Objectives Toward President’s Priorities for *University Advancement*¹
2005-07

(NOTE: clicking on each of the goals below brings you directly to their objectives.)

Goal 1: Increase graduation rates and reduce time to graduation. ......................... 2

Goal 2: Raise 10 to 15% of our state budget in private funds (or) consistently improve the amount of contributed funds the campus raises.................................................. 2

Goal 3: Become a user-friendly campus. ................................................................. 6

Goal 4: Continue to strengthen the connection between the University and the community, as well as relationships within the campus community.......................... 6

Goal 5: Be an effective organization known for team collaboration.................... 8

Learning Centered University .................................................................................. 8

¹ Objectives were prepared by each division for discussion at the June 2005 President’s Cabinet Retreat. Objectives in italics were added as a result of discussion at the Retreat.
**Goal 1:** Increase graduation rates and reduce time to graduation.

Not applicable

**Goal 2:** Raise 10 to 15% of our state budget in private funds (or) consistently improve the amount of contributed funds the campus raises.

2.1. examine with TUC, GRIP, et al. grant policies
   2.1.1. revisit ICR splits: 70% to admin, @15% to released time, 15% to colleges: rationale for splits—best way to stimulate research?
   2.1.1.1. pre-award: investigate—and re-align pre-award—to catch matches, sub-contracts, partners, etc.
   2.1.2. post-award: management training for PIs; improve fiscal controls
   2.1.2.1. work with deans to differentiate grants from contracts
2.2. with GRIP and Adv, manage Minimed grant disbursements
   2.2.1. clarify grant vs. gift
2.3. initiate with Adv TNE plan for $400k-1,000,000 by '07
2.4. with Adv, put in place dean/DOD training module: case studies of best and worst practices: how to focus on large donor cultivation
2.5. with Adv, improve communication loop between the divisions at the level of the colleges
2.6. begin a plan—not feasible to implement though in '05-06—to set aside large-grant match dollars.
2.7. with Adv, coordinate DoD hires in MDCoE, CoSaM, and HHD
2.8. align building plans for CoSaM with development
   2.8.1. with Adv and A/F, plan for PAC:
       2.8.1.1. do org chart
       2.8.1.1.1. make plan for subordinating current PAC to new PAC
       2.8.1.1.2. allow for sponsor and/or community role in governance
       2.8.1.1.2. do pro forma
       2.8.1.1.2.1. project central subsidy needed
       2.8.1.1.3. project/scope programming
       2.8.1.1.3.1. plan scaling of season, from '07 on
2.9. AA and UA develop a plan for appropriate training at other levels of AA. Also involve SA.
2.10. Stewardship of gifts in-kind (HH ask Deans)
University Advancement Goals

1. Successfully complete within a five-year period a capital campaign for the new Performing Arts Center (PAC) at Cal State Northridge (Presidential Goal #2)
   a. Launch the silent phase of campaign in July 2005 with a $50 million goal.
   b. In 05-06, acquire two or more lead gifts for the PAC.
   c. Use the Campaign phases as strategic marketing tools to expand our sphere of influence in the community, primarily in the building of strong relationships with community leaders, corporations, foundations and individuals positioned to help achieve mutual goals.
   d. Strategically disseminate information about the campaign both internally and externally.
   e. Continue to expand membership and enhance the roles of both Campaign Committees (Executive and Campaign Development Committee), the relationships they bring to the University, and other key major gift relationships for the campaign.
   f. Use this campaign as a model for a comprehensive, University-wide capital campaign to be launched in five to seven years.
   g. Within each division, begin transformational process of long-term planning for the university capital campaign. Hold a full-day retreat in spring 2006 to include deans, AVPs, cabinet:
      1. Capital campaign
      2. Outlay
      3. 50th Anniversary
      4. WASC

2. Build a stable development infrastructure with a mature advancement component centrally and in the colleges (Presidential Goal # 2)
   a. Staff each college with a seasoned director of development.
   b. Continue to focus the work of the directors of development on the identification, cultivation and procurement of gifts from major gift prospects.
   c. Continue to require the directors to meet the goal of three face-to-face meetings a week with major gift prospects.
   d. Continue to build core support systems within University Advancement and the colleges to support the activities of the directors of development, including:
      1. Prospect research: focus research staff on more proactively identifying leads for the colleges. Ask senior and retired faculty, staff and volunteers for high quality leads and introductions
2. Prospect management: fully develop the prospect management guidelines to facilitate the needs of the colleges.

e. Continue to enhance the University’s ability to engage high-level friends and alumni on campus with the *Executive Speakers Series* and *Professor for a Day* programs. In 05-06 University Advancement will have six *Executive Speakers Series* events and will engage all colleges in the successful *Professor for a Day* program.

f. Through the Annual Giving program conduct an annual fall direct mail solicitation in September 2005 from the deans to the degreed alumni of their colleges.

g. Continue to strengthen the stewardship program as a core function of advancement efforts including events, communications and donor recognition.

h. Restructure the President’s Associates and President’s Business Council to more effectively cultivate and steward these donors.

i. Through the directors of development, identify donor recognition events and other signature events at the college level, requiring presidential involvement, to facilitate consistent quality and messaging.

j. Explore opportunities to screen the donor database to identify high net worth prospects.

k. Complete the addition of missing alumni to the donor database.

l. Strengthen the documentation procedure of in kind gifts and designate the directors of development in the colleges to take responsibility.

m. Enhance our ability to trace sponsorships as part of relationship management.

n. Implement in a 6-9 month period Raiser’s Edge, a new alumni/donor database.

o. Continue to develop a fully staffed University Advancement Division adding positions as necessary.

p. *AA and UA develop a plan for appropriate training at other levels of AA. Also involve SA.*

3. **Build ability to bring in major gifts (Presidential Goal #2)**

a. Raise 10 to 15% of our state budget in private funds (or) consistently improve the amount of contributed funds the campus raises.

b. The deans and development staff will continue to focus on building their major gift suspect pools to 300-500, and the number of prospects in active cultivation or solicitation to at least 75.

c. The colleges and development staff will fully use the resources of University Advancement in Alumni Relations, Annual Giving, Special Events (for presidential level events), communications, proposal writing and other support areas.
d. Continue to build on the Distinguished Alumni Awards Dinner in several different ways including: financially, marketing, cultivation, stewardship and follow up.

4. Increase foundation and corporation support (Presidential Goal #2)
   a. Improve University-wide partnerships in soliciting foundation support to in collaboration with Academic Affairs, colleges and University Advancement to improve relationships and success with foundations. Both the Performing Arts Center Campaign and the Teachers for a New Era Initiative are already performing at a high level in this area.
   b. Provide resources for proposal writing to the colleges to improve success in securing funding from foundations.
   c. Strengthen the approval system involving both University Advancement and Academic Affairs for proposals to foundations and corporations that have budget implications.

5. Place greater emphasis on planned giving with a goal of significantly increasing the total amount raised by the University. (Presidential Goal #2)
   a. Increase focus on documenting major bequest commitments.
   b. Strengthen relationships with emeriti and older alumni at the college level.
   c. Provide training on planned giving and endowment for development directors in connection with the Raisers Edge conversion.
   d. Continue to reach out to financial, legal and other estate planning professionals throughout both the San Fernando Valley and the greater Los Angeles area to help identify and communicate with their most wealthy clients.
   e. Increase collaboration among the Director of Planned Giving, segments of the Foundation board, and the colleges that potentially have the closest relationships with the above professionals (College of Business and Economics and College of Social and Behavioral Sciences).
   f. With TUC, increase focus on real estate gifts

6. Fully Develop Alumni Relations (Presidential Goal #2)
   a. Continue outreach activities to alumni.
   b. Continue to influence public perception of the University and the excellence of our alumni.
   c. Continue to identify alumni prospects that have the propensity to support the University.
**Goal 3: Become a user-friendly campus.**

**All Divisions**

*Within divisions in 05-06, ongoing informal assessment of user-friendliness among faculty, staff, students.*

**University Advancement**

Streamline information flow and improve relations between the Foundation, the colleges and other University departments (Presidential Goal # 3)

a. Develop and distribute user-friendly financial reports.
b. Develop working relationships with college managers of academic resources.

**Goal 4: Continue to strengthen the connection between the University and the community, as well as relationships within the campus community.**

**All Divisions**

*Make consistent the use of the word mark and eliminate presence of previous logo*

**University Advancement**

Develop an integrated communications strategy that supports all aspects of University Advancement to ensure effective, consistent communication with a variety of constituencies (Presidential Goals # 1,2,3,4,5)

a. Integrate visual identity and strategic messages more consistently in all communication
   1. Review membership and reinvigorate the work of the University Strategic Communications Committee, which was established in 03/04 to better share information across the University.
   2. Hire a Web Communications Manager to help reevaluate the use of the University Web site and drive constituencies there as a great source of information; ensure Web consistency and maintenance; and establish or refine
guidelines for Web development and compliance and use as a model for others at the University.

3. Begin planning communications for 50th anniversary.

b. Identify and target strategic audiences the University currently does not reach as effectively as possible
   1. Continue to assess and improve distribution strategy for Northridge magazine, Community@CSUN, other publications and other communications efforts.
   2. Begin planning marketing research for 06/07.
   3. Work more closely with Division of Student Affairs communication efforts with potential and current students.

c. Enhance alumni communications programs and outreach
   1. Launch campaign promotion of prominent alumni and University messages on KCSN and explore similar campaigns on local cable TV.
   2. Create publication on prominent alumni.

 d. Improve internal University communications
   1. Continue to include key messages in stories in @CSUN, other publications and president’s announcements.
   2. Play a more active role in new employee and student orientations.
   3. Move toward online @CSUN exclusively rather than printing more than 6,000 copies.

 e. Strengthen advancement communications
   1. Continue to biannually produce and distribute community/cultural impact publication.
   2. Continue to include key messages in stories in Community@CSUN, Northridge magazine, and other external communications efforts.
   3. Produce a new publication combining the President’s Associates and President’s Business Council.
   4. Review and produce advancement publications to ensure quality and consistency.
   5. Edit and reprint Transformation publication.
   6. Implement the communication plan for the Performing Arts Center campaign.

 f. Continue supporting other communications programs in media relations, leadership communications and community relations
   1. Help enhance community relations.
   2. Continue to promote Executive Speakers Series and Professor for a Day Program.
   3. Explore expanding distribution of promotional materials to additional community organizations.
   4. Prepare visitor’s guide and other information for parking booths.
   5. Produce new campus maps and develop plan for keeping them updated.
6. Play key role in leadership communications  
   i. Continue to ensure consistency of messages  
   ii. Continue playing a key role in crisis and breaking communications issues  
   iii. Prepare issues management documents.

**Goal 5: Be an effective organization known for team collaboration.**

**All Divisions**

1. V.P.s host town hall meetings, 1-1/2 hours each, two colleges at a time, to provide opportunity for discussion of issues.  
2. Pairing of VPS to make visible teaming at the highest level  
3. Before making decisions, recognize the consequences for other parts of the university  
4. With managers, emphasize the importance of consultation and collaboration, not blaming  
5. Remind staff to question and elevate decisions that seem to present unnecessary roadblocks.

**Learning Centered University**

Not applicable