



# SACRAMENTO STATE

California State University, Sacramento  
Campus Strategic Goals

## Environmental Scan

This year, Sacramento State will begin the process to develop its 2020-2025 Strategic Plan, solidifying the University's potential as the Sacramento region's Anchor University. University Advancement will support the Anchor University initiative through critical partnerships and philanthropic support that will transform the Sac State experience for students, faculty, staff, community, alumni, parents, friends, and advocates.

Sacramento State is in year four of its eight-year, \$200 million comprehensive campaign. *On the Rise: A Campaign for Sacramento State* will fundamentally transform the campus, positively impact students' lives, and inevitably cement a culture of philanthropy within the Sac State community and beyond. This past fiscal year, Sac State raised a record-high \$26.27 million and accepted the University's largest gift ever – a \$12 million bequest by an anonymous couple. We disbursed \$1.76 million in scholarships in FY 18-19, compared to \$1.37 million in FY 17-18. At the end of FY 18-19, we had raised \$104 million at the half-way mark of the campaign.

With a fairly new Development team, a recently restructured organizational unit, and a newly appointed Vice President, University Advancement will need to maintain momentum to build and progress toward individual, team, and campaign goals. We work closely with the University Foundation Board of Directors who serve as community ambassadors to further our goals and efforts through fundraising support. We continue to improve our processes, documentation, and reporting and to increase the number of annual, major, and principal gift donors, as well as the amount of dollars raised. We have also placed a strategic emphasis on the impact of the campaign through enhanced communications and messaging and have hired a campaign manager, campaign assistant, graphic designer, and writer to assist with those efforts.

## Strategic Goals Narrative

University Advancement serves as the philanthropic and engagement arm of Sac State. The University Foundation at Sacramento State invests and distributes funds for the benefit of the University. Its functional areas include: Alumni Relations, Annual Giving, Development, Principal Gifts and Campaign, and Advancement Services and Stewardship. Strategic goals for 2019-2020 are based on these units.

### **Goal 1: Alumni Relations – Enhance and grow the Sacramento State Alumni Association (“SSAA”) membership, chapter engagement, and recent grad/student programming opportunities in partnership with the SSAA Board of Directors and chapter volunteers.**

- Launch the new Membership Structure – To complete the move to an all-inclusive membership model for the SSAA. The goals in making this shift include (1) growing our

base of meaningfully engaged alumni; (2) eliminating perceived barriers to participation; and (3) increasing our pool of giving alumni and prospective donors.

- Align chapters with the mission of the SSAA and the University – To work strategically with each of our chapters to enhance their programming with a purposeful focus on supporting Alumni Association initiatives and University priorities.
- Provide diverse offerings of alumni programs for 2019-20 – Build onto existing programs from networking mixers to regional events to speaker panels and include more opportunities such as mentoring both in person and through the newly-launched online Career Network.
- Focus on recent graduate and student engagement – To ensure a pipeline of engaged alumni and donors in the future, enhance our student engagement programming, and launch specific programming targeted towards our Graduates of the Last Decade (“GOLD”).

**Goal 2: Annual Giving – Increase participation numbers and dollars raised by Annual Giving by 10% over 2018-2019 totals through multi-channel and targeted solicitation strategies in support of University priorities, student services programs, Colleges, and Departments.**

- Develop a five-year calendar and strategy for annual giving:
  - Partner with Alumni Relations to combine efforts for recent graduates to better utilize resources, leverage engagement opportunities, and encourage philanthropic support.
  - Partner with the Campaign team on philanthropic education programming for faculty, staff, and students. Develop a year-round ambassador program with targeted audiences.
  - Launch Swarmfunding (crowdfunding) platform for campus-wide use.
- Emphasize messaging through the new Sac State Fund model regarding the importance of all giving and collective impact, encouraging donors to support the departments, programs, and initiatives about which they are most passionate.
- Enhance President’s and Dean’s Circle Programs to include: strategic solicitations and renewal of members through in-person visits, calls, and personalized mailings; launch of peer-to-peer solicitation efforts; and enhancement of stewardship and the donor experience.
- Develop a pipeline process to identify donors with capacity and propensity for increased annual giving, and develop strategy to move identified prospects through the pipeline to leadership annual giving programs and major and principal gift commitments.

**Goal 3: Development - Secure private support in excess of 10% of the University’s general fund allocation through fundraising campaigns to support University, college/department, and divisional priorities.**

- Meet the CSU Philanthropic Productivity Goal of \$19.28 million and achieve the campaign goal of \$25 million;
- Work to ensure colleges/divisions grow by at least 5% in philanthropic giving over the previous year:
  - Partner with colleges and departments to move campaign priorities forward, including the university-wide goals of the Tschannen Science Complex, the Planetarium, event center, Placer Center, and Carlsen Center.
- Partner with Advancement departments to ensure that:

- Alumni Association invites prospects and donors to regional and out-of-state events for stewardship/cultivation opportunities.
- Annual Giving assists in moving its priorities forward, moves new donors toward major gifts, and ensures that goals are met, utilizing development officers who are the key liaison with colleges/divisions.
- Principal Gifts are routinely involved in strategy discussions to ensure that prospects are strategically cultivated and moved up the pipeline.
- Advancement Services reviews the portfolios of development staff regularly and streamlines operations to ensure efficiencies for research and data analysis.

**Goal 4: Principal Gifts and Campaign – Improve the day-to-day management of the University’s comprehensive campaign and support the University’s fundraising initiatives through the acquisition of high-impact, philanthropic support.**

- Collaborate and act as a conduit within various areas of University Advancement to formulate strategies and capitalize on opportunities in the ongoing cultivation and/or stewardship of principal gift prospects and donors. This includes presidential visits, prospect management and tracking, and developing strategies and new leads.
- Establish engagement protocols with departments within Advancement and the University, including the Office of the President, Academic Affairs, Student Affairs, and Athletics.
- Provide information and track development to unit-based fundraisers. This includes the review, approval and updating of all principal gift strategies, monitoring information generated through Advance/Reeher, including invitations, event activities, academic reports, and stewardship reports directed to a principal gift prospect.

**Goal 5: Advancement Services and Stewardship – Manage information to better support engagement and fundraising efforts with alumni, faculty and staff, friends, and the community.**

- Manage, analyze, and leverage data needed to inform organizational strategy through prospect research and management.
- Improve the use of reporting tools in Advance, Cognos, Brio, Tableau, and Reeher.
- Improve annual stewardship reports.
- Explore the Engage module of Blackbaud/Academic Works to improve stewardship of scholarship funds.
- Reimagine existing stewardship activities, such as From Dreams to Degrees, our annual stewardship event for scholarship donors.
- Develop stewardship plans for principal gift donors.
- Streamline the gift recording and acknowledgement processes.