

ADVANCEMENT PLAN

January - June 2017

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Vice President

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York College
December 13, 2016

Advancement is the sum total of the activities that a philanthropic-driven institution does to strategically align its mission with those who possess similar values, concerns, and aspirations and those who are inclined to give their time, talent and treasure to a worthy institution or cause.

James Michael Langley, 2008

It is to that end that York College's Office of Institutional Advancement was created. It will strengthen the institution by securing resources for current operations and capital projects; marketing the institution to targeted audiences and public; and enhancing relationships with the region's business, nonprofit and civic communities. Its goal is to generate \$250,000 per division staff and to communicate effectively with each constituent.

The Division of Institutional Advancement endorses the "Donors Bill of Rights," and the Code of Ethics and Principles and Practices set forth by the Council for the Advancement and Support of Education (CASE) and the Association of Fundraising Professionals (AFP), as the values that govern its conduct and relationship with donors. *Further, Institutional Advancement will always represent the priorities of the college to its donors and prospects. And we will ensure compliance with donor intent.* We will listen to, represent, and recommit ourselves to our constituents across all segments. A focus on stewardship will drive all of our advancement, investment and administrative activities. We will continually seek to reach out to prospects and donors, communicating their needs, concerns and desires and translate them into effective advancement, service and investment programs.

In this process, we will celebrate the diversity of donors and treat each donor as an individual, not simply as a source of funds. We'll respect the privacy of donors. We value the consistent collection and capture of information regarding donors and prospects and their relationship with the college. We will adhere to ethical guidelines regarding the kinds of information collected, and its use. To serve donors cost-effectively, we need to gather information regarding giving patterns and aspects of their college relationships. In the process of using this information, we will always respect a donor's request of control, security and privacy. Ultimate approval for the use of information rests with the donors.

The division will continue to enhance its partnership with the college. To maximize private funding sources and to extend the best practices across the college, we must create an integrated planning process with campus, schools and departments. Although we will initiate the process and develop recommendations proactively, we recognize that Institutional Advancement's goals can be met only through the effort of active listening and participation in planning and execution of programs and events. Therefore, Institutional Advancement will be a leader and partner in this process.

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We'll continually evaluate the division's environment and capabilities to assure its ability to meet the strategic goals and objectives; and align individual and divisional capabilities with the strategic mission and direction. We will assess, diagnose and develop practices that attract and retain superior employees; provide appropriate programs/systems for new and existing employees that focus on business and professional knowledge, entrepreneur proficiency, and the ability to analyze and solve problems; develop a divisional environment, which will attract, develop and retain advancement professionals, whose vision and values are aligned with our's.

ADVANCEMENT PLAN**January - June 2017****I. Financial Goals: \$732,000**

Sources of Revenue:

<u>Revenue Categories</u>	<u>2017 Budget</u>	<u>Revenue To Date</u>	<u>Percent of Attainment</u>
<u>Restricted</u>			
Corporate	\$100,000	\$75,100	75%
Foundation	\$175,000	\$350,565	200%
Individual	\$100,000	\$23,572	24%
Alumni		\$12,915	
Subtotal:	\$375,000	\$462,153	123%
<u>Unrestricted</u>			
SEFA	\$7,000	\$13,696	196%
Corporate		\$326,790	
Foundation		\$44,750	
Individual	\$25,000	\$70,516	282%
Special Events	\$325,000		
Dinner with Honoree		\$383,795	
Subtotal:	\$357,000	\$839,547	235%
Total:	\$732,000	\$1,301,700	178%
<u>Metrics</u>			
<u>Category</u>	<u>Goal</u>	<u>YTD Attainment</u>	<u>% of Attainment</u>
Annual Giving			
Foundation Board	100%	27	96.4%
Faculty/Staff	20%	61	3.7%
Students (Undergraduates	5%	4	0.05%
Alumni	15%	306	1.2%
CUNY TUESDAY	\$15,000	\$3,914	26%
CUNY CAMPAIGN	\$35,000	\$36,441	104.10%
Major Gifts			
Planned Giving	\$100,000	\$50,000	50.00%
Lead Gifts Prospects(\$100,000)			
Corporate/Foundation	5	5	100.00%
Individual	5	8	160.00%

ADVANCEMENT PLAN**January - June 2017****ADVANCEMENT PLAN PROGRESS REPORT FY 2017**

Strategic Goals	Objective	Department/Program	Plan/Goal	Time Frame	Progress/Evaluation
II					
A	1	IA Division	Education	Jan - Jun	ongoing
	2	IA Division	Establish Core Purpose	Jan - Jun	complete
B		Advancement Services	Establishing Gift Policies & Advancement Procedures	Jan - Jun	draft completed
C	1	IA Division	Identify core functions	Jan - Jun	complete
	2	IA Division	Align job descriptions	Jan - Jun	complete
	3	IA Division	Fill core function:	Jan - Jun	
			Administrative Assistant	Jan - Jun	in progress
			Mgr of Annual Giving	Jan - Jun	complete
			Mgr of Donor Relations	Jan - Jun	in progress
			Dir of Corp/Fdn Relations	Jan - Jun	in progress
D	1	Board of Trustees	100 % Participation	Dec - March	96.4% attainment - incomplete
		Faculty/Staff	20% Participation	Dec - April	3.8% attainment - incomplete
		Students	5% Participation	Jan - Apr	0.05% attainment - incomplete
		Alumni	15% Participation	Jul - Jun	1.20% attainment - incomplete
E	1	Identify 10 new lead gifts (\$100,000 & Above)	Individuals	Jan - Jun	complete
	2		Corporate/Foundations	Jan - Jun	complete
F	1	Communications Plan	Internal Case Statement	Nov - Feb	complete
	2		Annual Fund	Nov - Jan	complete
			Scholarship	Nov - Jan	complete
			Specific Programs	Jan - Jun	ongoing
	3		Speakers Bureau	Nov - May	in progress
G		Volunteer	Recruitment & Training	Jan - Jun	ongoing
H		New Personal Prospects	Solicitations	Nov - Jun	ongoing
I		Faculty, Staff & Students	Education/ Training Program	Nov - Jun	ongoing
		Academic Affairs, Student Affairs and Institutional Advancement	Strengthen Coordination	Non - Jun	ongoing
K		IA Division	Implement Prospect Moves Management System	Apr - Jun	incomplete

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II. Strategic Goals

- A. Understanding Institutional Advancement's Core Purpose
 - 1. Education
 - a. Understanding of Philanthropy
 - b. Role of Advancement in a Culture of Philanthropy
 - 2. Establish Core Purpose
 - a. Mission
 - b. Economic Denominator
 - c. Distinguishing Trait
- B. Establishing Gift Policies & Advancement Procedures
- C. Align Organizational Structure and Job Descriptions With Core Purpose
 - 1. Identify core functions
 - 2. Align job descriptions
 - 3. Align organizational structure with Core Purpose
 - 4. Fill sequential core function
- D. Giving By Key Categories
 - 1. Board of Trustees (36): 100%
 - 2. Faculty/Staff: 20%
 - 3. Students: 5%
 - 4. Alumni: 15%
- E. Identify 10 new lead gift (\$1,000,000 - \$100,000) prospects
 - 1. Individuals: 5
 - 2. Corporate/Foundation: 5
- F. Create a communications plan that encompasses the following:
 - 1. Internal Case Statement
 - 2. Specific Case statements:
 - a. annual fund
 - b. scholarships
 - c. Specific programs as determined
 - 3. Speakers Bureau
- G. Develop a plan for ongoing recruitment/training of advancement volunteers. Recruit these volunteers for the capital campaign and for each school.
- H. Develop new prospects for personal solicitations, direct mail solicitations and corporation and foundation solicitations.
- I. Actively involve staff, faculty and students in advancement activities.

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1. Create an education program that includes workshops, seminars and continuing education courses
- J. Strengthen coordination among Academic Affairs, Student Affairs and Institutional Advancement.
- K. Incorporate *Prospect Moves Management System* into prospect clearance and solicitation processes.

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III. Solicitation Strategies

A. Annual Fund Campaign Solicitations

1. Conclude #CUNY Tuesday Campaign

Timeframe: November – December

Prospects: 36,436

Goal: \$15,000 (included in unrestricted revenue forecast)

Method: Email solicitations and year-end written letter appeal from:

- a. President
- b. Alumni Figure
- c. SGA President

2. Board Solicitation (Chairs: Board Chair, President, Vice President)

Time Frame: December - March

Prospects: 36

Goal: 100% giving

Method: Personal solicitations. Request amounts based on donor history (one-time annual giving in lieu of multiple direct mail solicitations: All will get notices of special events; minimum gift: \$2,500.00).

3. Deans' Advisory Councils (Advisory Council Chair, Dean, & Vice President)

Time Frame: January - March

Prospects: 45

Goal: 100% participation

Method: Peer-to-peer solicitation. Request amounts based on donor's giving history and/or estimated capacity (one-time annual gift in lieu of multiple direct mail solicitation; minimum gift: \$1,000; all will get notices of special events)

4. Faculty/Staff (IA staff, Faculty/Staff Representatives)

Time Frame: December - April

Prospects: 1,202

Goal: 20% participation

Method: Peer to Peer solicitation through personal visits, direct mail and special events

5. Students

Time Frame: January - April

Prospects: 8,538

Goal: 5% participation

Method: Peer-to-peer solicitations via Student Ambassadors

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6. Alumni (Undergraduate) (President, Vice President, IA Staff, Alumni Volunteers)

Time Frame: Ongoing

Prospects: 25,696

Goal: 15% participation

Method: Direct Mail (including email), text messages, social media, peer-peer and staff solicitations; small chats

7. Corporate and Foundations (President, Vice President, IA Staff)

Time Frame: Ongoing

Total Prospects: 2,452

New Prospects: 8

Qualified Prospects: 75

Proposals: 5

Method: Identify new gift prospects that will support the Annual Fund. Prospects may be generated/developed from the list of supporters of the scholarship gala.

B. Capital Campaign Solicitations

1. York College Foundation Major Gifts Committee

Time Frame: January – June

Goal: included in other categories

Method:

- a. Each member will select 3 prospects from the assigned pool
- b. IA staff will provide training and each member will receive a volunteer manual
- c. An IA staff member or consultant will be assigned to each prospect/solicitation.

2. Corporate and Foundations (President, Vice President, IA staff, YC Foundation Board)

Time Frame: January – June

New Prospects: 8

Qualified Prospects: 25

Proposals: 10

Method: Prospects may be generated/developed from the list of supporters of the scholarship gala.

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3. Planned Giving (President, Vice President, Director of Advancement, Estate Planning Advisory Committee)

Time Frame: January - June

Prospects: 25

Goal: \$100,000 in new commitments

Annuities

Bequests

Trust

Life insurance policies

Method:

- a. Establish an Estate Advisory Committee of the Foundation Board
- b. Peer-to-peer solicitation
- c. Update the Website to include a testimonial from a planned giving donor
- d. Create a brochure
- e. Estate Planning Seminars (Late Spring)
- f. Direct mail (print & internet)

4. President, Vice President and Director of Advancement

Time Frame: January - June

New Prospects Identified: 36

Qualified Prospects: 20

Proposals: 10

Goal: plus goals in other categories

Method:

- a. Confirm status of identified lead gift prospects
- b. Identify 36 new major gift prospects
- c. Continue to work with the trustees and Foundation Major Gifts Committee to identify, cultivate, and solicit prospective donors.

IV. Special Events

A. Scholarship Gala

Time Frame: September - June

of Sponsors: 28

Goal: \$500,000

Method: mail, telephone, peer to peer and staff solicitations