



Channel Islands  
CALIFORNIA STATE UNIVERSITY

## UNIVERSITY ADVANCEMENT

2016/2017 Budget Request

<b>GENERAL OPERATING</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Total</b>
New Benefitted Position	4.00	-	4.00
Salaries & Wages	331,000	-	331,000
Salary Adjustments			-
Operating & Maintenance	70,000	32,500.00	102,500
<b>TOTAL GENERAL OPERATING REQUEST</b>	<b>401,000</b>	<b>32,500</b>	<b>433,500</b>

## Supplemental Questions: 2016/2017 Fiscal Year Budget Request

Submitted by: University Advancement on 2/5/2016

### I. Overview of current strategic plan and Progress toward goals

The University Advancement (UA) Strategic Plan 2014-2019 is designed to position the Division as a champion for the University's vision as well as a source to aid in achieving student success and educational excellence using innovative practices, being a trusted steward of resources, inspiring philanthropy, and building strong community relationships. The UA Strategic Plan outlines four goals with corresponding strategies that have been established to aid in the Division's effort to achieve its five year vision. These goals are outlined below. However, it's important to note that University Advancement has also developed two year plans for its fundraising, alumni, and operational programs that contain S.M.A.R.T goals which are measurable and correspond to the larger goals within the five year strategic plan. The information below provides a more general snap shot on where we are toward the longer term five-year vision.

<b>Goal 1. Develop a culture of philanthropy to increase overall giving annually</b>	
<b>Strategy</b>	<b>Progress to Date</b>
Develop a strategy and implement programming to educate the campus community on the significance of giving.	A plan was developed in Spring of 2015 and implementation is in progress.
Using a comprehensive campaign model, build and enhance the following programs:  Annual Giving and Campaigns - Planned Giving -Parent Giving- Athletics- Alumni- Major Gifts	The Foundation Board has adopted and is leading CI's first comprehensive campaign. A \$10 million goal has been set and over 5.2 million has been booked with another \$1.4 million is expected to be booked by the close of the current fiscal year.
Increase the number of Business & Technology Partnership (B&TP) memberships and renewals annually.	The B&TP has implemented a plan to attract and retain members. Over the next two years, the goal is to increase membership by 50%.
Increase the number of President's Circle memberships.	A 10% increase has been set as an annual goal. A plan for outreach and retention has been implemented. Semi-annual evaluations are in place to review progress.
Increase alumni donor participation rates to match national average.	The Alumni and Friends \$16 for 2016 campaign will be launched this Spring and efforts to solicit alumni gifts are underway. A stewardship plan has been implemented to encourage repeat giving and build support. Last fiscal year, CI reported a 5.2% alumni giving participation rate. This is one of the highest in the system.
Increase event proceeds and sponsorships annually.	We have identified opportunities to solicit prospective sponsors for multiple events by way of joint proposals. Marketing plans for each fundraising event have been created and are being used. The Division continues to build its sponsorship pipeline through research and outreach.
Increase number of major and planned gifts.	The CI Legacy Society has increased planned gift notifications to the campus. The Division will continue to streamline its operations to allow fundraisers to focus on soliciting major gifts.

<b>Goal 2. Foster engagement with a diverse cross section of stakeholders.</b>	
<b>Strategy</b>	<b>Progress to Date</b>
Equip and empower volunteer boards to further University Advancement's initiatives.	Activities to deepen volunteer engagement and knowledge of CI and its needs have taken place. Materials to assist volunteers in supporting CI have been created. The Division will be creating a plan that focuses on strengthening volunteer engagement, management, and

	board operations.
Build and maintain meaningful relationships with prospective and current donors.	A comprehensive stewardship and donor relations plan has been created and implemented.
Prioritize resources and develop creative methods to meet donor cultivation goals and objectives.	Opportunities to cultivate donors have been incorporated into existing activities. Some resources have been reallocated to implement additional activities to aid in meeting goals and objectives. The Division will continue to review resource allocations.
Facilitate and increase the number of meaningful and creative alumni communications and activities to build lifelong connections.	A distinguished alumni award will be presented again this academic year. Several alumni engagement events have taken place, communications are being redesigned to promote lifelong connections, and planning for future alumni engagement programs continues.
Re-engage our alumni with the campus and capture the excitement of the graduating class during commencement to encourage participation in the Alumni Association.	Planning and thought continues around this goal. Some steps have been taken to re-engage alumni with the campus and commencement; however there is room to build on these steps.
Partner with other divisions in student / parent events and activities.	Planning has yet to take place. We hope to begin looking at this more closely in this Spring 2016.

### **Goal 3. Create and steward strong partnerships.**

<b>Strategy</b>	<b>Progress to Date</b>
Proactively seek to establish (or facilitate) mutually beneficial partnerships that support University programs and projects.	The B&TP has implemented activities designed to encourage community partnerships. Fundraising strategies include identifying potential partnership opportunities as a way to grow relationships that might lead into gifts and support to the University.
Facilitate the connection between academic programs and industry in conjunction with volunteer boards.	The B&TP has implemented activities designed to connect industry to CI. In addition, Advancement is aiding the collaboration between industry and CI in partnership with Career Services.
Ensure communications with partners, provide regular updates, and additional opportunities to further campus projects and programs.	For a second year, the CI Foundation Annual Report was published in November of 2015. In addition, University Advancement has revised its website with the support of Technology and Communications. Specific plans to release communications to certain constituent groups are under way.

### **Goal 4. Create a sustainable infrastructure that supports the Division's needs, leverages opportunities, ensures excellent stewardship and maximizes efficiencies.**

<b>Strategy</b>	<b>Progress to Date</b>
Streamline the fundraising process to better focus major and planned gift efforts.	Additional administrative support has been provided, events have been streamlined, and employee roles have been better defined. Key staff have been reclassified in support of this effort. Additional staff to support program growth and strengthen major and planned giving efforts is needed.
Create and implement a constituent management process within University Advancement and across the University.	Planning is underway.
Invest in Advancement specific communications through the provision and creation of adequate marketing and solicitation materials (hard copy and electronic) designed to meet the needs of the division.	A video for the Campaign for CI has been created and a brochure is underway. The Advancement website has been revamped.

Develop and implement a plan for donor stewardship visits To continue meaningful engagement.	A stewardship plan has been created and implemented. Resources are needed to support enhancements to the plan.
Evaluate, continuously improve and maintain existing data systems and processes to ensure integrity and security.	Regular updates on data and information are being explored. An improved process for entering data and information is being established.
Utilize data analysis and evaluation to inform our strategies.	A regular calendar for monthly evaluation has been established. Reports are being developed within the Raiser's Edge to monitor fundraising goals.
Create and maintain divisional policies and procedures.	A review of policies and procedures is in progress. Some policies have been updated as well as some procedures, but there is still more work to do in this area.
Provide cross-training and professional development opportunities, and recognize exemplary Advancement employees and programs.	Regular professional development and semiannual staff retreats have been implemented. Recognition of employees and programs are happening as merited.
Pursue new ways to provide access and ease the process of donating to the university.	Advancement will be working with IT on improving electronic means of collecting donations. Investigating other options is underway.

The Division has been a careful steward of its budget allocation by taking steps to reallocate resources in an effort to achieve its goals and has prioritized the needs of the University first and foremost. The most significant reallocation of resources for the Division was absorbing the Campaign for CI effort into the existing University Advancement budget allocation, however UA has also managed to use existing resources to leverage donor stewardship, cultivation, and other key fundraising activities. In addition, in recognition of significant University needs such as increasing the number of tenure track faculty, the Division made the decision to move forward with a very small request for new funds for FY 15/16.

## II. Description of new growth funds requested

New funds requested are prioritized based on risk mitigation as well as the alignment with the UA Strategic Plan. Currently the Division struggles with implementing back up plans for critical operations that function under compliance regulations (CSU, state, federal, CI). The staffing requested will help ensure that operations function in compliance when critical staff is unavailable and / or during times of increased workload. In addition, the Division and the CI Foundation are in need of updated and (in some cases) new policies and procedures. Staff positions requested will help ensure the Division's ability to address these needs while working toward our aggressive fundraising and alumni engagement goals.

Resources requested will also support the Division's strategic plan and specific efforts to increase philanthropic support as well as alumni engagement with the campus. New funds will ensure the Division's ability update alumni and donor contact information on an annual basis, contact constituents using the most effective communication means, and grow annual fund solicitations alongside the growth of our constituent database. If funding is not received to support these efforts, the Division is at risk of growing fundraising and alumni programs using outdated information and means of communication. Outdated contact information for constituents and poor communications places the University at risk of losing existing and potential community, alumni, and donor support. This loss of support could damage CI's reputation and perception of quality.

University Advancement is a Division that serves to engage alumni and secure philanthropic contributions that support the University's mission, strategic goals, and initiatives. The UA FY16/17 New Funds Request positions the Division to increase its overall capacity and maximize the campus investment in University Advancement. More specifically, funds requested will support the Division's

strategy to focus on major gift solicitation by increasing available administrative support, streamlining events, improving communications and operations, and investing in alumni and planned giving programs. This strategy was implemented in FY 13/14 and has proven successful. The chart below illustrates this point:

<b>Fiscal Year</b>	<b>New Funds Allocated</b>	<b>Philanthropic Commitments Received</b>	<b>Variance +(-) Philanthropic Commitments from the Prior Fiscal Year</b>	<b>Return on Investment for the Campus</b>
13/14	\$387,926	\$5,816, 956	\$2,784,360	CI earned \$7.20 for every dollar invested.
14/15	\$272,000	\$6,387,261	\$570,307	CI earned \$2.09 for every dollar invested.
<b>Total</b>	<b>\$659,926</b>	<b>\$12,203,423</b>	<b>\$3,354,667</b>	<b>\$5.08</b>

The last two fiscal years increased CI's cumulative historic philanthropic commitment number by 42%, accounting for 30% or \$12,203,423 of the over \$41 million secured since 2002. In fact, last fiscal year's total of nearly \$6.4 million is the most our campus has ever raised in its history.

However, new funds are needed to continue the Division's success toward its goals. The most significant major budget challenges for the Division revolve around staffing. University Advancement does not have the staffing needed to maintain its recent track record of success. Staff is needed to ensure a pipeline of prospective and existing donors to meet fundraising goals is in place as well as to grow alumni programs alongside our annually increasing alumni population. In addition, the UA budget at this time does not allow for the Division to implement best practices with regard to handling, tracking, and updating constituent information. While we have "gotten by" in past years, the Division is at a critical point in its growth and required sophistication of work and it can no longer afford to continue as it has. Also, the CI Foundation Board currently has a highly sophisticated and influential group of volunteer members. The sophistication of the CI Foundation Board demands a higher level of staffing, service, and attention which the Division simply does not have the resources to offer at this time. This places the University's at risk of losing engagement and support from CI Foundation Board members – individuals who have given, secured, and who have the potential to continue to bring critically significant gifts to the campus. Lastly, all of these resource challenges place the Campaign for CI at risk of not meeting its goals, which translates to risking millions of dollars in potential philanthropic commitments for the campus.

### **III. UA Strategic plan and current space assignments**

Current space assignments for University Advancement meet existing programmatic requirements. The UA Strategic Plan 2014-2019 does assume growth. However, neither additional space nor major renovations will likely be required as rethinking existing configurations (sharing office space etc.) could meet the need.

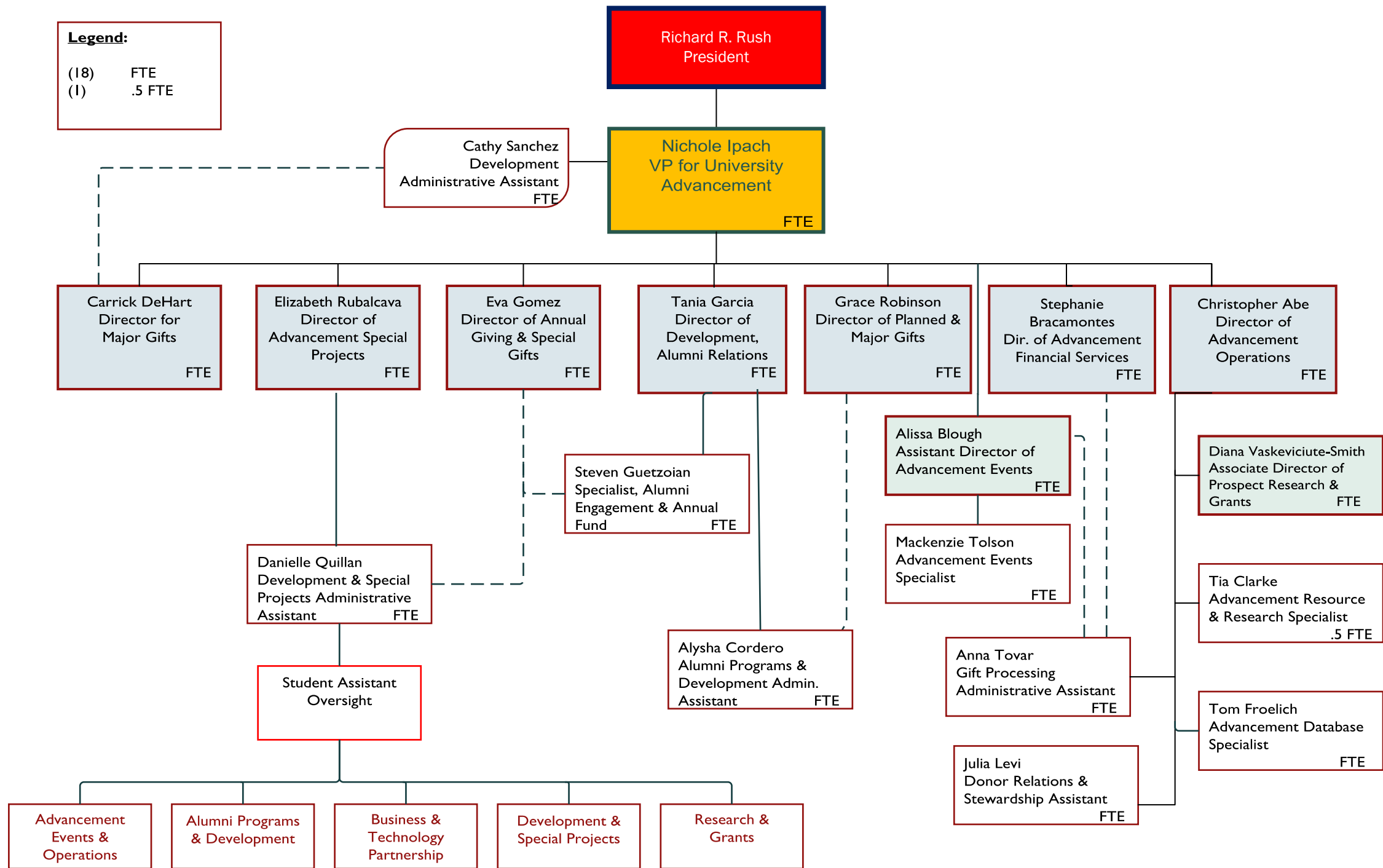
### **IV. New initiatives in support of CI's strategic plan**

There are no new initiatives associated with the FY 16/17 UA New Funds Request. The UA request is focused on building the capacity and resources needed to position the Division to meet its five year strategic plan goals which are designed to respond to the strategic priorities and needs of the University.

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# Fiscal Year 2016/2017 Budget Request Form

## PERMANENT REQUEST

Division									FY16/17 Requested		
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification'	Job Code	Annual Salary	FTE	Staffing	O&M
1	401,000	4.00		The AVP for University Development will oversee the fundraising and alumni directors, serve to implement and build upon a fundraising moves mangement process, be responsible for the oversight and coordination of fundraising activities across campus, create and implement processes and policies that ensure the Division's compliance with CSU, State, and Federal regulations. The Director of Advancement Events and Communications will serve to centralize Advancement communications and service the Division communications with a particular focus on Alumni Programs. This position will be responsible for the UA website and the creation of Advancement communications and materials (brochures, videos etc. and will act as the primary liaison with Communications	With regard to the University Strategic Plan, each of these items requested relate specifically to the <b>Realize our Future Priority</b> which includes: Building infrastructure capacity • Leveraging the use of technology • Seeking, cultivating, and	MPP III MPP II AAS/S Exempt ASC I	3306 3312 1038/2 1035/1	\$120,000 \$85,000 \$73,000 \$53,000	1 1 1 1	\$120,000 \$85,000 \$73,000 \$53,000	0
				AVP for University Development		Contracutal Writing Services					35,000
				Director of Advancement Events and Communications		Printing (Brochures, Annual Fund Mailings)					15,000
				Executive Administrative Assistant		New Subscription, Mileage and Cell Phone Reimbursement Costs					5,000
				Gift Processing and Donor Relations Coordinator		Annau Data Services					15,000
				Contracutal Writing Services							
				Printing (Brochures, Annual Fund Mailings)							
				New Subscription, Mileage and Cell Phone Reimbursement Costs							
				Annau Data Services							

									FY16/17 Requested		
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
2	1			enter narrative here	reference to strategic plan						
									1		

									FY16/17 Requested		
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
3	-	-		enter narrative here	reference to strategic plan						

									FY16/17 Requested		
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
4	-	-		enter narrative here	reference to strategic plan						

									FY16/17 Requested		
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
5	-	-		enter narrative here	reference to strategic plan						

									FY16/17 Requested		
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
6	-	-		enter narrative here	reference to strategic plan						

## PERMANENT REQUEST

## Division


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Fiscal Year 2016/2017 Budget Request Form

PERMANENT REQUEST

Division

<sup>1</sup>Description is for O&M; example Travel, supplies etc  
Classification is for staffing, Tenure Track, Management, Respresented Staff

Grand Total - General Fund (GD901) 406,001 4.00

4.00 331,001 70,000

## TEMPORARY REQUEST

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							FY16/17 Requested
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code Annual Salary FTE Staffing O&M
6	-	-		enter narrative here	reference to strategic plan		

### TEMPORARY REQUEST


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<sup>1</sup>Description is for O&M; example Travel, supplies etc  
Classification is for staffing, Tenure Track, Management, Respresented Staff