

**Aligning University Development's True North Plan and OSU Strategic Plan
Strategic Plan Template
July 2010**

Working Draft



Office of the Senior Vice President for University Development
and President, The Ohio State University Foundation

MEMORANDUM

To: Matt O'Rourke

From: Peter B. Weiler

Date: July 15, 2010

RE: Overview of Strategic Planning Document

University Development embarked on the strategic planning process in the summer of 2008. Over the next two years significant work was undertaken by staff from every level of the organization to analyze and articulate the values, goals, and strategies necessary to define and achieve success. The True North Plan (TNP) was designed to ensure a successful campaign with a working goal of \$2.5B and guide our efforts to grow from delivering \$300M per year in private support to \$400M.

Development of the TNP began with discussion of internal values in 2008. After a comprehensive survey of staff, an initial plan was developed. This plan was refined throughout 2009 and debuted to the entire University Development team in early 2010. At the same time that the plan was being readied for presentation, a select group of Development leaders began the process of aligning the TNP to the University's emerging strategic plan. The document found here is the product of that alignment.

While University Development's True North Plan involves each of the University's six strategic goals, our primary work supports three specific University directives:

One University – The entire University Development team was provided the opportunity to be part of the culture shaping retreats. Development continues to be one of the select groups used to test new ideas for improving the depth and breadth of the disbursement of the culture shaping program.

Faculty and Staff, Talent and Culture – The Development team is committed to recruiting, training, evaluating and retaining the best talent available. Talented and committed Development Officers are essential to the relationship building that is critical to fundraising.

Operational and Financial Soundness and Simplicity – With a mission of providing financial support to the University, it is no surprise that a large number of our initiatives and strategies fall within this last goal. Every strategy we have circles back to reaching our fiscal goals on an annual, campaign, and long-term basis.

Taken together, the initiatives and strategies listed here are designed to position the University's comprehensive fundraising campaign as a holistic effort involving all academic and administrative units in which we leverage our unique array of strengths to rethink higher education, stimulate economic recovery in the State of Ohio, and solve complex challenges on a global scale.

Introduction to the Strategic Plan

The True North Plan (TNP) was designed to help University Development (UD) identify, resource, and track key programs that deliver fundraising success. Consider this plan the “what” we do aspect of our work. In the newly aligned document the plan is brought into harmony with the University’s strategic goals to highlight “what” we do in relation to the larger University community.

The TNP also supports the values, environment and culture we are creating within the team and as part of the larger University family. This is “how” we get our work done. Culture is the lynchpin. A survey of our staff two years ago showed a need for a cultural transformation within University Development and the TNP set out specific actions and steps to see that that transformation is achieved.

This plan, by design, includes everyone who is part of the 300-person UD team. The TNP was developed by a small core team representing a cross-section of the UD team. The process used was structured, iterative and used extensive quantitative and qualitative data gathered through surveys and focus groups. By the time the plan was developed, more than 2/3 of the UD organization had provided input into the process.

Mission

Current Draft: The mission of University Development is to provide leadership, planning, and implementation for The Ohio State University’s philanthropic goals in support of the historical tripartite mission of teaching, research, and public service.

Potential Draft: Our mission is to secure sufficient private funding to support The Ohio State University’s strategy to move from excellence to eminence and to become the University of the American Dream.

Vision

Potential Draft: Our vision is to be recognized as “world-class”/highly efficient/innovative etc. in all four aspects of donor relations: identification, cultivation, solicitation, stewardship.

Values

The University Development team embraces and models the following values:

- Commitment to The Ohio State University
- Unwavering respect for donors and for each
- Teamwork and collegiality
- Recognizing success and having fun along the way
- Hard work
- Loyalty to others

Context

The environment Ohio State finds itself in today, compared to just a few years ago is dramatically different. At this moment in time, opportunities and structures within the University and the nation are aligned that call on us as an institution to examine – and possibly change – how we go about our business:

- A changing national economic landscape and fundraising environment
- A president with a vision of One University and the leadership ability to realize it
- Critical mass of faculty and student talent with the potential for global impact
- The implementation of a new University advancement model
- The University's preparedness for a \$2.5B campaign

The result: A window of opportunity to synergize a *truly* comprehensive campaign for The Ohio State University that positions the institution for significant success long-term. While fundraising is a sizeable portion of this effort, this campaign for Ohio State also incorporates the important objectives of strengthening our image, building alumni pride, and broadening the level of engagement – all executed in concert, as a cohesive body.

The objectives of this integrated campaign:

1. Continually substantiate Ohio State's significant impact and aspirations as one of the nation's most comprehensive research institutions and as Ohio's educational leader and economic engine.
2. Connect with our 465,000 living alumni worldwide, increasing their understanding of University vision and strategic direction in order to elicit greater personal engagement and financial support.
3. Cultivate a culture of engagement by strategically enlisting students, alumni, parents, patients, faculty, staff, friends, and fans as volunteers in meaningful service and leadership to Ohio State.
4. Secure \$2.5 billion in private investments to support strategic University priorities while elevating and sustaining higher levels of annual fundraising.
5. Cultivate principal gifts to provide a foundation for future generations of Buckeyes.

As one would expect, the bulk of the strategies and tactics relate to raising \$2.5B in private investments and elevating annual fundraising. Also, these strategies will require both a reallocation of existing resources and an investment of new resources. University Development is engaged in optimizing current resources and identifying opportunities for synergy with the new advancement model.

In the current economic climate, while the appetite to raise private support continues to increase, philanthropic giving continues to decline; nationwide in FY09, higher education experienced a 13% decrease in giving – the largest decrease in 57 years – and FY10 appears to trend the same. Regardless of economic climate, elevating the trajectory of an institution requires elevating that institution's investment in private fundraising.

Though opportunities and challenges exist on many levels, several are particularly notable.

Economy. While not a welcome change, the economic climate has forced us from our comfort zone into exploring completely new ways to connect with donors and constituents. The game has changed both externally and internally, and so must this institution if it is to take advantage of emerging opportunities and to position itself for the long term. Ohio State has been presented with a constellation of opportunities it has never seen before and may never see again. We need only the courage and foresight to act.

Advancement. The alignment of the alumni, Development, and communication offices will ultimately benefit Ohio State's fundraising program greatly. The new advancement model presents opportunities for economy of scale and partnerships across the University; however the very "newness" makes it difficult to articulate the savings in time, money, and resources which will be realized. We recognize that the

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transition process will not be entirely without conflict, though the collective manner with which the process was approached initially will help ease some of these conflicts. All the partners involved must articulate clear goals and outcomes and establish a collaborative process by which we will achieve them.

Budgets. Before Development seeks new investment for the campaign and new program start-up funds it is incumbent upon us to evaluate allocation of existing resources and opportunities for reallocation. One challenge faced in redeploying resources is posed by the current University fundraising budget model. With two-thirds of the overall fundraising budget allocated to University Development at the discretion of the senior vice president and the other one-third allocated to college and unit programs at the discretion of the deans and directors, reallocation decisions based on ROI are not always feasible. To divest from one unit with low ROI in order to invest in another with higher ROI does not necessarily bring along all accompanying resources. For example we may be able to reallocate a University Development supported fundraising position from one college to another, but the corresponding dollars allocated by the college for administrative support and operating budget would not typically move along with the fundraising position. Thus the decision to reallocate a staff position can increase the operating costs for the new unit as well as the overall costs to the University.

University Development's plan for an integrated, comprehensive campaign focuses on driving strong results in the short-term and investing in new programs and markets for longer-term gain. The approach being implemented optimizes and leverages all existing University Development resources. Additionally, the plan will drive and take advantage of synergies associated with alignment. As we look strategically at the University directives and True North initiatives it is critical that we keep these opportunities and challenges at the forefront.

Goals, Objectives, Strategies and Initiatives

Goal 1 – One University

1.1 Lead transformation to achieve “One University”

1.1.A Create and communicate organization-wide UD culture shaping program.

Strategic Lead: Judy Varhola, Lisa Ballmann, Nancy Messerly

Strategic Partners: Culture Committees, Senior Team

Primary University Strategy Cross-Reference: 1.1.1

Strategy Description: As part of the University wide culture shaping program we will establish a full and robust Culture Shaping Work Plan (CSWP) which includes every staff member.

Initiatives

1.1.A.1 Assign Human Resources Director as manager of culture committees and strategically select individuals for committee and special project assignments.

Primary University Cross-Reference: 1.1.1

Initiative Description – After the first culture shaping retreat, committees were formed to address Trust, Attitude, Performance, Collaboration, Celebration, and Communication. The committee structure and membership will be evaluated and simplified.

Metrics, Milestones and Resources

Metrics – eliminate redundant committees; clarify roles

Milestones – monthly updates from committee chairs to Human Resources Director on project status; quarterly meetings of committee chairs with Director to share plans and progress

Resources – no new resources needed

1.1.A.2 Integrate Senior Team into culture committees as champions and advisors.

Primary University Cross-Reference: 1.1.1

Initiative Description – Ensure active involvement and support of Senior Team (casting their shadow) in achieving a shift in our culture through work being done by culture committees.

Metrics, Milestones and Resources

Metrics – every member of Senior Team takes the lead on one activity from the culture shaping plan per year in FY11

Milestones – Senior Team members report on their involvement during one Senior Team meeting per quarter; at least two members are involved in activities every quarter

Resources – no new resources needed

1.1.B Continue to implement recommendations from UD Trust Survey.

Strategic Lead: Culture Strategist Lisa Ballmann

Strategic Partners: Human Resources, Senior Team, Culture Committee

Primary University Strategy Cross-Reference: 1.1.1

Strategy Description: Trust survey of UD staff conducted in June 2009 revealed a need to focus on transparency throughout the organization, primarily top down, to create a more positive environment conducive to trust and collaboration.

Initiatives

- 1.1.B.1 Monitor results through reassessment of original plan and refine as necessary.

Primary University Cross-Reference: 1.1.1

Initiative Description – A plan was developed as a result of the survey and shared with all staff with specific recommendations to be implemented over a period of a year. Continue to implement and evaluate.

Metrics, Milestones and Resources

Metrics – reevaluate by administering assessment survey again in Summer 2011

Milestones – communications are in place to facilitate increased transparency; outcomes from 2011 survey are evaluated and plan is revised

Resources – staff/committee time, collaboration with FCOB faculty members

- 1.1.B.2 Regularly communicate progress.

Primary University Cross-Reference: 1.1.1

Initiative Description – A communications plan was an outcome of the survey results. Feedback was solicited from staff and recommendations were shared with Senior Team. Regularly communicate progress to all UD.

Metrics, Milestones and Resources

Metrics – personnel emails, DevNet Digest, reformatting of meeting agendas and posting meeting minutes on intranet

Milestones – communication plan in place and regularly monitored

Resources – existing staff resources

- 1.1.C Implement systematic process to obtain employee input supporting continuous improvements, including feedback on DevNet as a work-tool.

Strategic Leads: Jenny Grabmeier, Judy Varhola

Strategic Partners: Culture Committees, Information Technology

Primary University Strategy Cross-Reference: 1.1.1

Strategy Description: To encourage transparency and conversation in a decentralized organization, we are striving for a vehicle that enables two-way sharing of information and ideas throughout the organization.

Initiatives

- 1.1.C.1 Utilize DevNet as a vehicle to route comments, questions, and suggestions through Human Resources to leadership for leadership's feedback.

Primary University Cross-Reference: 1.1.1

Initiative Description – Develop easy tool to gather staff ideas, comments and suggestions, summarize, and discuss at leadership team. Identify pressing issues and route in a timely manner.

Metrics, Milestones and Resources

Metrics – number of hits to site; number of ideas escalated to leadership

Milestones – ideas suggested are addressed and communicated

Resources – no new resources needed

- 1.1.C.2 Hold focus groups to gather employee input.
Primary University Cross-Reference: 1.1.1
Initiative Description – Gather information through cross section of staff to spark new ideas.
Metrics, Milestones and Resources
Metrics – number of staff attending; number of ideas generated
Milestones – ideas addressed and communicated
Resources – no new resources needed

1.2 Optimize the organizational structure and process for pursuit of common goals

- 1.2.A Develop and implement highly professional and cohesive UD brand strategy that is consistent with University brand strategy.
Strategic Lead: Vince McGrail
Strategic Partners: University Communications
Primary University Strategy Cross-Reference: 1.2.2
Strategy Description: Work with University partners to develop the University brand and ensure fundraising branding strategies align so University Development messaging can leverage the power of the University brand.
Initiatives
- 1.2.A.1 Inventory current marketing and communication materials.
Primary University Cross-Reference: 6.2.1
Initiative Description – Gain a better understanding of current state of materials.
Metrics, Milestones and Resources
Metrics – each unit has participated in a University audit
Milestones – complete fundraising materials for campaign in FY11
Resources – collaboration with outside marketing partner (consultant) and central Development Communications
- 1.2.A.2 Organize the sub-identities of University Development.
Primary University Cross-Reference: 1.2.2
Initiative Description – A review of internal University Development identities such as President’s Club, Neil Legacy, Oval Society, Planned Giving marketing, and the Foundation itself.
Metrics, Milestones and Resources
Metrics – sub-identities revised to realign with University brand
Milestones – conduct internal review in FY11
Resources – Development communication staff partnering with central Development Communications
- 1.2.A.3 Determine who has the final authority to ensure consistent look of Development materials across units, donor recognition societies, and fundraising programs and initiatives.
Primary University Cross-Reference: 1.2.2
Initiative Description – In order to be consistent in fundraising initiatives and the campaign, we must establish who has approval authority.
Metrics, Milestones and Resources
Metrics – decision made on authority
Milestones – working with outside marketing partner (consultant), prepare recommendations for University leadership

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Resources – no new resources; use of University Communications and Marketing Communications staff

1.2.A.4 Collaborate with University partners to create and implement robust new media strategies. Partner with University Communications to strategically distribute messages cross social media outlets.

Primary University Cross-Reference: 1.2.2

Initiative Description – With close partnership with central New Media, plan an integrated strategy to fold giving messages into the University social media work.

Metrics, Milestones and Resources

Metrics – awareness by alumni of placement; traffic driven to fundraising sites

Milestones – audit of all University wide electronic media; planning document in collaboration with New Media office; system for reporting traffic

Resources – no new resources; buy in from Marketing Services staff; New Media staff; input and advice from Foundation Board Marketing Committee

1.2.B Systematically inventory and leverage opportunities across the University.

Strategic Leads: Dana Booth, Vince McGrail, Jenny Grabmeier

Strategic Partners: Development Officers, Stewardship Officers, Central Communications, Alumni Association, Information Technology, University Communications

Primary University Strategy Cross-Reference: 1.2

Strategy Description: Engaging donors in the life of the University connects them to varied and unique programming and the diverse opportunities for involvement. Collaborate with University Communication to ensure UD message is consistent with the larger University.

Initiatives

1.2.B.1 Create and consistently highlight key University-wide messages.

Primary University Cross-Reference: 1.2.2

Initiative Description – By providing access to activities and information on people supported by private philanthropy, we educate current and future donors on the impact of private support on the University. We will develop a system to identify available opportunities throughout the University and how to pass them along to donors.

Metrics, Milestones and Resources

Metrics – more opportunities available (Y/N); more opportunities promoted (Y/N)

Milestones – system developed to identify available opportunities

Resources – TBD by the plan

1.2.B.2 Utilize DevNet to promote University events and highlight key messages across the University such as: unit University and points of pride and compelling stories.

Primary University Cross-Reference: 1.2.1

Initiative Description – Better educate staff on opportunities for donor engagement as well as personal/professional engagement on campus.

Metrics, Milestones and Resources

Metrics – traffic to DevNet site, specifically number of users and frequency of visits; frequency of key messages provided; use by $\geq 50\%$ of

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Development Officers by June 2011; use by communicators in $\geq 50\%$ of fundraising units by December 2011

Milestones – strive to promote one event per week throughout the fiscal year; identify consistent points of contact in President’s Office and University Communications for key messages and establish an agreed upon schedule

Resources – TBD

1.2.C Optimize Senior Team’s effectiveness and operations.

Strategic Lead: Peter Weiler

Strategic Partners: Senior Team

Primary University Strategy Cross-Reference: 1.2.1

Strategy Description: Define and communicate the role of Senior Team to the organization; build relationships among Senior Team to support each other.

Initiatives

1.2.C.1 Clarify role of Senior Team.

Primary University Cross-Reference: 1.2.1

Initiative Description – Clarify the role of both the team and individual members and create the mission and vision of the team to share with the organization. Increased understanding of leadership and objectives.

Metrics, Milestones and Resources

Metrics – yes/no was this accomplished

Milestones – define expectations of the collective team and individual members; revisit as part of performance review process and at least once annually as a team

Resources – no new resources required

1.2.C.2 Increase communication out from Senior Team; cascade communication practices that are effective to all levels of the organization.

Primary University Cross-Reference: 1.2.1

Initiative Description – Increased transparency and understanding.

Metrics, Milestones and Resources

Metrics – timely posting of Senior Team meeting wrap-ups; time added to Senior Team agenda to evaluate which messages from meeting need to be elevated to DevNet

Milestones – elevate messages from Senior Team in DevNet Digest

Resources – no new resources required

1.3 Enroll the best through active recruitment and access

1.3.A Evaluate physical space, making changes necessary to enhance results.

Strategic Lead: Eileen Bertolini

Strategic Partners: Anthony DeCamella, Senior Team

Primary University Strategy Cross-Reference: 1.3.1

Strategy Description: Regularly revisit office arrangement for optimizing best practices in space usage and allow for growth of staff and internal reorganizations.

Initiatives

1.3.A.1 Develop general guidelines for office and cubicle assignments.

Primary University Cross-Reference: 1.3.1

Initiative Description – Transparency in how office space is assigned.

Metrics, Milestones and Resources

Metrics – written guidelines are available and approved by Senior Team

Milestones – complete documentation by September 2011; Review annually

Resources – no additional funding required

1.3.A.2 Address unit space issues in MOU.

Primary University Cross-Reference: 1.3.1

Initiative Description – Advocate with Deans and Directors for work space and resources for Development staff housed in units to maximize collaboration between Development and its partners.

Metrics, Milestones and Resources

Metrics – written guidelines are included in annual MOUs

Milestones – review MOU template annually in June; execute new MOUs for FY by August each year

Resources – no new resources required

Goal 2 – Students First

2.1 Enroll the best through active recruitment and access

2.2 Increase cultural and economic diversity of the student body

2.3 Provide an exceptional undergraduate, graduate and professional student experience, and graduate students positioned for success as professionals and citizens

Goal 3 – Faculty, Staff, Talent & Culture

3.1 Enhance academic reputation and rankings

3.1.A Aggressively target, recruit, and retain the most qualified candidates.

Strategic Lead: Judy Varhola

Strategic Partners: Pat Zilliox, Associate Vice Presidents, Chief Development Officers, Directors, Diversity Committee

Primary University strategy Cross-Reference 3.1.1

Strategy Description: Create and implement a robust and proactive recruitment strategy to ensure the best candidates considered by University Development.

Initiatives

3.1.A.1 Be deliberate in recruitment efforts; reverse “post then recruit” approach.

Primary University Cross-Reference: 3.1.1

Initiative Description – Create and utilize electronic, searchable candidate database.

Metrics, Milestones and Resources

Metrics – number of new hires from database

Milestones – develop design for eventual system implementation or purchase, eventually track the percent of all hires per year from that system

Resources – no new resources required, monitor what University is planning with PeopleAdmin

3.1.A.2 Utilize current staff members as recruiters and referrals.

Primary University Cross-Reference: 3.1.1

Initiative Description – Leveraging the relationships existing staff have with Development professionals at other organization across the state and nation to build a pipeline of candidates.

Metrics, Milestones and Resources

Metrics – number of viable referrals from staff; number of hires from referrals

Milestones – after a year of tracking, establish a baseline and determine targets for increased number of referrals and hires from referrals

Resources – no new resources required

3.1.B Create internship and entry-level job opportunities.

Strategic Leads: Judy Varhola, Pat Zilliox

Strategic Partners: Sabrina Ragan, Diversity Committee, Professional Development Advisory Committee, Senior Team

Primary University Strategy Cross-Reference: 3.1.1

Strategy Description: Create opportunities for entry level positions to expand strategy of multiple career steps and include wider variety of skill sets.

Initiatives

3.1.B.1 Explore the possibility of creating entry-level positions as existing positions turnover.

Primary University Cross-Reference: 3.1.1

Initiative Description – Build talent from within using internship program as pool of potential candidates and creating a career path within Development.

Metrics, Milestones and Resources

Metrics – entry-level positions created

Milestones – create educational on boarding program specifically for those without fundraising experience; create pilot positions as resources allow

Resources – space, salary, benefits, equipment (computer, phone, etc.)

3.1.B.2 Intentionally target student calling program and student workers as informed and skilled feeder pools for job candidates.

Primary University Cross-Reference: 3.1.1

Initiative Description – Increase opportunities for student callers to learn about Development as a career choice.

Metrics, Milestones and Resources

Metrics – number hired; number still employed by OSU after 24 months

Milestones – 10% increase of applications from student callers for entry-level position by the end of FY12

Resources – space, materials, staff time

3.1.B.3 Create a career exploration internship program for juniors, seniors, and graduate students.

Primary University Cross-Reference: 3.1.1

Initiative Description – Create a pipeline of potential professionals and spotlight the fundraising profession through an internship experience.

Metrics, Milestones and Resources

Metrics – number of interns hired into fundraising profession; number of interns hired in University Development

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Milestones – student applications received; host applications received; student interviews; student offer letters extended; internship pilot conducted

Resources – \$40,000 annually

3.1.C Develop an operation, and associated processes, that realistically support work-life balance.

Strategic Lead: Judy Varhola

Strategic Partners: Managers, Senior Team

Primary University Strategy Cross-Reference: 3.1.1.2

Strategy Description: Ohio State is striving to be one of the top 100 employers in the country and consistent with President Gee's initiatives of building talent and culture, work-life balance is one opportunity to attract and retain employees.

Initiatives

3.1.C.1 Promote flexible schedule options where work can support it.

Primary University Cross-Reference: 3.1.1.2

Initiative Description – In conjunction with the University's planned update of the flexible work policy, work with leadership to implement within departments.

Metrics, Milestones and Resources

Metrics – percentage of departments offering flexible schedules; use of leave; staff satisfaction

Milestones – monitor use of leave time 12 months after implementation

Resources – no new resources required

3.1.D Enhance and expand professional Development opportunities for UD team.

Strategic Leads: Judy Varhola, Pat Zilliox

Strategic Partners: Managers, Professional Development Advisory Committee

Primary University Strategy Cross-Reference: 3.1.1

Strategy Description: In order to build a high performance organization, professional Development must be an organization priority.

Initiatives

3.1.D.1 Ensure that all employees have access to professional Development opportunities by strengthening the training program and communicating options found within University Development, throughout the University, and externally.

Primary University Cross-Reference: 3.1.1.2

Initiative Description – Improve skill based training and current marketing of professional Development opportunities by including other University and external options with current offerings.

Metrics, Milestones and Resources

Metrics – number of sessions marketed to staff; number of hours in training per person during FY; program effectiveness

Milestones – establish a baseline/inventory of current attendance; publish comprehensive annual training calendar; create and publish FY11 training program; include professional and skills Development in performance review discussions; begin tracking number of hours by individual

Resources – funding for attendance at external offerings; system to easily track training hours from a variety of sources

3.1.D.2 Create job shadowing program.

Primary University Cross-Reference: 3.1.1.2

Initiative Description – Create shadowing programs for individuals interested in the career paths of Development Officer, Researcher and Donor Relations professional.

Metrics, Milestones and Resources

Metrics – number of participants enrolled in shadowing program; number of participants hired from shadowing program

Milestones – pilot DO shadowing program in Fall 2010; create and pilot Research shadowing program in FY11

Resources – no additional resources required

3.1.D.3 Intentionally review and update position descriptions and reclassify on a routine basis.

Primary University Cross-Reference: 3.1.1

Initiative Description – Provide direction, appropriate compensation, and continuity of job roles during transition.

Metrics, Milestones and Resources

Metrics – 33% of position descriptions reviewed each year

Milestones – each position description should never be older than three years

Resources – no new resources needed

3.2 Enhance diversity

3.2.A Aggressively target, recruit and retain diverse candidates.

Strategic Lead: Judy Varhola

Strategic Partners: Pat Zilliox, Associate Vice Presidents, Chief Development Officers, Directors, Diversity Committee

Primary University strategy Cross-Reference: 3.2.1

Strategy Description: Create and implement a robust and proactive recruitment strategy to ensure candidate pools are diverse; retain diverse candidates once hired.

Initiatives

3.2.A.1 Conduct local, regional, and national searches that will identify diversity in skills, talents, ethnicity, and gender.

Primary University Cross-Reference: 3.2.1

Initiative Description – Improve diversity and quality of candidate pools.

Metrics, Milestones and Resources

Metrics – average EEOC data per search; track gender and ethnic minority percentages

Milestones – develop intentional strategy for attracting diverse candidates by November 2010; improve EEOC average by 2% in two years; improve percentage of male hires by 1% in two years; improve percentage of ethnic minority hires by 1% in two years

Resources – \$22,000 for travel and marketing

3.3 Instill high performance culture

- 3.3.A Evaluate, and refine as necessary, performance management processes to ensure they drive desired values, behavior, and outcomes.

Strategic Lead: Judy Varhola

Strategic Partners: Derik Hertel, Human Resources, managers, Ohio State Office of Human Resources

Primary University Strategy Cross-Reference: 3.3.2

Strategy Description: In FY10 a uniform performance management was adopted using one form.

Initiatives

- 3.3.A.1 Continue to monitor performance management process, focusing on collaboration, excellence, and effectiveness.

Primary University Cross-Reference: 3.3.2

Initiative Description – Ensure performance management process is used effectively and consistently as the priorities of the organization should be reflected in performance management process.

Metrics, Milestones and Resources

Metrics – percentage of supervisors and staff that engaged in goal setting, monthly check-ins, self assessment, and evaluation of behaviors and goals

Milestones – conduct survey for feedback on FY10 process; make adjustments for FY11 by 9/1/10; track again in FY11

Resources – no new resources needed

- 3.3.A.2 Encourage managers to consistently acknowledge and reward excellent performance and address poor performance in a timely fashion.

Primary University Cross-Reference: 3.3.2

Initiative Description – Create a workplace where feedback, both positive and constructive, is provided in a timely, appropriate manner.

Metrics, Milestones and Resources

Metrics – percentage of supervisors that use recognition strategies and tools provided; number of performance issues that are not resolved by supervisor and elevate to HR or OHR

Milestones – roll out recognition strategies 8/1/10 and provide training to managers

Resources – money was in budget for FY10 – need to continue to FY11 (\$7,000)

- 3.3.A.3 Implement 360° feedback process. The University's focus on a high performance culture requires multiple levels of feedback. 360s provide diversity of perspectives on performance and feedback for improved performance. Focus on Developmental aspects initially; progress to evaluative focus.

Primary University Cross-Reference: 3.3.1.2

Initiative Description - In order to train staff on the process and to establish a baseline, the initial process will serve as Developmental feedback building over two years to evaluative feedback.

Metrics, Milestones and Resources

Metrics – percentage of staff participating in 360° and acting on a plan

Milestones – Development and communication of a plan with an estimated initial rollout in spring of FY11

Resources – estimated \$25-50K annually to engage external consultants to coach staff on feedback and action plans

3.3.B Strengthen management training/coaching and performance within the organization.

Strategic Lead: Judy Varhola

Strategic Partners: Human Resources, Managers, Ohio State Office of Human Resources

Primary University Cross-Reference: 3.3.1

Strategy Description: As noted in culture survey results, staff are asking for performance feedback and coaching.

Initiatives

3.3.B.1 Senior Team demonstrates the importance of management and coaching with their direct reports.

Primary University Cross-Reference: 3.3.1.2

Initiative Description – Lead by example to show importance of culture shaping and good management.

Metrics, Milestones and Resources

Metrics – percent of mid-year and final performance reviews completed.

Milestones – 100% completion through FY12 and beyond.

Resources – no new resources needed

3.3.B.2 Implement supervisor discussion meetings facilitated by Human Resources to share ideas, challenges, experiences.

Primary University Cross-Reference: 3.3.1.2

Initiative Description–Monthly meetings with managers to disperse information about HR Initiatives and train on appropriate topics to reinforce good coaching habits, encourage a healthy support network to discuss performance issues, normalize evaluations across departments and units, and support work-life balance initiative.

Metrics, Milestones and Resources

Metrics – culture survey results (compare to results of 2008)

Milestones – 10% increase in employee satisfaction with supervisor skills

Resources – no new resources needed

3.3.B.3 Create a rewards & recognition program including a page on DevNet for managers.

Primary University Cross-Reference: 3.3.1.2

Initiative Description – Offer a menu of tools for supervisors to recognize excellent performance as part of recognition strategy; utilize DevNet as information tool for staff and supervisors.

Metrics, Milestones and Resources

Metrics – feedback from staff on usefulness of tools/program; use number of hits on 'spotlight' page

Milestones – roll out recognition strategies 8/1/10 and provide training to managers; get feedback from supervisors at monthly meeting; get staff feedback in culture survey track hits, report to Senior Team

Resources – funding and time

3.3.G Develop program(s) to improve organization's internal and external customer focus.

Strategic Lead: Judy Varhola

Strategic Partners: Donor Relations, Human Resources, managers, Ohio State Office of Human Resources

Primary University Strategy Cross-Reference: 3.1.1.2

Strategy Description: Integrate customer service into orientation, ongoing training materials and performance management process.

Initiatives

3.3.G.1 Integrate customer service into orientation and ongoing training materials.

Primary University Cross-Reference: 3.1.1.2

Initiative Description – Continually re-enforce the culture of customer service excellence to improve relationships with staff, donors, and University partners.

Metrics, Milestones and Resources

Metrics – customer satisfaction survey results

Milestones – incorporate customer service as competency in all performance reviews; create customer satisfaction survey (internal and external)

Resources – funding may be required

Goal 4 – Research Prominence

4.1 Foster preeminence in research

4.2 Foster external research partnerships

4.3 Improve commercialization involvement and effectiveness

Goal 5 – Outreach and Collaboration

5.1 Align outreach priorities with academic areas of excellence

5.2 Expand the University's global/international outreach and service

5.2.A In partnership with Vice Provost of International Affairs create new international fundraising strategy and plan.

Strategic Lead: Floyd Akins

Strategic Partners: Chief Development Officers; VP of International Affairs; President's Office

Primary University Strategy Cross-Reference: 5.2

Strategy Description: As OSU expands its footprint into international markets, work with our campus partners to reach out to constituents in new arenas to broaden our pool of donors and expand our influence with current alumni, friends, and parents.

Initiatives

5.2.A.1 Expand outreach to international markets in conjunction with the president's global strategies and gateway initiatives in China, Brazil, and India.

Primary University Cross-Reference: 5.2.1.1

Initiative Description – Outreach to engage new donors and generate additional fundraising opportunities.

Metrics, Milestones and Resources

Metrics – increase in donors from international markets

Milestones – staffing plan created in conjunction with Vice Provost

Resources – funding for international travel and programming

5.2.A.2 Implement process to better track foreign addresses.

Primary University Cross-Reference: 5.2.1.1

Initiative Description – In support of expanded outreach, better address, phone, and email data needs to be gathered through multiple channels.

Metrics, Milestones and Resources

Metrics – increase in international alumni located in the countries where we have gateway offices and where President is traveling

Milestones – establish process in FY11 for better data gathering with Shanghai office

Resources – assistance from gateway offices to gather information

5.3 Align outreach and engagement activities with non-academic needs (e.g. Campus Partners)

5.3.A Encourage all UD employees to become active in their communities.

Strategic Leads: Peter Weiler, Senior Team

Strategic Partners: Human Resources, managers, Office of Outreach and Engagement

Primary University Strategy Cross-Reference: 5.3.2

Strategy Description: Drive personal and professional growth for the employee and make Ohio State part of the larger community (town gown).

Initiatives

5.3.A.1 Be intentional in recognizing and utilizing the roles that University Development staff have in the larger community. Actively partner with community organizations.

Primary University Cross-Reference: 5.3.2

Initiative Description – Building relationships in the community helps advance the mission of OSU, creates Development opportunities, and aids in the professional Development of staff.

Metrics, Milestones and Resources

Metrics – have we accomplished (yes/no)

Milestones – by first quarter of FY11 generate a baseline of staff involved as community volunteers and set a target for improvement; develop a plan including available opportunities

Resources – no new resources required

Goal 6 – Operating & Financial Soundness & Simplicity

6.1 Enhance and diversify our revenue sources

6.1.A Develop and sustain a robust and effective campaign strategy, plan and structure.

Strategic Lead: Brian Hastings

Strategic Partners: Vince McGrail, Doug Plummer, Senior Team

Primary University Strategy Cross-Reference: 6.1.1

Strategy Description: Build a strong base from which to operate a multi-year campaign with a working goal of \$2.5 billion by June 30, 2016.

Initiatives

- 6.1.A.1 Work with the Campaign Steering Committee to develop reports to track progress and move systematically through campaign phases.
Primary University Cross-Reference: 6.1.1.1
Initiative Description – Establish reporting framework to provide structure and consistency to campaign reporting.
Metrics, Milestones and Resources
Metrics – monthly reporting to CSC
Milestones – campaign progress report to goal developed; by Summer 2010 complete volunteer inventory to track gift commitments University wide; develop more frequent gift table reporting by Dec 2010
Resources – no new resources required
- 6.1.A.2 Develop strong volunteer committee structure, recruiting campaign committees across campus, and establishing Campaign Coordinating Committee of the Foundation Board.
Primary University Cross-Reference: 6.1.1.1
Initiative Description – Work with Development teams from across campus to engage and manage an active volunteer network.
Metrics, Milestones and Resources
Metrics – number of college/units that have recruited chairs
Milestones – full committees recruited and meeting by December 2010
Resources – 2 Development coordinators at \$40,000 + benefits each
- 6.1.A.3 Develop framework for campaign including college/unit campaign plans and compelling case statements for both the University and units.
Primary University Cross-Reference: 6.1.1.1
Initiative Description – Create key tools to guide and articulate campaign strategy across the units and for the overall University initiative.
Metrics, Milestones and Resources
Metrics – percent of units with plans; percent of unit case statements completed
Milestones – due from units Summer 2010; test case statement tested through the fall to be completed Dec. 2010
Resources – \$400K
- 6.1.B Enhance our internal partnerships and collaborations to improve fundraising results.
Strategic Lead: Senior Team; Floyd Akins
Strategic Partners: Development Directors, Academic Leaders, Human Resources, Marketing Communications, Reporting Services
Primary University Strategy Cross-Reference: 6.1.1
Strategy Description: Building a culture of philanthropy means engaging our internal partners in positive relationships, similar to how we work with external donors.
- Initiatives
- 6.1.B.1 Integrate goal setting into key measures and ongoing reinforcement through messaging and management.
Primary University Cross-Reference: 6.1.1
Initiative Description – Establish clear direction for work for the following year.

Metrics, Milestones and Resources

Metrics – 100% compliance with mid-year evaluation process; 100% annual fund raising goal achieved; 80% goal setting prospects visited

Milestones – baseline goal setting process completed by July 30; fundraising goal set by August 15; monthly tracking of progress towards goal; mid-year evaluations complete by March 1

Resources – no additional resources needed

- 6.1.B.2 Increase the direct engagement of Deans and Directors in fundraising activities.

Primary University Strategy Cross-Reference: 6.1.1

Initiative Description – Offer orientation, educational, and goal-setting session for individuals throughout the University.

Metrics, Milestones and Resources

Metrics – 100% of unit heads/deans participation annually in workshop/goal setting/orientation sessions; completion of Leadership Orientation Manual

Milestones – implementation of process for onboarding key University leaders before the start of academic year

Resources – time of leadership and staff

- 6.1.C Identify, invest, and track performance for emerging and new markets.

Strategic Leads: Floyd Akins, Colleen Garland, Brian Hastings, Jackie Lewis

Strategic Partners: Dana Booth, Danielle Ford, Lindsey Gale, Jim Geiger, Martin Jarmond, Stephanie Jewell, Roland Kreml, Jackie Lewis, Doug Plummer, Sabrina Ragan, Lauren Seligman, Wendy Pestrue, Mary Yerina, Alumni Association

Primary University Strategy Cross-Reference: 6.1.1

Strategy Description: Continue to expand donor base and establish new strategies to increase giving.

Initiatives

- 6.1.C.1 Implement Grateful Patient program in the Medical Center

Primary University Cross-Reference: 6.1.1.1

Initiative Description –

Metrics, Milestones and Resources

Metrics –

Milestones –

Resources –

- 6.1.C.2 Develop Grateful Client program for Vet Med

Primary University Cross-Reference: 6.1.1.1

Initiative Description –

Metrics, Milestones and Resources

Metrics –

Milestones –

Resources –

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6.1.C.3 Build a robust Parent Giving program.

Strategic Lead: Colleen Garland, Carolyn Chapman

Strategic Partners: Annual Giving, Development Records, Information Technology (UD, SIS, CIO office), Marketing Services, Prospect Research, Admissions, Alumni Association, Office of University Communications, Office of Student Life, University Development Communications, First Year Experience, Student Life Communications

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: Engage parents as key stakeholders through increased communication, involvement in parent and family programs, investment in fundraising priorities, and as ambassadors to their local communities and peer groups.

Initiatives

6.1.C.3.a Create a streamlined process to collect, update, and secure parent data/contact information.

Primary University Cross-Reference: 1.2.2

Initiative Description – Enhance Advancement System database to collect, store, and refresh parent data.

Metrics, Milestones and Resources

Metrics – number of parents in Impact; quality of contact information

Milestones – upload of first set from annual giving; upload of Freshman class for Fall 2010; annual collection and upload of info on each following class

Resources – assigned Researcher, part-time Data Analyst, part-time Report Writer

6.1.C.3.b Develop a streamlined and collaborative parent communication timeline with key constituent offices.

Primary University Cross-Reference: 1.2.1

Initiative Description – A mission driven, comprehensive communications strategy that seeks to engage parents as key stakeholders in the University.

Metrics, Milestones and Resources

Metrics – updated website in Summer 2010; reconvene communications subcommittee to create a strategic communications plan

Milestones – strategic communications plan by July 2010; additional milestones set following that plan

Resources – budget to be developed in conjunction with the plan; printing and mailing costs

6.1.C.3.c Wealth screen and research new and existing parent data to identify leadership annual giving prospects and potential major gift donors.

Primary University Cross-Reference: 6.1.1.1

WORKING DRAFT

Initiative Description – Create and support annual process or flow of information that leads to timely discovery of leadership and major gift prospects in parent constituency.

Metrics, Milestones and Resources

Metrics – beginning with class matriculating in Fall 2010, identify 10 couples as major gift prospects by Aug. 2010

Milestones – retrieving data from Admissions by May 2010 to begin wealth screenings, collaborate with FYE by June 2010 for RSVPs to Orientation; begin initial discussions and cultivations with new prospects by July 2010

Resources – dedicated Researcher, space for Program Coordinator

- 6.1.C.3.d Build a Parent Fundraising Council focused on areas of leadership giving (minimum \$5,000 annual gift) and implement dual ask strategy (i.e. operational and endowment support).

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Create a Parents Fundraising Council that will function as a leadership council and work as volunteers to help identify and solicit fellow parents in support of the Parents Fund.

Metrics, Milestones and Resources

Metrics – identify 15 parent households annually and close 5 leadership or higher gifts; identifying the first group of potential prospects by June 2010, calling 80% of them to talk about Parents Fundraising Council

Milestones – create program plan and tools to support council by July 2010; monitor metric and readjust annually as program matures; identify stewardship and expenditure information of current Parents Fund

Resources – access to University leadership to host and cultivate this group at the highest levels

- 6.1.C.3.e Partnering with regional/constituent/central fundraising units as major gift prospects are identified.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Potential prospects may have additional interests outside of parent programming that requires collaboration in a multi-faceted approach to prospect cultivation.

Metrics, Milestones and Resources

Metrics – TBD, uncertain without access to first pull of data

Milestones – serving as APM on prospects with college specific giving interests

Resources – Program Coordinator with office space, a means of tracking these prospects in Impact

6.1.D Strengthen and enhance key existing fundraising teams and support functions.

Strategic Lead: Senior Team

Strategic Partners: University Development leaders as appropriate

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: To prepare for campaign and day-to-day fundraising work, a careful analysis, repositioning, and refinement of staffing and programmatic goals as related to ROI and increasing our base of support.

Initiatives

6.1.D.1 Develop a new annual giving paradigm for the campaign.

Strategic Leads: Brian Hastings, Vince McGrail, Sabrina Ragan

Strategic Partners: Katie Culbertson, Lindsey Gale, Stephanie Jewell, Doug Plummer, Peter Weiler, Alumni Association, Athletics, Donor Relations, Wexner Center, WOSU

Primary University Strategy Cross-Reference: 6.1.1.1

Initiative Description – Develop and obtain approval and investment funding for a new annual giving paradigm for the campaign that intends to double the number of donors, increase retention rates, increase annual giving revenue streams, and identify new leadership annual giving donors.

Metrics, Milestones and Resources

Metrics – obtain final approval and funding to implement the paradigm

Milestones – obtain feedback regarding the paradigm

Resources – budget and staffing needs being developed

6.1.D.2 Strengthen Planned Giving team’s outreach to increase contribution to overall fund raising totals.

Strategic Lead: Jim Hoobler

Strategic Partners: Donor Relations, Marketing Services

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: Increase outreach to Planned Giving donors, DOs, major gift teams and the professional advisor community in central Ohio and other areas within the state and nationwide in order to increase dollars raised through planned gifts.

Initiatives

6.1.D.2.a Explore the addition of a new planned giving officer and additional resources associated with this position to serve new markets as identified by University Development through donor research and analysis.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Opportunities for increased planned giving activity may exist in some colleges and units. As these opportunities are researched and identified, it may be necessary to add a planned giving officer to support these areas.

Metrics, Milestones and Resources

Metrics – decision made about new staff; plan for implementation created

Milestones – identify need for additional planned giving officer and additional resources associated with this position by December 2010

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Resources – \$125,000 for salary, benefits, operating costs

- 6.1.D.2.b Increase the efficiency of marketing planned gifts in partnership with Marketing Communications.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Concentrate marketing efforts in targeted areas that produce the highest return on investment; continue to work with the Marketing Communications staff to develop strategies and products.

Metrics, Milestones and Resources

Metrics – track response rate to new and existing marketing initiatives

Milestones – work with Marketing Communications and Prospect Research and Reporting to develop a system to code marketing pieces and track responses by July 2010;

track planned gifts from staff, faculty and retirees through the new gift annuity and planned gift program, closing ten planned gifts by target date of July 2011

Resources – no new resources required

- 6.1.D.2.c Increase stewardship activities for planned giving donors and the reintroduction and enhancement of the Neil Legacy Society.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – In order to retain and increase our current planned gift commitments, it is necessary to enhance our recognition society and to have a stewardship plan in place to communicate our appreciation to these donors.

Metrics, Milestones and Resources

Metrics – contact all NLS donors annually; increase number of new NLS donors

Milestones – increased number of personal visits with planned giving donors by 6/30/2011; annual newsletter sent to all NLS members in March 2010; increase attendance at NLS event and explore other venues for NLS events through donor research by 9/30/2010.

Add 50 new members to NLS by 6/30/2011

Resources – \$5,000

- 6.1.D.3 Strengthen Principal Gift team's impact and value-added contribution.

Strategic Lead: TBD

Strategic Partners: Eileen Bertolini, Brian Hastings, Donor Relations, Marketing Communications, Prospect Research

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: Evaluate staffing and program when new leadership is established.

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Initiatives

- 6.1.D.3.a Evaluate staffing and programmatic goals to achieve campaign and fundraising goals.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – As new leadership is recruited in principal gifts, a plan will be evaluated as to overall staffing needs and programmatic strategy for the campaign.

Metrics, Milestones and Resources

Metrics – number of principal gifts secured; increased collaboration with the units

Milestones – new AVP of principal gifts hired

Resources – TBD

- 6.1.D.4 Focus and strengthen Regional Major Gifts Program

Strategic Lead: Floyd Akins

Strategic Partners: Annual Giving, Development Records, Prospect Research, Reporting Services, Regional Major Gift Officers

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: Strengthen the regional program to enhance the fundraising success of officers centrally as well as throughout the units.

Initiatives

- 6.1.D.4.a Strengthen regional Development Officer roles in respect to discovery work, collaboration, and portfolios; work on collaboration between Regional Officers and units.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Increasing collaboration will improve the effectiveness of the overall fundraising operation and build stronger ties with donors.

Metrics, Milestones and Resources

Metrics – increased money raised; increased number of contacts with donors in regions

Milestones – gifts closed jointly with other officers

Resources – no new resources needed

- 6.1.D.5 Strengthen value-added impact of Prospect Research and Reporting Services.

Strategic Lead: Doug Plummer

Strategic Partners: Colleen Garland, Chief Development Officers

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: Provide improved support for major gift fundraising.

Initiatives

- 6.1.D.5.a Establish assignment of specific Researchers and a mutual agreement of expectations to fundraising units.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Researchers are assigned to support several constituency and regional fundraising areas.

Metrics, Milestones and Resources.

Metrics – alignment complete (Y/N); percentage of unit meetings attended by assigned Researcher

Milestones – initial assignments completed; to be reviewed annually for realignment

Resources – no new resources required immediately; if new fundraising staff are hired or substantially different initiatives emerge, new research staff will be required to maintain maximum of 1:9 ratio

6.1.D.5.b Identify and feed new prospects to fundraising units.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Research attempts to identify probable major gift donors using analytics, e-screening, and asset review and feeds to frontline staff for qualification as major donor prospect.

Metrics, Milestones and Resources

Metrics – number of suspects evaluated; suspects confirmed and sent

Milestones – 200 each month for office; complete FY2011

Resources – no new resources required

6.1.D.5.c Utilize Fundraising Analysts to strengthen analytics models and discovery work.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – A new position was established in FY09 to use data analysis/mining to provide focus to more likely prospects.

Metrics, Milestones and Resources

Metrics – models in place

Milestones – major donor model (initial model complete); capacity and unit specific models to be developed in FY11

Resources – no new resources required

6.1.D.6 Grow and sustain Women & Philanthropy program membership.

Strategic Lead: Floyd Akins, Colleen Garland, Midge Stulberg

Strategic Partners: Chief Development Officers, Marketing Communications, Principal Gifts, Prospect Research, Senior Team

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: To educate and involve women with greater philanthropic potential using a pooled fund to make grants to University academic programs.

Initiatives

6.1.D.6.a View Women & Philanthropy as an acquisition strategy.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Identify women with great potential to give them an entry point for philanthropic involvement at Ohio State.

Metrics, Milestones and Resources

Metrics – membership of 100 women annually

Milestones – membership yearbook; explore campus-wide program (open to public) to create program awareness and increase number of community and alumni members

Resources – \$2,000 for programming/printing expenses

6.1.E Develop program(s) to increase unrestricted and discretionary giving.

6.1.E.1 Increase emphasis on unrestricted and discretionary giving.

Strategic Leads: Colleen Garland, Brian Hastings

Strategic Partners: Vince McGrail, Sabrina Ragan, Donor Relations, Planned Giving

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: Unrestricted and discretionary funds are important resources for University leaders to have at levels significant to accomplishing the goals of the institution.

Initiatives

6.1.E.1.a Identify and increase unrestricted and discretionary revenue streams.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Work with the senior leadership of the University to set priorities for unrestricted giving.

Metrics, Milestones and Resources

Metrics – increased unrestricted and discretionary giving

Milestones – agreement from all senior leaders on goals for unrestricted and discretionary giving

Resources – TBD based on level of goal and programs created to reach that goal

6.1.F Develop powerful and compelling donor materials, including templates that are easy to use and modify.

Strategic Leads: Katie Culbertson, Jenny Grabmeier

Strategic Partners: Reporting Services

Primary University Strategy Cross-Reference: 6.1.1.1

Strategy Description: By continually informing past, present, and future donors about the far-reaching impact of private giving and the impact of Ohio State in a coordinated fashion and through various marketing and communication efforts, we are strengthening the existing bond between donor and the University and reinforcing contributions that occurred in the past while laying the groundwork for increased financial support of The Ohio State University in the future.

Initiatives

6.1.F.1 Shift focus of giving publication to impact of giving.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – To inspire and engage donors, so as to ultimately provide a more powerful tool for encouraging gifts to the University.

Metrics, Milestones and Resources

Metrics – obtain ongoing feedback from recipients by use of random sampling

Milestones – annually evaluate reader feedback and collaborate with campaign planning team and University Communications to reinforce key University and campaign messages

Resources – current budget \$100,000; request an increase of \$50,000 to \$100,000 annually for printing, postage, photography, and incidentals

- 6.1.F.2 Create proposal templates, including best-in-class examples and boilerplate material, for use by Development Officers.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – To build consistency and professionalism with written proposals for donors.

Metrics, Milestones and Resources

Metrics – use by DOs (visits to DevNet site, use of presentation materials, use of self-serve station, attendance at informational sessions)

Milestones – by December 2011 would like to see following: use of online and hard-copy materials by $\geq 50\%$ DOs; use of self-serve station by ≥ 5 DOs (or their staff) monthly; attendance of ≥ 3 Development Officers at informational sessions

Resources – \$20,000 for production of collateral and presentation materials, printing and binding supplies

- 6.1.G Increase focus on stewardship, and related activities, across the UD organization.

Strategic Lead: Dana Booth

Strategic Partners: Floyd Akins, Joe Alutto, Colleen Garland, Jackie Lewis, Peter Weiler, Chief Development Officers, Marketing Communications, unit stewardship staff

Primary University Strategy Cross-Reference: 6.1.1

Strategy Description: In 2008 University Development conducted a donor stewardship survey reaching 900+ donor households. Results indicated donors were satisfied with their giving experience but wanted to hear more about the impact of their giving. Results also pointed out inconsistencies in stewardship across college and units.

Initiatives

- 6.1.G.1 Coordinate efforts between University Development Donor Relations and college/units to focus on best practices for stewardship.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – Donors should expect a similar experience regardless of where their gift is directed, such as gift acknowledgments, donor recognition programs, reporting on gift impact, and accountability on use of funds.

Metrics, Milestones and Resources

Metrics – donors reached through annual endowment reports; continued growth in number of donors reached through stewardship reports

Milestones – establish minimum staffing guidelines for stewardship support at college/unit level in MOUs; vet recommendations from stewardship working group on incorporating stewardship in performance management metrics; create task force for stewardship
Resources – no new resources

6.1.H Enhance resources for University's *Students First* Initiative.

Strategic Leads: Jodi Bopp, Vince McGrail

Strategic Partners: Development Officers

Primary University Strategy Cross-Reference: 6.1.1

Strategy Description: *Students First, Students Now* is a University-wide fundraising initiative created by Development in response to President Gee's "Students First" call to address the financial assistance needs of current and future Ohio State students.

Initiatives

6.1.H.1 Complete SFSN fundraising initiative.

Primary University Cross-Reference: 6.1.1

Initiative Description – The initiative was given a 30-month time period in which to raise \$100-million. The initiative involves all academic units, all academic levels and all OSU campuses.

Metrics, Milestones and Resources

Metrics – each academic unit Development program has agreed to a portion of the \$100-million goal; goal progress is tracked monthly for the overall initiative as well as for individual academic units

Milestones – target fundraising goal for *Students First, Students Now* is \$100-million; anticipated end date for the initiative is no later than June 30, 2011; stewardship plan will be developed in early FY11

Resources – FY10 resources were funded through University Development's marketing and annual giving budgets, and each academic unit allocated some unit specific resources; at the end of the *Students First, Students Now* initiative, it is anticipated that an all-donor stewardship wrap-up plan may be utilized; plan details including resource requirements will be created in FY11

6.2 Improve our operating efficiency

6.2.A Develop and track return on investment measurements for fundraising.

Strategic Lead: Eileen Bertolini

Strategic Partners: Reporting Services, Senior Team, Campaign Steering Committee

Primary University Strategy Cross-Reference: 6.2.1.1

Strategy Description: Establish multiple goals to measure the most effective strategies for annual, campaign, and long-term fundraising success.

Initiatives

6.2.A.1 Determine measurements and develop reports

Primary University Cross-Reference: 6.2.1.1

Initiative Description – Better understanding of added value that University Development provides to the academic units and the University. Benchmark ROI measures with select units and the aggregate against our aspirational peers.

Metrics, Milestones and Resources

Metrics – benchmark data collected

Milestones – presentation to University leadership by December 2010

Resources – \$75,000 for benchmarking study with consultant

6.2.B Successfully implement new Advancement System.

Strategic Leads: Eileen Bertolini, Roland Kreml, Bruce Lindsey, Julie Vargo

Strategic Partners: Advancement System Executive Steering Committee, Functional Leads, and Conversion Leads

Primary University Strategy Cross-Reference: 6.2.1

Strategy Description: To have a system that is flexible enough to facilitate and improve the University's ability to raise money, steward our donors, cultivate friends and honor alumni. In the short term, we will replace existing systems, reduce need for shadow database, provide more efficient processes, and provide user friendly interface with increased functionality.

Initiatives

6.2.B.1 Provide consistent communications at milestones of the conversion and implementation.

Primary University Cross-Reference: 6.2.1.2

Initiative Description – Per the change management analysis phase of the project we determined users interest in frequent project updates.

Metrics, Milestones and Resources

Metrics – updates at quarterly staff meetings, DO meetings, Stewardship Group meetings; monthly cross team meetings; email updates through DevNet Digest

Milestones – users understand where and how to find information (track this by asking for feedback in various meetings above)

Resources – covered in established Advancement Systems budget

6.2.B.2 Seek input from all functional areas.

Primary University Cross-Reference: 6.1.1.1

Initiative Description – The Advancement System project team includes subject matter experts from all functional areas.

Metrics, Milestones and Resources

Metrics – sign-off on design documents from functional leads, and buy-in from subject matter (demonstrated by closed issues/key decision list)

Milestones – each design document signed by project milestones

Resources – covered in established Advancement System budget

6.2.B.3 Provide thorough training.

Primary University Cross-Reference: 6.2.1.1

Initiative Description – All users will require training to gain access to the system.

Metrics, Milestones and Resources

Metrics – percentage of users trained in new system compared to number of users with access to current systems

Milestones – all training complete before system roll-out

Resources – covered in established Advancement System budget

6.2.C Streamline fiscal approvals process.

Strategic Lead: Melissa DeAngelo

Strategic Partners: Eileen Bertolini, Internal Audit, Office of Business and Finance

Primary University Strategy Cross-Reference: 6.2.1

Strategy Description: Processes should be evaluated regularly for simplification and moving to more electronic workflow while maintain compliance with University policy.

Initiatives

6.2.C.1 Allow more approvals via e-mail or electronic workflow.

Primary University Cross-Reference: 6.2.1.2

Initiative Description– In conjunction with the University’s eRequest rollout in Fall 2010, begin creating and sending fiscal requests electronically to decrease turnaround time, hard copy forms, and possibly the number of approvals needed.

Metrics, Milestones and Resources

Metrics – decrease in volume of hard copy paperwork that is filed in the fiscal area

Milestones – modify forms to allow for electronic approval as well as the eRequest Rollout completed by the end of Fiscal Year 2011

Resources – partnering with current IT & Communications staff

6.2.C.2 Create Fiscal Policy Committee.

Primary University Cross-Reference: 6.3

Initiative Description – Fiscal Policy Committee will meet to discuss how fiscal policies and procedures affect staff, what road blocks they encounter when working with these policies and ideas on how to streamline processes in order to be more efficient.

Metrics, Milestones and Resources

Metrics – increased efficiency in processing fiscal paperwork

Milestones – new policies and procedures will be in place by end of calendar year 2010

Resources – partnering with other University departments who oversee the policies that affect fiscal processes

6.2.D Streamline data capture and improve data quality.

Strategic Lead: Kathi Martin

Strategic Partners: Annual Giving, Development Records, Prospect Research

Primary University Strategy Cross-Reference: 6.2.1

Strategy Description: In conjunction with the move to a new Advancement System we have the opportunity to rely less on manual data entry and more on electronic data capture. This will include updating or acquiring new skill sets for staff.

Initiatives

6.2.D.1 Create a data acquisition and integrity team.

Primary University Cross-Reference: 6.2.1.2

Initiative Description – Create team to focus on the mass uploading of data, capturing more data electronically rather than by manual data entry, and improving data error checking and quality control processes.

Metrics, Milestones and Resources

Metrics – number of team members trained in mass uploading processes; number of processes that are currently done manually that are converted to electronic upload

Milestones – train team members in processes by September 30, 2010; establish conversion testing, data cleanup and data integrity checks needed for conversion by December 31, 2010; determine where interfaces with the new Advancement System will replace or streamline current data upload processes by March 31, 2011

Resources – funding for temporary help and technical resources for data conversion and cleanup for conversion to the new Advancement System. Technical resources for online community Development

6.2.E Cross-train gift and bio processing teams.

Strategic Lead: Kathi Martin

Strategic Partners: Kristyn Carman, Erin Deardorff, Aaron Purnell, Development Records

Primary University Strategy Cross-Reference: 6.2.1

Strategy Description: To gain efficiencies in data entry and to allow for more flexibility in the workflow it is important for the staff to be more broadly trained rather than narrowly focused on a few tasks.

Initiatives

6.2.E.1 Shadow/train in multiple functional areas.

Primary University Cross-Reference: 6.2.1

Initiative Description – The Gift and Biographic Records processing job descriptions will be combined into one and each processor will be cross trained in all tasks.

Metrics, Milestones and Resources

Metrics – number of processors cross trained in each process
Data entry backlog/turnaround times for gift processing and bio updates

Milestones – Associate Director and Assistant Directors of Gifts and Records processing cross trained in all functions by September 2010; gift processors trained to make basic bio updates while processing gifts by September 2010; all processors trained to handle all bio and gift tasks by June 2011

Resources – no new resources required

6.2.F Define and communicate a document management strategy for University Development

Strategic Lead: Kathi Martin

Strategic Partners: Mandy Porcher, Kristyn Carman, Prospect Research, Development Records

Primary University Strategy Cross-Reference: 6.2.1

Strategy Description: The document managements system that has historically been used only within biographic records has the capacity to function as a DMS for more areas within the department. In order to capitalize on this resource a strategy needs to be developed and vetted within the organization.

Initiatives

- 6.2.F.1 Create a document retention and destruction policy for University Development.

Primary University Cross-Reference: 6.2.1.2

Initiative Description – University Development does not currently have a comprehensive document retention policy. Several areas within Development have policies on file with University Archives that need to be updated and then integrated into a comprehensive Development policy and retention schedule that is consistent with the University's General Schedule.

Metrics, Milestones and Resources

Metrics – measure the completion of milestones

Milestones – review existing document retention schedules by September 2010; engage an advisory group to update existing schedules and determine schedules for documents not currently covered by June 30, 2010; work with University Archives to integrate the general University document retention schedule with University Development schedule by December 2011

Resources – no new resources required

- 6.2.F. 2 Integrate the document management system (DMS) with the new Advancement System (BBEC).

Primary University Cross-Reference: 6.2.1.2

Initiative Description – Work with the DMS and BBEC vendors to integrate the systems so that users can access images directly from BBEC.

Metrics, Milestones and Resources

Metrics – measure the completion of milestones

Milestones – implement image-based gift processing in BBEC by July 2011; implement integration of non-gift images in BBEC by December 2011

Resources – consultants needed for this project are part of the Advancement System budget; additional temporary help and consulting may be needed for converting and redacting existing gift processing images into the new system

6.3 Maintain financial soundness and responsibility

- 6.3.A Monitor, report, and take appropriate action on expenditures from donor-supported funds.

Strategic Lead: Dana Booth

Strategic Partners: Floyd Akins, Eileen Bertolini, Colleen Garland, Jackie Lewis, Annual Giving, Chief Development Officers, Unit Fiscal Officers

Primary University Strategy Cross-Reference: 6.3.2

Strategy Description – Ensure that Development is able to fulfill its fiduciary responsibility to our donors.

Initiatives

- 6.3.A.1 Partner with Business and Finance, to ensure compliance with spending and implement a process to elevate spending issues to senior levels within the University when fund balances reach a certain level.

Primary University Cross-Reference: 6.3.2

WORKING DRAFT

Initiative Description – When gifts are accepted, we except responsibility to ensure that gifts are used as stated. Unless outstanding reasons exist, all money should be spent in the fiscal year earned.

Metrics, Milestones and Resources

Metrics – quarterly review of all donor supported funds; decreased balances at end of fiscal year

Milestones – process created for proper spending; oversight group formed;

Resources – buy in and partnership from Business and Finance