Strategic Initiatives Steering Committee
Project Proposal Template

Subcommittee: _____Capacity and Sustainability_____

Name of the Project or Proposed Action: __Building a Culture of Philanthropy Proposal_____

Subcommittee Background

California's public institutions of higher education, including its system of 23 California State University (CSU) institutions, operate in an arduous environment of constrained fiscal resources, and competition to attract the finest students and deliver top-notch academic and support services to students.

While state financial support for higher education remains unpredictable, CSUCI must continue to ensure the campus has the necessary economic and physical resources to meet the needs of a growing student population and fulfill our university's ongoing commitment to our region.

Established under the Strategic Initiatives Steering Committee, the Capacity and Sustainability Subcommittee is charged with engaging the campus community to identify the campus' most pressing economic and physical resource needs and key opportunities to support sustainable growth. This campus community engagement has helped to inform the development of the series of strategic initiative proposals the Subcommittee is recommending.

Context for Building a Culture of Philanthropy Proposal

Philanthropy can be a powerful source of support and sustainability for institutions of higher education. While CSUCI has received transformational gifts that enabled us to expand programs for students and serve our community, we have not yet reached regular significant levels of philanthropic support. We know that CSUCI has unique challenges that impact fundraising such as a small, young base of alumni and a general lack of awareness due to our relative youth. Yet, there is strong evidence suggesting that we can do more.

A campus culture of philanthropy is rooted in the concept that success in both philanthropy and fund development are inextricably entwined and the entire organization has a role (some large and some small, but *all* important) to play in in meeting fundraising goals. Studies have repeatedly proven that campuses and organizations that understand, prioritize, and embed a culture of philanthropy into everyday business practices, strategies, and decision-making are those that achieve marked levels of success in fund development. Some of the specific elements of a campus culture of philanthropy include:

- *An institutional strategy* that is uniquely differentiating and well-suited to its core mission and values, resources and culture.
- *A fundraising plan* that supports the Institution's well-defined initiatives and priorities.
- *Internal consensus and partnership* around private support objectives.
- *Programs and internal partnerships* that encourage strong alumni engagement, giving, and satisfaction with college experience.

- **A tradition of philanthropy** that includes giving by staff, faculty, students, and parents.
- **A strong institutional reputation** that includes honors and accolades, rankings in external polls, and a reputation for quality.

The Strategic Initiatives process will bring the campus a clearly defined institutional strategy, however it will not aid in securing philanthropic support without a fundraising plan that reinforces it. This fundraising plan must include consensus and partnership around the identified private support objectives and internal fundraising partners must work with University Advancement to craft a compelling rationale for private support in which donors and prospective donors can clearly see alignment with the institution's mission critical objectives.

Additionally, CSUCI must do more _now_ if it hopes to benefit from the support of its alumni base both immediately and in the long term. Unlike our sister campuses, CSUCI has the ability to insert programs and partnerships that serve to grow engaged alumni into the fabric of our university.

The following proposal outlines a plan to support growing a campus culture of philanthropy as a strategy for building philanthropy into a revenue stream that aids in sustainability of the campus.

Proposal Overview

We will begin to develop a culture of philanthropy at CSUCI by collaborating across campus to create engagement opportunities for alumni and supporters and to identify fundraising priorities of the campus.

The first step will be to bring together an ad-hoc subcommittee (Strategic Philanthropy Ad-hoc Subcommittee) with representatives from across the campus (staff, faculty, students, and administration) who can advise University Advancement on how to bring this conversation into the campus. We will also need these members to be champions who can help broker inroads across campus with groups, committees, boards, etc. who will need to be part of the "dialogue".

Next, we will begin to work with campus to identify key fundraising priorities that will serve to support the University Strategic Initiatives and simultaneously build upon our mentorship program for students and young alumni. We will ask the Ad-Hoc Subcommittee to work with the campus to create a menu of identified fundraising priorities that have the potential to advance our Strategic Initiatives in significant ways and that have both campus-wide and donor buy in.

Simultaneously, we will collaboratively host student and alumni engagement events that provide meaningful interaction and demonstrate campus funding needs. Specifically we will look to hold events that target special populations of students including veterans, those involved in sports clubs and other organizations and those with families. All these activities will touch on the alumni affinity with the university and help them identify their passion for future volunteer and philanthropic activities.

We have identified two tools, the Opportunity Hub and better constituent data, that will help us build successful engagement and identify funding opportunities. The Opportunity Hub would serve as a tool that aligns and disperses volunteer and philanthropic opportunities from external partnerships to the relevant campus partners outlined below. This two-sided platform enables and strengthens the connections between CI and the local and global community; while enhancing student learning

outcomes through high impact practices such as experiential learning, internships and mentorship programs.

With a long-term goal to build a culture of philanthropy, we will add data points into our alumni database capturing student activities so that we can better segment our outreach to increase alumni giving percentage.

Responses to Strategic Initiative Steering Committee Questions

1. **What is the data or evidence that we will examine to gauge the effectiveness of the project?**

Collaboration across campus:

- Identify fundraising priorities that serve to support the identified campus initiatives as well as initiatives that have both campus <u>and</u> donor buy in.
- Create a deeper understanding of how Advancement development / fundraising works and how the University can position itself to grow a campus culture of philanthropy.
- Increase high impact practices such as learning communities, undergraduate research programs and experiential learning, to advance academic excellence
- Integrate disjointed projects and successes on campus to impact the culture of philanthropy
- Foster collaboration across disciplines by unifying the dissemination of information.

Engagement with alumni, community partners and donors:

- Increase engagement with alumni, donors and organizations of interest
- Track student and young alumni who receive job or internship opportunity through mentoring
- Demonstrate interest through open and click rates for events
- Increase in participation through event attendance and program growth

Philanthropic giving:

- Increase in philanthropic funding through engagement
- Increase in number of alumni donors, dollars raised through alumni and overall participation rate of alumni.

2. **What is the implementation timeline? (Include budget and/or allocation determination.)**

Early Spring 2018

- Convening of Strategic Philanthropy Ad-hoc Subcommittee
- Needs alignment and database creation of Opportunity Hub – one-time costs associated with creation of database
- Data sharing and capturing conversations
- Complete Student/Alumni Collaborative Engagement Plan. Implement student clubs and organizations and special populations events

Late Spring 2018
- Bring on consultant to help campus identify fundraising priorities - one-time costs are estimated between $50k and $75k
- Vet campus strategic initiatives with donors, prospective donors, and community.
- Assess mentoring program and expand outreach to students and young alumni
- Beta test of Opportunity Hub
- Begin hosting monthly engagement events for alumni focused on segmented audiences

Summer / Fall 2018
- Ad-Hoc Subcommittee will share a menu of identified fundraising priorities
- Pilot testing of Opportunity Hub

Spring 2019
- Expanded public testing and gradual implementation roll-out of Opportunity Hub

3. Who (person, unit, etc.) will be responsible for implementing, tracking, and evaluating this project?

University Advancement

4. What groups and/or individuals provided input during the development of this proposal?
University Advancement
Alumni and Friends Association Board
California Institute for Social Business and Entrepreneurship and Small Business Institute
Teaching and Learning Innovations
Computer Science program and MVS School of Business and Economics
Student Affairs - Student Transition and Engagement Programs, Career Services
Advocacy subcommittee of the Student Research Advisory Committee
Business and Technology Partnership, Business Advisory Council
Local businesses in Ventura County

5. If successful, how could or should this project be scaled up?

If successful, this project will lead to the establishment of a regular process that the campus can engage in to identify fundraising priorities. The long-term implication for consistent campus-wide vetting and agreement on fundraising priorities (we hope) will be the strengthening of a campus culture of philanthropy.

Scalability works with collaboration and partnerships. In all the components of this project, campus partners have shared their interest in creating similar programs.

The Opportunity Hub is easily scalable after the database is built and pilot tested, based on interest, success and support.

- Teaching and Learning Innovations can communicate to campus through outreach via workshops and training on the database use and implementation of projects etc.
- Advancement outreach to the local business community

The Strategic Philanthropy Ad-hoc Subcommittee will provide recommendations on how the project could be communicated to the university as a whole, and next phases.