

ADVANCEMENT PLAN

Fiscal Year: 2020

Shereitte C. Stokes III, ACFRE
Vice President
Institutional Advancement
York College
September 4, 2019

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

Mission

The mission of the Office of Institutional Advancement is to support the teaching, research, and community service of York College by strategically aligning with individuals, corporations, and foundations that possess similar values and aspirations and are inclined to give their resources.

Goals

1. Maximize private sector support for York College.
2. Create and enhance opportunities for alumni engagement in support of the college.
3. Preserve and enhance the real purchasing power of contributions.
4. Provide the college with a stable and growing source of income.

Institutional Advancement recognizes the critical importance of philanthropic contributions to the continued existence of the College. Institutional Advancement further recognizes the responsibility to ensure that gifts from external sources:

- Are appropriate to the mission of the College;
- Do not carry restrictions or conditions that may compromise the College;
- Are legal;
- Are from donors whose intent are charitable; and
- Are administered to protect donor's rights and wishes.

Institutional Advancement endorses the "Donors Bill of Rights," and the Code of Ethical Standards 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.* 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 needs, concerns and desires and translate them into effective advancement, service and investment programs. Our financial goal is to generate \$250,000 per staff.

Current Situation

The overarching purpose of an institution's advancement program is to attract philanthropic support. The industry norm, according to J.D. Iarrobino, (2006) is 20 – 40% of the operating budget – with consideration given to the age of the institution, the expertise of the staff, and the maturity of the advancement program. In 1985, J.L. Fisher wrote, "the future of most institutions, whether public or private is going to depend on the success and effectiveness of their development programs and their ability to raise private dollars." This is York's current reality. Building a robust revenue-generating advancement program is a way of ensuring our future. Given the current financial condition of CUNY and York College, philanthropic support is needed now more than ever.

ADVANCEMENT PLAN

Fiscal Year:	2020
Financial Goals:	\$550,000
<u>Source of Revenue:</u>	
Restricted	\$343,000
Unrestricted	\$250,000

Metrics

<u>Category</u>	<u>Goal</u>
Foundation Board	100%
Faculty/Staff	20%
Alumni	10%
Students (Undergraduates)	4%

Merit Scholarship Reception	\$125,000
York Giving Tuesday	\$40,000

Major Gifts

<i>Planned Giving</i>	2 endowments/ 5 bequest
<i>Lead Gift Prospects (\$100,000)</i>	
Corporate/Foundation	2
Individual	3

Attainment:

Revenue Categories	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Percent Difference</u>
Alumni	\$30,721	\$29,515	96.1%
Individuals	\$82,007	\$103,627	126.4%
Foundation	\$103,822	\$357,515	344.4%
Corporations	\$47,110	\$139,949	297.1%
Organizations	\$42,400	\$21,260	50.1%
Planned Gifts			
New Commitments	\$101,874	\$114,407	112.3%
G-I-K	\$859	\$34,037	3962.9%
TOTAL	\$408,793	\$800,309	195.8%

ANNUAL GIVING METRICS

	<u>GOAL</u>	<u>YTD Attainment</u>	<u>Contribution</u>
Foundation Board	100	88.5%	\$199,562
Faculty/Staff	15	8.6%	\$26,901
Undergrad Students	3	0.5%	\$385
Alumni	5	0.4%	\$39,171

Merit Scholarship Reception	\$100,000	\$124,351	124.4%
York Giving Tuesday	\$35,000	\$38,117	108.9%

Major Gifts

Planned Giving			
Endowments	2	0	
Bequest	5	0	
Lead Gift Prospects	5	3	60.0%

I. Strategic Goals

1. Education-Implement an education program that includes workshops, seminars, and continuing education
 1. Understanding of Philanthropy
 2. Role of Advancement in a Culture of Philanthropy
 3. How an Integrated Development Program Works
2. Update Gift Policies & Advancement Procedures
 1. Spending Policy
 2. Assessment Fee Policy
3. Fill core functions/positions
 1. Alumni Affairs
 2. Annual Fund
 3. Donor Relations
4. Giving by Key Categories
 1. Board of Trustees (25): 100%
 2. Faculty/Staff (292): 20%
 3. Students (348): 4%
 4. Alumni (3,000): 10%
5. Identify 5 new lead gift (\$100,000 - \$,1000,000) prospects
6. Create a communications plan that encompasses the following:
 1. Internal Case Statement
 2. Specific Case statements:
 - a. Annual
 - b. Scholarships
 - c. Specific programs as determined
 3. Speakers Bureau- to present the interim president to the community
7. Continue ongoing recruitment/training of advancement volunteers. Recruit these volunteers for the annual giving campaigns and York Giving Tuesday.
8. Continue to develop new prospects for personal solicitations, direct mail solicitations and corporation and foundation solicitations.
9. Actively involve staff, faculty and students in advancement activities, when feasible.
10. Strengthen coordination of advancement activities among Academic Affairs, Student Affairs, and Administrative Affairs.
11. Incorporate *Prospect Moves Management System* into prospect clearance and solicitation

processes.

II. Solicitation Strategies

A. Annual Fund Campaign Solicitations

1. #YorkGivingTuesday Campaign
 Timeframe: September – December
 Prospects: Faculty/staff, trustees, alumni, students
 Goal: \$40,000 (included in unrestricted revenue forecast)
 Method: Peer-to-peer, email solicitations, videos and year-end written letter appeal from:
 1. President, VP for Institutional Advancement
 2. Alumni Figure
 3. SGA President

2. Board Solicitation (Solicitors: Board Chair, President, Vice President)
 Time Frame: September - May
 Prospects: 25
 Goal: 100% giving
 Method: Personal solicitations. Request amounts based on donor history and “Board Expectations” (one-time annual giving in lieu of multiple direct mail solicitations: All will get notices of special events; suggested minimum personal gift: \$200).

3. Deans' Advisory Councils (Solicitors: 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 (Solicitors: IA staff, faculty/staff representatives)
 Time Frame: October - April
 Prospects: 1,202
 Goal: 20% participation
 Method: Peer to Peer solicitation through personal visits, direct mail and special events

5. Students
 Time Frame: September - April
 Prospects: 8,700 (estimate)
 Goal: 4% participation
 Method: Peer-to-peer solicitations via student ambassadors

6. Alumni (Solicitors: president, vice president, IA staff, alumni volunteers)
 Time Frame: Ongoing

Prospects:

Goal: 10% participation

Method: direct mail (including email), text messages, social media, peer-peer and staff solicitations, small chats

7. Corporate and Foundations (Solicitors: president, vice president, IA staff)
Time Frame: Ongoing
Total Prospects: 2,452
Qualified Prospects: 25
Proposals: 5
Method: Qualify prospects that will support the annual fund. Prospects may be generated/developed from the list of past supporters of the 50th Anniversary Gala, Foundation Board contacts, annual fund, prospect research, and from volunteers.

B. Major Gifts/Planned Giving identification and cultivation

8. Corporate and Foundations (Solicitors: president, vice president, IA staff, YC Foundation Board)
Time Frame: September – June
Qualified Prospects: 5
Proposals:
Method: Prospects may be generated/developed from the list of past supporters of the 50th Anniversary Gala, Foundation Board contacts, prospect research and annual fund, and from volunteers.
9. Planned Giving (Solicitors: president, vice president, Estate Planning Advisory Committee) Time Frame: October - June
Prospects: 7
Goal: \$100,000 in new commitments
Annuities
Bequests
Trust
Life insurance policies
Method:
 1. Establish an Estate Advisory Committee of the Foundation Board
 2. Peer-to-peer solicitation
 3. Update the Website to include a testimonial from a planned giving donor
 4. Create a brochure
 5. Estate Planning Seminars (Late Spring)
 6. Direct mail (print & internet)

III. Special Events

- A. Stewardship Reception
Time Frame: November
Goal: \$25,000
Method: mail, telephone, peer to peer and staff solicitations
- B. Merit Scholarship Reception

Time Frame: April

Goal: \$125,000

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

IV. Alumni and Student Engagement

A. Alumni

1. Reception reunion reception for classes: '70,'75,'80,'85,'90, '95, '00, '05, &'15. Attendance goal: 100
2. Keep Alumni Webpage current
3. Maintain social media presence with current & up-to-date information
4. Create a quarterly newsletter
5. Assist consultant with production of first York College Alumni magazine.

B. Students

1. Collaborate with the Office of Student Development to create a pre-alumni club with appropriate programs.
2. Collaborate with the alumni association and the Office of Admissions to augment recruiting events.
3. Collaborate with the alumni association and the Office of Student Development to create a networking event for alumni and students.
4. Collaborate with the Office of Student Development to increase student and scholarship recipient attendance at the Honors Ceremony.
5. Collaborate with the annual fund and alumni affair managers to increase student giving for the class gift and annual fund.