### 2017 – 2020 University Advancement Strategic Plan:
#### Goals and Objectives

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<tr>
<th>Expand Philanthropic Support</th>
<th>Achieve Campaign Goal: raise $50M in private gifts and gift intentions by January 1, 2019 and align giving toward the goals set for each campaign theme.</th>
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<td>Broaden Base of Support: grow Giving Day, Alumni Giving, and expand the number of donors with an emphasis on mid-level donors.</td>
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<td>Establish Long &amp; Short Term Pipeline of Support: strengthen multi-year pledges and planned giving.</td>
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<td>Strengthen Infrastructure of Development: implement donor stewardship plan, provide greater financial transparency and reporting to donors, and enhance the ease of giving.</td>
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<td>Broaden &amp; Deepen Volunteer Engagement</td>
<td>Expand Volunteer Engagement: increase awareness and build engagement with advisory councils and boards through strategic communications.</td>
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<td>Better Serve, Prepare, Diversify and Steward Volunteers: develop orientation and training for advisory board members as well as mechanisms to assess and enhance volunteer engagement for all levels of volunteers, including single day event volunteers.</td>
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<td>Increase Awareness of &amp; Advocacy for CSUSM</td>
<td>Develop a comprehensive communications plan: identify, define and communicate goals and priorities for the Office of Communications, including assessment of communication platforms and development of executive programs and strategies that support and leverage the President.</td>
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<td>Market &amp; Position CSUSM as Preferred Institution of Choice for Students, Donors and Community Events: collaborate with partners in development and creation of integrated communication strategies to support student recruitment, marketing and advertising our venues for events and conferences; utilize campaign goals as a framework for marketing products and effectively communicate with potential donors and alumni; support donor outreach, tell stories, highlight opportunities for giving and steward donors effectively.</td>
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<td>Build, Support, &amp; Strengthen University Advancement Team</td>
<td>Assess Employee Engagement: utilize Great Colleges to Work For survey to acknowledge successes and identify opportunities for improvement; develop an employee engagement tool for on-going, annual assessment of the UA team.</td>
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<td>Prioritize investment in tools and resources to increase employee effectiveness and development: assess professional development, mentoring, and employee effectiveness opportunities and align resources accordingly.</td>
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<td>Recognize and Acknowledge Employee Achievement: continue promoting existing employee recognition programs and develop additional opportunities for acknowledging effort and contributions.</td>
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