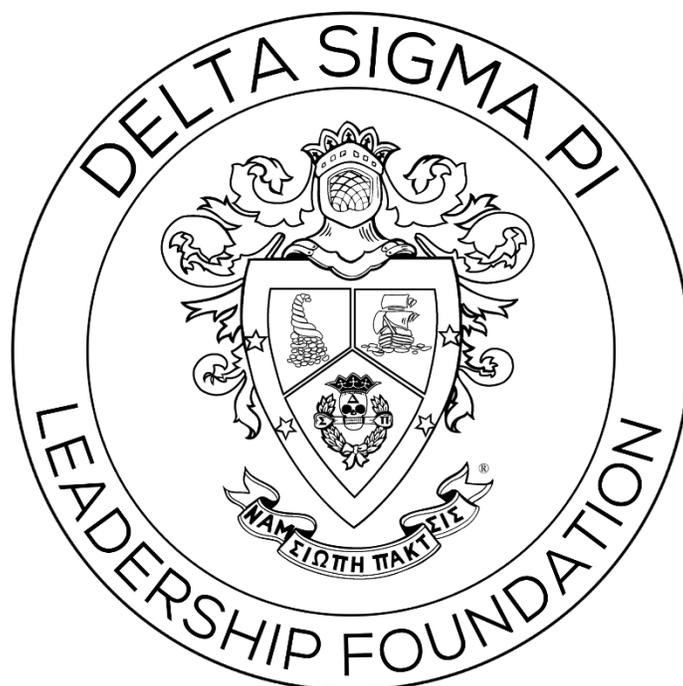


# Biennium Report

Delta Sigma Pi Leadership Foundation



2017-2019

This report was originally produced and published for the 52nd Grand Chapter Congress of the International Fraternity of Delta Sigma Pi. The report was distributed to the delegates, Board of Trustees, Trustee Emeriti, Board of Directors, Regional Vice Presidents and Central Office staff.

Contact [foundation@dsp.org](mailto:foundation@dsp.org) for additional information.

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# Executive Summary

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Energized by the growth and success of the Fraternity and inspired by the ongoing commitment to Delta Sigma Pi's Strategic Priorities, the Board of Trustees took a hard look backward and forward at the Leadership Foundation. The result was an aggressive restructuring aimed at proactively raising significantly more funding to support Delta Sigma Pi and our members. The goal is to provide many more opportunities for many more brothers to develop personally, professionally and academically.

The Foundation continues to engage alumni, collegians, faculty, parents and friends in financially supporting Delta Sigma Pi. In order to accomplish this, philanthropic funds are raised in a variety of ways matching organizational needs to donor passions and interests. The key functions of the Foundation include:

- Solicit philanthropic support to sustain Delta Sigma Pi at a high level.
- Steward donors by demonstrating donors' positive impact on collegiate brothers.
- Grant funds to support the Fraternity's Strategic Priorities.
- Manage Chapter Leadership Funds to provide increased financial resources to local collegiate chapters.
- Administer the academic scholarships program to reward scholastic excellence.
- Financially support the Fraternity's premier educational programs.
- Award scholarships to regional, provincial and national Collegians of the Year.
- Ensure good governance by managing investment portfolios, fundraising campaigns, policies and volunteers.

Although a legally separate entity, the Delta Sigma Pi Leadership Foundation exists to support the Fraternity. The Foundation is a registered 501(c)(3) charitable organization which means that all gifts and donations are 100% tax deductible to the extent allowable by law.

## Chapter Leadership Funds

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In January 2019, the Foundation established a Chapter Leadership Fund (CLFs) for each Delta Sigma Pi chapter. CLFs are chapter-specific accounts created to receive designated charitable gifts from those who wish to directly support a local chapter. Chapters can request grants to defray the direct costs related to a Delta Sigma Pi program, including registration fees, travel and lodging.

Since the recent launch of the CLFs, nearly \$20,000 has already been raised from alumni looking to directly support a local chapter. In addition to the dollars raised, more than 65 local chapters have received some level of financial support from these funds. **Iota Nu** (Truman State (MO)), **Alpha Iota** (Drake (IA)), **Alpha Pi** (Indiana) and **Epsilon Omega** (Eastern Illinois) are leading the way with

each raising well over \$1,000. The Foundation is in search of “chapter champions” to lead fundraising efforts at their home chapter. Please contact [foundation@dsp.org](mailto:foundation@dsp.org) if you have interest!

## Presidents’ Academy Support

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As Fraternity leadership conceived, created, developed and produced its inaugural Presidents’ Academy, Foundation leadership was fully engaged. Throughout the biennium, the Foundation worked to provide sustainable funding through alumni donations and corporate sponsorships to provide the Presidents’ Academy experience.

Part of the catalyst to make the Presidents’ Academy a reality was a generous gift from an anonymous donor who has long supported the Fraternity’s mission. The resulting \$200,000 Foundation grant was a significant investment in the personal and professional development of our membership and chapters and was an important investment that aligns with the Fraternity’s strategic direction.

Dedicated alumni have already stepped up to financially support the great impact the Presidents’ Academy makes on future Deltasig leaders. **Jeff Zych** made a \$50,000 gift to establish the Jeffrey E. Zych Presidents’ Academy Fund. The purpose of the fund is to provide an annual grant that directly supports the Presidents’ Academy.

In order to continually support the Presidents’ Academy, the Foundation created the Presidents’ Academy Fund, which is a restricted fund set up to receive designated charitable gifts from those who wish to directly support the Presidents’ Academy. An annual grant is provided to Delta Sigma Pi to directly support chapter presidents’ registration, travel and lodging and direct educational costs. While this fund is still new, many donors have already made contributions to support the 2020 Presidents’ Academy and beyond.

## LEAD Fund

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In January 2019, the Foundation established the LEAD Fund, which is a restricted fund set up to receive designated charitable gifts from those who wish to directly support the Fraternity’s educational programs such as LEAD Schools, LEAD Provincial Conferences and educational programming during Grand Chapter Congress. An annual grant will be provided to Delta Sigma Pi to directly support all of the Fraternity’s educational programs, including keynote speakers and educational sessions.

# Endowment Funds

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The Foundation manages and administers a number of endowment funds set up by generous donors over time. These funds directly support individual scholarships, chapter grants and other annual educational grants. Thank you to those donors and champions who directly support these endowment funds. Throughout the past biennium, several funds have reached the minimum level and were endowed. These funds include:

- John & June Cookson Memorial - Mid-Atlantic Region Fund
- Los Ellis/Beta Epsilon Scholarship Fund
- Gerald E. Hotwagner/Gamma Epsilon Fund
- Catherine Leslie/Gamma Psi Scholarship Fund
- USF-St. Petersburg Rho Psi Endowment Fund
- Jeffrey E. Zych Presidents' Academy Fund

# Deltasig Investors Roundtable

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The Foundation created and launched the Deltasig Investors Roundtable in January 2019. The Investors Roundtable recognizes those distinguished Deltasigs who financially support Delta Sigma Pi at a strategic level through annual gifts totaling \$1,200 or more. The Deltasig Investors Roundtable is the Foundation's premier annual giving society. All gifts (unrestricted and restricted) in a given fiscal year (July to June) count towards an individual's membership.

The inaugural year (2018-2019) for the Deltasig Investors Roundtable had 88 individuals giving \$1,200 or more to Delta Sigma Pi. A special, invitation-only, breakfast will be hosted for Roundtable Investors during Grand Chapter Congress. Roundtable Investors make a true investment in the future of our brotherhood and ensure that a quality Fraternity and professional development experience is provided to future business leaders.

# Leadership Foundation Staffing

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The Board made a strategic decision to invest in a full-time Executive Vice President (previously the position had been split 50/50 with Fraternity responsibilities). In February 2018, **Tyler Wash** was hired to fill the role.

He joined the Deltasig team after a nine-year career with the national headquarters of a social fraternity, the last four as their foundation's Executive Director. He is a graduate of Georgetown College (KY) and has a Certificate in Fund Raising Management from the Indiana University Lilly

Family School of Philanthropy. He, his wife **Kellsey** (who is a former Deltasig Communications Coordinator) and their son **Wyatt** (6 months) live in Oxford. He was initiated into the Fraternity in August 2018 during the National Volunteers Leadership Retreat.

In addition to the role of Executive Vice President, the Foundation also has the following staffing support through its Operating Agreement with the Fraternity:

- **Bill Schilling** continues to serve in a non-titled oversight role for the Leadership Foundation while serving as Executive Director of the Fraternity.
- **Jeanna Tipton** and **Cheryl Campbell** continue to manage financial and accounting operations of the Foundation and Fraternity on a day-to-day basis.
- **Brittany Kyger** plays dual roles serving administrative and operational needs of the Fraternity and Foundation.
- All other staff, led by COO **Jeremy Levine**, also provide administrative support from time to time, and the chapter services team provides promotional support while visiting chapters.

In 2018, **Shanda Gray** stepped aside from her Foundation role to intently focus on new educational efforts and programming. We owe her a great deal of thanks for her years of hard work on behalf of the Foundation.

Congratulations to **Janet Morgan** on her recent retirement! She served the Fraternity and Foundation for nearly 30 years as the Executive Assistant.

The Foundation, in conjunction with the Fraternity, continues to evaluate staffing needs focusing on developing a strategic staffing model for the next 3-5 years. Benchmarking with peer groups and best practices learned through the Foundation for Fraternal Excellence are being used to help determine a strategic staffing model. Specific costs related to administrative staff positions and development (fundraising) staff positions have been determined. These estimated costs will be used as a guide to plan the growth of staff in a financially responsible manner. As the number of fundraising approaches, endowment funds, gifts/pledges to process, record keeping needs and outreach efforts increase, staff support needs to grow in parallel.

## Fundraising

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The Foundation had a good biennium (2017-2019) with philanthropic gifts totaling more than \$885,000. Last year (2018-2019), \$460,000 was raised, a 10 percent increase from the previous fiscal year (2017-2018) and a 26 percent increase from 2016-2017.

During the biennium, the Foundation developed a Major Gift Program focused on identifying, cultivating and soliciting Deltasigs for large transformational gifts (\$25,000 or more). Intentional major gift portfolios were created for the Executive Vice President and the Executive Director, with

the Trustees playing important supporting roles throughout the process. Although this program is still young, there has been preliminary success with much outreach taking place and many face-to-face meetings secured with Deltasigs who have not been proactively engaged by the national organization.

The 2018-2019 Honor Roll of Donors will appear in the November issue of *The DELTASIG*. More than 1,500 different individuals made a gift to the Foundation during the past biennium!

As noted above, a number of fundraising programs have been evaluated and/or created, which has resulted in many changes to the ways the Foundation solicits funds. Some of these changes have been external such as the new Presidents' Academy Fund, LEAD Fund and Chapter Leadership Funds. Other efforts have been internal such as reevaluating the relationship with our direct mail partner, Gabriel Group, and evaluating new methods to conduct the Day of Giving (currently the 4.25 Drive). Serving as key advisors throughout this process has been an enthusiastic Advancement Committee consisting of **Chuck Brown** (chair), **Linda Dorn**, **Erica Kolsrud**, **Corie McCreary**, **Larry Mroz**, **Corey Polton**, **Mark Roberts**, **Jane Spurgeon** and **Charles Weening**.

The Deltasig For Life Donor (DFLD) Program continues to be one of Deltasig's most popular giving programs. DFLD is the Foundation's recurring, sustaining giving program. DFLD continues to provide much appreciated unrestricted, sustaining support through its more than 325 members. Contributions from DFLD now exceed \$100,000 annually, a nearly 20 percent increase throughout the biennium.

The Living Legacy Society is a special group of donors who play an important role in the advancement of Delta Sigma Pi. Membership is reserved for those who have named the Foundation as a beneficiary of their estate or have directed another planned gift to the Foundation. Currently the Foundation has nearly 100 Living Legacy Society members. Contact EVP **Tyler Wash** at **tyler@dsp.org** for information about this easy, excellent way to support your Fraternity's mission.

## Feasibility Study

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The Foundation Board, in conjunction with the Fraternity Board, commissioned a study to gather the opinions and advice of many Deltasig leaders and supporters as the Foundation explores future opportunities to engage and build relationships with alumni.

Skystone Partners, a nationwide fundraising consulting firm, was engaged to explore and evaluate the possibility of entering into a multimillion-dollar capital campaign. Throughout January, February and March 2018, **Dr. Lori Rassati**, our lead consultant, met with a representative group of alumni leaders. Most of these interviews were conducted during the various LEAD Provincial Conferences. At the end of March 2018, the Skystone team developed their final report.

During the April 2018 Board of Trustees meeting, the Feasibility Study Report was presented to the Board of Trustees. Skystone Partners' recommendation and assessment indicated that Delta Sigma Pi was not ready for that level of fundraising campaign. However, the findings and recommendations provided clear direction which will take the Foundation to the next level, allowing us to raise more money on an annual basis and preparing us for a potential campaign in the coming years.

The Feasibility Study Committee was co-chaired by **Brian Krippner** and **Mark Roberts**. The committee membership included **Jeff Berlat, Theresa Drew, Onuka Ibe, Kathy Jahnke, Sandy Shoemaker, Tricia Smith, Shanda Gray, Bill Schilling** and **Tyler Wash**.

Based upon the findings from the interviews conducted, and an examination of the past fundraising efforts of the organization, Skystone Partners recommended that the Fraternity and Foundation focus its attention on developing a strong, multi-faceted philanthropic program in advance of undertaking a major campaign as it was envisioned for the purposes of this study. The specific recommendations and conclusions included:

- Establish a major gifts program to build a true culture of philanthropy within the organization.
- Enhance the mission and scope of the Foundation.
- Select one or two initiatives on which to focus.
- Expand corporate giving opportunities.
- Conduct wealth screening and a fundraising database analysis.
- Develop increased opportunities for alumni engagement.
- Change giving policies to promote increased giving.

These recommendations were taken to heart and efforts, as reported in this document, are well underway to address them.

## Consulting Partnership

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After receiving the Feasibility Study Report, the Foundation contacted several consulting firms to gather proposals. After reviewing the submitted proposals, Bentz Whaley Flessner (BWF) was selected. BWF provided access to a team of consultants with a variety of skills, including a dedicated analyst to assist in data analytics and wealth screening.

The hiring of a consulting firm built off the momentum of the Feasibility Study and allowed the Foundation to better approach the recommendations and objectives outlined in the Feasibility Study Report. The scope of work for the partnership included:

- Evaluate and align giving opportunities.
- Redefine the Board and volunteer structure.
- Develop and launch a major gifts program.
- Analyze and utilize increased data.
- Reinforce the organization's case for support.

The lead consultant for the project was **Jeffery Hilperts**. Before joining BWF, he served Ohio State for nearly 15 years, most notably as the campaign director for the \$3.1 billion *But for Ohio State* campaign. All objectives set out in the scope of work were completed.

## Data Analytics Project

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As a part of the partnership with BWF, a data analytics project was undertaken that screened and reviewed every person record in the Delta Sigma Pi database. Some of the more notable observations included:

- Delta Sigma Pi's membership base has considerable philanthropic capacity.
- Delta Sigma Pi's volunteers give at higher than average levels compared to others in the organization.
- There is a steep drop-off in donor participation at the \$250 and \$5K giving thresholds.

Updated and analyzed data has allowed fundraising efforts to be more focused and strategic. It has also helped identify brothers who are not currently engaged, but may be if approached in a different, more proactive manner. The analyzed database allows for broader engagement.

Substantial improvements and additions to the fundraising components of Delta Sigma Pi's membership database were developed and built during the biennium. These improvements allow for a more professionally managed approach to fundraising, especially related to major gift cultivation and solicitation.

## Relationship with the Fraternity

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This biennium saw a strong working relationship between the Fraternity and Foundation Boards. There is much collaboration between the Fraternity and Foundation. Both organizations continue to share a common vision, mainly outlined in the Fraternity's Strategic Priorities.

In April 2018, the organizations renegotiated an updated three-year Operating Agreement. This agreement provides for the occupancy and operating needs (including a full-time Executive Vice President) of the Foundation. The agreement and subsequent budget approvals have significantly

increased the Foundation's compensation to the Fraternity to more accurately cover operating and occupancy costs. This was a key step to increase the Foundation's direct staff support because in order to grow, true cost needs to be covered year over year.

Starting in September 2018, the Trustees voted to share the cost (50/50) with the Fraternity associated with Delta Sigma Pi's Helmet Recognition Program, which awards Silver, Golden and Diamond Helmet Awards to alumni. This was an important step to better support alumni engagement efforts through the overall organization. Additionally, the Foundation and Fraternity added additional dollars, to their respective 2019-2020 budgets, to support regional/local alumni events such as dinners, receptions and other engagement events.

In order to better align all Delta Sigma Pi messaging, the Leadership Foundation deactivated its separate Facebook and Twitter accounts in March 2018. Since that time, all messaging is focused within the Fraternity's social media accounts (Facebook: Delta Sigma Pi; Instagram: @deltasigmapi; Twitter: @deltasigmapi; LinkedIn: Delta Sigma Pi).

## Board of Trustees

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The Board of Trustees constitutes an outstanding volunteer team of business executives and community leaders. The Board has the responsibility to champion philanthropic giving, develop policies, establish strategic direction and monitor the financial health of the Foundation. The Board enjoyed consistent membership throughout the biennium.

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|-------------------|-----------------------|---------------------------------|
| 1. Jeff Briggs    | 7. Katie Magoon*      | 13. Mike Vitale                 |
| 2. Chuck Brown*   | 8. Corie McCreary     | 14. Tyler Wash (non-voting)     |
| 3. Randy Hultz    | 9. Larry Mroz*        | 15. Bill Schilling (non-voting) |
| 4. Onuka Ibe      | 10. Kelly Rabin*      |                                 |
| 5. Stacy Jordan   | 11. Tricia Smith      |                                 |
| 6. Steve Lambros* | 12. Larry Van Quathem |                                 |

The five current Trustees completing their board service are denoted with an \* above. New Trustees will be elected during the Annual Meeting. The new Trustees will be announced at appropriate points during Grand Chapter Congress.

Throughout the biennium, **Katie Magoon** has served with distinction as the President & Chair, leading the organization through much introspection and change. She rotates off the Board in August 2019. While all the Trustees deserve our thanks, we owe Katie a great deal of gratitude and appreciation for her efforts!

**Larry Mroz** served as the Vice Chair for the first part of the biennium. PGP **Randy Hultz**, was elected as Vice Chair in July 2018. The Board of Trustees will elect a new President & Chair and

Vice Chair during the Annual Meeting. The new leadership will be announced at appropriate points during Grand Chapter Congress.

In September 2018, the Board amended the expectations and responsibilities for Trustees. Fundraising responsibilities were increased and aligned with current needs. Additionally, the minimum annual gift from each Trustee was increased to \$2,500, with at least \$1,200 unrestricted.

An outstanding Board Development & Nominations Committee served the Foundation throughout this biennium. The membership included **Randy Hultz** (chair), **Kathy Jahnke**, **Brian Krippner**, **Norm Kromberg**, **Katie Magoon**, **Joan Nason**, **Claire Sammon Roberts**, **Mitch Simmons** and **Mike Vitale**. Starting in February 2019, this committee began discussions on the future structure, function and makeup of the Board, including what the next generation of Trustees would need to look like. This strategic task is ongoing with many suggestions, recommendations and foresight expected early in the next biennium.

At each board meeting throughout the biennium, the Trustees have planned and participated in targeted fundraising training. Topics such as major gift fundraising, face-to-face solicitations and emerging trends in philanthropy have been the focus. Much of this training was provided by the Foundation's consultant partnership with BWF.

The Board evaluated the role of the Foundation at LEAD Provincial Conferences and LEAD Schools. During the 2018 Schools and 2019 Provincial Conferences, the Trustees took an intentional approach to engagement that led to many face-to-face conversations about the future of the organization, and depended less on the traditional "man the table" approach. The Foundation continues to provide opportunities for all alumni and collegians to engage and learn about the organization. Volunteers were engaged to collect donations, connect with collegians and answer questions about the organization. At the same time, the Trustees focused on intentional philanthropic conversations with alumni brothers.

## Committee System

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In July 2018, the Board approved and implemented a streamlined board committee structure. This update better aligned the committee structure with strategic priorities and operational competencies. It includes the following committees:

- Advancement Committee (Fundraising; Stewardship; Engagement)
- Audit Committee (Internal Controls; Annual Financial Audit)
- Board Development & Nominations Committee (Trustee Recruitment; Training; Standards)
- Finance Committee (Budgeting; Financial Management; Investments)
- Scholarship & Grants (Allocation of Grants; Academic Scholarships)

The Foundation's committees continue to provide opportunities for the organization to foster and develop talent in order to keep the leadership pipeline full. Involving more people, allowing volunteers to use their specialized skills or interests, and addressing work in right-sized groups make committees a very real asset. Throughout the past biennium, over 20 alumni brothers (not including Trustees) served on committees.

In addition to committees, Deltasigs will soon have the opportunity to volunteer with the Leadership Foundation in new ways. Through the work of the Board Development & Nominations Committee, a new volunteer structure has been developed and will launch this upcoming biennium. Those wishing to volunteer will now have more defined opportunities available to them, including:

- Chapter-Level Volunteers—Volunteers who work directly with chapter alumni to directly support their chapter, through Chapter Leadership Funds.
- Geographic Volunteers—Volunteers who work with Alumni Chapters and other geographic groups to expand the mission of the organization.
- Event Volunteers—Volunteers who execute the Leadership Foundation's efforts during LEAD Provincial Conferences, LEAD Schools and Grand Chapter Congress.

## Annual Grant to Delta Sigma Pi

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The primary purpose of the Leadership Foundation is to support the Fraternity and its members. Over the years, the Fraternity has created and launched several high quality educational and leadership development programs that take place on an annual or biennial basis. The Leadership Foundation provides annual grants to help support the educational components of these programs to ensure high quality educational material and to lower the cost per attendee.

The 2018-2019 grant totaled \$273,000. This included the \$200,000 grant for the inaugural Presidents' Academy and was the largest grant ever provided by the Leadership Foundation. The current year's grant totals \$100,000 and is the largest overall grant provided by the Leadership Foundation, to date, not accounting for the 2018-2019 special Presidents' Academy grant.

There was a concerted effort throughout the past biennium by the Scholarship & Grant Committee to review and modernize the policies, procedures and processes that related directly to granting. This committed group included **Mike Vitale** (chair), **Meagan Hagerty**, **Stacy Jordan**, **Matt Temple**, **Duckie Webb** and **Nate Woerner**.

# Scholarships

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Through the generosity of countless Delta Sigma Pi brothers and friends, nearly \$60,000 in academic scholarships was awarded in 2017 and again in 2018. In 2018, more than 500 applications were received from 214 Deltasig applicants, a 50 percent increase from 2017. A special thanks to the Scholarship Selection Team led by **Duckie Webb**. There are over 60 scholarships available each year to Deltasigs ranging from \$300 to \$5,000. Scholarship applications are available from February 15 to June 15 each year.

The Leadership Foundation is proud to continue its support of Delta Sigma Pi's Collegian of the Year program.

- National award winners are eligible to receive a \$5,000 academic scholarship made possible by Mr. and Mrs. Sydney A. Sparks Endowment.
- Provincial Collegian of the Year winners receive a \$500 academic scholarship made possible by Mr. and Mrs. Sydney A. Sparks Endowment.
- Regional Collegian of the Year winners receive a cash award made possible by the Mr. and Mrs. Sydney A. Sparks and Clyde Kitchens/Thoben Elrod Endowments.

# Financial Information

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Under the direction of Trustee **Jeff Briggs**, who professionally serves as the Chief Financial Officer at Mount St. Joseph University, the Foundation underwent a process to redesign the budget and monthly financial statements. This new model addressed the new nonprofit accounting standards required by the Financial Accounting Standards Board (FASB). Additionally, the updated financial statements better capture and account for the many new funding opportunities recently launched.

Throughout the biennium, the financial health of the Foundation was monitored on a routine basis by the Trustees and a dedicated Finance Committee, which included **Jeff Briggs** (chair), **Joelle Berlat**, **Beth Keith**, **Brian Krippner**, **Kelly Rabin** and **Larry Van Quathem**.

The Foundation continues to conduct an annual audit utilizing an independent firm. Stephenson & Warner, Inc., located in Hamilton, Ohio, continues to be utilized as the independent auditors. The Audit Committee consisting of **Larry Van Quathem** (chair), **Jen Aichele** and **Joelle Berlat** oversaw this audit process. Throughout the biennium, the Foundation has received very positive audit reports, with no material deficiencies. Anyone can request and receive a copy of the Foundation's audited financial statements and/or IRS Form 990s by emailing [foundation@dsp.org](mailto:foundation@dsp.org).

In March 2018, the Board approved a new process that allows the Foundation to accept multiyear gifts (pledges). This provides donors the ability to make more substantial, meaningful gifts over a multiyear timeframe. Foundation policy states that pledges must be for a minimum of \$5,000 and last for no more than five years. Under our less aggressive historic approach, pledges were not accepted or monitored. This change and anticipated increases are a part of the likely need to increase future staffing support.

In November 2018, the Foundation received a Gold Seal of Transparency from GuideStar, which recognizes the organization's commitment to transparency. GuideStar is the nation's leading company/database that collects information and provides reports on U.S. nonprofit organizations.

The Board approved an updated Fee Structure Policy that established a 10 percent upfront gift processing fee for the newly created immediate use funds such as Chapter Leadership Funds and the Presidents' Academy Fund. The updated policy also increases the annual administrative fee for endowment funds from 1.25 percent to 1.5 percent. This update went into effect June 30, 2019. As a part of fulfilling its fiduciary responsibility, the Board established this fee structure to help provide annual programming grants to the Delta Sigma Pi Fraternity and to help offset operating costs of the Foundation, including alumni relations and development efforts to increase the level of private support. Donors who give unrestricted contributions (through the Deltasig Annual Fund) to support broad Foundation efforts will incur no fees. The fees involved in endowments and more designated giving are necessary to sustain the organizational structure and integrity.

## Investments

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Endowment funds, including those funds pending endowment, are invested with Merrill Lynch and are often comingled in order to achieve a higher rate of return. The Foundation's investments are managed by various professional managers and governed by the investment policy set by the Board, through an Investment Committee. Chapter Leadership Funds are invested in a money market account with US Bank to ensure the high level of liquidity needed to achieve short-term financial support.

The investment policy tends to be more conservative in nature, trying to eliminate drastic rises and falls in the market value of each Fund. While this policy may limit the Funds from growing at the same pace as the common market indicates, it helps protect them during market downturns.

In August 2017, the Board voted to move the Foundation's investment portfolio from US Bank to Merrill Lynch/Bank of America. The move officially took place in November 2017. Although not immune to the market fluctuations, the combination of investment returns and new donations made to endowment funds have allowed the Foundation's invested assets to grow throughout the biennium. Invested assets currently total nearly \$3.2-million, a high water mark.

# Closing

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The Delta Sigma Pi Leadership Foundation exists to generate and provide financial support for Delta Sigma Pi Fraternity's educational and charitable programs, which assist members to achieve individual and professional excellence within the business community.

The Foundation offers several methods of giving to suit your specific interests and needs. We offer a number of vehicles providing donors the chance to make an immediate difference or plan a long-term gift. All of these options offer great tax benefits. We invite you to consider the many opportunities available.

On behalf of the Foundation Trustees:  
*Thank you to all of our loyal donors!*



Giving back to Delta Sigma Pi is one of the greatest traditions in our Fraternity. Support Deltasig's forward momentum by giving a gift to the Leadership Foundation.

*[dsp.org/donate](https://dsp.org/donate)*

You'll be glad you did! Thank you!