

**Division/Unit/Department: Vice President For University Advancement  
Plan 2012-2017**

**I. Introduction**



State your administrative department/unit/division mission statement.

University Advancement will build and maintain relationships with loyalty and integrity to raise funds and foster communication by sustaining tradition and advancing Texas State University.

Outline briefly your “vision” for the 2012-2017 planning cycle.

As Texas State University grows, the Division of University Advancement will strive to develop and increase institutional capacity for philanthropic support from alumni and friends in order to promote the university’s growth and academic achievement. The University Advancement Division will seek to accomplish this through the following objectives:

- Complete the “Pride *in* Action” Campaign successfully
- Extend the donor base by increasing alumni engagement.
- Expand media and communications efforts to achieve regional and national media exposure.
- Solidify relationships with academic units and foster an environment of mutual trust and engagement.
- Support strong community relationships that foster good will and support.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit's initiative is linked.

- 1) Complete the Capital Campaign and increase private sector support to \$40 million a year by 2017. (Goals 1.7; 1.8; 2.3; 5.11; 5.15)
- 2) Expand overall communications by identifying strategic areas of growth and opportunity in media relations, publications, and advancement communications. (Goals 5.11; 5.15; 2.2)
- 3) Increase alumni participation rates from current 5% to 8% by 2017. (Goals 3.8, 5.11; 5.15)
- 4) Strengthen and enhance donor retention and growth by adopting best practices in gift acknowledgment, stewardship and endowment compliance. (Goals 5.11; 5.15)
- 5) Develop strategic and well-executed community programs to insure appropriate university engagement in economic and cultural development of the region with (Goals 2.1, 2.2, 3.8, 4.3)

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Based on unit goals, list the number of new (not replacement) staff lines you plan to request in the 2012-2013 fiscal year and in the remaining 2-5 years.

2012-2013
<ul style="list-style-type: none"> <li>• 2 FTE Major Gift Officers</li> <li>• 1 Grad Assist for Student Alumni Prog</li> <li>• Student Assist for Pack it Up-Pass It On</li> <li>• 1 FTE Hispanic Media Specialist</li> </ul>
2014-2017
<ul style="list-style-type: none"> <li>• 1 FTE Admin Assist for DO</li> <li>• 2 FTE Major Gift Officers</li> <li>• 1 FTE Coord for Young Alumni/Student Prog</li> <li>• 1 FTE Outreach Prog Coordinator</li> <li>• 2 FTE Data Entry/Database Management Position</li> <li>• 2 Student Workers for Prospect Research</li> </ul>

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 fiscal year and in the remaining 2-5 years.

**Personnel 2012-2013**

*Development:*

2012-2013: Two FTE Major Gift Officers- \$150,00

*Alumni Relations:*

2012-2013 – Graduate Assistant for Student Engagement Programs-\$8,000

*Annual Giving:* None

*Community Relations:*

2012-2013: 1 Regular Wage Student (year-round) for programming and \$3,000 for temporary Student Workers for Pack It Up and Pass It On- \$11,000

(Listed below) (Listed below)*Prospect Research and Management:*

2012-2013: none

*University News Service:*

2012-2013:One FTE Hispanic Media Specialist-\$50,000

**Personnel 2013-2017**

*Development:*

2013-2014: One FTE Administrative Assistant for Development Officers- \$45,000

2014-2017: Two FTE Major Gift Officers: \$150,000

*Alumni Relations:*

2013-2017 – FTE Coordinator for Membership and Young Alumni & Student Programs-\$45,000

*Community Relations:*

2013-2017: One FTE Outreach Program Coordinator-\$45,000

*Donor Relations:*

2014-2017: Two FTE Data Entry/Database Management Positions-\$60,000

*University News Service:*

2014-2017-None

**Other 2012-2013 AND 2013-2017**

National Media Consultant-\$150,000 per year X 4 years = \$600,000

Specialized training and professional development related to the Capital Campaign=\$30,000  
Upgrade or replace Donor Management System= \$150,000  
Computerized Call Center and Direct Mail Campaign= \$200,000/yr for 5 years =\$1,000,000  
Emergency Response Communication Equipment=\$6,000  
Promotional videos for the colleges = \$25,000  
Planned Giving program - \$22,000/yr for 5 years =110,000

State the facilities (e.g. offices, work space) that will be required for anticipated growth and new initiatives.

Computerized Call center needs to be located in central location with access to high speed data and phone capabilities

Office space for personnel units:

*2012-2013*

*Development:*

2 exempt staff offices

*Alumni Relations:*

1 graduate student office

*Community Relations:*

1 student work station

1 exempt staff office

(both of these should go to 2014-2017) *University News Service:*

One exempt staff office

Office/Work Space Needed 2014-2017

*Development:*

Two exempt staff offices – Development Officers  
*Alumni Relations:*  
One exempt staff office – Coordinator of Young Alumni and Student Programs  
*Community Relations:*  
One exempt staff office – Outreach Coordinator  
*Donor Relations:*  
Two administrative assistant offices – Data Entry and Database management

## II. Process



Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of staff involvement.

A divisional task force was developed to review the current VPUA plan, the 2012-2017 university goals and begin the process of developing departmental plans aligned with the university goals. The Task Force chairperson attended the Professional Development workshop on the 2012-2017 Strategic Plan process and briefed the task force members. The College Plans were reviewed by the VPUA Task Force and the appropriate support items were incorporated into departmental and the divisional plan. Each department director met with his/her staff to gather input on the 2012-2017 departmental priorities and resources needed, and VPUA Dr. Barbara Breier also met with each department to review the draft department plans. The division priorities were reviewed at a divisional meeting with opportunity for feedback.

**Division/Unit/Department: DEVELOPMENT  
Plan 2012-2017**

**III. Program Maintenance**

Maintenance Need	Reason for Need	Cost	Result of Funding
Improve Emergency Communications with modern communications Equipment	To purchase emergency communications equipment to facilitate communications with city/county offices during emergencies.	\$6,000	Improved crisis and emergency management
Sustain data base services for Prospect Research	Increased costs of on-line research tools and database programs that provide information on alumni and prospects.	None	Additional gifts to the university
Acquire additional donor management database software licenses for new users	Increase access to the donor database and provide training to new development officers and deans	\$11,000 for 10 new licenses.	Better, updated and more data on alumni, prospects; more engagement from deans in development cultivation
Provide training and professional development for university advancement staff, faculty and deans	To complete the Capital campaign and to expand the alumni donor base from 5% to 8%	\$30,000/year	Additional gifts to university
Coordinate Direct Mail Campaigns with phonathons to improve results	To increase alumni participation and to insure best practices for direct mail campaigns	None	Increased alumni giving
Upgrades to specialty software and equipment	To maintain access to most current software and to improve staff productivity	\$10,000	Increased giving to the university



**Division/Unit/Department: University Advancement  
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**IV. Planning Categories**

Dept.	Initiative	1 yr	2-5 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
<b>University Goal 1: Promote academic quality by building and supporting a distinguished faculty.</b>								
Development	Complete the Capital Campaign and increase private sector support to \$40 million a year by 2017	X	X	4 FTE Dev Officers and 1 FTE Admin Assistant	\$345,000/yr	University Resources	Achievement of goal of \$40 m/year by 2017	1.7, 1.8
Development	Develop promotional videos for each of the colleges to highlight their excellence and achievements	X			\$25,000 for UA Costs	Joint with university marketing, college and department budgets and UA	Achievement of goal of \$40m/ year by 2017	
<b>Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.</b>								
Community Relations	Insure appropriate university engagement in economic and cultural development of the region with strategic and well-executed community programs.	X	X	Additional student assistants and 1 FTE outreach coordinator	56,000/year	Grant funding and university resources	Better community relations and increased student involvement in community service	2.1, 2.2
<b>Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.</b>								

Alumni Affairs	Increase alumni participation rates from current 5% to 8% by 2017	X	X	1 Grad Assistant; 1 FTE Coord of Student Prog and Young Alumni	\$53,000	Alumni Programming and University Resources	Increase student and alumni participation to goal	3.8
<b>Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.</b>								
Communication	Expand overall communications by identifying strategic areas of growth and opportunity in media relations, publications, and advancement communications	X	X	1 FTE Hispanic Media Specialist; Hire national media consultant to expand media coverage to regional and national outlets	\$200,000/yr	University resources	Increase market penetration in the Hispanic media generating recognition and support for the HSI status; Increase regional and national media coverage	4.3
<b>Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.</b>								
Development	Complete the Capital Campaign and increase private sector support to \$40 million a year by 2017	X	X	Implement a computerized call center and coordinated direct mail campaign	\$200,000/yr	Reallocation of resources and additional funding of \$100,000 from univ resources	Increased giving from phonathon and increase alumni participation	5.11, 5.15
Development and Donor	Strengthen and enhance donor retention	X	X	2 FTE (data entry and	\$70,000/year	Reallocation of resources	Increase donor giving and insure	5.11, 5.15

Services	and growth by adopting best practices in gift acknowledgment, stewardship and endowment compliance.		database management); Student Assistants for prospect research		and university resources	university is in full compliance with regard to endowment management	
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