



Operating Plan 2022

6 December 2021

Executive Summary

Two organizations. One staff.

This simple mental framework, made possible by increasing coordination under the direction of a single CEO, should shape our mindset and guide our interactions with colleagues in the year to come. While the AOG and the Foundation remain separate legal entities for several important reasons, we are already observing the positive impact of our increasing coordination, and when appropriate, combination of key functions. As “one staff” serving the missions of two organizations, our task is to seek out every opportunity for better performance, and if we can have it, better performance for a lower cost.

This will not be easy. Both organizations have a unique history and structure, and with that comes a distinct culture and “way of doing business.” Bringing the best of these two elements together and drawing from each of our unique strengths will ultimately make us better.

In addition to this internal work of increased coordination as a single staff, the year ahead will be marked by several transformative initiatives.

In 2022 we will complete the first **comprehensive graduate survey** in roughly 15 years. Through a series of focus groups and survey instruments, we will capture and analyze the varied perspectives of our core constituents – our graduates. The results of this survey, along with a full audit of our alumni programming, will shape our priorities for the graduate relations enterprise for the next five to seven years.

Alongside the survey, we will be ushering in a new chapter for the Association and for graduates of the Air Force Academy through “**Membership for All Graduates.**” This far-reaching initiative will have generational impacts on the graduate community and the institution we serve. The launch of this program is set for early January, and yet fulfilling the full promise of this effort will take us all of 2022 and beyond.

We will also be investing in our technology solutions, our data infrastructure, our office spaces, and our communications platforms. From a new digital phone system and enhancements to Doolittle Hall, to beginning work on a new administration building for the entire team, 2022 will mark a pivotal year of foundational enhancements that will support our effectiveness in the years to come. Furthermore, we will invest in one another in the new year with targeted training opportunities for staff and with increasingly matched personnel policies, pay and employment benefits.

Finally, in 2022, we will tackle the first of three public years of our **comprehensive campaign** to build awareness, engagement and participation among graduates, parents, and friends.

We aim to:

- Raise an extraordinary amount of financial support — \$270 million — for critical Academy priorities and for strategic needs of supporting organizations.
- Increase awareness, engagement and participation among Academy graduates, parents, and friends.

- Enhance institutional pride among all stakeholders.
- Educate Academy faculty, staff, graduates, and supporters on the role and impact of philanthropy.

In terms of the financial objectives, four projects loom large in our scope: the Cyber Center, now officially underway as the Madera Cyber Innovation Center, the Institute for Future Conflict, a complete modernization of Falcon Stadium, and a new administration building adjacent to Doolittle Hall. These four major initiatives will constitute the bulk of the remaining financial investment from this campaign.

As importantly, we must take advantage of the focused energy of the campaign to greatly expand our engagement among the graduate community. The “Membership for All Graduates” initiative is the right place to begin – but beyond that, the programs we undertake must position the Association as both *present* and *relevant* in the lives of our graduates.

The attached operating plan for the Association and the Foundation represent your collective input on what we expect to accomplish together in 2022. Our efforts should be focused on the goals each department has set, which in turn serve the strategic outcomes set by our boards and the CEO.

This past year demanded much from us all. From major leadership transitions to a fall that was as packed to the rafters with activity, we encountered and overcame each challenge. The year to come, while perhaps offering fewer curve balls, will prove even more consequential for the future of both organizations – and our staff.

Happy New Year,

A handwritten signature in black ink, appearing to be 'M. Garcia', written on a light-colored background.

Summary of Goals: AOG

- I. Update our phone system and our connectivity with fiber optics to maximize efficiency and communication in an interconnected environment. (Strategic Goal: Finalize and execute Doolittle Hall masterplan)
- II. Update the following areas within Doolittle Hall: library, boardroom, outside corridor offices, South Conference Room, bathrooms, and assembly. (Strategic Goal: Establish a world class customer service operation in Doolittle Hall)
- III. Provide a first-class experience to all those who enter Doolittle Hall. (Strategic Goal: Establish a world class customer service operation in Doolittle Hall)
- IV. Execute Membership for All Graduates. (Strategic Goal: Implement membership for all graduates)
- V. Ensure the value of the Family Plan is not diminished by the introduction of membership for all graduates. (Strategic Goal: Implement membership for all graduates)
- VI. Continue to work with alumni and family relations and USAFA/CM in institutionalizing reunions and executing a top-notch experience. (Strategic Goal: Revitalize class reunion experience)
- VII. Increase effectiveness of existing services and programs, to include a redesign on the Career Center web site. (Strategic Goal: Zero-in our best ROI core competencies)
- VIII. Conduct a comprehensive constituent survey, evaluate the data, and begin creating/modifying programs to address the needs and desires identified by constituents. (Strategic Goal: Develop a “fight for feedback” flight plan)
- IX. Continue to produce quarterly *Checkpoints* magazine with quality content, expanding the online presence with digitized back issues of *Checkpoints* and additional video content. (Strategic Goal: Tell our story)

Operations

Operations serves as the infrastructure of the building and support of the three organizations that reside in Doolittle Hall as well as the extension in Building 8034. Within the umbrella are the following functions:

- Information Technology
- Facilities
- Merchandise
- Customer Service
- History/Heritage

It is essential to maintain and increase the support as both the Foundation and AOG become more integrated, maintaining connection with all constituents, and providing an inviting, professional, and service oriented front to all graduates and visitors alike.

Information Technology

Defining Goals:

- I. Maintain and improve systems security by keeping informed and apace with security standards and technology trends.
- II. Support company efforts by providing high quality technical support, systems and tools, training, and customer service.
- III. Seek improved services and technology and apply where it is cost effective.

Actions:

- I. Implement Voice over Internet Protocol phone systems across both organizations (AOG and Foundation) by the end of quarter 1.
- II. Work with Comcast to increase internet connectivity to the building by the end of quarter 1.
- III. Physically combine the AOG internal, public, and streaming networks into one network, logically separating them for security reasons, and enabling shared use of a single high bandwidth internet connection by the end of quarter 1.
- IV. Work with a third party to implement a new audio/visual system for events between quarters 2 and 3.
- V. Increase security by implementing systems management for Apple devices by the end of quarter 3.
- VI. Implement Asset Management, remote desktop software, and perform an inventory of IT equipment by the end of quarter 2.
- VII. Improve site-to-site VPN tunnel between Doolittle Hall and building 8034 by the end of quarter 1.
- VIII. Migrate to Blackbaud Merchant Services by the end of quarter 3.

- IX. Increase server security and functionality by moving away from outdated server systems between quarters 1 and 3.
- X. Increase constituent database usability and stability by cleaning and reorganizing data to better suit company needs. Develop a system to reach out to constituents with missing info to fill in gaps.
- XI. Update database and data entry policies and procedures by the end of quarter 4.
- XII. Assist in the implementation of a plan to protect, maintain, and enhance the constituent database, including identifying and enhancing data for top constituents in our database by the end of quarter 1.

Facilities

Defining Goals:

- I. Maintain Doolittle Hall and its surrounding acreage and buildings as a premier location for graduates, families, and visitors in a professional and inviting way.
- II. Support all departments by providing support, tools, and service to ensure all facets of the building are functional and efficient.
- III. Provide recommendations to leadership of additional needs and assessments for Doolittle Hall and surrounding areas.

Actions:

- I. Create building schedules and time frames for maintenance and general upkeep of grounds.
- II. Work within budgeted amounts to update the following areas by May 1st: library, boardroom, outside corridor offices, South Conference Room, bathrooms, and assembly.
- III. In tandem with updating building areas, notify senior leadership of additional needs that will include estimates and timeframes by August 15th to be included next budget cycle.

Merchandise

Defining Goals:

- I. Provide a variety of goods that appeal to various segments of shoppers: alumni, family, visitors, and the community.
- II. Create marketing campaigns that address the various products and their availability.
- III. Provide offerings to chapters, affinity groups, and cadets to increase visibility.

Actions:

- I. Increase merchandise sales by 10% over FY2021.
- II. Continue to offer wide array of alumni specific gear to include class color, class crest polos, and customized cadet tees.

- III. Continue to look at options for families, working in partnership with parent membership to instill value in family plan.

Customer Service

Defining Goals:

- I. Create a first-class experience for all visitors upon entry into Doolittle Hall and when they call in.
- II. Support other departments to ensure AOG communications are sent in a timely and professional fashion.
- III. Support the graduate community through notifications of deceased classmates.

Actions:

- I. Hire and on board a Front Desk Specialist to greet upon entry and assist either through information regarding the building and our heritage trail or notifying employees of visitors. Answer the phones professionally and with a vision of continuous service.
- II. Benchmark best practices and copy so that customers receive service beyond expectations.
- III. Hire a Customer Service Representative as a replacement for recent employee departure.
- IV. Working with communications, ensure prompt delivery of *Checkpoints* to all Next of Kin included in the Gone But Not Forgotten section.
- V. Assist both the Foundation and AOG with larger mailings and other projects as time allows.
- VI. Send out accurate Next of Kin (NOK) notification notices to Graduate class and AOG and Foundation staff within 48 hours of receipt of information. Be supportive and sensitive to the family members as information is relayed.
- VII. Create a recommendation list of additional support that AOG could provide for NOK families.

History/Heritage

Defining Goals:

- I. Support our AOG mission to promote our heritage, traditions, and accomplishments of graduates.

Actions:

- I. Work with Facilities to update Graduate Ring Display and create focal point in conjunction with Ring Display Interactive Screen. Create program for 4-degree and 3-degree cadets to build excitement about rings.
- II. Work with heritage and traditions committee on all additional plaques for the Plaza of Heroes or any additions on the Heritage Trail.
- III. Complete information data input for new software to introduce the virtual museum on our webpage.

- IV. Work with facilities on the update of the library, cataloging all items, creating sections for display, and storing current items that no longer serve its function within the library.

Alumni Relations

The true heart and core of the AOG is the engagement of our constituents. The biggest trajectory of 2022 will be the all-inclusive Membership for All Graduates. By opening the doors to all graduates this will truly be an alumni association for all of the Long Blue Line. In addition, it will be imperative to incorporate current and future families into the reimagined Family Plan with the acceptance of still allocating the same amount of dollars with the commitment to support cadets during their four years on the hill.

Membership

Defining Goals:

- I. Successful execution of Membership for All Graduates.
- II. Implementation and acceptance of newly visioned Family Plan.

Actions:

- I. Work in partnership with marketing and communications on a comprehensive campaign to engage former nonmembers to come back into the fold of their Alumni Association, create value of being a member to those who have been disconnected, and secure the acceptance and excitement of legacy members of the value of all graduates being members and the significant part they played.
- II. Implement the newly visioned Family Plan. Work in tandem with membership consultant group for a formulated, concise message on the new and improved support parents provide in the role of their cadet's experience. Create value in the plan for the family by working with local partners.

Internal Engagement

Under the direction of the Vice President of Alumni and Constituent Relations, the internal engagement team (graduate relations, events, and constituent relations) will provide top service and new engagement opportunities to the Air Force Family.

Defining Goals:

- I. Provide engagement event opportunities both virtually and in person.
- II. Prepare cadets to become engaged alumni.
- III. Continue to expand partnership with the United States Air Force Academy teams.
- IV. Create a strong partnership between the alumni offices and the Foundation.
- V. Adopt standards and best practices to improve measurement of alumni engagement and satisfaction.

Actions:

I. Events

- Reunions (11+) in 2022, Distinguished Graduate Award in Summer 2022, Jabara 2022, Next of Kin Summer 2022, tailgates (partner with reunion tailgates for home games (3) and away (2-3)) Fall 2022. Work to have contingency plans in place for all events.
- Review ability to support reunions at locations other than USAFA and develop a plan for support.
- Form a team of goal orientated, enthusiastic staff who represent the organization and exude collaboration and positivity.
- Expand the virtual realm to continue to offer life-long learning opportunities for our community, such as Senior Leader Calls (each leader 2x a year) and graduate panels (~10/year).
- Work with other departments to expand offerings and create distinctive events and experiences for ages and interests, based off the new survey to offer two new programs/events in 2022.

II. Cadet Engagement

- Continue work to work with USAFA and the Foundation to help develop more opportunities around major career milestones and processes for including cadets in our virtual panels.
- Create and deliver messaging around the Air Force Family identity throughout the cadet's experience. In Spring of 2022 bring back in person Firstie Departure and launch in person Second Decision with supporting websites updated.

III. Partnership with the United States Air Force Academy

- Continue to work with the CM team to expand the reunion experience for all attendees into three showcase weekends that encompass interests of every reunion goer.
- Continue to grow the relationship with Air Force Academy Athletic Corporation (AFAAC) to work to joint promote activities surrounding sporting events, to include football, lacrosse, and hockey, with the help of our communications team.
- Work with the Academy to see how we can use our programs, for example WebGuy, to continue to showcase the cadet experience.

VI. Partnership with the Foundation

- Work with Foundation event colleagues on campaign events so that cooperation and teamwork are shown to the outside community, and that the Air Force Family is engaged to attend and give back.
- Work on common language and develop processes to identify and communicate engagement opportunities.
- Formalize the process by which the alumni relations team and the Foundation promote events.

V. Measurements and Standardization

- Partner with the business development/communications teams on their survey to provide data on graduate feedback to implement through our engagement events.
- Partner with the Foundation events team to create a standard measurement of constituent engagement across both organizations, ensuring cohesiveness and efficiency with employee resources.

- Track constituent involvement surrounding events to help analyze programs of value to expand vs. those to eliminate – working with strategy to determine true measure of engagement.

External Engagement

The external engagement team supports the United States Air Force Academy graduate community and alumni through outreach programs and events which create meaningful connections and experiences. We strive to support USAFA grads at all stages of their life, career, and interests by creating consumer driven initiatives and events that help foster the Long Blue Line and increase alumni engagement and participation.

Defining Goals:

- I. Build brand equity and awareness through engagement opportunities/events.
- II. Increase effectiveness and efficiency within existing outreach programs and services.
- III. Collect and analyze data from multiple outlets, based on research develop and implement new marketing strategies and engagement opportunities to increase alumni participation and engagement.
- IV. Develop innovative programs and experiences that are consumer centric and driven.

Actions:

- I. Hire two employees within the external engagement department. The first position will focus on engaging, connecting, and building strong relationships with our constituents. The second will focus on the operations and will work behind the scenes to complete the mission. This new structure will increase continuity, effectiveness, and foster stronger relationships with our constituents.
- II. Create staple AOG event(s) that will have national/regional pull and attendance.
 - Events provide consumers a unique experience that cannot be had elsewhere. Below are potential ideas.
 - AFA Entrepreneur Conference: annual conference connecting alumni who are innovators, entrepreneurs, and investors with likeminded individuals to network, collaborate, and cultivate new opportunities.
 - Grad Owned Winery/Brewery Tour: held twice a year at venues owned by graduates. Event will highlight alumni entrepreneurship, support alumni owned businesses, and offer an inclusive professional and social networking opportunity.
 - AFA Memorial Marathon: annual marathon honoring our fallen and killed in action graduates, each year will feature a unique theme (i.e., POWS, Desert Storm, Special Forces, etc.).
 - Work alongside the Foundation to host events in top region areas to maximize impact and grad engagement.
 - Partner with our cohorts to promote Air Force core values by hosting “Service Before Self” Challenge or events along that line such as the AFA Memorial Marathon mentioned above.
- III. Create atmosphere that is welcoming and professional while providing 5-star service.
- IV. Update Career Center and Services.
 - Redesign AOG career center to improve user experience and functionality of site.

- Expand online services to be more robust and well rounded. This includes adding resources for resumes, interviewing, creating a professional social presence, and rewriting website content to be more concise and consumer focused. Leverage LinkedIn and other platforms in this expansion.
 - Partner with alumni and industry leaders to host panels and webinars for the Careers After the Uniform series (bi-monthly virtual event). Partner with Foundation to host professional networking opportunities. Organize around events such as SACC or high-profile USAFA events including Service Academy games. At minimum host 4 events per year.
- V. Increase chapters, affinity groups, and ambassadors: increase number of outreach groups every year by at least 5 percent.
- VI. Develop tools and resources to make groups more self-sufficient and operational and create opportunities for groups to engage with cadets to increase program awareness and participation.
- VII. Create internal strategic communication plan/procedures for outreach programs to increase organizational engagement and consistency with groups.
- VIII. Analyze and evaluate ROI on current external programs and engagement to determine if program has growth potential or value to our portfolio. Programs with negative results may be resolved.
- IX. Work with AOG and Foundation colleagues to create engagement score or tracking system for constituents. Collect data on event participation, repeat participation, volunteering, number of events attended, involvement in chapters and affinity, giving, etc. Make data driven decisions around scoring system, establish target audiences, and strategic communication and recruiting efforts.
- X. Create pre and post event operational plan/procedures. Develop messaging for pre-event communications and messaging and feedback system to track post event data and insights. Increase continuity in event communication and gathering key consumer insights/data.
- XI. Perform a constituent analysis.
- Identify and understand our market and target segmentations.
 - Based on target segments, evaluate and identify consumer motivations, perceptions, attitudes, needs, and behavior profile. This is critical to increasing alumni engagement and creating consumer centric events.
- XII. Create events focused on the user experience and target audience. Identify alumni segments that have not been reached and create events or programs to engage with grads.
- Each event should be evaluated on its meaningfulness, impact, likability, and memorability in direct relation to target audience.
- XIII. Create a volunteer network and roles within the AOG and Foundation to help support our respective mission(s).
- XIV. Launch AFA Venture program and website in Spring of 2022.
- AFA Ventures will engage a new group of grads that have not been reached before.
 - Support alumni in development of micro communities focused on entrepreneurship, investing, and innovation.

- Support grad owned businesses and find volunteers to run aspects of the program.
- Created future initiatives and growth opportunities within the program.

Strategy and Business Development

The primary function of Strategy and Business Development is to translate our vision and mission into a succinct, overarching plan, offering a clear path forward from which all functions are linked. All efforts should be informed by our graduate community's needs, continuously enriched, and assessed for relevancy and impact. This function also looks at broader relationships with the Academy and non-profit partners in addition to exploring future business opportunities. The actions below may represent an enhancement of actions already in progress, or present new ways ahead.

Defining Goals:

- I. Secure our understanding of the graduate community and its needs.
- II. Revitalize the Long Blue Line brand to create awareness, cultivate excitement, and strengthen giving.
- III. Improve graduate engagement across the spectrum of time, talent, and treasure.
- IV. Share our rich USAFA history and heritage.
- V. Expand relationships that strengthen our offering with partners who share our core values.

Actions:

- I. Launch our comprehensive research study (leveraging qualitative and quantitative techniques).
- II. Develop an engagement strategy delineating short- (2-3yrs), mid- (3-5yrs), and long-term (5-10 year) goals. Identify key performance indicators to measure success of strategy; adjust and refine as needed.
- III. Lead rebranding efforts that re-invigorate current members and compel new members to engage.
 - Association of Graduates Logo rebrand (or co-branding as AOG and Foundation Boards determine).
 - Partner with marketing and communications for branding awareness campaign, ensuring broadest understanding of our mission and vision.
 - Partner with merchandise to craft strategy reflecting Long Blue Line pride.
- IV. In partnership with all functions, develop and launch a holistic Membership for All Graduates (MAG) campaign for 2022.
 - Understand different constituent needs and develop value propositions for engagement.
 - Leverage comprehensive research findings and members to effectively reach non-members.
 - Obtain 85% opt-in rate by end of MAG.
- V. Rejuvenate engagement by leveraging research findings and partnering with marketing and communications, alumni relations, and IT to:

- Define engagement and develop “Alumni Engagement Index” (to measure how our members feel about their membership vs. simply being or not being a member).
 - Redefine ZoomieLink strategy in accordance with research results.
 - Create a holistic event strategy (reunions, tailgates, award dinners, etc.) based on creating special and memorable experiences.
 - Build a future-focused strategy for the Young Alumni program.
 - Leverage research study results to ensure programs are aligned with young alumni needs.
 - Research best practices from top young alumni programs for appropriate utilization.
 - Partner with marketing and communications and young alumni to build awareness and excitement of the program (leveraging creative social marketing efforts).
 - Implement plan including launch of at least one young alumni informed event in CY22.
 - Maintain cadet parent program and explore options to elevate.
 - Explore and increase collaborative initiatives with graduates and USAFA that are aligned with USAFA priorities in relation to recruitment, development, and retention.
- VI. Partner with marketing and communication team to develop strategy celebrating, honoring, and sharing our rich USAFA history and heritage.
- VII. Raise an additional \$125K in support of the Defining our Future Campaign.
- VIII. Partner with Foundation to approach “asks” from holistic perspective.
 - Connect monthly with Foundation Corporate Sponsorship function to identify AOG program opportunities (sponsoring Checkpoints, Virtual Panels, Lifelong Learning, etc.).
 - Explore potential giving opportunities from legacy AOG members who currently contribute monthly. Incentivize them to transfer those same monthly contributions to the AF Academy Fund.
 - Partner with alumni relations to find ways to build giving through life-long learning (i.e., the importance of wills and considering USAFA or AOG as recipient).
- IX. Revamp True Blue Business (TBB) Program.
 - Partner with events team to offer better partnerships with local businesses for launch in Jan 2022. TBB CY22 goal: \$50K.
 - TBB centers on a relationship experience for local businesses that is elevated and matches the increase in cost to partner with us.
 - TBB will be selective and promote businesses that share our core values.
 - Explore Partnership with IMG and AFAAC.
- X. Explore advertising/sponsorship opportunities for AOG-led events (tailgates, reunions, etc.).
- XI. Begin planning for USAFA’s 75th Anniversary.

Marketing and Communications

In 2022, the Association of Graduates communications team, in collaboration with the Air Force Academy Foundation team under a joint strategy and framework, will focus on achieving the greatest-possible integration and cohesion with respect to marketing and communications. Marketing and communications will continue to focus on “service for a lifetime” theme, while also working to instill deeper pride in the Academy, foster engagement and participation, and highlight USAFA graduates accomplishing great things in service to our nation and individual communities. In addition, the team will continue to capture and elevate the history and heritage of USAFA and its graduates. We will also focus on generating awareness of the benefits of membership and engagement among all USAFA graduates as the organization shifts to a membership-for-all-graduates model. A key aspect of integration and cohesion in our communications will be putting into place some basic building blocks that are new, while continuing certain efforts, all of which are defined below under actions.

Defining Goals:

- I. Across the “wingspan” of the enterprise, bring best-practice marketing and communications strategies and tactics to advance the mission-critical goals of the organization (engagement, participation, reputation, pride).
- II. Collaborating with our Foundation colleagues, secure a deeper understanding of our graduate community through actionable data insights that influence what, how, and when we communicate and that inform our efforts to thoughtfully increase representation of underrepresented groups within the Long Blue Line.
- III. Elevate the history and heritage of USAFA through video, print, and audio assets.
- IV. Share information and collaborate, where and when possible, with the USAFA strategic communications and public affairs teams to ensure cohesion of efforts (minimizing “gaps” and “seams” that affect our audiences), complementary approaches, and effective management of issues and crises.
- V. Maximize the reach and impact of communications in increasing awareness of, engagement in, and participation in the comprehensive campaign among all Academy graduates, parents, and friends.

Actions:

- I. Support the rollout of Membership for All Graduates in partnership with the Foundation, with an eye toward leveraging this expansion of membership to open the way for greater engagement and participation among USAFA graduates.
- II. Coordinate production and messaging of communications to external audiences to ensure consistency of voice, branding, editorial guidelines, and synchronized scheduling.
- III. Explore a joint brand for the AOG and Foundation as deemed appropriate at the leadership and board levels.
- IV. Launch and complete a comprehensive alumni attitudes research project yielding both qualitative and quantitative data by late spring 2022.

- V. Use data and insights from alumni attitudes research project to more deeply understand and better represent our graduate community, inform and guide our strategies and structure, and enhance our approach with overall communications.
- VI. Track and analyze data from all e-mail campaigns, including newsletters, to measure engagement over time, identify trends, guide our approaches, and inform necessary adjustments.
- VII. In conjunction with the evolving Campus Master Plan, expand the aperture on the collection of stories and historical notes to better preserve the history and heritage of the institution and the graduates.
- VIII. Digitize all back copies of Checkpoints magazine by June 1, 2022, making them available for all members to access online, as part of broader effort to celebrate history and heritage but also deepen pride.
- IX. By the close of 2022, evaluate and potentially expand the Heritage Minute series to audio (i.e., podcast), not just video, to broaden our reach and tap into new segments of the Long Blue Line.
- XII. With a crisis communications plan in place and a strong partnership with USAFA/CM, closely monitor, manage and, as necessary, respond to issues and crises that threaten the reputation and standing of USAFA and its supporting nonprofits.
- XIII. Maintain cadence of standing meetings between Vice President of Marketing & Communications for the Foundation and AOG and the heads of CM and PA at USAFA.
- X. Adopt new processes and reassess those already in place to ensure quality and accuracy in our materials.
- XI. Create a comprehensive communications calendar encompassing all communications across the AOG and Foundation, mapping to audiences, goals, and timing. Share calendar with all staff.
- XII. Adopt one e-mail marketing/communications system for AOG and Foundation communications to instill greater cohesion and consistency in our communications, while potentially reducing costs (currently, the Foundation and AOG use separate e-mail systems).
- XIII. Convene a workgroup charged with developing a plan and timeline for bringing the AOG and Foundation into one web environment.
- XIV. As staffing allows, create new capacity in constituent correspondence management to ensure all incoming correspondence from graduates and other audience is tracked, appropriately responded to, and recorded in the constituent's record.
- XV. Deploy a shared online event calendar that is inclusive of all AOG and Foundation community programs and presents a unified approach to conveying experiential opportunities for our community to engage with and participate in the campaign.
- XVI. Coordinate and collaborate with the Foundation communications team in story planning, idea generation, and work production.

- XVII. Assess and, as necessary, revamp and refocus our e-newsletter strategy to ensure cohesion, consistency of voice and messages, while also reflecting findings from the alumni research project. Encompasses both external and internal e-newsletters.

- XVIII. Overhaul the approach to advertising in *Checkpoints* magazine to reflect a higher-end publication and support a more sophisticated business development strategy.

- XIX. Formally explore and take action on bringing new channels and modified approaches to our work, such as developing and launching a podcast show featuring graduates, expanding “Heritage Minute” to audio (not just video), increasing focus on social media channels such as Instagram to nurture broader engagement among younger graduates, and increasing the digital footprint of *Checkpoints* through more online-exclusives, videos and social media integrations.

- XX. Thoughtfully increase representation of underrepresented communities in our publications.

Finance and Administration

A primary function of the finance and accounting team is to accurately and timely record all financial transactions in the financial accounting software, and to generate timely and accurate reports for senior management and the Board of Directors, to facilitate the efficient financial management decision-making. Human resources ensures that the payroll system, performance appraisals, and employee benefit programs are being maintained, reviewed, and improved as needed.

Defining Goals:

- I. Strive for continual process improvement in these specific areas: accounts payable, payroll processing, employee benefits, and employee performance appraisal.
- II. Produce fund reports and related financial information for effective stewardship and management of funds.
- III. Establish new procedures for restricted gifts received through the new Family Plan pricing structure.
- IV. Coordinate and improve financial functions between the Foundation and the AOG, including consolidated reporting of activities.

Actions:

- I. Maintain financial records in accordance with generally accepted accounting principles (GAAP).
- II. Facilitate an independent audit of financial records resulting in an unqualified audit opinion.
- III. Complete the 2021 financial statement audit and file IRS Form 990 not later than the August 2022 meeting of the Board of Directors.
- IV. Coordinate the preparation, submission, and approval of 2023 operating budget by the October 2022 meeting of the Board of Directors.
- V. Prepare and deliver monthly financial reports to senior management team not later than 15th day of each month.
- VI. File state charitable solicitation registration statements in accordance with state laws and maintain compliance with such laws.
- VII. Provide human resources support to the president, vice presidents, and all employees as needed and when requested.
- VIII. Maintain compliance with all federal and state labor and employment laws and regulations.
- IX. Review and update employee handbook no later than March 31, 2022.

- X. Review employee benefit programs as may be needed or requested by July 31, 2022.

Summary of Goals: Foundation

- I. Continued progress of Defining Our Future: A Comprehensive Campaign in Support of the United States Air Force Academy. (Strategic Goal: Expand AOG and AFAP influence and awareness among graduates)

- II. Raise at least \$35 million in new cash, pledges, and estate gift intentions towards Defining Our Future.
 - \$2.75 million in new cash and pledges designated for the Air Force Academy Fund.
 - \$1.5 million in new cash and pledges designated for the Founding Director Fund.
 - \$30.75 million in new cash and pledges designated towards Academy, AOG, and Foundation projects. The top priorities for funding are the Institute for Future Conflict and the Falcon Stadium Renovation. (Strategic Goal Expand AOG and AFAP influence and awareness among graduates)

- III. Increase total alumni participation to 7,500 alumni donors. (Strategic Goal: Increase alumni engagement with USAFA, AOG and Foundation and enhance philanthropic impact to USAFA)

- IV. Be increasingly excellent stewards of all gifts in partnership with the Academy. Deliver timely receipting, accurate reporting, and effective and meaningful recognition to all donors. (Strategic Goal: Responsibly manage gifted time, talent and treasure)

Development

With the public launch of the comprehensive campaign, it is imperative for the frontline fundraising team to elevate the tempo of proposal delivery and closing. Recognizing the success and ultimate completion of the campaign will rely on the team's ability to execute strategic and effective gift conversations and gift pipeline development. To elevate overall fundraising performance, it is essential the team starts the year prepared with complete travel plans and solicitations to execute in the early parts of the calendar year. While COVID remains a concern to be aware of, we should plan to move back toward a travel and fundraising tempo that reflects the reality of our ambitious goals.

Defining Goals:

- I. Raise at least \$35 million in new cash, pledges, and estate gift intentions (new campaign activity).
 - \$2.75 million in new cash and pledges designated for the Air Force Academy Fund.
 - \$1.5 million in new cash and pledges designated for the Founding Director Fund.
 - \$30.75 million in new cash and pledges designated towards Academy, AOG, and Foundation projects. The top priorities for funding are the Madera Cyber Innovation Center, the Institute for Future Conflict, the Falcon Stadium renovation, and the Foundation Administration building.
- II. Add more than 35 new households to the Polaris Society.
- III. Deliver 175 major gift proposals for an aggregate of \$75 million. Inclusive of executive leadership solicitations.
- IV. Maintain a national presence covering top regional areas. Primary geographic areas of focus are Washington, DC, Southern California, New York City, Arizona, Dallas, Chicago, Boston, and Colorado. Secondary areas of focus are Houston, San Francisco, Seattle, Austin/San Antonio, Florida, Minneapolis, and Atlanta.
- V. Assist the annual giving staff in raising \$2.75 million new cash and pledges for unrestricted use by the Foundation through the Air Force Academy Fund.
- VI. Plan and execute eight Harmon Dinners.

Actions:

The primary function of the development staff is to initiate personal interaction with potential and existing principal, major, corporate, foundation, and planned giving donors. Every day, development staff members should be in contact with donors (by mail, phone, email, virtually, and in-person) and strategically planning future contacts. In 2022, with the public launch of the comprehensive campaign, the development team needs to sharpen their overall focus on taking the steps that will lead to visits, proposals, and gifts. This will require a higher level of activity during trips and increased tempo of travel. To accomplish all of these goals, the team must rely on existing relationships with board members, volunteers, and other known prospects in their geographic region to maximize the success of outreach efforts.

- I. In January 2022, each gift officer will put together a tentative travel and solicitation schedule for the first six months of the year to push some fundraising into Q1 and Q2.
- II. Hire and onboard Assistant Development Director to focus on leadership annual giving and pipeline development in top metro areas to include primary markets listed above.
- III. Determine fundraising needs outside of Foundation Board Directors and complete fundraising for Wecker Hall portion of the Doolittle Hall Masterplan in Q1.
- IV. With new prospect management and research function in place, re-evaluate overall make-up of portfolios to ensure we have full coverage geographically. Also work to ensure we have the depth of work in each geographic area to build a complete spectrum of major gifts. This will likely result in the strategic expansion of the frontline fundraising team.
- V. Re-order and re-prioritize top 50 campaign suspects and prospects to codify a comprehensive engagement and solicitation strategy to include: where each person is regarding their estimated total giving toward campaign, areas of potential interest vs. campaign priorities to ensure we are meeting campaign fundraising goals, cultivation steps to take, and strategy to make the actual ask.
- VI. The frontline fundraising team will complete 900 significant individual contacts with major gift prospects. Maintain personal contact with 800 major gift prospects with an estimated gift capacity of \$50,000 or more, including 200 discovery visits during the year.
- VII. Support the planning and execution of eight Harmon Dinners in target cities. In Q1, LA/San Diego and Dallas; in Q2, D.C and Chicago; in Q3, Boston and Minneapolis; in Q4, Phoenix and Atlanta. This first city listed in each quarter is the primary city with the second being a secondary city. Plan and identify featured speakers from USAFA to participate in each of these events.
- VIII. Use key volunteers including the CEO, the President, members of the Board, members of the campaign volunteer group, and Academy senior staff and faculty to maximize the impact of limited time with potential donors.
- IX. Work with research and prospect management to identify and convert 50 entities to major and/or planned giving prospects, ensuring a long-range campaign pipeline.
- X. Work with research and prospect management to organize and prioritize suspects pools for gift officers to use in visit outreach.
- XI. Develop and implement strategic coordination plan for engagement and solicitation strategy for prospects and donors in class giving fundraising effort. Part of this plan to include strategies for including class giving asks in years beyond 2022.
- XII. Develop Next Generation: Host 4+ engagement and networking opportunities with in-person and virtual components. Expand Next Generation specific solicitation strategy beyond board recruitment.

- XIII. Partner with stewardship to ensure proper impact reporting is in place for all donors with whom we work.
- XIV. Partner with communications team to produce appropriate collateral materials needed to showcase campaign fundraising priorities and initiatives.

Stewardship

As we continue to mature as a stewardship program, it's imperative that everything we do (donor relations, fund management and academy partnerships, gift processing, and events) be centered around providing world-class care of all donors and donated funds. Several key areas of focus will advance excellence in stewardship: (1) stewardship plans for top 25 donors; coordinated stewardship plans for prospects and donors 26-100; (2) tightened up funds management and reporting protocols (corporate process for privately funded gifts and service); and (3) full implementation of comprehensive stewardship reporting: Endowment/Impact Reports; Annual Giving Summaries; Annual Report; Quarterly Impact Statements. We must continue to evolve our operational structure to achieve levels of outstanding and consistent success.

We are committed to developing long-lasting and meaningful relationships with our graduate and donor communities that connects them back to USAFA and the impact of their gift. We understand that relationships are contingent upon trust and are committed to earning donor trust and earning their philanthropy. That means we must care for and protect philanthropic support – gifts and those who give them – in a way that both responds to the donor's expectations and respects the act of giving. Most importantly, good stewardship is a donor-centered process.

Defining Goals:

- I. Deliver timely receipting, accurate reporting, and effective and meaningful stewardship to all donors.
- II. Full implementation of Blackbaud's Stewardship Module for its use during 2022 and 2023.
- III. Complete stewardship matrix to clearly illustrate for team members and donors what donors can expect for level of giving and giving societies, by program and by project.
- IV. Collaborate with major gift colleagues in developing stewardship plans for top 25 donors; coordinated stewardship plans for prospects and donors 26-100.
- V. Full implementation of Foundation corporate process for privately funded gifts and service.
- VI. Full implementation of comprehensive stewardship reporting: Endowment/Impact Reports; Annual Giving Summaries; Annual Report; Quarterly Impact Statements.
- VII. Continue on-going efforts with USAFA on proposed Prop & Wings Society installation (7-foot Polished Silver Ring Designed by Jostens) with the goal of a mutually agreed upon final design by early spring 2022. Installation completion date to coincide with TBD completion date for Doolittle Campus Master Plan. Rendering for philanthropic funding plans to be imbedded into campaign activities in early 2022.

Actions:

- I. Donor Relations/Administration:
 - Deliver annual comprehensive stewardship reports (endowed fund/non-endowed funds combined) to donors/interested parties of endowed/current restricted funds and corporate and foundation relations reports as required.

- Implement personalized stewardship plans for top 25 donors; coordinated stewardship plans for prospects and donors 26-100. These plans should be recorded in RE with actionable steps.
- Maintain naming opportunities lists and documents. Ensure donor forms are complete regarding recognition and naming.
- Launch full-scale hybrid donor acknowledgement system that allows for donor customization by development directors.
- Deliver new comprehensive menu of society courtesies commensurate with giving.
- Roll out refurbished quarterly impact reporting strategy (leading edge).
- Implement gift announcement and communication strategy for marquee donors.
- Implement robust Intellectual Property and Patent policies.
- Implement Data Affinity and Collection working group deliverables to enhance graduate/donor engagement/affinity.
- Create and publicize comprehensive/updated Naming and Recognition Protocols.
- Monitor progress of launched new salutation protocols.
- Further implementation of broad stewardship toolkit/protocols: gift-in-kind, fair market guide, donor relations letter templates (condolences; milestones, etc.), write-off standard operating procedures, reallocation/investment of undesignated funds standard operating procedures, brief templates, gifting policy, naming agreement mock-ups, etc.

II. Academy Partnerships and Fund Management—A line to Academy Partnerships:

- Manage Academy capital projects.
- Build and execute a communication plan for Academy personnel to understand the funds available to them, and/or which funds are underutilized/dormant and why.
- Gift offer conditions: Further develop a spending plan and expectations for when impact reports are due back to the Foundation. For underutilized funds or funds that are no longer needed, develop alternative projects that may need funding and align with the purpose of the fund. Draft language to notify donors that the funds have not been used, suggested/requested repurpose of funds for a closely related need, financial report on source of funds, and more.
- Inculcate Independent Contractor Agreement (ICA)/Voluntary Services Agreement (VSA) policies and protocols (Foundation requirements/protocol for payment (direct deposit), courtesy contractor reminders about required paperwork, Foundation/Academy situational awareness about varying ICA/VSA stages, and robust contract renewal timeline procedures/ticker).
- Facilitate quarterly gift funds management updates/discussions: forecast of upcoming distributions/pledge fulfillment, review of new gifts/funds, reconcile Foundation gift funds with A&D gift funds, review new/renewal/expiring VSAs/ICAs, and deliver total funds analysis package for review.
- Automate gift adjustment approval process in conjunction with Finance.

III. Gift Processing:

- Process all charitable contributions within 3 business days of when they are received.
- Receipt all charitable contributions within 4 business days of when they are received.
- Prepare and deliver to donor relations all gift acknowledgements for charitable contributions over \$1,000 to the Foundation within 5 business days of when they are received.
- Implement hybrid approach to receipting cash gifts (all online gifts are currently digitally receipted).
- Develop credit card processing system that will configure within RE.
- Increase ways to give digitally (Text-to-Give, Venmo, and enhance current web and mobile

features).

- Keep all credit cards for recurring gifts updated by utilizing “Account Updater” through Authorize.net to update credit card numbers automatically through banking institutions.
- Utilize Anthology/Modules for automated credit card expiration reminder emails: 3 weeks, 1 week, 1 day prior to charge, day of, and 1 week post date for all expired cards. Decline letters to allow donors to send back updated information directly to gift processing.
- Prepare and deliver all pledge reminders monthly: hybrid pledge reminder process.
- Create combined reminders for all donors that have more than one pledge in RE. To prevent sending multiple pledges with the same due date individually.

IV. Events:

- Bolster working partnership with AOG event colleagues to leverage expertise to deliver high quality experiences and engagement opportunities for graduates and donors. This concurrently promotes engagement and philanthropy throughout the event experience.
- Utilize campaign volunteers, maintain a national presence covering top key areas including Washington, DC, Southern California, New York City, Arizona, Dallas, Chicago, Boston, Colorado, Houston, San Francisco, Seattle, Austin/San Antonio, Florida, Minneapolis, and Atlanta. Work with gift planning, major and annual giving, and class giving teams on their respective events to include Harmon Dinners, stewardship, and broader engagement and educational events. All events will be carefully cultivated to further major gift conversations with top donors.
- Plan and execute regional public campaign launch events in 2022.
- Create and implement updated event toolbox: formalized event standard operating procedure strategy docs (Event Statement of Work; Intake Event Protocol with Timelines (90/60/30 days out ticker; physical invites out the door 8-6 weeks in advance as the standard).
- Bolster event templates related to event leadership briefing, ribbon cutting, groundbreaking, gift signing ceremony, etc.

Marketing and Communications

In 2022, we will focus on achieving the greatest possible integration and cohesion across the Foundation and AOG, with respect to marketing and communications, to support and advance the key outcomes of the “Defining Our Future” comprehensive campaign and the long-term sustainability of both organizations. In 2022, marketing and communications will continue its focus on generating awareness of the campaign and, over the year, transition the emphasis to fostering engagement and participation. Integration and cohesion across our marketing and communications efforts are especially critical in the comprehensive campaign as we are all communicating with the same audiences. A key aspect of integration and cohesion in our communications will be putting into place some basic building blocks that are new, while continuing certain efforts, all of which are defined below under actions.

Defining Goals:

- I. Across the wingspan of the enterprise, bring best-practice marketing and communications strategies and tactics to support goals with fundraising, engagement, participation, reputation, and pride.
- II. Increase the reach, effectiveness, and tailoring of communications to boost comprehensive campaign awareness, engagement, and participation among Academy graduates, parents, and friends. This includes new approaches to tailoring communications to class year and decade of graduation.
- III. As a foundational element of our effectiveness, collaborate with our AOG colleagues to gain a deeper understanding of our graduate community through actionable data insights, gleaned from professional research, that influence what, how, and when we communicate.
- IV. Continue to build a strong relationship and partnership with the USAFA strategic communications and public affairs teams.
- V. Achieve greater relevance with younger graduates.
- VI. Implement new shared technology solutions that improve user experience and make us more contemporary and cohesive in our marketing and communications across the AOG and Foundation.
- VII. Support the CEO and President with internal communications strategy and needs throughout the year as we align as “one staff, two organizations.”

Actions:

- I. Actively work with Foundation campaign team to support development officers with principal gift-level proposals (writing/editing, creative, photography, etc.). This includes creating campaign-branded proposal and gift agreement templates for use by our development colleagues by April 30, 2022.
- II. Bolster efforts to market our campaign case for support, bring visibility and attract interest through at least three new videos highlighting Defining Our Future priorities and testimonials from lead donors.

- III. Continue to coordinate production and messaging of communications to internal and external audiences to ensure consistency of campaign voice, branding, editorial guidelines, and synchronized scheduling.
- IV. Tailor our communications:
 - Implement a communications strategy, in partnership with annual and class giving, the AOG, and other key stakeholders, tailored to the Academy's six decades of graduates.
 - Implement a social media strategy focused on engaging graduates who may otherwise not be reached through traditional channels (especially more recent graduates). This action item depends on staff expertise and may require outsourcing for planning and development. May also require onboarding a social media management platform for AOG/Foundation.
- V. Support the development and rollout of Membership for All Graduates in partnership with the AOG, to maximize participation via opt-ins. Bring special attention to leveraging the MAG campaign in engaging recent graduates (especially since 2010) as part of broader efforts with this segment of the Long Blue Line.
- VI. Explore a joint brand for the AOG and Foundation, as deemed appropriate at the leadership and board levels.
- VII. Thoughtfully incorporate campaign themes into the four issues of *Checkpoints* magazine, including articles about the ideas underpinning Defining Our Future (e.g., future of conflict, cyber, leaders of character), donor spotlights, and call-out boxes with campaign information.
- VIII. By Jan. 1, convene in partnership with the Director of Information Technology a staff work group charged with assessing needs, exploring options and making recommendations on shared technologies with respect to e-mail marketing, website, social media management, etc. across the Foundation and AOG. Workgroup should have recommendations submitted to leadership by April 1, 2022.
- IX. Partner with the donor relations and stewardship team to tell the story of donor impact through production of a high-end annual report and in tier 1 communication channels, including but not limited to *Checkpoints* magazine, the "Leading Edge" newsletter, and video.
- X. Support and partner with the AOG to launch and complete a comprehensive alumni attitudes research project yielding qualitative and quantitative data by May 1, 2022. Use data and insights from alumni attitudes research project to more deeply understand and better represent our graduate community; inform and guide our strategies, priorities, key performance indicators and capacity allocation; and enhance our approach with communications.
- XI. With a crisis communications plan in place and a strong partnership with USAFA/CM, closely monitor, manage and, as necessary, respond to issues and crises that threaten the reputation and standing of USAFA and its supporting nonprofits. Refine the crisis communications plan throughout the year, as needed.
- XII. Maintain cadence of standing meetings between Vice President of Marketing and Communications for the Foundation and AOG and the heads of CM and PA at USAFA.

- XIII. Create a comprehensive communications calendar encompassing all communications across the AOG and Foundation, mapping to audiences, goals, and timing. Assess calendar to identify duplication of efforts we may want to address, opportunities for synergy to maximize results, and gaps requiring attention. Be aware of Air Force Athletic events. Share calendar with all staff.
- XIV. Track and analyze data from all e-mail and social media campaigns, including AOG and Foundation activities, to measure engagement over time, identify trends, and guide our approaches.
- XV. Continue to refine and evolve the newly rebranded Mission Focus internal e-newsletter to support broader efforts led by the CEO, President, and leadership team to bring the AOG and Foundation teams together under a shared mission.

Finance and Administration

A primary function of the finance and accounting team is to accurately and timely record all financial transactions in the financial accounting software, and to generate timely and accurate reports for senior management and the Board of Directors for monitoring and managing operations and for decision-making purposes. A primary function of the human resources team is to ensure that the Foundation personnel are appropriate to successfully accomplish the Foundation’s mission, including the payroll system, performance appraisals, and employee benefit programs. A primary function of gift funds management is to provide meaningful, up-to-date, and timely information to USAFA and Foundation team members to ensure that cash gifts and gifts-in-kind to USAFA and other USAFA related organizations achieve the highest level of impact and outcomes for donors.

Defining Goals:

- I. Strive for continual process improvement in these specific areas: purchasing, accounts payable, payroll processing, employee benefits, and employee performance appraisal.
- II. Develop fund reports and related financial information for more effective stewardship and management of gift funds.
- III. Coordinate and improve financial functions between the Foundation and the AOG, including consolidated reporting of activities.

Actions:

- I. Maintain financial records in accordance with generally accepted accounting principles (GAAP).
- II. Facilitate an independent audit of financial records such that the result is an unqualified audit opinion.
- III. Complete the 2021 financial statement audit and file IRS Form 990 not later than the July 2022 meeting of the Board of Directors.
- IV. Coordinate the preparation, submission, and approval of 2023 operating budget by the Fall 2022 meeting of the Board of Directors.
- V. Prepare and deliver monthly financial reports to senior management team not later than 15th day of each month.
- VI. Assist Foundation leadership in managing their respective departments within the approved departmental budgets.
- VII. File state charitable solicitation registration statements in accordance with state laws and maintain compliance with such laws.

- VIII. Provide human resources support to the president, vice presidents, and all employees as needed and when requested.
- IX. Maintain compliance with all federal and state labor and employment laws and regulations.
- X. Update employee handbook not later than June 30, 2022.
- XI. Redesign employee benefit programs as may be needed or requested.
- XII. Human resources to work with Foundation leadership to develop and plan professional development strategies for staff members to expand and improve skillset within a given position.
- XIII. Collaborate with the Foundation/AOG's Chief Executive Officer and President and the AOG's Chief Financial Officer to develop combined financial budgeting and reporting objectives and efficiencies.

Class and Constituent Development

The primary role of the class and constituent development team is to build a strong donor pipeline in order to increase donor engagement and donor growth, as well as to provide critical annual support for the Foundation and key Academy initiatives. In 2022, the team will move almost entirely to a class affinity model within the graduate donor population. There will be an increased focus on building strong class annual giving agents and engaging classes in giving beyond just the class gift project model that currently exists.

Defining Goals:

- I. Reach at least 22% in giving participation of all graduates in the Defining Our Future Campaign.
- II. Retain at least 70% of 2021 graduate donors.
- III. Raise at least \$1.95M in new gifts and commitments to the Air Force Academy Fund not associated with major gift solicitations.
- IV. Raise at least \$2.5M in new gifts and commitments from class gift projects not associated with major gift solicitations.
- V. Raise at least \$2.6M from new gifts and commitments under \$10K to the Foundation (not associated with major gift solicitations or class projects).
- VI. Increase total alumni participation to 7,500 alumni donors and the number of overall annual donors to 9,000.
- VII. Recruit and train at least 25 individual annual and class giving volunteers unassociated with class projects (Annual Class Agents).
- VIII. Finish a new brochure/booklet describing a complete map of class giving – to include how annual class giving efforts and class reunion projects fit into the big picture of class giving. Also, will include new information on class participation, class giving counting, and class recognition.
- IX. Implementation of annual class giving awards and annual class recognition for campaign participation.
- X. Maintain a pool of 300-500 suspects per gift officer during the year. Track and maintain all material found by the research team in constituent notes.
- XI. Continue to update/improve existing reports to best serve the users.

Actions:

- I. Class and Constituent Development:
 - Focus multichannel strategies of solicitation on class-specific messaging and imagery, with statistics displaying comparisons and achievements of each class through segmented outreach.

- Target specific classes to increase campaign participation with the goal of raising overall participation among graduates. Develop a plan for new grads to make their first gift.
- Build relationships and strengthen communications between class and constituent development and the AOG, as well as senior leadership through quarterly meetings and project-specific partnerships.
- Develop logistical strategic operating plans for parent giving, unrestricted giving, and channel marketing goals. Will be developing a new combined annual and class giving operational plan. Trackable goals will include new donors, online giving, recurring gift transactions, channel solicitation and response goals, retention rates, re-acquisition rates, and overall class campaign participation rates.

II. Class Gift Projects:

- Wrap up successful class gift campaigns with the classes of 1977, 1986, 1990, and 1996.
- Engage new classes early in January of 2022 with a goal of obtaining committee structures by the end of the first quarter. New classes will include the classes of 1967, 1987, 1997, and 2007.

III. Reporting and Analysis:

- Develop new dynamic reports to track campaign participation by classes.
- Ongoing analysis to help identify opportunities to grow the donor population and meet campaign goals.
- Produce Campaign Report weekly and as requested.