2018-2023 Strategic Planning Subgroup Submission

Submitted by: Philanthropic Giving and Alumni Engagement Subgroup  Date: 6/6/17

Goal 1: Broaden engagement for all constituents *

Strategy 1: Increase staffing to strengthen and/or grow regional chapters, signature events, collaborative partnerships, personal outreach, create new volunteer program opportunities and enhance data collection from across all campus partners.

Key Performance Indicator

- Baseline: 4 staff, 8 regional chapters, No legislative partnership, 900 volunteers, 18736 social media engagement, 700 personal outreach, no universal data collection protocol, Women of Radford Luncheon

- Target
  - Annual (if applicable): Increase volunteer participation by 10%; 5% growth in social media; enhance Homecoming and Winter Weekend programming, create data collection process
  - (2023): 10 new chapters, Implement Alumni Legislative Initiative, Implement Career Web Series, Comprehensive Women of Radford Program, increase personal outreach to over 1,000 annually

Responsible Party: Primary: Alumni Relations, Secondary: All campus partners

Timeline: 2018 - Fill open alumni position
2019 - Add two new alumni positions
2019-2023 - Enhance programming/outreach

Budget: 2018 - $40,000 Staffing plus benefits
2019 - $110,000 Staffing plus benefits
2019-2023 - $250,000 Programming and outreach

Other: *Goal- All constituents is inclusive of all people who have an interest in Radford University-*
2018-2023 Strategic Planning Subgroup Submission

Submitted by:  Philanthropic Giving and Alumni Engagement Subgroup       Date: 6/6/17

Goal 1:  Broaden engagement for all constituents *

Strategy 2:  Develop family advisory board and enhance student opportunities to learn about the power of engagement to cultivate a culture of philanthropy.

Key Performance Indicator

- Baseline:  No current board, no clear message
- Target
  - Annual (if applicable): Establish Family Board & Student Campaigns
  - (2023): Family Board Annual Meetings with 80% participation in Quest
    4 Student Campaigns by class year raising over $8,000 annually

Responsible Party:
Family Board - Primary: Alumni Relations, Secondary: Annual Fund, Student Affairs, Admissions, University Relations; Student Campaign - Primary: Annual Fund, Secondary: Alumni Relations, Student Affairs, Admissions, University Relations

Timeline:  2018 - 1.) Family Board development, participation at Volunteer Summit, develop bylaws and committees
            2.) Develop/implement 2 new student driven fundraising campaigns KPI- $2,000
2019 - 1.) Inaugural Family Board annual meeting, 80% of membership present/call-in
            Develop a 3-year plan with yearly goals and KPI
            2.) Establish a student campaign tradition; KPI $3,000
            continue student campaigns/student - messaging/ programs/ incentives annually
2020 - 1.) Annual Family Board annual meeting, 80% of membership present/call-in
            Review 3-year plan with yearly goals and KPI, revise targets as necessary
            2.) Review student campaigns revise as necessary to achieve $6,000 target
            continue student campaigns/student - messaging/ programs/ incentives annually
2021 - 1.) Conduct internal review and revise both initiatives for continuous improvement
            Determine new KPIs and report and revise Strategic Plan
            2.) Family Board – implement family donation initiative with Annual Fund Support
            3.) Student Campaigns – determine plan to achieve $8,000 annually

Continue on an annual basis thereafter.

Budget:  $ 50,000 annually

Other:  *Goal- All constituents is inclusive of all people who have an interest in Radford University-
Goal 1: Broaden engagement for all constituents.

Strategy 3: Raise awareness about the value and impact of engagement with faculty/staff/retirees and community to leverage expertise, provide welcoming environment, be a hub for life-long learning and showcase opportunities for activities.

Key Performance Indicator
- Baseline: RARE, Athletics, Arts, Selu, Conferences, Career, Camps, College programs, School Outreach, Library, Other
- Target
  - Annual (if applicable): Develop New collateral materials and messaging,
  - (2023): see timeline for specifics

Responsible Party: Primary: University Relations/University Advancement, Secondary: All other campus partners (Colleges, Deans, Faculty, student centers, library, HIPs, career services –community members, student organizations, etc.

Timeline:
- 2018 - Conduct survey of faculty, staff and retirees to determine baseline awareness of engagement importance & involvement. User friendly calendar for internal/external users
- 2019 - Implement engagement collection strategy and determine better messaging to constituents that is informative, inclusive and inviting to campus (possibly using www.next3days.com as an example) and create a user friendly app that is linked as well. Conduct survey of students and 2 regional alumni chapters to determine baseline awareness of engagement importance. Create at least 2 messaging components educating constituents about the how university rankings are determined.
- 2020-2023 - Continued messaging
- 2021 - Re-survey faculty, staff, retirees and students to determine if messaging is working
- 2023 - Messaging would be highlighted in the welcome center budget for welcome area is within another goal 2020-2023

Budget: $25,000 - $50,000 annually for collateral materials*

Other: *Strategy- raise awareness
Goal 2: Increase Giving and Engagement

Strategy 1: In order to improve capacity to engage and fundraise, we must increase staffing in the advancement office

Key Performance Indicator

- Baseline: 3 Directors of Development (DofD); 8 staff in Advancement Services and Support; (AS&S); 6 current staff in Annual Fund
- Target
  - Annual (if applicable): Annual progress through FY 2020
  - (2023): Completed by FY 2020

Responsible Party: Vice President for University Advancement

Timeline: Completed by FY 2020

Budget: $540,000 (plus benefits) for DofD positions
        plus $35,000 (plus benefits) for AS&S staff
        plus $420,000 (plus benefits) for Annual Fund staff

NOTE: Per Task Force acceptance, evaluate and review current staffing as first step prior to implementation.
2018-2023 Strategic Planning Subgroup Submission

Submitted by: Philanthropic Giving and Alumni Engagement Subgroup Date: 6/8/17

Goal 2: Increase Giving and Engagement

Strategy 2: Increase participation in alumni giving through leadership giving society, student philanthropy, young alumni giving and affinity-based giving

Key Performance Indicator

- Baseline: 2% per year
- Target
  - Annual (if applicable): Add 1% per year
  - (2023): +5% over five years; result = 7%

Responsible Party: Vice President for University Advancement

Timeline: 

Budget: 

Other: 

NOTE: Per Task Force acceptance, evaluate and review current staffing as first step prior to implementation.
2018-2023 Strategic Planning Subgroup Submission

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Goal 2: Increase giving and participation.

Strategy 3: Increase giving annually through 2023 by the following means: annual fund, major gifts and planned gifts.

Key Performance Indicator
- Baseline: $2.8 million per year (average of past three years)
- Target
  - Annual (if applicable): TBD
  - Comprehensive (2023): TBD

Responsible Party: Vice President for University Advancement

Timeline: ________________________________

Budget: ________________________________

Other: ________________________________
Goal 3: Inform Constituents and Highlight Success and Impact

Strategy 1: Develop and execute an education plan to inform constituents on the variety of ways to give and how giving and participation affect rankings. Showcasing the needs, impact and highlight success stories.

Key Performance Indicator

- **Baseline**: 2 magazines, 20 alumni profiles, RU Connected, emailed event invitations, donor report, sporadic senior events, 8 alumni posters, sporadic college newsletters.
- **Target**
  - Annual (if applicable): See timeline
  - Comprehensive (2023): See timeline

Responsible Party: University Relations Designee, Facilities Designee, Alumni, Athletics/City-David Ridpath, student affairs, alumni and advancement- all campus partners (auxiliary services)

Timeline:

- **2018 & annually thereafter** - 2 college based newsletters a year; hard copied mailed, printed mailed invitations to one regional event, continue 2 magazines per year ($35,000)
- **2019** - Create a tradition of utilizing the bridge to tie the campus (paint the bridge, food truck across the bridge, bridge walk/run) & develop a consistent comprehensive senior class event ($250,000.00 +) ($15,000 annually)
- **2020** - Welcome /informational area with interactive and digital information boards, manned parking attendant for visitor touchpoint ($350,000.00) ($40,000 annually) ($40K welcome center manned position(30K full-time+ 10 K part-time annually, $250K informational wall)
- **2021** - Continue with programs above ($35,000 + $15,000 + $40,000) = $90,000
- **2022** - Continue with programs above ($35,000 + $15,000 + $40,000) x 1.5% = $91,350
- **2023** - Continue with programs above $91,350 x 1.5% = $92,700
- **2023** - Create a university wide executive education and conference center (take the first three floors of Muse and create a conference center/hotel. Air condition the first 3 floors). $15 million (Estimated)

Budget: Included in timeline
Goal 3: Inform constituents and highlight success and impact

Strategy 2: Plan and Implement Stewardship programs

Key Performance Indicator

- Baseline: Sporadic Partners in excellence Event, RAC social, sporadic Radford Society, acknowledgement at Art Society events & programs/ sporadic stewardship based events and activities, response to gifts- generic university thank you, sporadic campus department thank you, tax information

- Target
  - Annual (if applicable): 2018 Flexible donor recognition space/site/object/ set annual stewardship events for constituents, personal outreach 2018 by new AD for donor relations, rotating “swag incentives”; Works with key partners and the president’s office to establish an annual timeline for “signature events”; establish an annual parking system for “special donors” 2019 conduct a stewardship inquiry/focus group to establish some best practices for stewardship on Radford Universities campus. Close the loop education plan on the impact of specific gifts, and develop an after graduation success plan to continue to tell the story.
  - Comprehensive (2023): ___________

Responsible Party: Personal outreach –AD for donor relations- Stewardship coordinator

Timeline:

2018 - Establish flexible donor recognition space (annually); establish annual timeline for “signature events” – begin the “close the loop” education plan for impactful gifts
2019 - Establish an *annual parking system for “special donors” & conduct a stewardship inquiry/focus group
2020 - Incorporate the “close the loop” highlights in alumni profiles (1) and the Radford magazine (1) and campaign materials (one for each college) - develop stewardship plan from focus group inquiry

Budget:

2018 & annually thereafter - $20,000 donor relations collateral; $100,000 printed and mailed

Other: *Annual parking system for special donors
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Goal 3: Inform constituients and highlight success/impact

Strategy 3: Develop materials/collateral and events

Key Performance Indicator

- Baseline: N/A
- Target: Materials (case statement, printed materials, video, ads, invitations), event rentals, volunteer trainings, staff- see timeline below
  - Annual (if applicable): Materials/collateral, staffing, training and events
  - Comprehensive (2023): ________

Responsible Party: Vice President for University Advancement and Vice President for University Relations

Timeline:

2018 - UA dedicated communications staff position KPI for designing materials, determine funding priority messaging, plan roll out strategies, design materials, volunteer training.

2019 - *Collateral materials printed for distribution/release (direct mailing, newsletters, banners, brochures, banners, decals, letterhead, web design, logo, video, social media ads/images, billboards, other ads, etc.) All above are KPIs.

2020 - Event, invitations, campus/external promotions All noted are KPIs.

2021-2023 – Regionals Events, invitations, campus/external promotions, giving newsletters updates All noted are KPIs.

Budget:

2018 - $65,000 (50K communications position, 15K volunteer training/development)

2019 - $150,000.00 (50K communications position, 100K Collateral materials/postage)

2020 - $150,000.00 (50K communications position, 100K event rentals, Kickoff/campus invitations/postage, promotions)

2021 - $100,000.00 (50K communications position, 50K event rentals, regional/campus invitations/postage/newsletter, promotions)

2022 - $100,000.00 (50K communications position, 50K event rentals, regional/campus invitations/postage/newsletter, promotions)

2023 - $100,000.00 (50K communications position, 50K event rentals, regional/campus invitations/postage/newsletter, promotions)

Other: