

DRAFT

Three-year **Advancement Plan**



2015 - 2018

Notre Dame de Namur University

Preface

The Three Year Advancement Plan is a culmination of a shared vision inspired by President Judith Maxwell Greig, and espoused by each member of the Division of University Advancement. The Plan has also been shaped by recent events and the most pressing needs of Notre Dame de Namur University.

In 2014, Notre Dame de Namur University conducted a national search to recruit a new Vice President for Advancement. Dino M. Hernandez was recruited to join the team in June 2014 as its new Vice President for Advancement. Mr. Hernandez brings over 27 years of experience ranging from non-profit association membership recruitment and fundraising to higher education advancement, transformational, principal and major gifts, and leading two comprehensive capital campaigns. In 1995, Mr. Hernandez began a 20+ year career specifically in higher education advancement. He has worked previously for Oakland University, the University of Michigan-Flint, Lawrence Technological University, and Sierra Nevada College.

Mr. Hernandez has served with many award winning teams including the University of Michigan's \$1 Billion Campaign for Michigan (which concluded at \$1.2 B). He successfully directed the \$20M Campaign for Lawrence Tech: *A Commitment to Our Students*, which concluded at \$46.6M on June 30, 2006 and the *Proud Heritage-Bold Future* Campaign which launched July 1, 2006 with a goal of \$75M and stood at over \$101M towards a stretch goal of a \$100M. An experienced advancement leader, his teams at OU, U of M, and LTU have received some of the highest awards for fundraising excellence. A frequent presenter to the profession, he presents on topics locally, nationally and internationally.

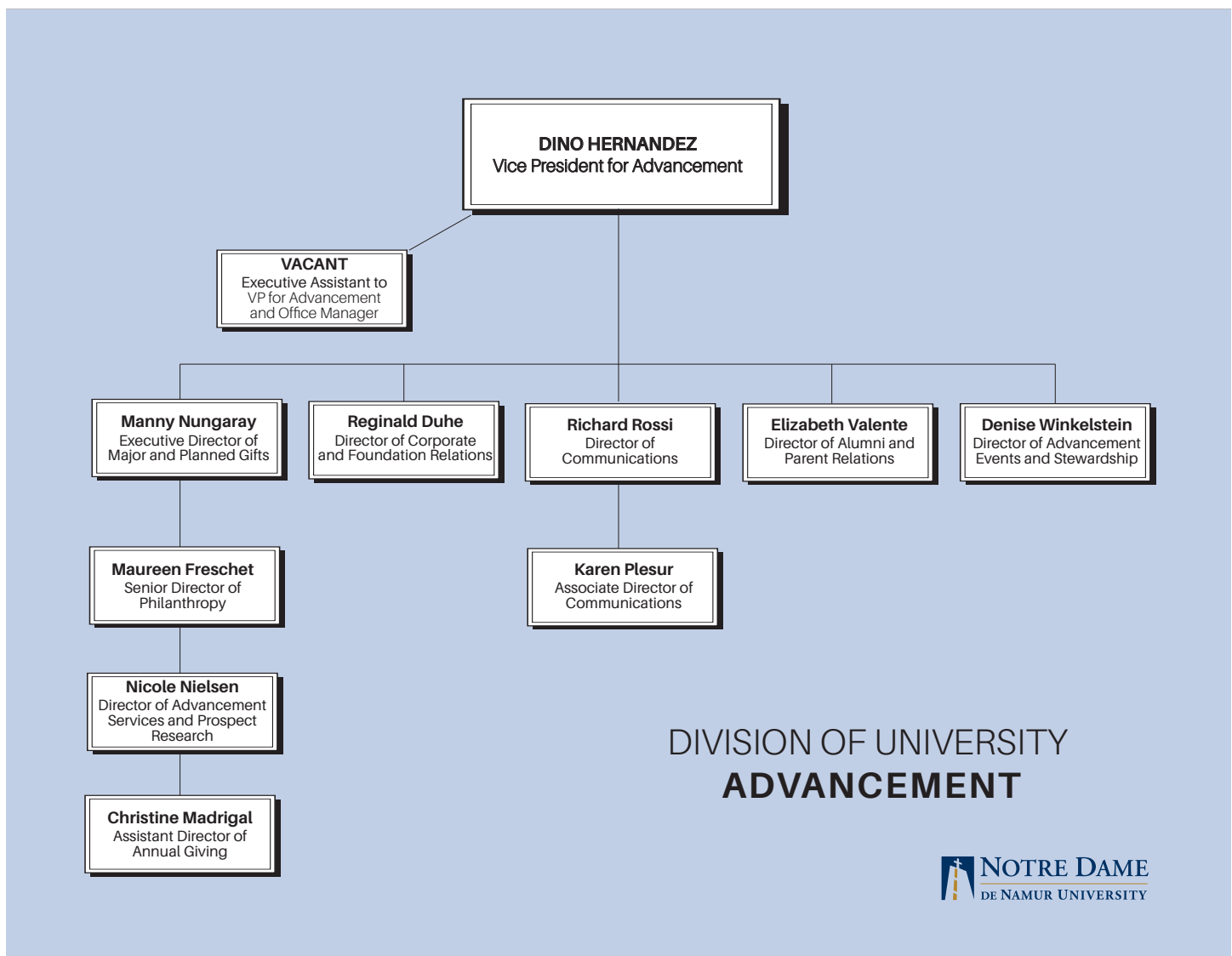
In June of 2014, Tad Taube, a major Bay Area philanthropist and former NDNU Trustee with a prior history of engagement with the University, began negotiations with President Greig, Vice President Hernandez and CFO Henry Roth. This culminated in the "Taube Challenge" - a transformational challenge matching gift pledge of \$6,000,000.00 to support the restoration of Ralston Hall. The Taube Challenge is conditioned on Notre Dame de Namur University raising \$6,000,000.00 within twelve months or by December 31, 2015. Upon reaching this goal, the donor will then fulfill on his pledge of \$6,000,000.00 to support the initial seismic retrofit and restoration of Ralston Hall in addition to giving and getting an additional \$8,000,000.00. The Campaign to *Save Ralston Hall* total fundraising goal is \$20,000,000.00.

The success of this campaign will lay the foundation for a much broader and more comprehensive capital campaign effort tentatively targeted between \$25,000,000.00-\$50,000,000.00 (subject to campaign feasibility study) to support the capital, program and endowment needs of the university.

Objective 1: Restructure of the University Advancement Division

In July 2014, the office of development, constituent relations, conference services, special events, alumni relations, and communications was reorganized within the Division of University Advancement.

Central to the reorganization was the need to create the infrastructure, create much needed and new positions (especially in corporate and foundation relations), and also recruit the key staff in this new University Advancement model:



Objective 2: Creating a Major and Planned Giving Program

A major gifts program is the foundational piece to having a mature and successful fundraising program. The President, Vice President for Advancement, Executive Director of Major and Planned Gifts, Senior Director of Philanthropy and Director of Corporate and Foundation Relations (major gifts team) will maintain a portfolio of prospects and will work as a team to cultivate and solicit gifts. Through personal visits and solicitations, the members of the major gifts team will assess the intention(s) of the donor and match them to the needs of the University.

Major gift fundraisers rely on qualified prospects that can be found through diligent research and regular examination of gift history and other wealth and affinity indicators. A successful major gifts program will have the infrastructure and capacity to move prospects up through the levels of the fundraising pyramid until they fulfill their full potential as donors now and then ultimately, through a testamentary gift.

Objective 2: Strategies

1. Continue to identify and expand the list of major donor prospects with gift capacity.
2. Meet regularly with the major gifts team to provide updates on major donors.
3. Each major gift officer will manage a minimum portfolio of 75-150 rated prospects and donors to ensure that timely moves management strategies are implemented toward cultivation, solicitation, and stewardship.
4. Set up face-to-face meetings with major donors with a goal of 30-50% of the time being out of the office visiting donors or prospective donors.
5. Major and planned gift officers are responsible for securing financial support for the University in the gift range of \$25,000 - \$1,000,000.00+.
6. Building and growing the major and planned giving pipeline by having completed documentation that includes pledges, gift agreements, memorandum of understanding and bequest intentions with a copy of the will.

Accountability for Objective 2

The Executive Director of Major and Planned Gifts, under the direction of the VP for Advancement, will be accountable for this objective including the major gifts team. The ED will lead the major gifts team accordingly to meet the three year fundraising goals.

Immediate Goals: Meet fundraising goals for the Taube Challenge (\$6M) by December 31, 2015; meet current Unrestricted Needs of the university (\$660K) by June 30, 2015.

Aspirational Targets: Meet fundraising goals for key capital initiatives of the university (Welcome Center, St. Mary's Hall, Bauccio Family University Dining Commons, and Student Learning Commons) in FY16 and FY17; address on-going unrestricted needs of the university; and prepare for a comprehensive capital campaign.

Objective 3: Enhancing the Annual Giving Program

In order to boost overall giving to the university and to develop a sustainable culture of philanthropy, the annual fund program serves as the cornerstone of all giving to the University. Giving to the annual fund acts as a vote of confidence and demonstrates that alumni and friends support the mission of NDNU. The Annual Giving Program includes telephone fundraising, direct mail, e-mail, on-line giving campaigns (Silicon Valley Gives) and personal solicitation efforts to raise annual gifts from alumni, parents, students and friends. The Annual Giving Program solicits funds for unrestricted gifts for the annual fund including but not limited to, Athletics, the Arts, Library, Academics and other departments at the university. From a planning perspective, our goal with the three year plan is to incrementally increase annual fund giving and achieve the \$1M benchmark within 5 years.

Objective 3: Strategies

1. Planning, implementing, and evaluating the Annual Giving Program which includes setting quantifiable goals, writing and designing, determining timing and nature of appeals, coordinating solicitation material production, tracking annual gift responses, and analyzing and interpreting data.
2. Identify, cultivate, and solicit philanthropic support by developing and maintaining relationships with alumni, donors, trustees, friends, parents, students, faculty, and staff.
3. Use of all delivery methods to solicit annual fund gifts through personal solicitation, phonthon (outsource), segmentation of direct and email appeals, social media, and giving day.
4. Stewardship using NDNU students to conduct thank-a-thon.
5. Assisting with the President's Gala through soliciting sponsorships.
6. Improve communication and messaging for the annual fund.

Accountability for Objective 3

The Assistant Director of Annual Giving will manage the annual giving program under the direction of the Executive Director of Major and Planned Gifts in collaboration with other members of the advancement team where appropriate.

Immediate Goals: Achieve \$660,000.00 in unrestricted gifts from alumni, parents, friends and students in FY15; achieve unrestricted targets in FY16 (\$680,000) and FY17 (\$700,000).

Aspirational Targets: Increase alumni giving at levels on par to peer institutions and grow to \$1,000,000.00 in overall activity (unrestricted) by 2020.

Objective 4: Create Consistent University Stewardship Programs and Enhance Special Events

Advancement Special Events, Stewardship and Conference Services:

Advancement Special Events are a key part of a robust fundraising program. This department is responsible for the design, implementation and execution of high end cultivation events, and fundraising and stewardship events including the Donor Recognition Dinner, Donor Scholar Reception, President's Galas, Presidential Outreach events, and traditional university ceremonies and special events. Stewardship responsibilities include oversight of stewardship initiatives, events and publications with the goal of nurturing NDNU's relationships with donors and friends. At this time, the conference program consists of marketing and rental of campus facilities, primarily during summer months.

Objective 4: Strategies

1. Continue to develop new events and improve established events that assist with fundraising and stewardship initiatives.
2. Establish a systematic and integrated donor relations program to ensure that all donors are properly stewarded.
3. Create a viable infrastructure, including hiring and training staff necessary to bring the Summer Conference Program back to a reliable and increased revenue generating source for the university.

Accountability for Objective 4

The Director of Advancement Special Events and Stewardship, under the direction of the VP for Advancement, will be accountable for this objective including the entire advancement team.

Immediate Goals: achieve targets of \$150,000 - \$175,000 net set for President's Gala 2015 (in conjunction with the major gifts team); achieve stewardship goals of 75 percent of our annual giving donors (>\$10K) who renew or upgrade; achieve stewardship goals of 50 percent of our major donors (\$10K+) who annually continue or increase their giving; achieve stewardship goals of induction of all major donors of \$10,000 - \$1M+ related to Donor Recognition Dinner and implement best practices in stewardship; achieve conference services revenue targets for FY15 (\$30,000); and continue and enhance Presidential Outreach in FY15 - FY18.

Aspirational Targets: Continue to grow revenue from Conference Services and design and implement donor focused special events in support of a planned comprehensive capital campaign.

Objective 5:

Create a Robust Advancement Services and Prospect Research

The mission of Advancement Services and Prospect Research is to ensure a reliable and ethical management of alumni and donor information and provide support to the team with prospect research. Through research, expand the prospect pool of qualified donors for annual and capital giving. Advancement Services is also responsible for processing all gifts made to the university and guaranteeing gifts are handled in the manner the donor intended.

Objective 5: Strategies

Database:

1. Maintain an accurate database of all constituents including alumni and friends.
2. Proactively research data and make revisions to records on a quarterly basis or as found. Engage National Change of Address (NCOA) vendors to supply new addresses on a quarterly basis.
3. Contract with an alumni directory vendor to update employment information, addresses, phone numbers and email addresses for all alums that are reachable in the database.
4. Explore migration to industry standard platform such as Blackbaud's "The Raiser's Edge." Integrate self-proclaimed information on social media into database.
5. Keep up-to-date wealth information on donors. Update on a quarterly basis.

Prospect Research:

1. Create a prospect research platform to support individual and corporate and foundation fundraising.
2. Create a "moves management" strategy in order to place prospects in appropriate stages.
3. Keep up-to-date records of donor calls, communications and visits with the assistance of the major gifts team.
4. Use that data to move prospects from one stage to another.
5. Develop a robust prospect research approach and profile template.
6. Proactively research potential prospects.
7. Meet bi-weekly with major gift officers to meet their needs and manage their portfolios jointly.
8. Keep prospect research procedures up-to-date based on best practices of industry standards.
9. Explore integration of Blackbaud's Research Point and Wealth Screening into Raiser's Edge.

Objective 5 continued

Donor Relations and Gift Processing:

1. Create a donor relations strategy that ensures a 7 day window between gift acceptance and tax receipt thank you letter.
2. Refresh thank you letter content on a quarterly basis.
3. Keep gift processing procedures within audit guidelines.
4. Keep gift processing procedures up-to-date based on standard best practices of the industry.

Accountability for Objective 5

The Director of Advancement Services and Prospect Research, under the direction of the Executive Director of Major and Planned Giving, will be accountable for this objective in cooperation with the Director of Advancement Special Events and Stewardship and in conjunction with the entire advancement team.

Immediate Goals: Identify and qualify prospects for Taube Challenge/Ralston Hall in FY'15 and FY'16; maintain database integrity and cleanup of records; continue timely gift processing and recognition and receipting of donors.

Aspirational Targets: Migrate to industry standard software with built-in research analytics; automate processes to ensure the highest level of donor stewardship.

Objective 6:

Launch New Alumni and Parent Programs

The primary goal of the Office of Alumni and Parent Relations is to foster increased alumni and parent engagement and encourage support of Notre Dame de Namur University through service, leadership, advocacy and philanthropy.

Objective 6: Strategies

This is a benchmark year for alumni and parent relations and we are leveraging all events as a primary tool for engagement.

1. *Presidential Outreach* accelerated in 2014 and the primary focus for President Judith Maxwell Greig was to reconnect with alumni and friends living outside the State of California; provide networking opportunities for alumni; inform our alumni, parents, and friends of new and exciting developments occurring at Notre Dame de Namur University; invite admitted students and parents; deploy the members of the University Advancement Division for both friend-raising and fundraising initiatives.
2. *President's Reception for New Parents* launched in Fall of 2010. The annual event engages new parents and incoming first year students and welcomes them to the NDNU family; deans, faculty and staff to share a commitment to NDNU's growing distinction; premiere program to cultivate and engage parents with NDNU in service, leadership and philanthropy.
3. *Alumni and Parents Lacrosse Tailgate* (open to former and current lacrosse athletes and parents) helps strengthen the student-to-alumni experience and facilitates a deeper connection of the NDNU community to both former and current players. Future tailgate sporting events will be timed with alumni athletic reunions.
4. *Homecoming* launched in Fall of 2013. The annual event and facilitates a "coming home" of alumni back to campus to connect with fellow graduates, feel pride in their alma mater, especially honors milestone class years with a special emphasis on anniversary years (5-10-25-50); events also invite and engage current students and parents.
5. *Alumni Reunion* is an annual event launched in Spring 2015. It includes School/College focused dinner events that create affinity through networking and reconnecting with the school they graduated from (School of Business and Management, College of Arts and Sciences, School of Education and Leadership); events also invite and engage current students.
6. *NDNU After Hours* launched in Fall of 2014. This is a series of off-site networking events that allow alumni to gather after work hours (i.e. Thursdays and Fridays from 5:30-8p.m.). Programs range from tours of museums, baseball games, and corporate locations in Silicon Valley to mixers at alumni owned businesses. Events are open to parents and current students.

Objective 6 continued

Accountability for Objective 6

The Director of Alumni and Parent Relations, under the direction of the VP for Advancement, will be accountable for this objective.

Immediate Goals: Create alumni engagement baseline in FY15; achieve engagement targets in FY16 - FY18; grow base of alumni volunteers in anticipation of reactivating the Alumni Council in FY16.

Aspirational Targets: Increase alumni and parent programming and benchmark engagement results with similar peer institutions; in conjunction with the Assistant Director of Annual Giving track corollary alumni giving percentages as a measure of engagement.

Objective 7:

Launch a Comprehensive Corporate and Foundation Relations Program

The goal of the Notre Dame de Namur University Corporate and Foundation Relations Department is to establish meaningful and beneficial partnerships with Bay Area corporations, public and private foundations, and to be the central point of contact for all university-wide corporate funding and research grant requests.

Objective 7: Strategies

Corporations Relations

1. Convened a university-wide Corporate Outreach Strategic Task Force (COST) to identify and address the needs of the local (Silicon Valley) corporate community. NDNU will offer professional development and academic opportunities for professionals and executives, including graduate degrees, executive education programs, and distance learning.
2. Development of a Corporate and Association Partner Program (CAPP) as a comprehensive partner program designed to add value to corporate HR departments in the training and professional development of their current employees as well as provide a pipeline of well-qualified interns and potential new recruits.

Foundations Relations

1. Manages all university relationships with private and public foundations to advance the university's goals, priorities and its missions of teaching, community engagement, and public service.
2. Aligns private foundation funding with campus priorities and promotes funding opportunities to faculty. It strives to establish and maintain partnerships with our foundation funders through effective cultivation, solicitation and stewardship.

Office of Grants

1. The Office of Grants was established as a university-wide central point that helps to foster relationships between the NDNU academic departments and companies and private professional foundations. It is an integral part of the Office of Advancement and helps faculty and external funding partners connect and collaborate to advance mutual goals that align with the university's research and teaching mission.
2. Help identify and approach potential funding sources, plan and coordinate solicitations, assist in inquiries and grant proposals, gather supporting materials, help organize campus visits, and obtain institutional signatures. Other services provided by this office include serving as a clearinghouse for Requests for Proposals, helping with grant reporting, producing an electronic newsletter on foundation news for the NDNU community, and occasional grant-writing workshops.

Objective 7 continued

3. Assist corporations and foundations as they navigate the NDNU community to find faculty and programs of interest and arrange for campus meetings. Facilitate funding requests, awards, and reporting, and help illuminate campus research funding policies.

Accountability for Objective 7

The Director of Corporate and Foundation Relations, under the direction of the VP for Advancement, will be accountable for these objectives with support from the Advancement Team and C.O.S.T. The Director will lead the program accordingly to meet these aggressive goals.

Immediate Goals: Initially target three (3) high profile corporations for partnership opportunities in FY15 and expand corporate targets in FY16-FY18 to the top ten employers of NDNU alumni; launch Office of Grants in FY15; launch CAPP in FY15; solicit key corporations and foundations in support of the Taube Challenge/Campaign to *Save Ralston Hall* before December 31, 2015; and engage corporate partners in Tracy, CA in anticipation of new degree programs.

Aspirational Targets: Ensure corporate engagement drives the growth and supports the mission of Notre Dame de Namur University, and that relationships mature to support the institution philanthropically.

Objective 8:

Enhance University Communications and Branding

Advancement Communication and Branding

The Communications department designs strategies and develops messages and experiences that encourage understanding and support for NDNU and help shape and define the NDNU brand. Additionally, the communications department is integral to the ultimate success of our fundraising strategy since the appropriate messaging is key to any mature and successful fundraising program. For fundraising purposes, the target audiences that the communications department will focus on include: trustees, parents of students, alumni, potential donors, current donors and foundations.

Additionally, the desire to better integrate the communications department with the institution's fundraising goals results in the following objectives: a) help to generate contributions that will meet the university's fundraising goals, b) help to cultivate contacts with potential large donors, and c) increase the number and size of alumni contributions.

Objective 8: Strategies

1. Enhance print publications (including *NDNU Today Magazine* & the President's Report in addition to the *NEW Development Reporter*) targeted to alumni and current and potential donors that help create community among alumni and illustrate the strengths of NDNU for philanthropic support or to steward an existing gift.
2. Publications and PR for alumni and university events—including the President's Gala, Homecoming, and alumni receptions—to expand our reach to alumni in the Bay Area and in selected other markets.
3. Develop case statements for capital projects.
4. Develop case statements for enhancing the annual fund.
5. Develop supporting materials such as videos in support of development projects.
6. Make enhancements to the Advancement website.
7. Create press releases and pitch stories to the media regarding significant donor gifts or donor stories.
8. Create an annual communications calendar aligned with the advancement plan and donor strategy.
9. Enhance internal communications to campus community (faculty, staff, administration and students).

Objective 8 continue

Accountability: The Director of Communications, reporting to the VP for Advancement, is accountable for these initiatives.

Immediate Goals: Continue to enhance the brand and name recognition of Notre Dame de Namur University through brand placement and awareness campaigns and establish branding benchmark in FY15; continue and enhance print and electronic communications through a consistent yearly communications plan; design and print four *NDNU Today* Magazines.

Aspirational Targets: Enhance the university's brand and image consistent with peer institutions.

Setting the Stage - Comprehensive Capital Campaign

The successful conclusion of the Taube Challenge goal of \$6,000,000.00 will reset the brand identity and perception of the university at every level of the organization. It will convince both internal as well as external stakeholders of the university's ability to execute a campaign and also conclude a successful and high profile capital fundraising project.

In mid-2015, the Division of University Advancement will prepare a Request for Proposals (RFP) for a campaign readiness study (internal readiness) and following that plan, will execute a broader campaign feasibility study in FY16.

We will test the threshold of a campaign tentatively estimated between \$25,000,000.00 to \$50,000,000.00, with several key tenets which include the Credo Campus Plan and Space Recommendations as central to capital projects needed by the university, in addition to endowment, and program needs. The tentative campaign timeline will begin counting effectively at the start of the Taube Challenge in 2014 and extend seven years to 2021.

We anticipate (based on a successful readiness and feasibility study) that the Campaign will go public during the 170th Anniversary of the founding of Notre Dame de Namur University in 2021.

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