



VCU

Development and Alumni Relations Strategic Objectives

- Strategy 1** Prepare for university comprehensive campaign.
- Strategy 2** Engage all development professionals to maximize the effectiveness and efficiency of the University's fundraising program.
- Strategy 3** Increase total giving rate, calculated on a three-year moving average.
- Strategy 4** Increase the total number of donors, calculated on a three-year moving average.
- Strategy 5** Develop programs to engage university-wide stakeholders, including alumni and volunteers, who have the ability and propensity to contribute in the future.

Development and Alumni Relations

Mission and Principles for Success in Development

The mission of VCU Development and Alumni Relations is to maximize philanthropic support by engaging stakeholders with our institution working in partnership with all VCU schools, programs, and campuses as one development and alumni relations community; and implementing the best practices and efficient strategies to achieve a comprehensive development program that embraces all units, departments, and campuses.

Principle 1 We will build and nurture a university-wide development community that is responsive, donor-centric, collaborative, and professional in addressing VCU's fundraising agendas.

We will develop a culture of trust, respect, open communication, and honesty as one VCU development team by

- communicating that feedback and suggestions are welcome in an environment where new ideas flourish.
- utilizing training to ensure that all parts of VCU are aware of the opportunities to partner with DAR.
- modeling good university citizenship.

We will create opportunities for meaningful intersections with all VCU campuses, schools, departments, and units by

- focusing work to promote broad partnerships, especially with academic, administrative and clinical programs, VCU Alumni, and athletics.
- defining the roles and services provided by DAR

We will set strategic goals and objectives utilizing research-based information about target audiences by conducting research with internal and external constituents to assess specific and measurable areas of improvement.

We will foster a culture of philanthropy by

- developing specific educational opportunities that target the most significant groups in the VCU development community, including academic leaders, volunteers, development officers, and development assistants.
- promoting the standard use of the CASE code of ethics.

Principle 2 We will initiate and manage relationships with VCU's donors that are based on trust, understanding of donor motivation and intent, and the best professional practices to demonstrate stewardship of their gifts.

We will promote intersections for philanthropic passions and institutional needs as a donor-centric fundraising community

- by focusing efforts on fundraising initiatives that promote donors' interests as institutional priorities are emphasized.
- adhering to the Donor Bill of Rights

We will develop meaningful ways to engage VCU volunteers and donors by ensuring that donors and volunteers are engaged in significant and rewarding ways.

Principle 3 We will conduct our business in a manner that encourages and promotes accountability, efficiency, and fundraising effectiveness.

We will promote responsiveness in a timely fashion while taking budgetary considerations into account by describing the ways in which we can assist our partners without over-committing staff or financial resources.

We will implement operating plans that use effective measurements of productivity and accountability by developing an operating plan that allows strategic forecasting and feasibility analysis in setting goals and objectives.

We will commit to continuous quality improvement through thoughtful evaluation of practices and policies and innovation of best practices by creating opportunities for continuing dialogue that will focus on successful initiatives, new pursuits, and collaborative endeavors.

We will utilize sound budgeting and staffing practices when making decisions by

- adopting a consistent philosophical approach to budgeting that compliments the twelve-month rolling average model.
- avoiding spend-down during flush times and reductions during down times.
- exploring zero-based budget planning.

Development and Alumni Relations

Staff Core Competencies

These core competencies, as outlined below, are written with the expectation that all DAR employees should possess these skills and demonstrate these competencies when dealing with all University Development customers, including internal and external constituencies.

1. TEAMWORK AND COOPERATION

Openly share information, knowledge and expertise with all people, by putting the accomplishments and interests of the University and DAR ahead of individual goals. Demonstrate “good university citizenship” and a “can do” attitude in all aspects of the job.

2. CUSTOMER SERVICE

Seek out and respond to customer needs, questions, concerns in an accurate, professional and timely manner, and develop effective partnerships with all customers. Recognize the talents and differences of all customers and encourage contributions from all individuals.

3. ADAPTIVE AND CREATIVE

Accept and adapt to changing priorities, better ideas, strategies, procedures and methods, by taking appropriate risks and thinking outside the box. Demonstrate an “I care” attitude and appropriate behaviors to work with diverse people.

4. PROFESSIONAL DEVELOPMENT

Take initiative to keep current with and improve his/her professional knowledge and expertise (fund raising skills, economic trends, tax laws, planned giving procedures, etc.) and to share such knowledge with colleagues.

5. RESPONSIBLE LEADERSHIP

Demonstrate personal credibility and high integrity in building positive working relationships with all staff and donors. Continually view self as part of the team and not separate from the team. Demonstrate the ability to anticipate and plan for future developments while understanding the risks and impacts of various outcomes. Provide appropriate recognition of other’s involvement in the development process.

6. INTERPERSONAL SKILLS

Demonstrate compassion, consideration and empathy while working with others and assume the best in others. Work to build others’ values with positive impact to all stakeholders. Contribute to an environment where differences are valued and encouraged. Is aware of own style and how it affects others and makes appropriate adjustments and strives to resolve interpersonal problems in the workplace and directly with those involved. Strive to put self in “another person’s position” and acknowledge personal responsibility in conflict situations.

7. EFFECTIVE COMMUNICATIONS

Communicate in an open, respectful and consistent manner to build a personal reputation for honesty, candor, confidentiality, fairness and reliability when dealing with staff and donors. Keep individuals at all levels informed about all issues, work assignments, concerns and donor related issues, showing appropriate and timely follow up. Demonstrate the ability to communicate effectively using a variety of formats/venues. Maintain solid working relationships between DAR and college/unit development staffs.

8. JOB EFFECTIVENESS

Demonstrate ability to establish overall unit priorities, implement strategic plans and intermediate steps, and meet specific deadlines in order to achieve goals set forth in the unit’s operating plans. Provide appropriate

communication and evaluation steps. Follow through on commitments and take responsibility for his/her actions, results and errors. Focus time and appropriate resources on activities that will yield the greatest benefits. Demonstrate the ability to set aggressive goals while keeping the realistic perspective in sight. Work under pressure while balancing multiple objectives. Build effective networks and alliances inside and outside the University that benefit DAR and VCU.

9. JUDGEMENT AND SOUND DECISIONS

Demonstrate ability to analyze and solve problems by dealing with facts and not by faulting others. Understand the overall operations of DAR and VCU and anticipate how decisions may affect other areas of VCU and central DAR. Consider the long-range goals of DAR and VCU when addressing short-term issues and problems. Proactively anticipate and address internal and external concerns to resolve sensitive issues.

10. DEPENDABILITY

Demonstrate ability to complete work in a timely manner, meeting deadlines and other commitments with minimal oversight. Is conscientious, thorough, accurate, prepared and reliable when performing all aspects of position. Is consistently working with infrequent unplanned absences.

ADDITIONAL SUPERVISORY CORE COMPETENCIES

11. SUPERVISORY LEADERSHIP

Create a high performance work environment by providing leadership where others pull together to achieve DAR's mission. Provide productive and positive feedback at all levels in a timely, direct and supportive manner while openly sharing information and resources. Evaluate staff performance regularly and fairly and deals with performance problems directly by providing current and practical solutions and corrective feedback.

12. PROMOTES DIVERSITY

Create an environment where individual differences are valued, encouraged and supported by respecting the unique talents and contributions of every individual. Support individuals for positions regardless of any differences, in order to increase effectiveness of DAR and VCU.

13. PROMOTES TEAMWORK AND EMPOWERMENT

Provide an environment that supports functional as well as cross-functional teams of people and encourages team members to discover the best ways to perform their jobs effectively. Hold teams accountable for performance and shares successes with all team members. Demonstrate effective use of available resources (people, time, budget, material, support, etc.) to achieve desired results within budgetary boundaries. Encourage and promote sound decision-making and accountability at all levels through the establishment of work structures in a manner that encourages ownership.