



April 29, 2011

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Rosemont, PA 19010-1352

Ms. Mary Ruth Carleton
Vice President, University Relations & Development
San Diego State University
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Dear Ms. Carleton:

Barnes & Roche, Inc., on behalf of California State University, Fresno, invites you to participate in a study of models and practices within development divisions of 14 universities. The study is being undertaken as Fresno State successfully completes a capital campaign and determines how best to invest in its development operation to ensure a robust program going forward.

Barnes & Roche believes in the value of studying best practices and models, and we anticipate that this research will generate information and ideas that may benefit your institution. Results of the study will be summarized and shared with you in appreciation of your participation. We will not identify institutions by name in the survey responses, though we will provide a list of all participating universities.

I will call your office in the coming week to schedule a phone meeting of no more than one hour. As the academic year is coming to a close, we recognize your calendar is very full, and we are especially grateful for your consideration.

Attached is a list of discussion points I hope we can cover. If it would be more efficient to provide any of the information in writing, such as your organizational chart, feel free to email it to me at wmassey46@gmail.com. Similarly, if there is someone other than you with whom I should speak, please let me know and I will contact them.

On behalf of Fresno State and Barnes & Roche, Inc., thank you for your time and attention to this request, and we look forward to your participation in this study.

Yours very truly,

A handwritten signature in black ink, appearing to read 'William P. Massey', written in a cursive style.

William P. Massey
Senior Consultant

Enclosure: Survey discussion questions