

Resource Development/Foundation Strategic Plans 2007- 2010

Strategic Measures: By 2010, increase donor engagement and support to the Foundation.

Success Indicators:

- Meet and exceed the “*This Changes Everything Campaign*” goal of \$10,000,000.
- Complete a comprehensive analysis of the “*This Changes Everything Campaign.*”
 - Action: Determine the gift bands of support to the Foundation.
 - Action: Examine the types of gifts, number of new donors and repeat donors, consecutive giving, average gift size and endowed vs. non-endowed gifts.
 - Action: Complete cash flow analysis.
 - Action: Establish new annual targets for Foundation to meet future needs.
- Identify through gap analysis, targeted opportunities to align fundraising efforts with the scholarship needs of college departments.
- Standardize recognition and stewardship policies and procedures by June 2008.
- Develop and implement a project tracking sheet for use during staff transition.

Strategic Measures: By 2010, increase student scholarship recipients by 20%.

Success Indicators:

- Initiate a lean process and incorporate findings into the scholarship process.
 - Action: Identify and execute outreach opportunities into various departments. To be completed by March 1, 2008.
- Expand efforts to promote student applications.
 - Action: Target unfamiliar student groups and departments, and create a presence in student common areas.
 - Action: Present to specific high school groups.
- Monitor enrollment by department.
 - Action: Guide Foundation team on areas in need of support.
- Assist in creating scholarships and criteria for appropriate programs.
- Improve efficiencies with the database.
 - Action: Seek training on different uses and the importing of data.
 - Action: Cultivate useful information for future purposes.

- Establish greater partnerships with departments to provide better understanding of the scholarship program and its benefits and values.
- Facilitate a “branding” initiative of the scholarship program.
 - Action: Create marketing tools to further expand the message about the program, how to apply, deadlines, etc.
- Research scholarship recipients and their retention rate, graduation rate and other success indicators.
- Increase the number of applications during the “application period” focusing on the areas where applications have been minimal.

Strategic Measures: By 2010, increase Kirkwood alumni membership by 5%.

Success Indicators:

- Establish an alumni engagement process and tracking tool.
- Promote the alumni program among former students.
 - Action: Invite alumni to events on campus.
 - Action: Utilize the online community and email to notify alumni of events.
- Promote alumni program to current students and Kirkwood staff.
 - Action: Include postcard about alumni program with diplomas.
 - Action: Have a presence at graduation.
 - Action: Develop a site on Facebook and My Space to reach out to current students.
- Determine the current connectivity of our faculty/staff to alumni.
 - Action: Develop a tool to identify areas/individuals who are communicating with alumni and to what extent.
- Increase communication with alumni utilizing electronic and print media.

Strategic Measures: By 2010, maintain and improve utilization of Blackbaud software by increasing the competency of the staff and reducing the number of repetitive requests by 25%.

Success Indicators:

- Clean up database and ensure information is entered correctly on a monthly basis.
- Develop policies and procedures for each area using the database.
- Prepare and complete KCKK for merge by February 2008.
- Continually update software.

Strategic Measures: Seek support for the Foundation to assist in meeting strategic goals.

Success Indicators:

- Define divisions of responsibilities as it pertains to the Foundation, IT and Business Services.
- Timely updates and responses to support:
 - *“This Changes Everything Campaign”*.
 - Kirkwood Foundation Board and committees.
 - Annual audit.
 - Program initiatives.

2007-2010 Department Action Plan Planning Sheet – FORM B

Department/Unit: Resource Development Responsibility: Cheryle Mitvalsky, Vice President, Resource Development; Nancy Craig, Annual Giving Director; Susan Ovel, Director of Planned and Endowed Giving; Jody Donaldson, Scholarship Coordinator

Strategic Measure: By 2010, increase donor engagement and support to the Foundation.

Target Year	Action	Department Improvement Indicator	Measurement Instrument or Data Source	Standard of Comparison	Frequency of Progress Monitoring
2007-2008	Produce	<ul style="list-style-type: none"> Meet and exceed the “<i>This Changes Everything Campaign</i>” goal of \$10,000,000. 2.3, 2.4, 3.2, 3.5, 5.0 	Raisers Edge	<input type="checkbox"/> Internal KCC Standard	Weekly
	Produce	<ul style="list-style-type: none"> Identify through gap analysis, targeted opportunities to align fundraising efforts with the student assistance needs of college departments and programs. 2.0, 3.0, 5.0 	Raisers Edge	<input type="checkbox"/> External Standard	Monthly
	Produce	<ul style="list-style-type: none"> Standardize recognition and stewardship policies and procedures by June 2008. 5.4 	Raisers Edge Policy Notebook	<input checked="" type="checkbox"/> No standard identified	Quarterly
	Implement	<ul style="list-style-type: none"> Complete a comprehensive analysis of the “<i>This Changes Everything Campaign</i>”. 5.1, 5.4 <ul style="list-style-type: none"> Action: Determine the gift bands of support to the Foundation. Action: Examine the types of gifts, number of new donors and repeat donors, consecutive giving, average gift size and endowed vs. 	Raisers Edge PG Calc		Semi-Annually
					Annually
					Other _____

	Implement	<ul style="list-style-type: none"> ○ non-endowed gifts. ○ Action: Complete cash flow analysis. ○ Action: Establish new annual targets for Foundation to meet future needs. <ul style="list-style-type: none"> ● Develop and implement a project tracking sheet for use during staff transition. 4.3 			
2008-2009	Produce Implement	<ul style="list-style-type: none"> ● Increase fundraising efforts by using gap analysis to better align targeted opportunities with the student assistance needs of college departments and programs. 2.0, 3.0, 5.0 ● Establish new annual targets for Foundation to align with college priorities. 5.1, 5.4 	Raisers Edge Analysis of campaign Raisers Edge Master Plan KFI PG Calc Grow Iowa funds	___ Internal KCC Standard ___ External Standard _X_ No standard identified	Weekly Monthly Quarterly Semi-Annually Annually Other _____
2009-2010	Implement Implement	<ul style="list-style-type: none"> ● Increase fundraising efforts by using gap analysis to better align targeted opportunities with the student assistance needs of college departments and programs. 2.0, 3.0, 5.0 ● Establish new annual targets for Foundation to align with college priorities. 5.1, 5.4 	Raisers Edge Analysis of campaign Raisers Edge Master Plan KFI PG Calc Grow Iowa funds	___ Internal KCC Standard ___ External Standard _X_ No standard identified	Weekly Monthly Quarterly Semi-Annually Annually Other _____

07-08 Department/Unit Professional Development Plan

Topic	Knowledge/Skills/Understandings Sought	Training and Development Method/	Scheduled Dates/Times
Gap Analysis	<ul style="list-style-type: none">• Student program cost.• Enrollment by department.• Current scholarship funds available.	Training on Colleague and Raisers Edge	On-going
Campaign Analysis	<ul style="list-style-type: none">• Financial analysis skills.	Business Services, Raisers Edge	March – June 2007

2007-2010 Department Action Plan Planning Sheet – FORM B

Department/Unit Resource Development Responsibility: Jody Donaldson, Scholarship Coordinator

Strategic Measure: By 2010, increase student scholarship recipients by 20%

Target Year	Action	Department Improvement Indicator	Measurement Instrument or Data Source	Standard of Comparison	Frequency of Progress Monitoring
2007-2008	Conduct	<ul style="list-style-type: none"> Initiate a lean process and incorporate findings into the scholarship process. 5.4 	Raisers Edge & Colleague	___ Internal KCC Standard ___ External Standard ___x_ No standard identified	Weekly Monthly Quarterly Semi-Annually Annually Other _____
	Increase	<ul style="list-style-type: none"> Expand efforts to promote student applications. 2.2, 2.3, 2.4 	Raisers Edge		
	Baseline	<ul style="list-style-type: none"> Monitor enrollment by department. 5.3 	Colleague		
	Benchmark	<ul style="list-style-type: none"> Assist in creating scholarships and criteria for appropriate programs. 5.1 	Raisers Edge & Colleague		
	Increase	<ul style="list-style-type: none"> Improve efficiencies with the database. 5.4 	Raisers Edge & Colleague		
	Establish	<ul style="list-style-type: none"> Establish greater partnerships with departments to provide better understanding of the scholarship program and its benefits and the values. 2.2 	Raisers Edge & Colleague		
	Produce	<ul style="list-style-type: none"> Facilitate a “branding” initiative of the scholarship program. 2.2 			
	Baseline	<ul style="list-style-type: none"> Research scholarship recipients and their retention rate, graduation rate and other success indicators. 2.2, 2.3, 2.4 	Raisers Edge & Colleague		
	Produce	<ul style="list-style-type: none"> Increase the number of applications during the “application period” focusing in the areas where applications have been minimal. 2.2, 2.3, 2.4 	Raisers Edge		

2008-2009	<p>Conduct</p> <p>Maintain</p> <p>Conduct</p> <p>Baseline</p> <p>Increase</p>	<ul style="list-style-type: none"> Expand efforts to promote student applications. 2.2, 2.3, 2.4 Monitor enrollment by department. 5.3 Assist in creating scholarships and criteria for appropriate programs. 5.1 Research scholarship recipients and their retention rate, graduation rate and other success indicators. 2.2, 2.3, 2.4 Increase the number of applications during the “application period” focusing on the areas where applications have been minimal. 2.2, 2.3, 2.4 	<p>Raisers Edge</p> <p>Colleague</p> <p>Raisers Edge & Colleague</p> <p>Raisers Edge & Colleague</p> <p>Raisers Edge</p>	<p><input type="checkbox"/> Internal KCC Standard</p> <p><input type="checkbox"/> External Standard</p> <p><input checked="" type="checkbox"/> No standard identified</p>	<p>Weekly</p> <p>Monthly</p> <p>Quarterly</p> <p>Semi-Annually</p> <p>Annually</p> <p>Other _____</p>
2009-2010	Baseline	<ul style="list-style-type: none"> Research scholarship recipients and their retention rate, graduation rate and other success indicators. 2.2, 2.3, 2.4 	Raisers Edge & Colleague	<p><input type="checkbox"/> Internal KCC Standard</p> <p><input type="checkbox"/> External Standard</p> <p><input checked="" type="checkbox"/> No standard identified</p>	<p>Weekly</p> <p>Monthly</p> <p>Quarterly</p> <p>Semi-Annually</p> <p>Annually</p> <p>Other _____</p>

07-08 Department/Unit Professional Development Plan

Topic	Knowledge/Skills/Understandings Sought	Training and Development Method/	Scheduled Dates/ Times
Scholarship program	<ul style="list-style-type: none">• Lean training	Lean training	January 23 & 30, 2008
Database	<ul style="list-style-type: none">• Efficient & effective use	One-on-one training with Sarah Peters, Raisers Edge and Financial Aid	Varies

2007-2010 Department Action Plan Planning Sheet – FORM B

Department/Unit Resource Development Responsibility: Nancy Craig, Annual Giving Director

Strategic Measure: By 2010, increase Kirkwood alumni membership by 5%.

Target Year	Action	Department Improvement Indicator	Measurement Instrument or Data Source	Standard of Comparison	Frequency of Progress Monitoring
2007-2008	<p>Establish</p> <p>Establish</p> <p>Establish</p>	<ul style="list-style-type: none"> • Establish an alumni engagement process and tracking tool. 3.5 • Promote the alumni program among former students by: 3.5 <ul style="list-style-type: none"> ○ Inviting alumni to events on campus ○ Utilizing the online community and email to notify alumni of events. • Promote alumni program to current students and Kirkwood staff by: 3.5 <ul style="list-style-type: none"> ○ Including postcard about alumni program with diplomas. ○ Having a presence at graduation. • Establish communication methods with alumni utilizing electronic and print media. 3.5 	<p>Alumni online community Colleague Raisers Edge</p>	<p>___ Internal KCC Standard</p> <p>___ External Standard</p> <p>X No standard identified</p>	<p>Weekly</p> <p>Monthly</p> <p>Quarterly</p> <p>Semi-Annually</p> <p>Annually</p> <p>Other_____</p>
2008-2009	<p>Establish</p> <p>Establish</p> <p>Increase</p>	<ul style="list-style-type: none"> • Develop presence on Facebook and My Space to reach out to alumni. 3.5 • Determine the current connectivity of our faculty/staff to alumni. 3.5 <ul style="list-style-type: none"> ○ Develop a tool to identify areas/individuals who are communicating with alumni and to what extent • Increase communication methods with 	<p>Internet Alumni online community</p> <p>Alumni online community Colleague Raisers Edge</p>	<p>___ Internal KCC Standard</p> <p>___ External Standard</p>	<p>Weekly</p> <p>Monthly</p> <p>Quarterly</p> <p>Semi-Annually</p>

	<p>Increase</p> <p>Increase</p> <p>Establish</p>	<p>alumni utilizing electronic and print media. 3.5</p> <ul style="list-style-type: none"> Promote the alumni program among former students by: 3.5 <ul style="list-style-type: none"> Inviting alumni to events on campus Utilizing the online community and email to notify alumni of events. Promote alumni program to current students and Kirkwood staff by: 3.5 <ul style="list-style-type: none"> Including postcard about alumni program with diplomas. Having a presence at graduation. Explore participation of alumni in Foundation's fundraising efforts. 5.4 	<p>Alumni online community</p> <p>Alumni online community Colleague Raisers Edge</p> <p>Alumni online community Colleague Raisers Edge E-Tempo</p> <p>Raisers Edge Alumni online community</p>	<p>X_ No standard identified</p>	<p>Annually</p> <p>Other _____</p>
2009-2010	<p>Increase</p> <p>Increase</p> <p>Increase</p> <p>Increase</p>	<ul style="list-style-type: none"> Increase communication methods with alumni utilizing electronic and print media. 3.5 Promote the alumni program among former students by: 3.5 <ul style="list-style-type: none"> Inviting alumni to events on campus Utilizing the online community and email to notify alumni of events. Promote alumni program to current students and Kirkwood staff by: 3.5 <ul style="list-style-type: none"> Including postcard about alumni program with diplomas. Having a presence at graduation. Increase participation of alumni in Foundation's fundraising efforts. 5.4 		<p>___ Internal Standard KCC</p> <p>___ External Standard</p> <p>X_ No standard identified</p>	<p>Weekly</p> <p>Monthly</p> <p>Quarterly</p> <p>Semi-Annually</p> <p>Annually</p> <p>Other _____</p>

07-08 Department/Unit Professional Development Plan

Topic	Knowledge/Skills/Understandings Sought	Training and Development Method/	Scheduled Dates/Times
Alumni engagement tracking tool	<ul style="list-style-type: none"> Model for tracking alumni engagement 	Work with Institutional Effectiveness and Jody Donaldson, scholarship coordinator	Complete by June 2007
Development of tool to determine connectivity of Kirkwood staff to alumni	<ul style="list-style-type: none"> Model of tool 	Work with Institutional Effectiveness	2007

2007-2010 Department Action Plan Planning Sheet – FORM B

Department/Unit : Resource Development ___ Responsibility: Sarah Peters, Application Support Analyst

Strategic Measure: By 2010, maintain and improve utilization of Blackbaud software by increasing the competency of the staff and reducing the number of repetitive requests by 25%.

Target Year	Action	Department Improvement Indicator	Measurement Instrument or Data Source	Standard of Comparison	Frequency of Progress Monitoring
2007-2008	Maintain Produce Produce Produce Implement	<ul style="list-style-type: none"> • Clean up database and ensure information is entered correctly on a monthly basis. 5.3, 5.4 • Develop policies and procedures for each area using the database. 5.3, 5.4 • Prepare and complete KCCK merge for Raisers Edge by February 2008. 5.3, 5.4 • Continually update software. 5.3, 5.4 • Regularly scheduled training on Raisers Edge with staff. 	Raisers Edge Colleague PC Calc Raisers Edge Raisers Edge Colleague PC Calc	___ Internal KCC Standard ___ External Standard _X_ No standard identified	Weekly Monthly Quarterly Semi-Annually Annually Other _____
2008-2009	Maintain Produce Produce	<ul style="list-style-type: none"> • Clean up database and ensure information is entered correctly on a monthly basis. 5.3, 5.4 • Continually update software. 5.3, 5.4 • Regularly scheduled training on RE with staff. 	Raisers Edge Colleague PC Calc	___ Internal KCC Standard ___ External Standard _X_ No standard identified	Weekly Monthly Quarterly Semi-Annually Annually Other _____

2009-2010	Maintain Produce Produce	<ul style="list-style-type: none"> • Clean up database and ensure information is entered correctly on a monthly basis. 5.3, 5.4 • Continually update software. 5.3, 5.4 • Regularly scheduled training on Raisers Edge with staff. 	Raisers Edge Colleague PC Calc	<input type="checkbox"/> Internal KCC Standard <input type="checkbox"/> External Standard <input checked="" type="checkbox"/> No standard identified	Weekly Monthly Quarterly Semi-Annually Annually Other _____
-----------	--------------------------------	---	--------------------------------------	---	---

07-08 Department/Unit Professional Development Plan

Topic	Knowledge/Skills/Understandings Sought	Training and Development Method/	Scheduled Dates/Times
Raisers Edge	<ul style="list-style-type: none">• Continuous knowledge of upgrades, changes in software/applications	Raisers Edge PG Calc Colleague	On-going