University Advancement Strategic Plan

This University Advancement Strategic Plan describes the critical role the UA Division and its units play in helping Missouri S&T achieve the goals outlined in the university’s strategic plan, *Rising to the Challenge: Missouri S&T’s Strategy for Success*. Specifically, this plan outlines actions University Advancement will take with regard to those levers of the university plan for which University Advancement has primary responsibility or plays a strong supporting role. This plan also defines which actions are to be completed in the medium term (fiscal years 2015 through 2017, signified by an “M”) or long term (fiscal years 2018 through 2020, signified by an “L”). If more than one term is noted, it means the activity is continuous throughout.

University Advancement and its respective units are responsible for leading efforts to achieve the following three levers of S&T’s strategic plan:

**Lever 2.4: Execute a communication and marketing plan to raise the visibility of the campus and convey return on investment (Marketing and Communications)**

**Lever 3.5: Create and implement a student and alumni lifetime engagement strategy (University Advancement and Student Affairs)**

**Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for campus priorities (University Advancement)**

In addition to leading the university-wide initiatives related to these levers, UA and its departments will play important support roles in helping other divisions and offices within the university achieve goals set out in other levers of the strategic plan.

Only those levers for which UA plays either a primary role or a support role are listed in this division plan.

It is important to note that this document does not include the operational plans for University Advancement or its various units. Detailed operational plans are in place and will continue to be developed further in order to ensure the division continues to support the university’s key business goals.

This plan will be reviewed annually by the UA leadership team and will be revised as needed.

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## MISSION STATEMENTS

### Division of University Advancement:
University Advancement creates and cultivates meaningful and lasting relationships which engage and influence S&T alumni and friends to advance the university’s mission.

### Marketing and Communications:
Missouri S&T Marketing and Communications builds, manages and promotes the S&T brand experience to further the university’s mission and strategic goals.

### KMST:
KMST serves the people of south-central Missouri and Missouri University of Science and Technology by providing innovative and entertaining programming that informs, enlightens, and fosters discussion about societal concerns. We offer thoughtful and intelligent perspectives on Missouri and the world, promote the arts and the humanities, cultural diversity, science and technology, and improve the quality of life in the state through our educational and community outreach services.

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### Lever 1: Require undergraduates to participate in at least one significant experiential learning activity

- Coordinate with lever leader to develop promotional materials to promote experiential learning and to promote options for students. (Marketing and Communications) **M**

### Lever 2: Foster innovation and creativity for faculty, staff and students

- Conduct a fundraising feasibility study to identify prospective donors to financially support a proposed Learning Commons (contingent upon campus master planning document/committee approval). (Development) **M**

### Lever 4: Create professional and leadership development opportunities for faculty, staff, alumni and students

- Identify and implement select advanced professional development opportunities for key staff on an ongoing basis. (UA Division) **M, L**
  - Provide resources to support professional development for identified high-level, career progression team members through programs such as the Advancement Leadership Academy. (Development) **M**

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**LEGEND**

- **M** Medium term (2015-2017)
- **L** Long term (2018-2020)
Lever 2.1: Employ strategic hiring in select areas of expertise to support best-in-class achievements

- Conduct a fundraising feasibility study to identify prospective donors to financially support endowed deans and national academy-level faculty to supplement and enhance the strategic plan funding initiatives by 2020. (Development) M

Lever 2.2: Leverage S&T as Missouri’s technological research university

- Conduct various public relations and marketing activities to promote S&T’s leadership in technological research to various audiences. (Marketing and Communications) L

  Tactics include:

  A. Media relations (publicizing key research, technology transfer, R&D for media placement; op-ed articles by Chancellor Schrader and other leaders; placement of university researchers as credible and recognized subject-matter experts with key media organizations)

  B. Alumni relations (promoting S&T’s technology transfer and research via stories in Missouri S&T Magazine, alumni e-newsletter, alumni website)

  C. Web-based promotion of faculty and student research, research support, etc., primarily via main website, news.mst.edu and social media

  D. Create and distribute online video stories that promote S&T’s key research initiatives and activities

  E. Partner with Global Learning to create video materials to market distance and continuing education

  F. Provide guidance and counsel to campus leaders to develop social media presence

  G. Collaborate with vice provost for research on development of annual re:search magazine to promote R&D activities to U.S. News & World Report voters

  H. Measure effectiveness and results of key activities, including:

     1. Media placement
     2. Web and social media analytics
     3. Feedback from stories on web, Missouri S&T Magazine, etc.

- Identify and determine major prospects for face-to-face visits totaling 900 visits annually. (Development) M, L

- Establish a regular interview schedule focused on interesting research by S&T faculty and students. These interviews will be repackaged as 5-minute news modules and marketed to other Missouri stations through the online Missouri Public Radio network. (KMST) L

- Pitch current and ongoing research with national appeal and exceptional quality to National Public Radio and American Public Media. (KMST) L

- Produce one-hour monthly program, Energy Today (with Dr. Joseph Smith), to be broadcast over KMST and made available internationally via KMST.org. Two-year launch plan followed by 5-year syndication plan. (KMST) M, L
Repackage out-takes of the *Energy Today* program as 5-minute news features. These news modules will be made available to other Missouri stations through the online Missouri Public Radio network. (KMST) M

**Lever 2.4: Execute a communication and marketing plan to raise the visibility and convey return on investment — Owner: Marketing and Communications**

- Increase cross-media engagement of alumni. (Annual Giving) M
- Develop a request for proposals (RFP) for professional marketing consultation and/or market research and/or communication audit to assist in developing coordination of campuswide marketing. Hire marketing students to conduct communication audit (summer internship). (Marketing and Communications) M
- Develop communication and marketing plan that aligns with campus strategic plan. (Marketing and Communications) M
- Develop messaging to emphasize strategy statement components of ROI, etc. (Marketing and Communications) M
- Support university’s key business goals related to revenue streams. (UA Division) M, L
- Seek recurring funding for marketing staffing, collateral development, research and planning (target: 1% of G.O. funding, minimum). (Marketing and Communications) M
- Identify three or more “best-in-class” universities for marketing return on investment; study best practices. (Marketing and Communications) M
- Incorporate relevant recommendations of communications audit (above) to plan for a more centrally coordinated approach to campuswide communications and marketing. (Marketing and Communications) M
- Convey return on investment and raise visibility among major donors via the *Shillelagh* newsletter (electronic and print format) and the online Honor Roll of Donors and by enhancing and increasing communication and interaction with endowment donors. (Donor Relations) M

**Lever 2.5: Use current and new technology that will enhance student learning and increase faculty productivity**

- Expand use of the university’s content management platform for communications and marketing in a social media-friendly and responsive web (“future-friendly”) environment. (Marketing and Communications) M
- Develop short-term and long-term strategies for a future-friendly web presence, to include a web governance structure. (Marketing and Communications) M, L

**Lever 2.7: Address administrative structural changes to facilitate strategy and enhance national visibility**

- Coordinate public relations and media relations efforts to communicate high-level structural changes that have the potential to enhance national visibility (i.e., press release announcements, postcards to *U.S. News & World Report* voters, etc.). (Marketing and Communications) M
Lever 3.2: Centralize corporate relations to improve service to existing corporate partners and establish new partnerships

- Provide consultation and support for corporate relations visibility under new organizational structure. (Marketing and Communications) M

- Work in collaboration with new Executive Director for Corporate Relations to collectively identify and steward corporate partners to include engagement, giving, hiring, research, distance education, and more. (Development) M, L

- Enhance corporate giving experience by establishing donor recognition program for corporate and foundation donors. (Donor Relations) L

Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning

- Provide communications support to promote visibility of private gifts to improve facilities, marketing of giving opportunities, etc. (Marketing and Communications) M, L

- Conduct a financial feasibility study to determine/identify prospective donors to support a $20 million maintenance endowment as outlined in the strategic plan. (Development) M

- Conduct a financial feasibility study to determine/identify prospective donors to support a $100 million equipment acquisition endowment as outlined in the strategic plan. (Development) M

- Plan and execute meaningful donor recognition events including groundbreakings and dedications. (Donor Relations) M, L

Lever 3.4: Promote inclusion and increase diversity to remain relevant and competitive in a global environment

- Continue promotion of diversity and inclusion issues via campus media (eConnection for events, Discover.mst.edu website for profiles of diverse student, faculty and staff that are relevant with the site’s mission of promoting the university brand messages). (Marketing and Communications) M, L

- Work with Chancellor’s Committee on Diversity and Inclusion-II to develop diversity.mst.edu website. (Marketing and Communications) M

- Work with CCDI-II to distribute/publicize diversity links across website, in publications and other media as appropriate. (Marketing and Communications) M

- Continue divisional representation on diversity and inclusion initiatives. (UA Division) M, L
Conduct a financial feasibility study to identify potential donors in support of underrepresented and minority gifts (such as scholarships and endowments). (Development) M

Lever 3.5: Create and implement a student and alumni lifetime engagement strategy — Owner: University Advancement, Miner Alumni Association and Student Affairs

Assess alumni sections’ alumni population, total commitment, number of donors, gift amounts to the Miner Alumni Association (MAA), number of MAA donors, and number of event attendees. Implement a tiered service strategy for staff travel that will increase effectiveness and return on investment. (Alumni Relations) M

Revive and implement Alumni Ambassador Program by attending weekly recruitment team meetings and providing admissions staff opportunities to communicate with the Miner Alumni Association’s “Strengthening Campus Relations” Committee. (Alumni Relations) M

Implement RuffaloCODY phonathon program. (Annual Giving)
A. Improve renewal rate of all primary alumni donor segments to a minimum of 85% (currently ~80%). L
B. Improve average gift of all primary alumni donor segments to a minimum of $160 (currently $145). L
C. Improve donor fulfillment of all primary alumni donor segments to a minimum of 88% (currently 84%). L

Conduct one “casting call” per semester to involve students as university brand ambassadors in various communications and marketing materials (stories on website, Missouri S&T Magazine, student recruitment materials, videos, etc.). (Marketing and Communications) M, L

Support Miner Alumni Association communications strategies for alumni engagement. (Marketing and Communications) M, L

Promote “lifetime engagement” (students and alumni) via content of Missouri S&T Magazine. (Marketing and Communications) M, L

Assist the campus community in identifying and evaluating alumni for recognition honors such as academy membership, professional degrees awards, and alumni association awards. (Development) M, L

Work with Wilson Library and University Archives to create collaborative online areas where alumni can engage in identifying people and events, and telling stories online. Interview high profile alums to air stories on air and to post them on website. (KMST) M, L

Identify and recognize 2016 class of Alumni of Influence honorees. (Alumni Relations) M

Expand New Young Alumni Council activities beyond Missouri to key geographic territories. (Alumni Relations) M

Explore, identify and establish alumni engagement metrics and goals for the comprehensive campaign. (Advancement Services) M

Develop comprehensive marketing plan of Hasselmann Alumni House to include: (Alumni Relations) M
A. Comparative market research in community and surrounding area.
B. Develop pricing structure for on- and off-campus customers.
C. Develop methods of marketing the Hasselmann Alumni House as a premier event venue

Lever 3.6: Devise convenient technology-based methods of accessibility and engagement with external constituents

Explore the feasibility of creating an online donor record repository. (Donor Relations) M

Develop and execute enhanced online communications and online giving strategies. (UA Division) M, L

LEGEND
**Lever 3.7: Market campus strengths to both domestic and international audiences**

- In coordination with the universitywide communications and marketing plan (Lever 2.4), emphasize campus strengths in communications and marketing activities to key customer groups. (Marketing and Communications) M, L

- Explore feasibility and options of expanding our visibility and engagement with international alumni. (Alumni Relations) L

**Lever 3.8: Exercise leadership in sustainability on campus by integrating sustainability practices in daily operations**

- Continue departmental representation on Chancellor’s Committee on Diversity and Inclusion-II and Green Campus Committee. (Marketing and Communications) M, L

- Incorporate examples of S&T’s leadership in sustainability in appropriate communication and marketing materials. (Marketing and Communications) M, L

- Work with the Green Campus Committee to create and promote alternative transportation infrastructure over the next five years. (KMST) L

**Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for campus priorities — Owner: University Advancement**

- The comprehensive campaign will last five to seven years and will likely launch in 2015. Only the actions items from the Missouri S&T Campus Strategic Plan are listed below.

  A. Recruit, hire and train new staff M
  B. Launch ACML campaign. M
  C. Launch SDELC campaign. M
  D. Reorganization of Annual Giving to integrate new staff and new platforms. M
  E. Take campaign case statement on the road to make it a feature point of discussion and cultivation with prospects. M
  F. Work Vice Provosts and Deans and faculty of each college to tie campaign prospects and fundraising priorities to college initiatives. M
  G. Pilot sustainability project. M
  H. Develop a comprehensive planned giving program. M
      i. Create, hire and train director planned giving
      ii. Identify prospective donors
      iii. Create and establish planned giving portfolio
  I. Provide gift processing, reports, and analysis support for campaign success. (Advancement Services) M, L
Lever 4.1: Create a comprehensive distance and online education strategy

- Provide communication and marketing guidance in support of new approach to online learning. (Marketing and Communications) M, L
- Assist the Distance Learning Committee in efforts to increase our focus on the professional non-credit distant education portfolio. (KMST) M, L
- Assist the Distance Learning Committee in its efforts to leverage existing success and resources from the distance education program to expand into more online or asynchronous course offerings. (KMST) M, L

Lever 4.2: Enhance instructional labs and methods of developing lab experiences

- Work collaboratively with department chairs, faculty, and directors across campus to identify, solicit, and close financial gifts to support the 1:1 instructional lab matching opportunity in the strategic plan. (Development) M
- Develop environmental graphics for facilities. (Marketing and Communications) M, L
- Promote new facilities and recognize donors in marketing materials. (Marketing and Communications and Donor Relations) M, L
- Plan and execute meaningful donor recognition events and dedications for new and enhanced instructional labs. (Donor Relations) M

Lever 4.4: Ensure renowned faculty teach and interact with undergraduate students

- Enhance content of annual endowment reports (specifically for endowed faculty funds) to communicate meaningful student/faculty interaction to donors. (Donor Relations) M

Lever 4.9: Promote non-traditional activities outside of classroom

- In communications and marketing storytelling, emphasize student success in out-of-classroom and experiential learning activities, such as student design, undergraduate research, etc. (Marketing and Communications) M, L
- As appropriate within constraints of the universitywide communications and marketing plan (outlined in Lever 2.4, above), provide communications support for faculty recruitment marketing. (Marketing and Communications) M, L
- Identify prospective donors to expand and enrich the activities of the Kummer Student Design Center through increased giving, including annual gifts, major gifts and endowment gifts. (Development) M