Northern Kentucky University
University Advancement
2014-18 Strategic Plan

MISSION

University Advancement works collaboratively to engage and inform the community, build and expand relationships, and secure resources necessary to enrich the lives of the students, alumni, faculty, staff, and friends of Northern Kentucky University.

2018 VISION

University Advancement will promote excellence at Northern Kentucky University by:

- Celebrating and connecting students, alumni, and the community
- Sharing the story of NKU to strengthen its brand, foster its development, and inspire pride in the University
- Nurturing NKU’s culture of giving while securing and stewarding resources to ensure the future growth and vitality of the University

2014-18 GOALS AND OBJECTIVES

Goal 1. Increase private investment in Northern Kentucky University.

Objective 1.1: Develop university-wide fundraising priorities in alignment with NKU strategic and implementation plans.

Tactic 1: Create training and discussion opportunities to work with deans, faculty, staff and development officers to develop funding priorities.

Tactic 2: Gather feedback from external constituents on priorities.

Tactic 3: Finalize priorities with President and Provost.

Tactic 4: Develop university naming guidelines and endowment minimums in coordination with fundraising priorities.

Tactic 5: Conduct facility naming audit.

Tactic 6: Develop naming guidelines and policies for physical space, colleges, departments, centers, institutes, and programs.
Tactic 7: Develop annual fundraising goals for each unit based on current prospect capacity data, three year rolling averages, and unit priorities.

Tactic 8: Align and enhance all external communications to capture philanthropic priorities and impact of giving to the greater community.

Objective 1.2: Assess fundraising capacity through benchmarking and other analysis. Make investments as necessary to reach goals.

Tactic 1: Develop and implement a structure to support the increased need for private support.

Tactic 2: Develop potential funding models to support investments.

Tactic 3: Recruit and hire top talent for units with fundraising capacity.

Tactic 4: Provide resources including ongoing training and professional development opportunities for all fundraising staff.

Tactic 5: Develop performance metrics for evaluation and accountability for development staff.

Tactic 6: Increase our annual donor base by enhancing our giving resources tools (mobile giving, pay pal etc.).

Objective 1.3: Work closely with Advancement Services, Alumni Programs and other university leadership to increase prospect pool and create efficiencies in reporting and prospect management tools.

Tactic 1: In collaboration with Advancement Services, utilize data analytics to grow pipeline and develop new tools to proactively identify new prospects.

Tactic 2: Provide faculty and staff the resources to share leads and make introductions to alumni and potential prospects; create recognition opportunities for the faculty and staff that participate.

Tactic 3: Align alumni events and resources to best identify new prospects for development staff.

Tactic 4: Develop a collaborative and effective prospect management system that coordinates efforts and promotes donor engagement throughout the university.

Objective 1.4: Plan and implement a fundraising campaign focused on capacity building and meeting priorities established in division and unit strategic plans.

Tactic 1: Conduct campaign feasibility study.

Tactic 2: Develop campaign timeline and goals.
Tactic 3: Launch the silent phase of a campaign.

Tactic 4: Launch the public phase of a campaign.

**Goal 2. Increase awareness of NKU and become a top brand in the region.**

Objective 2.1: Develop and execute an integrated brand campaign that supports overall awareness, interest, trial, and perception of NKU.

  Tactic 1: Working with Enrollment Management and other university partners, create and implement an integrated marketing and communications strategy specific to high schools in targeted growth areas.

  Tactic 2: Utilize a media buying specialist or partner agency to evaluate and support strategic, targeted media buying with measurable outcomes and performance evaluation measurements.

  Tactic 3: Develop and implement a media flowchart that tracks, plans, and communicates the NKU advertising reach.

  Tactic 4: Increase online advertising reflective of the search trends of our target market.

Objective 2.2: Monitor and evaluate success and effectiveness of marketing plans and advertising campaigns against goals.

  Tactic 1: Develop and implement tools for measuring the success of our efforts.

  Tactic 2: Communicate regularly with the campus community regarding efforts and results.

Objective 2.3: Improve licensing partnership and opportunities.

  Tactic 1: Increase our retail presence by 5%.

Objective 2.4: Engage, educate, and inspire each constituent group, using the right message, for the right person, at the right time, to create ambassadors for NKU.

  Tactic 1: Working in conjunction with other University departments, align and coordinate key messages and frequency of communication to alumni, donors, current and prospective students, parents, legislators and the general public.

Objective 2.5: Develop and implement a University Promise that is our intentional focus on how we want everyone – our students, alumni, donors, and each other – to feel, understanding that the experience people have with us is ultimately our brand.

Objective 2.6: Increase on campus exposure, measured by an increase in attendance at scheduled events.
Tactic 1: Working with the appropriate program owners, develop, execute, and/or support an integrated marketing and communications plan to support attendance at various campus events, including (but not limited to): athletic, arts, and theatre events.

Goal 3. Build a culture of philanthropy at Northern Kentucky University.

Objective 3.1: Create an effective participatory model for development that includes training for all university faculty and staff.

Tactic 1: Host roundtables with University Leadership including Provost and Deans to discuss fundraising challenges, prospect strategy discussion, and assessment of program effectiveness.

Tactic 2: Create resources for faculty chairs on fundraising (sample acknowledgements, case statements, questions to ask donors, building an effective prospect strategy).

Tactic 3: Create opportunities for faculty and staff to engage prospects and donors with projects of interest.

Objective 3.2: Increase Faculty and Staff participation in the annual campus campaign.

Tactic 1: Engage more of the campus community through increased marketing on impact of giving.

Tactic 2: Provide incentives across campus community.

Objective 3.3: Work closely with University Marketing and Communications to align giving messaging across University.

Tactic 1: Add giving message to all university publications.

Tactic 2: Better communicate the impact of philanthropy across campus.

Objective 3.4: Increase student giving.

Tactic 1: Work with Student Affairs and Academic Affairs to develop program opportunities to educate student population about the importance of philanthropy.

Goal 4. Improve the effectiveness and efficiency of marketing and communications.

Objective 4.1: Develop, present and implement a new department structure to support the rapidly changing needs of the University while being good stewards of our resources.

Tactic 1: Renovate and update the Marketing & Communications space to accommodate growth and provide space for creativity and interaction.

Tactic 2: Provide tools, training, and development opportunities for all Marketing & Communications staff.
Objective 4.2: Create alignment in messaging, visual identity and more.

Tactic 1: Convene a monthly meeting of the Marketing & Communications Collaborative (MCC), a group made up of everyone at NKU that plays a role in Marketing & Communications.

Tactic 2: Develop and implement visual and verbal guidelines that permeate throughout the University.

Tactic 3: Partner with external design agencies to accommodate overflow work.

Tactic 4: Provide training on social media, media relations, etc to the MCC group.

Tactic 5: Create an internal and external editorial calendar to allow for proactive planning for at least 70% of the Marketing & Communications workload that supports the strategic plan.

Tactic 6: In partnership with Institutional Effectiveness and Human Resources, develop and execute a learning plan to educate and inspire each employee of the University on the Promise.

Objective 4.3: Clearly define and articulate the role of Marketing & Communications.

Tactic 1: Communicate new structure and partnership with University leaders.

Tactic 2: Create a go-to manual to be housed online that clearly defines expectations, roles, and what support looks like for our various constituents.

Tactic 3: Introduce and implement a standard Marketing & Communications plan template that addresses cross-functional responsibilities and departments all contributing to one project.

Tactic 4: Develop and implement a regular communication with NKU news coverage for the prior period, as well as upcoming stories that are in the pipeline.

Objective 4.4: Develop University policies for Marketing & Communications.

Tactic 1: Develop and implement photo/video release policies.

Tactic 2: Develop and implement Media Relations policies and appropriate training for key leaders.

Tactic 3: Develop, implement, and expand social media policies and guidelines, and offer appropriate training to University constituents as needed/warranted.

Tactic 4: Develop and implement internal communications policies.

Goal 5. Engage more individuals in opportunities that increase awareness of NKU, increases the need and impact for private support and/or create meaningful opportunities to improve student success.
Objective 5.1: Better steward our donors through opportunities that demonstrate the impact their private investment has made at NKU.

Tactic 1: Donor Relations will work with Development and Advancement Services to annually identify groups of donors for targeted stewardship – identify specialized reports that guide decision making.

Tactic 2: Donor Relations in coordination with University and academic leadership will identify annual opportunities to engage donors with areas that private support has made an impact and/or is critical to the growth and success of other programs.

Tactic 3: Donor Relations in collaboration with Development and Marketing and Communications will develop a suite of communication tools and opportunities to celebrate and recognize our donors and the impact of their investment.

Tactic 4: Donor Relations in coordination with Development, Advancement Services, and academic leadership will assess and determine appropriate university giving recognition societies and implement those recommendations.

Objective 5.2: Create personalized engagement opportunities for alumni to support student success.

Tactic 1: Organize alumni affairs to better support increased engagement and giving opportunities for alumni.

Tactic 2: Work with Admissions and Enrollment Management to develop opportunities for alumni to support enrollment and retention.

Tactic 3: Work with Career Services and identified academic units to create opportunities for alumni to support career readiness for students.

Tactic 4: Collect social media information on alumni and donors for incorporation into communication strategies, as applicable/appropriate.

Objective 5.3: Increase and promote NKU pride for all stakeholders in order to develop loyalty, engagement and stewardship opportunities.

Tactic 1: Introduce NKU traditions, including new events such as: Founders’ Day, Sibling Weekend, Professor Recognition, Reunions/Major Keynote Speaker

Tactic 2: Develop and implement a strategy for incorporating the brand elements into the physical environment on campus.
Goal 6. Expand and increase the Raiser’s Edge and its ability to provide comprehensive information on external constituents for effective decision making for the university.

Objective 6.1: Identify data maintained in other university information systems that relate to alumni, donor, and prospective donor engagement with the university (i.e., donors, alumni, employers, recruiters, ticket holders, vendors, parents).

Tactic 1: Secure a list of third party information systems and a description of the data maintained in them from Information Technology.

Tactic 2: Survey university departments to learn what data they maintain in Excel/Access and/or other information systems that relate to external constituents.

Tactic 3: Compile a comprehensive listing of information systems on campus that relate to alumni, donor, and prospective donor engagement with the university.

Tactic 4: Analyze data from other university information systems and determine those data elements that can be appropriately recorded in Raiser’s Edge.

Objective 6.2: Develop a plan to prioritize, transfer and test the transfer of appropriate data from other university information systems to Raiser’s Edge on a regular basis.

Tactic 1: Identify resources and processes needed to clean, match, transfer and test data conversion from other university information systems to fields in Raiser’s Edge.

Tactic 2: Secure commitment from IT and other university departments to automate regular transfer of data from earmarked university information systems.

Tactic 3: Identify resources and develop processes required to maintain data integrity of newly acquired information.