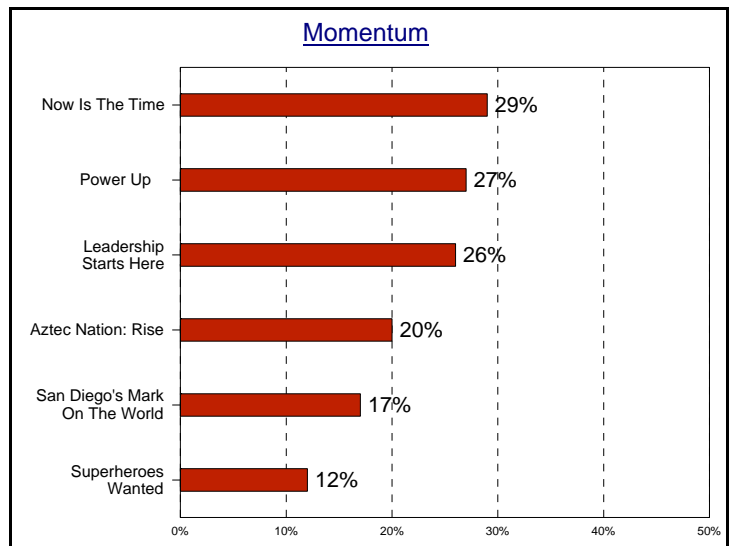
Alumni and donors were shown six new promotional ads with the following taglines: “Aztec Nation: Rise,” “Leadership Starts Here,” “Now Is The Time,” “Power Up,” “San Diego’s Mark On The World,” and “Superheroes Wanted.” In addition to their comments about the ads overall (which are included in the file of open-ended responses, separate from this report), survey respondents were asked seven questions specifically about the taglines that appeared in the ads (Q10-Q16). They were asked which one or two of the taglines:

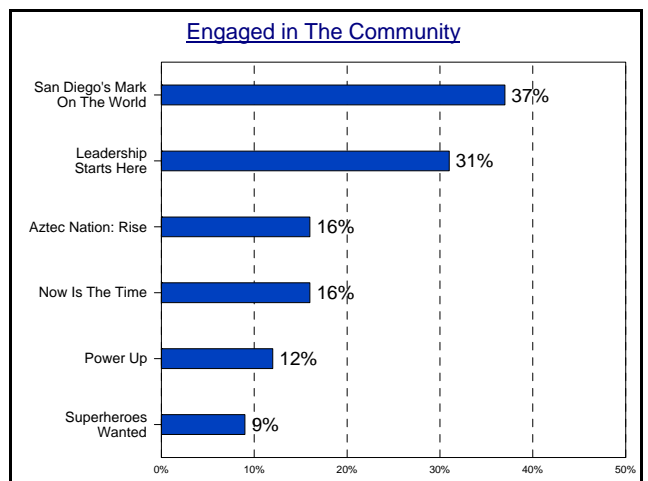
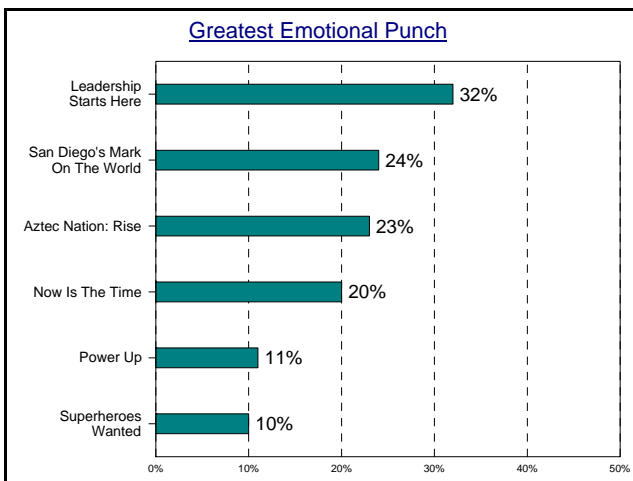
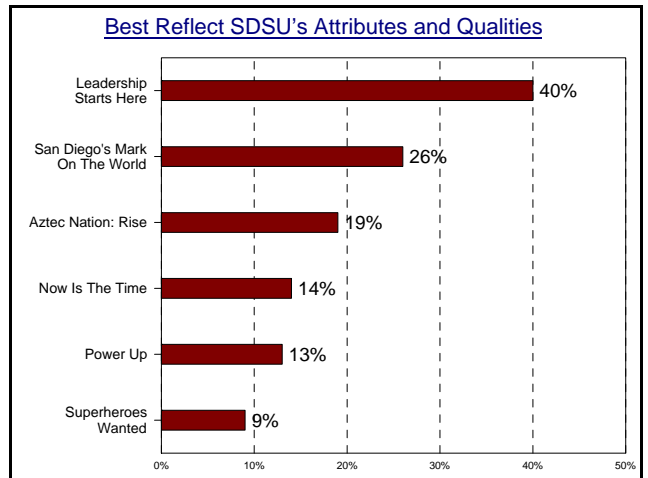
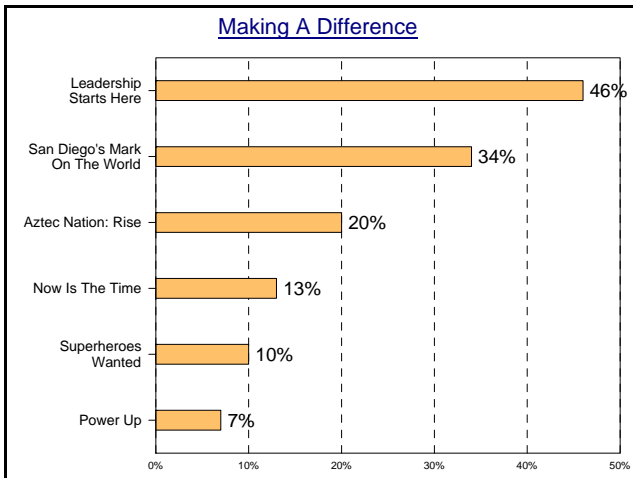
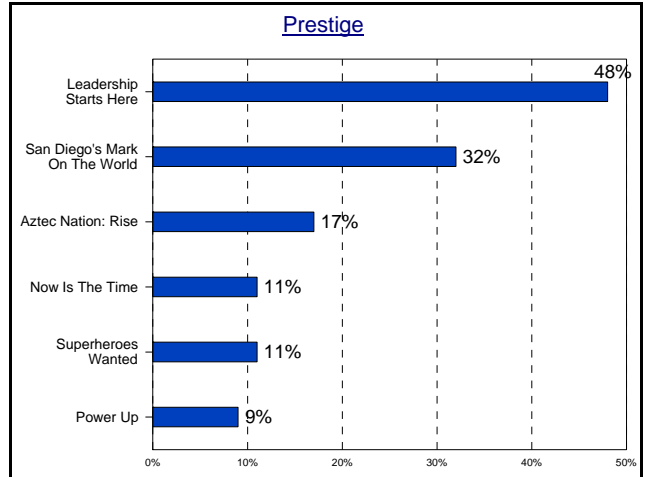
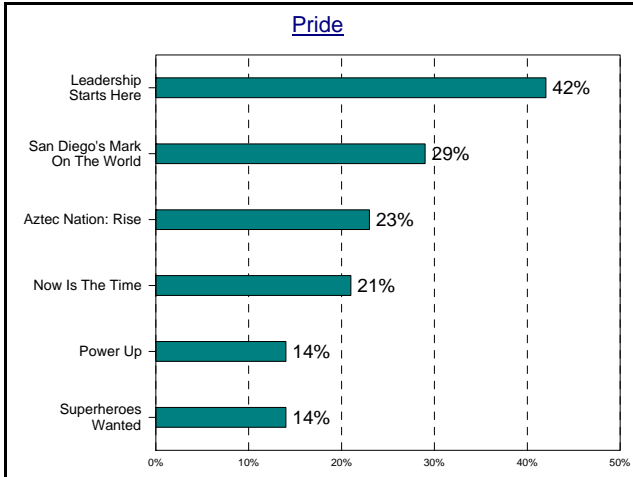
- Do the most to elicit in you a sense of pride.
- Do the most to elicit in you a sense of prestige.
- Do the most to convey a university that has momentum.
- Do the most to convey a university that is engaged in the community.
- Do the most to convey a university that is making a difference.
- Have the greatest emotional punch for you.
- Best reflect SDSU’s attributes and qualities.

There is no consensus on which of the taglines do the most to convey a university that has momentum. It’s pretty much a three-way tie among Now Is The Time, Power Up, and Leadership Starts Here.

**However, on the other six dimensions tested, a consensus clearly emerges:**

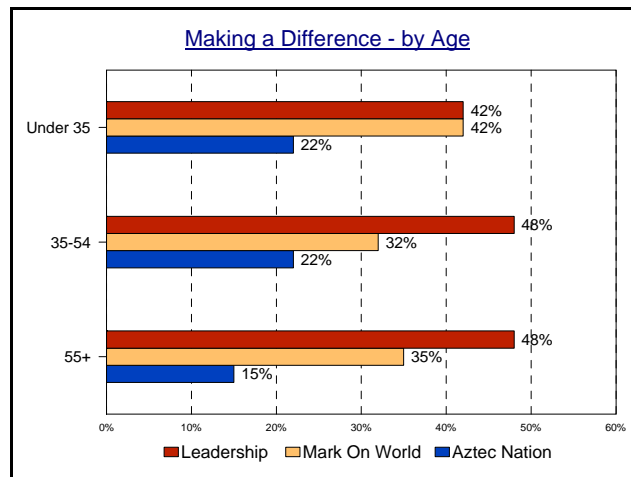
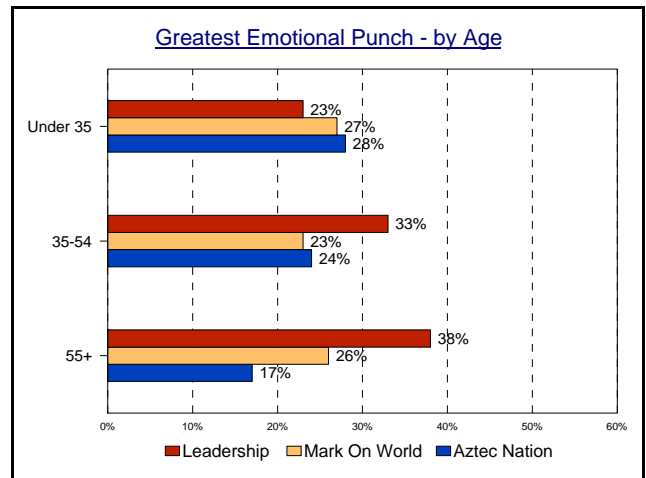
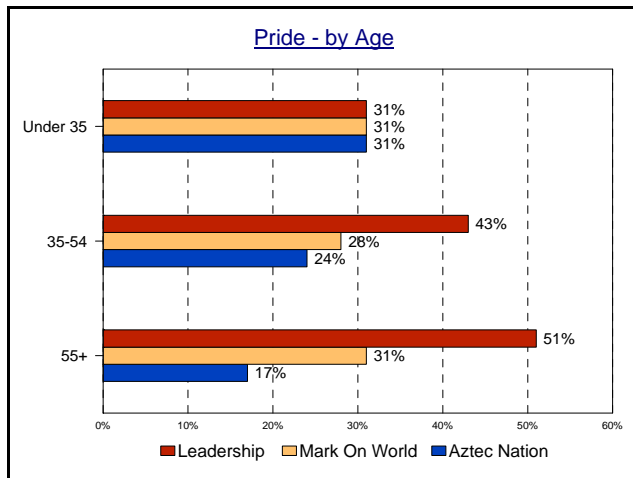
- **Leadership Starts Here** outscores all the other taglines on five of the six other dimensions.
- **San Diego’s Mark On The World** comes in second.
- **On the sixth dimension – conveying a university that is engaged in the community – the top two are reversed: San Diego’s Mark On The World scores highest, with Leadership Starts Here a close second.**
- **Power Up and Superheroes Wanted** score lowest on all six dimensions.





Response to the taglines is remarkably consistent across all demographic groups. The only differences are regarding:

- **Do the most to elicit a sense of pride.** Younger people are equally as likely to choose Leadership Starts Here, San Diego’s Mark On The World, and Aztec Nation: Rise...while all other people clearly choose Leadership Starts Here.
- **Have the greatest emotional punch.** Again, the same three taglines are tied among younger people...while all other people choose Leadership Starts Here.
- **Do the most to convey a university that is making a difference.** Younger people tie between Leadership Starts Here and San Diego’s Mark On The World...while all other people choose Leadership Starts Here.



[Note: From May 23-June 6, respondents saw a “cartoon” version of the ad with the Superheroes Wanted tagline; after that, respondents saw a “photo” version of it. The version of the ad they saw did not affect their response to the tagline. Indeed, response did not differ between the two groups on any of the seven questions about the taglines.]

Respondents were also asked for comments and thoughts about the taglines, and they too are included in the file with all the other open-ended responses, separate from this report.

## VI. Appendix A: Survey Instrument with Percentages

Thank you for participating in this survey about your relationship with San Diego State University. Your opinions will help us better understand how you feel about the University, how you engage with it, and how we can better serve your needs and interests. The entire survey should only take about 8 or 9 minutes. All responses will be anonymous and confidential.

Mary Ruth Carleton  
Vice President of University Relations and Development  
San Diego State University

1. [ALUMNI] How satisfied are you overall with the experience you had as a student at SDSU?

Very satisfied	63%
Somewhat satisfied	31%
Neither satisfied nor dissatisfied	3%
Somewhat dissatisfied	3%
Very dissatisfied	1%

2. How would you describe your overall feelings about San Diego State University today?

Very positive	60%
Somewhat positive	28%
Neutral/mixed	9%
Somewhat negative	2%
Very negative	*

3A. [IF Q2<3] What are the main reasons your feelings about SDSU are positive?

\_\_\_\_\_  
\_\_\_\_\_

3B. [IF Q2>3] What are the main reasons your feelings about SDSU are negative?

\_\_\_\_\_  
\_\_\_\_\_

\* = more than zero, but less than half of one percent

4. How much do you feel... [RANDOMIZE]

	<u>A Great Deal</u>	<u>A Fair Bit</u>	<u>Only A Little</u>	<u>Not At All</u>
A. Pride in your SDSU affiliation . . . . .	45%	37%	15%	3%
C. An emotional connection to SDSU . . . . .	34%	35%	23%	8%
G. An SDSU degree is prestigious . . . . .	22%	46%	25%	7%
F. A lifelong relationship with SDSU is worth maintaining . . . . .	29%	38%	26%	6%
B. SDSU is part of who you are . . . . .	29%	35%	27%	9%
D. You have a stake in SDSU's success and achievements . . . . .	16%	34%	34%	16%
E. You are part of the SDSU community . . . . .	14%	27%	39%	20%

5. With which do you identify most closely?

SDSU as a whole . . . . .	56%
A particular department or program at SDSU . . . . .	31%
A particular college at SDSU . . . . .	7%
None of the above . . . . .	6%

6. If you were asked, how likely would you be to recommend SDSU to a prospective [undergraduate/graduate student] of your own interests and background?

9-10 (Promoters) . . . . .	44%
7-8 (Passives) . . . . .	34%
0-6 (Detractors) . . . . .	22%

Net promoters (Promoters minus Detractors) . . 22%

7. In general, whose perspective on the University's needs and challenges is of most interest to you?

Current students . . . . .	35%
The faculty . . . . .	20%
The President of the University . . . . .	14%
Alumni . . . . .	12%
The Dean of a particular college . . . . .	8%
None of the above . . . . .	11%

8. Where do you get news and information about SDSU? [CHECK ALL THAT APPLY]

- Email or email newsletters from SDSU ..... 74%
- Traditional media (e.g., print or online newspapers, magazines, TV, etc.) ..... 39%
- Friends, relatives, students, or alumni (in any way other than social media) .... 38%
- SDSU websites ..... 35%
- Newsletters or other printed material from SDSU ..... 29%
- 360 Magazine* ..... 17%
- Fundraising mail, email, or phone calls ..... 16%
- Social media such as blogs, Facebook, Twitter, YouTube, etc. .... 16%

9. As you may know, Stephen Weber is retiring this summer after 15 years as president of SDSU. Does the upcoming change in leadership do more to...  
[RANDOMIZE ORDER OF ANSWER CATEGORY 1 AND 2]

- Make you look forward to the next chapter in SDSU’s history ..... 31%
- Cause you to worry about the University’s future ..... 5%
- Both about equal ..... 19%
- Neither ..... 45%

SDSU is refreshing and improving its communications to better reflect the University as it is today and where it is going. We’d like your thoughts on some promotional material and taglines that might be part of a broader communications program.

Please click on each image to enlarge it. Click on it again to reduce it.

[SHOW THE SIX ADS IN RANDOMIZED ORDER]

10A. What are your thoughts about these promotional pieces?

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Please think now just about the taglines, not the ads.

10. Which one or two of the taglines do the most to elicit in you a sense of **pride**? [CHECK ONE OR TWO TAGLINES] [RANDOMIZE]

- Leadership Starts Here ..... 42%
- San Diego’s Mark On The World ..... 29%
- Aztec Nation: Rise ..... 23%
- Now Is The Time ..... 21%
- Power Up ..... 14%
- Superheroes Wanted ..... 14%
- None of them ..... 10%

11. Which one or two of the taglines do the most to elicit in you a sense of **prestige**? [CHECK ONE OR TWO TAGLINES] [RANDOMIZE]

Leadership Starts Here	48%
San Diego's Mark On The World	32%
Aztec Nation: Rise	17%
Now Is The Time	11%
Superheroes Wanted	11%
Power Up	9%
None of them	12%

12. Which one or two of the taglines do the most to convey a university that **has momentum**? [CHECK ONE OR TWO TAGLINES] [RANDOMIZE]

Now Is The Time	29%
Power Up	27%
Leadership Starts Here	26%
Aztec Nation: Rise	20%
San Diego's Mark On The World	17%
Superheroes Wanted	12%
None of them	11%

13. Which one or two of the taglines do the most to convey a university that **is engaged in the community**? [CHECK ONE OR TWO TAGLINES] [RANDOMIZE]

San Diego's Mark On The World	37%
Leadership Starts Here	31%
Aztec Nation: Rise	16%
Now Is The Time	16%
Power Up	12%
Superheroes Wanted	9%
None of them	15%

14. Which one or two do the most to convey a university that **is making a difference**? [CHECK ONE OR TWO TAGLINES] [RANDOMIZE]

Leadership Starts Here	46%
San Diego's Mark On The World	34%
Aztec Nation: Rise	20%
Now Is The Time	13%
Superheroes Wanted	10%
Power Up	7%
None of them	11%



15. Which one or two of the taglines **have the greatest emotional punch for you?** [CHECK ONE OR TWO TAGLINES] [RANDOMIZE]

Leadership Starts Here . . . . .	32%
San Diego’s Mark On The World . . . . .	24%
Aztec Nation: Rise . . . . .	23%
Now Is The Time . . . . .	20%
Power Up . . . . .	11%
Superheroes Wanted . . . . .	10%
None of them . . . . .	13%

16. Which one or two of the taglines **best reflect SDSU’s attributes and qualities?** [CHECK ONE OR TWO TAGLINES] [RANDOMIZE]

Leadership Starts Here . . . . .	40%
San Diego’s Mark On The World . . . . .	26%
Aztec Nation: Rise . . . . .	19%
Now Is The Time . . . . .	14%
Power Up . . . . .	13%
Superheroes Wanted . . . . .	9%
None of them . . . . .	16%

17. Any thoughts or comments on these taglines?

\_\_\_\_\_

\_\_\_\_\_

18. How interested are you in the following ways to stay involved with SDSU? (For the purposes of this question, please assume that all of these opportunities would be available in your local area.) [RANDOMIZE]

	<u>Very</u>	<u>Somewhat</u>	<u>Not Interested</u>
A. Staying informed about campus news and what’s happening at SDSU . . . . .	35%	52%	12%
E. Online access to University resources (e.g., library databases, historical documents, podcasts, etc.) . . . . .	46%	36%	18%
B. Socializing or networking with SDSU alumni or friends . . . . .	23%	48%	29%
C. Attending faculty talks or other events with an educational, intellectual, or cultural focus . . . . .	23%	46%	31%
D. Attending events organized around SDSU sports . . . . .	30%	38%	31%
F. [ALUMNI] Job and career services for alumni . . . . .	29%	39%	32%
G. Mentoring current SDSU students or recent grads . . . . .	18%	42%	40%
H. Helping attract and recruit prospective students . . . . .	12%	38%	51%

19. How good a job is SDSU doing at providing... [RANDOMIZE]

*Note: The ratings are based only on those with an opinion. The percentage who had an opinion is also noted for each item.*

	<u>Excellent</u>	<u>Good</u>	<u>Only Fair</u>	<u>Poor</u>	<u>Have Opinion</u>
D. Events organized around SDSU sports . . . . .	21%	59%	17%	3%	69%
A. Information about campus news and what's happening at SDSU . . . . .	14%	61%	21%	4%	76%
B. Ways for you to socialize or network with SDSU alumni or friends . . . . .	9%	49%	29%	13%	61%
H. Ways to help attract and recruit prospective students . . . . .	8%	49%	30%	13%	42%
E. Online access to University resources (e.g., library databases, historical documents, podcasts, etc.) . . . . .	11%	39%	28%	22%	45%
C. Faculty talks or other events with an educational, intellectual, or cultural focus . . . . .	7%	42%	35%	16%	46%
G. Opportunities to mentor current students or recent grads . . . . .	6%	35%	34%	25%	38%
F. [ALUMNI] Job and career services for alumni . . . . .	5%	30%	33%	32%	44%
I. Serving your needs and interests OVERALL . . . . .	6%	45%	39%	11%	72%

20. What, if anything, could we do or offer that would encourage you to be more actively involved with SDSU or the SDSU community?

\_\_\_\_\_

\_\_\_\_\_

We're just about done with the survey now. The final questions deal with support for the University.

21. When was the last time you were asked (by mail, email, phone, or in person) to make a financial donation to SDSU?

Within the past month . . . . .	18%
Within the past few months . . . . .	32%
Within the past year . . . . .	22%
More than a year ago . . . . .	8%
Never been asked . . . . .	3%
Not sure/Don't recall . . . . .	17%

22. How good a job do you feel SDSU is doing at communicating to you... [RANDOMIZE]

	<u>Excellent</u>	<u>Good</u>	<u>Only Fair</u>	<u>Poor</u>
A. Its fundraising priorities . . . . .	7%	39%	33%	21%
B. The impact gifts have on SDSU . . . . .	7%	37%	34%	22%
D. Who the beneficiaries of gifts to SDSU are . . . . .	6%	36%	36%	23%
C. Where gifts go and how they are used . . . . .	6%	34%	36%	24%

23. Have you heard of the Campaign for San Diego State University, the first comprehensive fundraising campaign in SDSU’s 114 year history?

Yes . . . . .	11%
No . . . . .	69%
Not sure . . . . .	20%

24. As you might imagine, the Campaign for SDSU has a number of objectives. If it were up to you, which two or three of these objectives would you allocate the most money to? [PLEASE CHECK NO MORE THAN THREE] [RANDOMIZE]

Attracting and retaining the best faculty who can lead innovation and discovery . . .	46%
Building on SDSU's strengths in its leading research and academic programs . . . . .	42%
Assisting students to be day-one job ready when they graduate . . . . .	39%
Helping offset the impact of state budget cuts . . . . .	33%
Creating opportunities for students with financial need . . . . .	28%
Supporting SDSU's Division One athletics programs and student athletes . . . . .	20%
Helping SDSU make an impact on issues of importance to San Diego . . . . .	17%
Helping SDSU make an impact on issues of global importance . . . . .	13%
Expanding study-abroad and other international opportunities for students . . . . .	9%
Building SDSU's endowment . . . . .	8%

25. [NON-DONORS] How much does each of the following considerations weigh in your decision when asked to make a gift to SDSU? [RANDOMIZE]

	<u>Weighs A Lot</u>	<u>Weighs A Little</u>	<u>Does Not Weigh In Your Decision</u>
D. I don’t know where my contributions go or how they are used . . . . .	34%	33%	34%
C. I prefer to give to organizations I’m more personally involved with . . . . .	38%	27%	35%
I. Giving to SDSU takes money away from my loved ones . . . . .	31%	28%	41%
B. My money has greater impact on other organizations . . .	29%	28%	43%
F. Money given to SDSU is wasted on non-essential programs or an inefficient bureaucracy . . . . .	21%	28%	51%

E. I feel my obligation to SDSU was fulfilled by paying tuition . . . . .	18%	30%	52%
G. I'm not sure how making a gift benefits me now . . . . .	19%	28%	53%
A. SDSU just doesn't need my money as much as other organizations do . . . . .	18%	29%	53%
J. [CA RESIDENTS] I already support SDSU as a taxpayer . . . . .	18%	29%	53%
H. SDSU can always count on its wealthier alumni and friends to provide adequate support . . . . .	16%	31%	53%
K. I don't support SDSU because I object to certain policies or decisions it has made . . . . .	7%	14%	79%

26. [IF Q25K<3] Which policies or decisions do you object to?

\_\_\_\_\_

\_\_\_\_\_

27. Apart from SDSU, do you give money on a regular basis to any charities or other not-for-profit organizations?

Yes . . . . .	69%
No . . . . .	16%
Prefer not to say . . . . .	15%

D1. What is your age?

Under 30 . . . . .	11%
30-39 . . . . .	19%
40-49 . . . . .	26%
50-59 . . . . .	27%
60-69 . . . . .	11%
70 and older . . . . .	2%
Refused . . . . .	3%

28. Do you have any other comments about your relationship with SDSU, resources or services you would like, or how we could be more relevant to your life today?

\_\_\_\_\_

\_\_\_\_\_

Thank you very much for your time – your answers will be extremely helpful.

**SUBMIT**  
**button sends respondents to the SDSU homepage**  
<http://www.sdsu.edu/>

INFORMATION FROM THE SDSU DATABASE

D2. Degree

Undergraduate/dual alumni .....	78%
Graduate-only alumni .....	13%
Non-alumni donor .....	9%

D3. Year of earliest degree

2005-2009 .....	16%
2000-2004 .....	14%
1990-1999 .....	27%
1980-1989 .....	22%
1960-1979 .....	13%
Non-alumni .....	9%

D4. Gender

Male .....	53%
Female .....	47%

D5. Receive *360 Magazine*

Yes .....	29%
No .....	71%

D6. Live in the San Diego metro area

Yes .....	51%
No .....	49%

D7. California resident

Yes .....	82%
No .....	18%

D8. Donor in the past five and a half years (since January 1, 2006)

Yes .....	16%
No .....	84%

D9. Superheroes Wanted image

Cartoon version (May 23 - June 6) . . . . .	66%
Photo version (June 7 - 16) . . . . .	34%

Degree/Year/Donor status

Undergraduate 2005-2009 donors . . . . .	1.28%
Undergraduate 2005-2009 non-donors . . . . .	12.63%
Undergraduate 2000-2004 donors . . . . .	0.40%
Undergraduate 2000-2004 non-donors . . . . .	11.18%
Undergraduate 1990-1999 donors . . . . .	0.92%
Undergraduate 1990-1999 non-donors . . . . .	20.64%
Undergraduate 1980-1989 donors . . . . .	1.56%
Undergraduate 1980-1989 non-donors . . . . .	17.08%
Undergraduate 1960-1979 donors . . . . .	1.77%
Undergraduate 1960-1979 non-donors . . . . .	10.65%
Graduate 2005-2009 donors . . . . .	0.09%
Graduate 2005-2009 non-donors . . . . .	1.51%
Graduate 2000-2004 donors . . . . .	0.11%
Graduate 2000-2004 non-donors . . . . .	2.20%
Graduate 1990-1999 donors . . . . .	0.29%
Graduate 1990-1999 non-donors . . . . .	4.94%
Graduate 1980-1989 donors . . . . .	0.30%
Graduate 1980-1989 non-donors . . . . .	2.62%
Graduate 1960-1979 donors . . . . .	0.14%
Graduate 1960-1979 non-donors . . . . .	0.58%
Non-alumni donors . . . . .	9.12%

## VII. Appendix B: Ads and Taglines

**Aztec Nation: Rise**

I'm committed to finding a cure.

Roberta Gottlieb made a stand. As director of the SDSU BioScience Center, she leads a team of researchers working to find a cure to heart disease, the leading cause of death in the U.S. Dr. Gottlieb is investigating the connection between cell inflammation caused by common infections and heart disease. It's groundbreaking research happening right here at San Diego's oldest and largest university.  
To learn more visit [www.sdsu.edu](http://www.sdsu.edu).

 SAN DIEGO STATE UNIVERSITY **Aztec Nation. Rise.**


**Leadership Starts Here**

start inspiring lives

Jeff Smith started something. A science teacher at City High School, Smith, '85, developed a computer program that allows his students to design and test more efficient interplanetary rockets. It's his way of encouraging more young people to pursue a career in engineering. Now, more than ever, San Diego State University and its graduates stand ready to serve the region we call home. To learn more visit [www.sdsu.edu/startsomething](http://www.sdsu.edu/startsomething)


 SAN DIEGO STATE UNIVERSITY  
Leadership Starts Here

## Now Is The Time



**IT'S OUR TIME  
AZTEC NATION**

Of course, we don't mean to literally paint the town red and black! But with SDSU alumni playing leading roles in business, government, the arts, education and health care – we practically have. Aztecs are everywhere. We drive San Diego forward. Now, more than ever, San Diego State University and its graduates stand ready to serve the region we call home. To learn more visit [www.sdsu.edu](http://www.sdsu.edu).



SAN DIEGO STATE  
UNIVERSITY  
Now is the Time.

## Power Up



**SAN DIEGO'S  
START BUTTON**

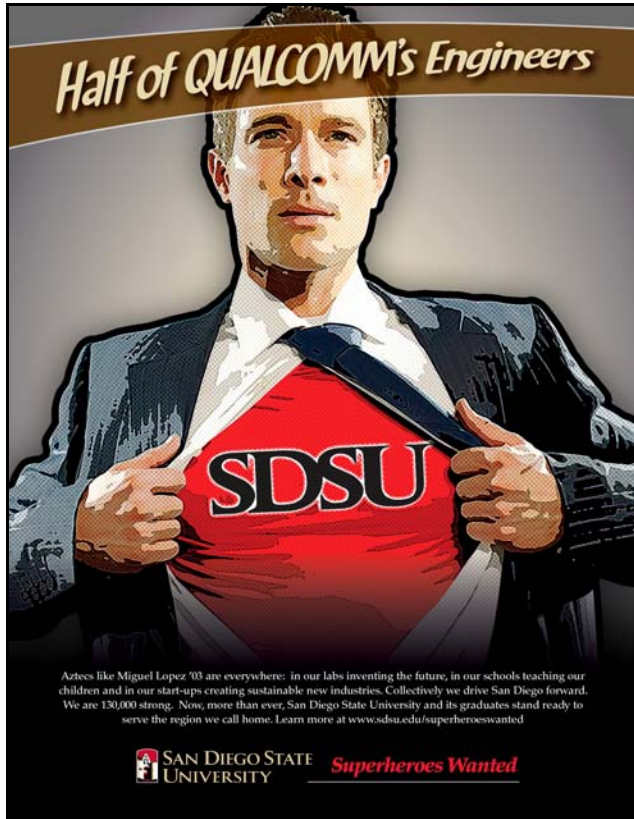
It's time to get moving San Diego. With a \$2.4 billion economic impact and nearly 130,000 local alumni, San Diego State is prepared to drive the region into the future. We are San Diego's economic engine. This is our town – and now, more than ever, we stand ready to serve the region we call home. To learn more visit [www.sdsu.edu/powerup](http://www.sdsu.edu/powerup)



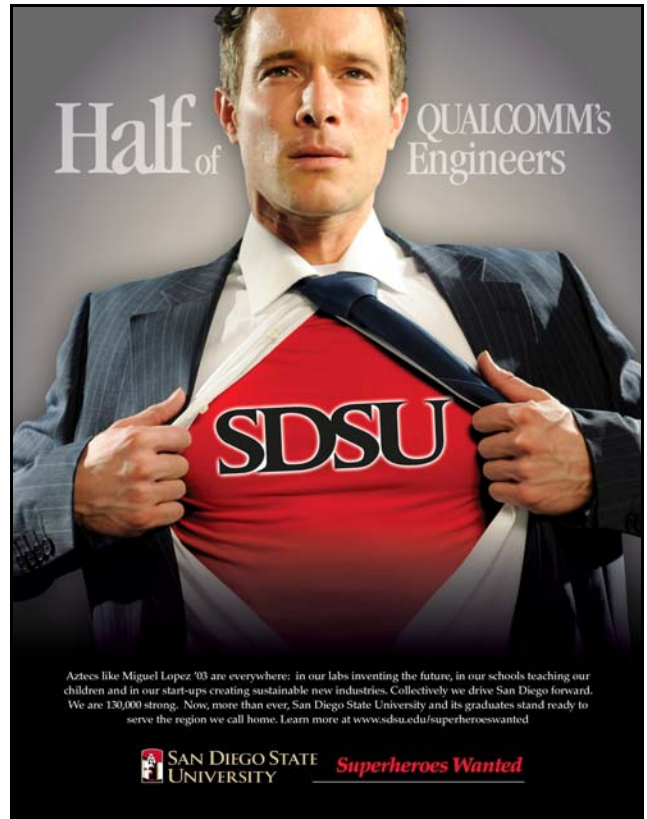
SAN DIEGO STATE  
UNIVERSITY  
Power up.




**Superheroes Wanted (cartoon version)**



**Superheroes Wanted (photo version)**




# San Diego's Mark On The World



**LEAVE YOUR MARK  
AZTEC NATION**

Of course, we don't mean to literally paint the town red and black! But with SDSU alumni playing leading roles in business, government, the arts, education and health care – we practically have. Aztecs are everywhere. We drive San Diego forward. Now, more than ever, San Diego State University and its graduates stand ready to serve the region we call home. To learn more visit [www.sdsu.edu](http://www.sdsu.edu).



San Diego State University  
San Diego's Mark on the World.