



**2017 – 2020 University Advancement Strategic Plan:
Goals and Objectives**

Expand Philanthropic Support	Achieve Campaign Goal: raise \$50M in private gifts and gift intentions by January 1, 2019 and align giving toward the goals set for each campaign theme.
	Broaden Base of Support: grow Giving Day, Alumni Giving, and expand the number of donors with an emphasis on mid-level donors.
	Establish Long & Short Term Pipeline of Support: strengthen multi-year pledges and planned giving.
	Strengthen Infrastructure of Development: implement donor stewardship plan, provide greater financial transparency and reporting to donors, and enhance the ease of giving.
Broaden & Deepen Volunteer Engagement	Expand Volunteer Engagement: increase awareness and build engagement with advisory councils and boards through strategic communications.
	Better Serve, Prepare, Diversify and Steward Volunteers: develop orientation and training for advisory board members as well as mechanisms to assess and enhance volunteer engagement for all levels of volunteers, including single day event volunteers.
Increase Awareness of & Advocacy for CSUSM	Develop a comprehensive communications plan: Identify, define and communicate goals and priorities for the Office of Communications, including assessment of communication platforms and development of executive programs and strategies that support and leverage the President.
	Market & Position CSUSM as Preferred Institution of Choice for Students, Donors and Community Events: collaborate with partners in development and creation of integrated communication strategies to support student recruitment, marketing and advertising our venues for events and conferences; utilize campaign goals as a framework for marketing products and effectively communicate with potential donors and alumni; support donor outreach, tell stories, highlight opportunities for giving and steward donors effectively.
Build, Support, & Strengthen University Advancement Team	Assess Employee Engagement: utilize Great Colleges to Work For survey to acknowledge successes and identify opportunities for improvement; develop an employee engagement tool for on-going, annual assessment of the UA team.
	Prioritize investment in tools and resources to increase employee effectiveness and development: assess professional development, mentoring, and employee effectiveness opportunities and align resources accordingly.
	Recognize and Acknowledge Employee Achievement: continue promoting existing employee recognition programs and develop additional opportunities for acknowledging effort and contributions.

Revised: 6/30/17