



STRATEGIC PLAN Fiscal Year 2021–23

Executive Summary

Founded in 1851, Florida State University is a preeminent university as designated by the Florida legislature. Its campus marks the oldest site of continuous higher education in Florida, and its recent upward trajectory is unrivaled—FSU has risen 25 spots in six years to No. 18 among national public universities in the *U.S. News & World Report* rankings.

As FSU has risen to prominence, the Florida State University Foundation has also elevated its public profile, establishing a new home near campus and spearheading a successful \$1.16 billion comprehensive fundraising campaign.

The mission of the FSU Foundation is to enhance the academic vision and priorities of FSU through its organized fundraising activities and funds management. The following strategic plan was designed with that dual mission in mind and is intended to guide the FSU Foundation’s core work through fiscal years 2021, 2022 and 2023.

At the time this plan was constructed, a key consideration was an anticipated presidential transition at FSU. Additionally, the university was between fundraising campaigns, having recently completed *Raise the Torch: The Campaign for Florida State*. There is no start date for the next campaign, though we anticipate the campaign will begin after a new president arrives. To ensure the FSU Foundation is prepared to undertake an even more ambitious fundraising campaign, key groundwork for this effort is woven in the entire fabric of this strategic plan.

As the plan was being finalized, our world changed significantly due to the COVID-19 virus. The pandemic and its economic consequences altered operations and lives of businesses and individuals worldwide, while significantly affecting the workflow and processes at Florida State University and the FSU Foundation. As faculty and students shifted to online learning, employees moved to remote work, and the reliance on technology became more magnified and vital than ever before. The FSU Foundation was already strategically utilizing technology to align with younger generations and preparing for a new age of philanthropic fundraising. The pandemic reinforced the need to better integrate technology to achieve our goals—and that is highlighted throughout this blueprint.

The strategic plan features four main objectives:

- Increase Funding Resources and Build for the Future
- Enhance Engagement Opportunities for Volunteers, Prospects and Donors
- Expand the Culture of Philanthropy
- Continue to Advance Technology in All Efforts

To help achieve these objectives, the FSU Foundation will review this plan regularly and present progress reports at Foundation Board of Trustees meetings. The board will continue to examine how it and the FSU Foundation can efficiently and effectively best meet the objectives of this plan and fulfill its mission. Upon the plan’s completion in June 2023, the infrastructure for the next comprehensive campaign will be in place, and significant growth will have occurred to academic fundraising results and the endowment.

As Florida State University continues its rise, the FSU Foundation will continue to ascend by its side.

Objective 1: Increase Funding Resources and Build for the Future

Strategy 1: Increase philanthropic giving to FSU

1.A. Find non-alumni sources of funding, including foundations, corporations and philanthropists	Leadership/Corporate and Foundation Development/RPM	On-going	25-49%
1.B. Continue to recruit and retain the best and brightest development officers; expand our talent recruitment and development efforts	Leadership	On-going	0-24%
1.C. Conduct peer and prospect review sessions (in complement to the Trustee Engagement Plan) with FSU Foundation trustees, and FSU dean and development council members to identify potential new sources of major gifts	Leadership/CDOs/Regional/RPM	FY2021-23	0-24%
1.D. Research and develop an annual leadership giving program to focus on the pipeline of leadership annual gifts to major gifts	Leadership/Annual Giving	FY2021-23	0-24%
1.E. Identify additional opportunities to leverage matching gifts offered through companies	Annual Giving	FY2021-23	25-49%
1.F. More strategically cultivate Seminole 100 and Florida Trend's Top 100 companies with best prospects for giving	Corporate and Foundation Development	FY2021-23	25-49%

Strategy 2: Develop the necessary infrastructure for the next comprehensive fundraising campaign

2.A. Partner with University Vice President for Finance and Administration to provide adequate resources for proper staffing levels within the Office of Financial Services	Accounting	FY2022-23	25-49%
2.B. Ensure revenues, expenditures, staffing, facilities, professional development and training, office space and workstations are appropriate to achieve campaign goals	All Foundation	FY 2022-23	0-24%
2.C. Develop talent management program to address the entire workforce with components like continuing education, professional development, internships, etc.	Leadership	FY2022-23	0-24%
2.D. Engage fundraising consulting firm to work with FSUF and university staff to assess campaign readiness, identify gaps and opportunities, and propose relevant staffing, communication needs and resource additions to ensure success in a comprehensive, university-wide fundraising campaign	Leadership	FY2022-23	0-24%

Objective 1: Increase Funding Resources and Build for the Future

Strategy 3: Work to develop a sustainable funding model by exploring revenue streams

3.A. Explore alternate investment options (loans, property, etc.)	Leadership	FY2021-23	0-24%
3.B. Partner with the university to increase funding for fundraising activities	Leadership	FY 2021-23	0-24%
3.C. Investigate what products and services can be monetized	Leadership	FY2021-23	0-24%
3.D. Continue to prioritize investment strategy focused on driving returns and the increasing endowment pool	Leadership	FY2021-23	25-49%

Strategy 4: Build on the success of FSU's Great Give and annual giving efforts

4.A. Grow the incentive and dollar matches for projects	Annual Giving/Constituent Development	FY2021-23	25-49%
4.B. Continue to explore ways to maximize social media and digital engagement	Annual Giving	FY 2021-23	25-49%
4.C. Continue to increase engagement and collaboration with DSOs	Annual Giving	FY2021-23	25-49%
4.D. Explore corporate matching programs during FSU's Great Give	Annual Giving/Corporate and Foundation Development	FY2021-23	0-24%
4.E. Provide data tools for Annual Giving staff's analysis efforts	IS	FY 2021	50-74%

Objective 2: Enhance Engagement Opportunities for Volunteers, Prospects and Donors

Strategy 1: Increase meaningful alumni and donor engagement

1.A. Provide opportunities for principal gift donors of \$1,000,000 and more to engage with FSU Foundation board (speaking opportunities; invitations to board social functions)	Central Development	FY2021-23	0-24%
1.B. Increase "radical personalization" in all alumni and donor interactions (solicitations, emails, special events, etc.) utilizing quantitative and qualitative data	All Foundation	FY 2021-23	25-49%
1.C. Convene volunteer summit for FSU volunteer boards (including college/unit level) for intensive education and development training	Constituent Programs/Central Development/Special Events/Leadership	FY2023	0-24%

Strategy 2: Ensure active engagement among Foundation trustees and Foundation development officers

2.A. Explore involving trustees in donor visits and other work of development officers; as well as how to evaluate success	Leadership	FY2021-23	25-49%
2.B. Implement Trustee Engagement Plan	OAR/Constituent Programs/Regional	FY 2021	25-49%
2.C. Provide more opportunities for trustees and deans, development officers and other university leadership to interact around fall/spring board meetings	Leadership/OAR	FY2023	0-24%
2.D. Regularly assess board structure and best practices to ensure trustees feel valued and their work has meaningful impact	Leadership/OAR	FY2021-22	25-49%
2.E. Develop a robust plan to keep former trustees engaged with both the university and the FSU Foundation	Leadership/OAR	FY2021-23	0-24%

Objective 2: Enhance Engagement Opportunities for Volunteers, Prospects and Donors

Strategy 3: Improve collaboration with advancement DSOs, the university, colleges, units and other campus partners to ensure a holistic approach to engagement with prospects and donors

3.A. Co-host VAM recognition with Seminole Boosters	OAR	FY2022	0-24%
3.B. Execute two advancement DSO-wide stewardship touchpoints annually	OAR	On-going	0-24%
3.C. Conduct development training for key faculty members and university leadership	Constituent Programs/Central Development	FY2021-23	0-24%
3.D. Facilitate campus stakeholder meetings, comprised of representation from all parts of the university, to develop synergies around fundraising priorities	Leadership/Constituent Programs	FY2021-23	0-24%
3.E. Continue strengthening the relationship with Student Affairs/FSU Career Center, the Student Foundation	All Foundation	FY2021-23	25-49%

Strategy 4: Enhance stewardship and ensure continual recognition for all donors, including first-time donors, consecutive givers, long-term supporters and planned gift donors

4.A. Launch consecutive giving program, Forever FSU	OAR/Donor Relations	FY2021	100%
4.B. Collaborate with Office of Gift and Estate Planning to enhance Westcott Society stewardship	Donor Relations/GEP	FY2021-23	0-24%
4.C. Develop a comprehensive plan for stewarding corporations and foundations	OAR/Corporate and Foundation Development	FY2021-23	0-24%
4.D. Enhance touchpoints around fund establishment and endowed funds	OAR/Donor Relations	FY2021-23	100%

Objective 3: Expand the Culture of Philanthropy

Strategy 1: Enhance philanthropic story-telling through multiple communications channels

1.A. Increase use of video for philanthropic story-telling	OAR	FY2021-23	25-49%
1.B. Continue to strengthen relationships with University Communications to leverage their assets for philanthropy	OAR/Communications	FY 2021-23	25-49%
1.C. Create or enhance Foundation collateral to focus on story-telling	OAR/Communications	FY2021	25-49%
1.D. Explore creating an FSU Foundation podcast for story-telling and to educate on the various ways to give back	OAR/Communications	FY2021-23	25-49%

Strategy 2: Ensure all constituents understand how philanthropy works at FSU, including the difference between state and private support, the various methods to make a gift and their benefits, and the role giving plays in the university's trajectory

2.A. Work with UA chief of staff to further enhance annual faculty/staff engagement plan	OAR/UA/Annual Giving	FY2021-23	0-24%
2.B. Educate/train Foundation trustees regarding various types of gifts, especially the many types of deferred gifts and related tax advantages	Central Development	FY 2021-23	0-24%
2.C. Institutionalize philanthropic programs, both virtual and on-campus, such as Thank a NOLE Day and FSU's Great Give	Central Development/OAR	FY2021	0-24%
2.D. Increase engagement with all students and registered student organizations	Central Development/OAR	FY2021-23	0-24%

Strategy 3: Encourage the university, colleges, units and other campus partners to incorporate philanthropic messages in their communications

3.A. Develop a plan to increase dissemination of philanthropic messaging to colleges/units	OAR/Communications	FY2021-23	0-24%
3.B. Establish a university-wide annual giving network to share best practices, messages, successes and opportunities	Annual Giving	FY 2021-23	0-24%

Objective 4: Continue to Advance Technology in All Efforts

Strategy 1: Maximize a variety of established and new e-tools to increase funding resources and build for the future

1.A. Streamline and speed up the online giving processes	Advancement Services	FY2021	75-99%
1.B. Digitally market grant opportunities to deans and academic leadership	Corporate and Foundation Development	FY2021-23	50-74%
1.C. Implement a text-to-give strategy	Annual Giving/Gift Services	FY2021-23	0-24%
1.D. Realign Phone Center calling strategies for maximum effectiveness	Annual Giving	FY2021-23	25-49%
1.E. Continue to explore ways to maximize social media and digital engagement in annual giving efforts	Annual Giving/OAR	FY2021-23	25-49%
1.F. Develop a donor-centric assessment tool to be utilized by development officers	Central Development/OAR	FY2021-23	0-24%

Strategy 2: Enhance engagement opportunities for volunteers, prospects and donors using novel and innovative technology

2.A. Develop dynamic board materials that allow trustees to better interact with data and reports	OAR	FY2022	25-49%
2.B. Develop a robust virtual event plan to engage donors and prospects	OAR/Special Events	FY2021-23	25-49%
2.C. Enhance the Foundation website to more thoroughly explain giving opportunities and other subjects critical to private support	OAR/Communications	FY2021	0-24%
2.D. Conduct projects to analyze data, applying descriptive and regression-model statistics and data visualization to communicate information, as well as to predict future behavior and explain trends for internal and external audiences	Advancement Services	FY2021-23	25-49%

Objective 4: Continue to Advance Technology in All Efforts

Strategy 3: Invest strategically to ensure continued innovation in growing a culture of philanthropy

3.A. Develop a donor-centric assessment tool to be utilized by development officers	Central Development/OAR	FY2021-23	0-24%
3.B. Ensure staffing, technology and associated development and training are appropriate to achieve future campaign goals	All Foundation	FY2022-23	0-24%
3.C. Improve mobile access to FSU Advancement data for frontline staff (build custom phone app)	Advancement Services	FY2021-23	0-24%
3.D. Create a single, one-stop-shop experience for data users (utilize embedded links and customize "pages" within CRM)	Advancement Services	FY2021-23	25-49%
3.E. Develop automation of select back-office procedures to promote efficiency and effectiveness	Advancement Services	FY2021-23	0-24%
3.F. Identify other appendable data ("big data") that may be useful in data models	Advancement Services	FY2022	25-49%
3.G. Utilize the technical expertise of campus resources, such as the Jim Moran College of Entrepreneurship, to ensure sound strategy and execution	All Foundation	FY2021-23	0-24%