



Student-Focused Service | Community Engagement | Authentic Dialogue | Thoughtful Risk-Taking | Culture of Continuous Improvement

Advancement & External Affairs

Strategic Plan 2017

Our Mission

We strengthen the future of the Shawnee State University community.

Our Vision

Advancement will build positive relationships, inspire support and enhance the reputation of SSU.

Our Principles

We believe SSU and the SSU community are assets to each other.

We believe in celebrating the Shawnee State story.

We believe that relationships are built on trust.

We believe fundraising, friend-raising and goodwill are essential to Shawnee State's future.

We believe in the value of each gift and in expressing gratitude for it.

Our Values

We are:

Innovative

Accessible

Gracious

Invested

Results oriented

Progressive

Team oriented

Positive

Knowledgeable

High quality

Eager

Consistent

Approachable

Introduction

Shawnee State University was created — and continues to grow — in partnership with the people of our community.

This community includes **trustees, students, parents, faculty, staff** and **alumni** who make up the SSU family.

It also includes our **neighbors** who live and work in our region, **prospective students** looking for ways to accomplish their education and career goals, **businesses** that employ our graduates and fuel our economy, **schools** that prepare our children for future success - from pre-school through high school, **partners** who work side-by-side with us to advance education in all its forms, **agencies and organizations** that provide services to our friends and families, **regional, state and local government officials** who have invested in education for our citizens, and **donors and community volunteers** who continually support our students, programs, facilities and services.

Strengthening our relationships with these members of our community is at the heart of the division of Advancement and External Affairs at Shawnee State University. Our departments, functions and areas of responsibility include Development, Marketing & Communications, Alumni Relations, Donor Relations, Retiree Relations, Government Relations, Economic & Workforce Development, Media Relations, Web Development and Community Relations.

Our focus is advancing Shawnee State University and our region, in partnership with our community.

The goals, strategies and tactics outlined in the following plan continue to move us forward — not only as a division, but in our impact to the institution and region.

Sincerely,

Eric A. Braun

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Alignment with University Strategic Goals
 This page shows how the division's goals align with the University's strategic goals.

University Strategic Goals

1. Our academic programs give Shawnee State and our graduates a competitive advantage
2. Our admission practices help prospective students identify the best pathway to their career goals
3. Our services enhance the quality of life for students and community
4. Our operations and processes are customer-focused and outcome-driven

Divisional Goals	Divisional Measures of Success	Alignment with University Strategic Goals			
		1	2	3	4
1. Our community members are engaged in SSU and its future success.	<ul style="list-style-type: none"> • Participation in events. • Private support – gifts, grants, and in-kind time/talents. • Number of friends, donors, and leads. • Number of internships and business partnerships. 	•	•	•	•
2. Our community views Shawnee State as being an engaged partner in its future success.	<ul style="list-style-type: none"> • Participation in community events, promotions, and initiatives. • Partnerships for economic development. • Sharing of SSU talent on community boards. 	•		•	•
3. Our community members are well-informed about SSU and its initiatives.	<ul style="list-style-type: none"> • Social media engagement. • Growth in member lists. • Open rates and click rates on email campaigns. 	•	•	•	•
4. Our division is organized to maximize resources and accomplish University strategic goals.	<ul style="list-style-type: none"> • Accomplishment of goals. 	•	•	•	•

Goal 1: Our community members are engaged in SSU and its future success.

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Cultivate relationships with regional employers				
a. Identify, promote and foster internship opportunities	FY17/Cont	ACS & WD Coord.	Perm Fund Pos	Underway
b. Improve data collection on alumni employment	FY18	ACS & WD Coord.	Perm Fund Pos / Plan	Planned
c. Assess employers' needs	FY18	ACS & WD Coord.	Perm Fund Pos / survey	Planned
2. Engage alumni in meaningful ways				
a. Develop an alumni relations plan	FY18	Alumni Engage, Assoc. Dir.	Perm Fund Pos	Needs funding
b. Work with Career Development to coordinate and maximize efforts	FY18	ACS & WD Coord.	Perm Fund Pos	Needs funding
c. Assess alumni needs	FY18	Alumni Engage, Assoc. Dir.	Perm Fund Pos	Needs funding
3. Build private support, gifts and grants for advancement of programs and initiatives				
a. Develop targeted campaigns for specific academic areas, athletics, expansion initiatives	FY17/Cont	DCE Director	Mktg automation	Underway
b. Launch Annual Giving Campaign	FY17	DCE Director	Mktg automation	Underway

Goal 1: Our community members are engaged in SSU and its future success.

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
4. Strengthen relationships with legislators				
a. Maintain stream of support and expand new funding	FY17/Contin.	VPAEX	Dept. Budget	Underway
5. Strengthen donor relations				
a. Separate Foundation from Development with donor relations and stewardship at top of SSUDF priorities	FY18	(SSU) DF Dir.	Plan	Planned
b. Assess donors' needs	FY18	DCE Director	Survey software	Planned

Goal 2: Our community views Shawnee State as being an engaged partner in its future success.

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Partner with local government and community agencies for economic development				
a. Work with groups to formulate policy and academic alignment	FY18	ACS & WD Coord.	Perm Fund Pos	Planned
b. Provide resources for workforce training and entrepreneurship	FY18	ACS & WD Coord.	Perm Fund Pos	Needs Funding
b. Be visibly present in civic organizations	FY18	DCE Director	Perm Fund Pos	Planned

Goal 2: Our community views Shawnee State as being an engaged partner in its future success.

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
2. Develop comprehensive community relations plan				
a. Build capacity/staffing for this function	FY18	VPAEX	Perm Fund Pos	Planned
3. Use athletics to strengthen relationships				
a. Develop comprehensive marketing/promotions plan centered around athletics events and tie-in to K-12 schools, community, and student population	FY17	Mktg./Comm. Dir.	Budget	Planned
4. Utilize Carnegie Classification for Community Engagement Framework				
a. Develop plan for strategies and appropriate metrics	FY18	DCE Director	Plan	Planned

Goal 3: Our community members are well-informed about SSU and its initiatives

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Expand communication tools and audience-specific strategies				
a. Implement social media management software	FY17	Mktg./Comm. Dir.	Mktg Partners	Implementation complete; ongoing usage and training

Goal 3: Our community members are well-informed about SSU and its initiatives

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
b. Implement marketing automation software	FY17	Mktg./Comm. Dir.	Mktg Partners	Implementation complete; execution and training underway
c. Create interactive online viewbook to tailor user experience	FY17	Mktg./Comm. Dir.	Mktg Partners	Underway
d. Create new external website focused on prospective students and parents, donors, and external audiences	FY18	Mktg./Comm. Dir.	Budget / Funding Mktg Partners	Planned
e. Create intranet specific to internal audiences – students, faculty and staff	FY18	Mktg./Comm. Dir.	Perm Funded Pos	Needs Funding
f. Explore other tools – communication boards, wayfinding	FY18	Mktg./Comm. Dir.	Budget	Underway

Goal 4: Our division is organized to maximize resources and accomplish University strategic goals.

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Reorganize and realign functions of units within the division				
a. Reassess functions based on highest priorities, trends, and capabilities of new technology and tools	FY17	VPAEX	Perm Funded Positions, Budget	Underway
2. Assess institutional functions/services that may be a better fit within Advancement & External Affairs				

Goal 4: Our division is organized to maximize resources and accomplish University strategic goals.

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
a. Examine ECS, IR & SP, Recruitment, Phones	FY18	VPAEX	VP's / Pres	Planned
3. Develop alternate revenue streams				
a. Establish realigned Event and Conference Services	FY 17	VPAEX	VP's / Pres	Underway
b. Eliminate operating deficit within 24 months	FY 19	VPAEX	Plan	Underway
c. Generate positive revenue	FY 20	VPAEX	Plan	Planned

University Strategic Plan Strategies Owned by Advancement & External Affairs					
Strategy / Tactic	Strategic Plan Goal Reference	Target Date	Owner	Resources needed	Status
Conduct targeted fundraising initiatives to enable academic programs to be competitive	1.1.e	2016/CONT	DCE Director	Development Officers / Plan	Underway
Implement phase 1 of the 2016 marketing plan to maximize competitive advantage and make success data visible online	1.3.b	2016	Mktg./Comm. Dir.	Mkt Partners	Completed; Ongoing
Develop a robust alumni outreach program (friend-raising vs fundraising) to maximize our competitive advantages	1.3.d	2016	Alumni Engage, Assoc. Dir.	Funding	Planned
Willingness to actively participate: Challenge and Choice (Do you have what it takes? Marketing campaign) to help prospective students identify the best pathway to their goals	2.1.a	2018	Mktg./Comm. Dir.	Plan / Mktg Partners	Planned
One-stop communication resource / database / Google Search / Calendar to enhance quality of life for students and community	3.1.c	2018	Mktg./Comm. Dir.	Tools	Parts moved to another team as part of Oracle Customer Service; Focus shifting to calendar
Keep up to date on communication channels and social media	3.1.d	Cont	Mktg./Comm. Dir.	Tools / dedicated staff	Underway / Ongoing
Push SSU footprint into downtown in a positive way	3.3.b	2017	DCE Director	Plans / Funding	Underway
Explore educational opportunities for students and the community that benefit the community	3.3.e	Cont	DCE Director		Planned
Be a resource and a partner in economic development	3.3.f	Cont	ACS & WD Coord.	Plans / Funding	Underway

University Strategic Plan Strategies Owned by Advancement & External Affairs					
Strategy / Tactic	Strategic Plan Goal Reference	Target Date	Owner	Resources needed	Status
Maximize the VRCFA for events that attract both the community and students	3.4.a	FY18	VRCFA Dir.		Planned
Reinforce branding messages internally and externally to foster an image of SSU as a student-centered, best-value university	4.4.a	Cont	Mktg./Comm. Dir.	Funding / Mktg. Partners / Tools	Underway / Continuing
Highlight and market high-quality programs	4.4.c	2017	Mktg./Comm. Dir.	Funding / Mkt. Partners / Tools	Underway / Continuing
Bust the myths (embrace Appalachian Proud) Brand SSU as a "first choice" university	4.4.e	Cont.	Mktg./Comm. Dir.	Funding / Mktg Partners / Plan	Underway / Continuing

Measures of Success

An important element of any strategic plan is a description of success in quantitative ways. This table summarizes the critical measures of success for the division's mission, vision, and goals. Targets describe what level of a particular success measure is to be achieved. More detailed measures may be tracked as necessary to inform these high-level metrics.

Mission	Measures of Success	Targets (if applicable)
We strengthen the future of the Shawnee State University community.	• Converting leads to students	• Set benchmarks FY17, targets in FY18
	• Advancement revenue	• Set benchmarks FY17; targets in FY18
Vision	Measures of Success	
Advancement will build positive relationships, inspire support and enhance the reputation of SSU.	• # gifts received	• Set benchmarks FY17, targets in FY18
	• Community/Alumni Perception	• Develop survey tool FY18

Measures of Success – continued

Strategic Goals	Measures of Success	Targets (if applicable)
Our community members are engaged in SSU and its future success.	• Board, fac/staff, & alumni participation rates	• Set benchmarks FY17, targets in FY18
	• Renewals/upgrades of gifts	• Set benchmarks FY17, targets in FY18
Our community views Shawnee State as being an engaged partner in its future success.	• Community/Alumni Perception	• Develop survey tool FY18
	• External board participation	• Establish goals FY18
Our community members are well-informed about SSU and its initiatives.	• Community/Alumni Perception	• Set benchmarks FY17, targets in FY18
	• Social Media Engagement	• Set benchmarks FY17, targets in FY18
	• Campaign “Call to Action” metrics	• Set benchmarks FY17, targets in FY18