



Strategic Plan Fiscal Year 2026-2030

Goal 1. Increase annual fundraising to \$7,000,000 by fiscal year end June 30, 2030

Objective 1 - Build and expand major donor pipeline

- Increase the major donor pipeline by 10% annually through targeted outreach, stewardship, and engagement strategies, with the goal of securing at least 10 new major gifts at the \$25,000 level or more.
- Increase the number of qualified major donor prospects who engage through meaningful moves by 15% within six months of assignment, tracked through measurable actions such as meetings, calls, or event participation.
- Increase frontline staff by a minimum of two development associates to achieve and support the increase in fundraising dollars.

Objective 2 – Fundraising Campaigns

- By the end of fiscal year 2026, launch at least one fundraising campaign with a goal of \$1 million or more and successfully raise at least 70% of the goal within the first 24 months of the campaign kickoff.
- Increase undergraduate alumni donors by 3% annually.
- Increase Warrior Fund 5% annually.
- Continue faculty and staff giving campaign with specific fundraising goals for academic, athletic, and administrative departments.

Objective 3 - Identify five new corporate/foundation partners annually

- Identify, research, and document at least five new corporate and/or Foundation partners annually, with each partner having the potential of committing a minimum of \$25,000 in support.
- Increase total corporate and foundation giving by 10% by the end of fiscal year 2030.
- Leverage university relationships to increase collaboration with corporate partners working with workforce development initiatives and internships.
- Increase visibility of partnerships via social media, press releases and web stories.

Goal 2. Expand and engage alumni networks

Objective 1 - Develop, strengthen, and formalize alumni chapters

- Create a standardized toolkit and policies/bylaws for forming and running alumni chapters beginning fiscal year 2026.
- Increase alumni chapter group participation by five new members annually.
- Host and maintain at least one event per active alumni chapter annually starting in fiscal year 2026.

Objective 2 - Improve cross-generational alumni engagement

- Plan and host at least two cross-generational events (e.g., mentorship programs, family-friendly events) annually.
- Conduct annual surveys to measure the effectiveness of cross-generational initiatives and implement improvements.

Objective 3 - Increase alumni engagement by 10% annually

- Create segmented outreach campaigns based on alumni demographics and interests.
- Feature alumni stories and news-related content through communication methods by producing 12 alumni highlights annually.
- Establish a new alumni volunteer program with a university department every two years.

Goal 3. Strengthen partnerships with campus and community stakeholders

Objective 1 - Create and implement education and marketing initiatives for the campus community

- Host informational meetings to educate faculty and staff about the Foundation's mission and how they can participate in fundraising efforts.
- Plan and execute a minimum of 20 interface opportunities with the campus community.
- Create a faculty and staff newsletter that provides updates on the Foundation's work, highlights successful fundraising campaigns, and encourages involvement.

Objective 2 - Create and implement education and marketing initiatives for the external community partners

- Launch a targeted outreach campaign to external partners using ESU in the Community newsletters and local media monthly.
- Plan and execute a minimum of 15 interface opportunities with external community partners.
- Establish a comprehensive orientation guide for the Alumni Association Board to equip members with tools to facilitate opportunities and effectively serve as ambassadors within their spheres of influence beginning by the end of fiscal year 2026.
- Identify and cultivate relationships with local community leaders and influencers who can act as ambassadors to raise awareness about the university and the Foundation, and to advocate for community support.

Goal 4. Build a high-performing Foundation Board of Directors

Objective 1 - More variability in expertise, backgrounds and geography

- Develop and implement a comprehensive board recruitment strategy to address expertise gaps aligned with the Foundation's goals by the end of year 2026.
- Conduct an annual review of board composition and expertise to assess gaps and adjust recruitment strategies as needed.
- Broaden the professional expertise and backgrounds on the Board to promote a holistic approach to decision making and governance.

Objective 2 - Enhance Board development through training, orientation, and self-assessments

- Design and implement a comprehensive onboarding program for new board members within 60 days of their appointment.
- Schedule at least one annual training session on key topics such as governance, fundraising, and strategic alignment, beginning in fiscal year 2027.
- Develop and implement a board self-assessment tool to evaluate performance and identify skill gaps by fiscal year end 2026.

Objective 3 - Ensure the Board is engaged, motivated, and aligned with the mission, vision, and core values

- Foster board member engagement by ensuring alignment with the Foundation's mission, vision, core values, and long-term strategic goals.
- Achieve 100% participation in financial contributions annually.
- Provide leadership opportunities, such as committee chair roles, campaign committee involvement, and invitations to participate in special events to encourage active engagement.

Goal 5. Enhance organizational efficiency and employee experience

Objective 1 – Technologies and innovation

- Conduct an organizational technology audit to identify gaps and inefficiencies by fiscal year end 2026 and allocate funding for critical technology upgrades and tools in the fiscal 2027 budget.
- Provide training sessions for all employees on new or current technology tools.

Objective 2 - Invest in professional development

- Develop and publish an annual training and development calendar by fiscal year 2026 (Each staff member is encouraged to attend one major conference at least every 3 years).
- Implement a system to track employee professional development participation and outcomes by fiscal year end 2026.

Objective 3 - Attract and retain top talent

- Conduct a market analysis of salaries and benefits to ensure competitiveness by the end of fiscal year 2026.

- Develop a comprehensive onboarding program to improve new hire retention by the end of fiscal 2026.
- Launch an annual engagement survey to identify and address retention challenges, starting in 2026.
- Maintain employee turnover lower than 10% annually beginning in fiscal 2026.
- Establish a formal recognition program that acknowledges employee achievements on a monthly and annual basis by 2026.

Objective 4 - Better education and understanding of Foundation policies and procedure

- Conduct a comprehensive review of all Foundation policies and procedures to identify areas requiring updates and clarifications by fiscal year 2026.
- Update and distribute a revised employee handbook with clear, accessible policies annually.
- Hold training sessions annually to educate staff on key policies and procedures.
- Create an online repository for policies and procedures, ensuring they are accessible to all staff by fiscal year end 2026.