### Unit/Office 2012-2013 Goals & Assessment Plan

<table>
<thead>
<tr>
<th>Strategic Construct</th>
<th>Divisional Priority/Objective(s)</th>
<th>Strategic Goal (add goal # where applicable)</th>
<th>Assessment Objective</th>
<th>Assessment Measures</th>
<th>Resources Used</th>
<th>Timeline</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td>(1) Culture of Philanthropy and Connectedness (CP&amp;C)</td>
<td>Investment by stakeholders in the institution as a quality of place.</td>
<td>Move the Campaign from the Leadership Phase to the Public Phase</td>
<td>Reach and exceed Campaign Goal of $25 million by increasing the size and number of gifts, pledges, and planned gifts by 2016.</td>
<td>• Achievement of the following goal by 6/30/13: $14.5M  • Adjust Campaign priority goals to reflect donor support. (abbreviated): -- Students - $10M -- FE - $ 6M</td>
<td>Staff time Campaign budget</td>
<td>June 2013</td>
<td>VP/Staff</td>
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**Unit:** Development, Finance & Advancement Services

**Directors:** Mike Andriatch, Karen Diamond, Darby Knox, John Sapienza, Brad Schreiber

**Staff Liaison:** All

Directions: For each unit, the office will provide an assessment plan, giving information on the linkage to the Strategic Plan Construct, and the assessment goal(s) and strategies that will be employed. Enter this information in the table below.

**Overarching Strategic Goal:** To be a nationally recognized comprehensive master's institution focused on student success as evidenced by significant gains in select benchmarks.

**2012-2013 Assessment Plan:** This section summarizes the Divisional plans for progress toward strategic goals.
- ESP - $4M
- Capital - $3M
- F for B - $2M
  - Perform electronic wealth screening.
  - Reorganization of staff focusing on major/planned giving and launch of public phase of campaign.
  - Conduct study and assessment of The Fund for Brockport with goal of increased unrestricted giving.
  - Implement Academic Works scholarship software to increase number of scholarship applications from 300 to 500.

Creating a Culture of Evidence & Continuous Improvement

The College at Brockport’s Division of Advancement is committed to building a culture of philanthropy and alumni connectedness.

<table>
<thead>
<tr>
<th>Assessment Objective</th>
<th>KPIs/Benchmark</th>
<th>Outcome/Results</th>
<th>Analysis</th>
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<tr>
<td>Achievement of the following mid-Campaign goal: $14.5M</td>
<td>Have set a goal of $25 million over four years; this was the appropriate amount based on time within the Campaign structure.</td>
<td>As of June 30, 2013, we were at $16.7 million, well above our anticipated goal.</td>
<td>We hit our target as part of our Leadership Phase (wanted to be at a minimum of $15 million by the time we launched the Public Phase of the Campaign on April 26). We continue to strive to be ahead of the ultimate goal of $25 million by June 30, 2016. To keep this “record-breaking” pace, we need to work hard to cultivate, solicit and steward our top prospects within our pipeline.</td>
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<td><strong>Re-structure and update Campaign priorities (abbreviated):</strong></td>
<td><strong>These were established based on the feasibility study conducted prior to the Leadership Phase, and based on “family” insights.</strong></td>
<td><strong>After the first 18 months of the Campaign, we knew we would need to modify. During the year, we updated the individual Campaign goals to reflect areas of support:</strong></td>
<td><strong>This new “mix” is now the published set of goals and will be used throughout the Campaign, knowing final numbers will be different.</strong></td>
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<td>---------------------------------------------------------------</td>
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<tr>
<td>-- Students - $10M</td>
<td>-- Students - $10M</td>
<td>-- Student Support (SS) - $12M</td>
<td>This new “mix” is now the published set of goals and will be used throughout the Campaign, knowing final numbers will be different.</td>
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<tr>
<td>-- FE - $4M</td>
<td>-- Faculty, Schools &amp; Programs (FS&amp;P) - $9M</td>
<td>-- Faculty, Schools &amp; Programs (FS&amp;P) - $9M</td>
<td>This new “mix” is now the published set of goals and will be used throughout the Campaign, knowing final numbers will be different.</td>
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<tr>
<td>-- ESP - $4M</td>
<td>-- Campus &amp; Facilities Enhancements (C&amp;FE) - $2M</td>
<td>-- Campus &amp; Facilities Enhancements (C&amp;FE) - $2M</td>
<td>This new “mix” is now the published set of goals and will be used throughout the Campaign, knowing final numbers will be different.</td>
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<tr>
<td>-- Capital - $5M</td>
<td>-- The Fund for Brockport (Fund) - $2M</td>
<td>-- The Fund for Brockport (Fund) - $2M</td>
<td>This new “mix” is now the published set of goals and will be used throughout the Campaign, knowing final numbers will be different.</td>
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<td>-- F for B - $2M</td>
<td></td>
<td></td>
<td>This new “mix” is now the published set of goals and will be used throughout the Campaign, knowing final numbers will be different.</td>
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<td><strong>Perform electronic wealth screening.</strong></td>
<td><strong>In addition to daily research on prospects, organizations, foundations, etc., all good Advancement operations use a third-party service at various times to gathering supporting research information.</strong></td>
<td><strong>We used a fairly new product, MSP, that provided a great deal of raw data to us at the end of the fiscal years (May 2013). We are still in the process of analyzing it and using it in conjunction with our previously gathered data.</strong></td>
<td><strong>We will incorporate the MSP research into our prospect management program throughout 2013-14. In addition, we may look into purchasing another service during 2013-14 or 2014-15 to provide even more wealth screening information.</strong></td>
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<td><strong>Reorganization of staff focusing on major/planned giving and launch of public phase of campaign.</strong></td>
<td><strong>As all good Advancement operations evolve, constant changes to staffing levels, evaluation of roles and responsibilities and reporting structures need to be evaluated. This was especially true as we prepared to launch the Campaign.</strong></td>
<td><strong>The re-organization officially took place early in the second semester (February 2013). The staff was re-organized to bring all major, leadership and planned giving staff together in same unit. Advancement Services was segregated under its own leadership; all other development functions were kept together. Alumni Relations remained its own unit, as did Finance.</strong></td>
<td><strong>With this new organizational arrangement in place (which will be continually evaluated; we will need to complete staffing levels – Director of Leadership Giving search failed in June 2013 – while always working to find best balance between needs and talent), the Comprehensive Campaign was publically launched on April 26 on campus. In the weeks and months following, regional launch events were held in New York City; Washington, DC; Rochester, Albany, Buffalo and Syracuse, NY; Charlotte and Raleigh, NC; Atlanta, GA; and Boston, MA. The Launch was very successful (200 in attendance on campus, more than 150 on-line); regional events had strong messaging and relationship opportunities but spotty and inconsistent attendance. We will need to work harder to capitalize on the “bump” from the launch and systematically work through our prospects to reach Campaign targets (straight-line projection and pyramid).</strong></td>
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<tr>
<td><strong>Conduct study an assessment of The Fund for Brockport with goal of increased</strong></td>
<td><strong>As was stated above, a strong organization will always stop and evaluate its processes to find measurable areas in which to improve.</strong></td>
<td><strong>Westwind Consulting was used to conduct a study of The Fund for Brockport.</strong></td>
<td><strong>We received useful and relevant feedback on the Annual Fund process and will implement recommendations (where applicable), based on budget.</strong></td>
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</table>
unrestricted giving.

Implement Academic Works scholarship software to increase number of scholarship applications from 300 to 500.

Rather than the old system of a manual scholarship process, we looked to implement this system, which many peer schools are using.

Over the course of the academic year, this new system was fully implemented.

We received more than 900 scholarship applications, up from 300 the previous year. The transition required troubleshooting with some academic departments and donors. Moving forward, we will be working with Academic Works to make appropriate adjustments based on our 2012-13 experience.

Key Performance Indicator Graphs (to be inserted from Baseline):
Data in graphs should begin with FY 2010

See attached documents!

2012-2013 Closing the Loop Summary Report

The following report outlines the assessment tools used and data compiled in regard to no more than three departmental/office goals from 2012-2013. It will also highlight the proposed action items and recommendations for the next year, 2013-2014.

2012-2013 Goal: Launch the Public Phase of the Campaign

Assessment Tool and Data: Use daily income reports, Campaign Reports, Dashboard and other reports related to Campaign to measure total giving to the Brockport Foundation from July 1, 2012 to June 30, 2013. Goal was to reach $14.5 million by June 30, but Division and Foundation Board were planning for a minimum of $15 million before the Public Launch of the Campaign on April 26.

Tool Used: Banner (Alumni & Development Module), Wealth Screenings data, and Financial package through BlackBaud.

Data/Results: Simply, we reached $16.7 million in gifts, pledges and bequest intentions by June 30, well above our Strategic Plan goal of $14.5 for the year and the $15 million desired before the launch. With these goals attained, the Comprehensive Campaign was publically launched on April 26 in a gala event on campus. In
the weeks and months following, regional launch events were held in New York City; Washington, DC; Rochester, Albany, Buffalo and Syracuse, NY; Charlotte and Raleigh, NC; Atlanta, GA; and Boston, MA.

**Summary/Conclusions:** The official launch on April 26 was very successful (200 in attendance on campus, more than 150 on-line); regional events had strong messaging and relationship opportunities; regional attendance numbers were lower than anticipated, however tens of thousands received invitations and viewed videos on-line.

**Recommendations:**

1. We will need to work harder to capitalize on the “bump” from the launch and systematically work through our prospects to reach Campaign targets (straight-line projection and pyramid).

**Proposed Action Items for the next year:**

- Establish stronger metrics for giving officers related to visits, proposals and dollar goals. It is critical that we reach significantly more prospects on a regular basis through cultivation events and meetings, solicitations and stewardship programs. These enhancements are critical to reaching future goals.
- Increase by 25 percent the number of alumni and donor communications. Dollars have been cut on traditional communication pieces (*Kaleidoscope*, etc.) and more needs to be done to reach donors, alumni and friends with information and stories related to the positive happenings at the College. Our strong messaging and how we get it to our constituents is another important part of reaching our Campaign goals.

**2012-2013 Goal:** Provide increased financial reporting

**Assessment Tool and Data:** With the newly implemented Blackbaud Financial Edge system, goal was to increase the financial reporting, easing the completion of the annual audit, and providing increased information to all stakeholders.

**Tool Used:** Blackbaud Financial Edge and Banner, Independent Audit Report

**Data/Results:** Unqualified audit opinion, Stewardship reports were issued earlier in November 2012, increased timeliness of reporting

**Summary/Conclusions:** Financial information continues to improve. Auditors commented on the availability of specialized reports not previously provided. The reporting should evolve as shared with auditors, staff, constituents, and committees. We have engaged a Blackbaud consultant to help us build unique reporting for our needs.

**Recommendations:**

- Continue to provide individualized reporting requests
- Continue to work with consultant to streamline reporting
• Provide access to staff for individual use
• Seek feedback from staff members on other needs

Proposed Action Items for the next year:

• Additional consulting services to provide more specialized reporting
• Train staff members to access basic information
• Continue to increase financial reporting for audit requests

2012-2013 Goal: Implement Academic Works for our Scholarship Process

Assessment Tool and Data: Partnered with a third party vendor to implement a campus wide online scholarship system. The goal was to increase the volume of applications received and to ensure the donors’ wishes were being met when committees were making their selections. A communication plan was created for the rollout of the software which included: use of the Daily Eagle, e-blasts to students, letters and emails to deans, directors and chairs and training sessions for both students and faculty/staff and external review committees.

Tool Used: Academic Works and Banner

Data/Results: On average the Foundation received 350-400 applications per scholarship cycle. For the 2013-14 award year, just more than 900 applications were received, but as of June 30, 2013, there were more than 100 scholarships that still need to be selected by various academic departments. There were some awards that had no applications because students were not matched properly because of Banner coding issues.

Summary/Conclusions: The software was successful in increasing the numbers of applications the Foundation receives, but we struggle with getting the buy-in from all academic departments to use the system and make selections. There needs to be further conversations between the Foundation Scholarship Office, IT and Academic Works surrounding the coding of student majors and certifications.

Recommendations:

1. Continue to partner with Academic Affairs to ensure buy-in of the new system.
2. Work with Academic Works to address the challenges that faculty committees identified in the first year of implementation.

Proposed Action Items for the next year:

• Partner with Interim Provost to encourage the acceptance of the new system.
• Strengthen communications with chairs and departmental scholarship coordinators. Increase attendance by 50% at faculty/staff training sessions during the fall/spring semesters.
• Initiate a Scholarship Task Force to investigate future scholarship partnerships.
- Implement changes requested by departmental scholarship coordinators in Academic Works for the 2014-15 application cycle.
- Work with Academic Works to get the Donor Relations pages up and running in Academic Works.

### 2013-2014 Assessment Plan

This section summarizes the departmental plans for progress toward strategic goals.

*NOTE: Cut and paste this into the next year's fully developed assessment plan.*

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<td>(1) Culture of Philanthropy and Connectedness (CP&amp;C)</td>
<td>Investment by stakeholders in the institution as a quality of place.</td>
<td>Move the Campaign through its Public Phase</td>
<td>Reach and exceed Campaign Goal of $25 million by increasing the size and number of gifts, pledges, and planned gifts by 2016.</td>
<td>• Achievement of the following goal by 6/30/14: $18.75 million • Establish stronger metrics and accountability for giving officers related to visits, proposals and dollar goals • Implement the donor module of the Academic Works software • Establish Task Force to research partnership opportunities for scholarships • Host a minimum of three donor stewardship events • More fully utilize financial edge reporting to provide</td>
<td>Staff time, Campaign budget</td>
<td>June 2014</td>
<td>VP/Staff</td>
</tr>
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</table>
The Briefing Book is separate from your Annual Report in that it is somewhat of “brag book” that will highlight goals and **accomplishments** for each department. The Briefing Book entry is a consolidated version of your annual report highlights. Please indicate below which information you would like to include. Please keep in mind that there is room in the Briefing Book for each department to have about two pages; therefore, the information provided on your Annual Report should be consolidated significantly to just include the most significant highlights.

**Points of Pride**

**Academic Quality & Engagement**

- Provided additional Foundation dollars for summer undergraduate research opportunities for students
- Instituted the Academic Works software program for scholarship applications
- Initiated __ new scholarships for Brockport students.

**Co-curricular Programming & Support Services**

- Worked hand-in-hand with numerous campus offices and departments to put on a grand opening weekend for SERC and Homecoming and presented at a CASE conference.
- Provide Foundation dollars to support the Institute for Engaged Learning.

**A Culture of Philanthropy & Alumni Connectedness**
- Raised more than $16.7 million toward the Comprehensive Campaign goal of $25 million.
- Hosted hundreds of alumni and friends at Campaign Launch and Regional Launch events – in person and on-line.
- All Deans have now established Boards of Ambassadors/Advisory Boards to formally engage alumni and friends and academic departments are more becoming more engaged with their alumni and serving as active partners with Advancement

Learning Environment & Quality of Place

- Added to the campus through the naming of three spaces in SERC: Brian Brady and Salvatore Salorenzo Rooms and the Eagle’s Lookout

Please list no more than seven accomplishments that your department achieved in 2012-2013. These will be submitted for inclusion in the College Accomplishments publication.

<table>
<thead>
<tr>
<th>2012-2013 Accomplishment</th>
<th>Description</th>
<th>Data/Results (where possible)</th>
<th>Summary/Conclusion</th>
</tr>
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| Exceeded Comprehensive Campaign target with $16.7 million raised by June 30, 2013 | Ultimate goal is $25 million by June 30, 2016 | ● Increased from $11.3 million on July 1, 2012 to $16.7 million on June 30, 2013  
● The $16.7 million supports a total of 465 funds housed within the Brockport Foundation | Ahead of schedule for ultimate goal of $25 million |
| Expanded private support to numerous programs within the College was provided by the Brockport Foundation | Funds available through giving and the endowment delivered substantial support to scholarships, academic programs, research and much more during the past year | ● 54 new funds were established in 2012-13  
● Scholarships totaling $710,551 were distributed to students  
● Student and faculty research grants totaling $45,238 were awarded by the Foundation | The Brockport Foundation contributes substantially to all aspects of the campus |
<p>| Secured 42 Campaign gifts and pledges in excess of $25,000 this year | Major emphasis during the Leadership Phase of the Campaign at the top of our gift pyramid | Total committed from these gifts was $3,649,621 | Will continue to work the pyramid to help reach our goal |</p>
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<th>Academic Works Scholarship Software</th>
<th>Needed to institute a computer-based system, and this was a good fit for Brockport</th>
<th>Increased the number of scholarship recipients from 300 to 900</th>
<th>Will evaluate and modify program, as needed, moving forward, but system was a fantastic upgrade</th>
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<td>Achieved the challenge of the Graduates of the Last Decade (GOLD) goal of $25,000 (which was then matched by GOLD committee)</td>
<td>Engaging young alumni in our philanthropic endeavors is critical to our long-term success</td>
<td>The grand total of $25,036 was achieved through gifts from 244 alumni donors, an average of $102.61 per donor</td>
<td>Ten GOLD committee members each pledged $2,500 over five years if the rest of the GOLD population contributed $25,000; this pledge will be considered again in the future</td>
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<tr>
<td>Increased membership in the Gloria Mattera Heritage Society (planned giving group) from 100 to 132</td>
<td>As part of Advancement’s re-structuring, put a higher emphasis on growing our planned giving program: resources, marketing, time</td>
<td>The 32 new planned gifts represent $2,445,177 in future dollars for the College</td>
<td>This will continue to be an area of emphasis in the future</td>
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<tr>
<td>Took a lead role in the opening of the new Special Events Recreation Center (SERC) during Homecoming Weekend</td>
<td>Brought alumni, students, faculty, staff, emeriti, community members, friends together for an exciting and unique celebration of the facility</td>
<td>Over the course of the day-long celebration, had more than 3,000 people go through SERC</td>
<td>Leveraged this opportunity to strengthen connections between the campus and our many constituents while strengthening relationships across all divisions to plan and execute a one-of-a-kind event. The event plan was selected by CASE for a presentation at a regional conference</td>
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