



Academic Quality

1. Innovative, Quality Programs for Academic Excellence




1.* Raise funds for teaching and learning priorities, to enable York's focus on academic excellence.


Strategy/Action	Measure/Milestone		
1.1 Collaborate with development colleagues to uncover principal gift prospects within our prospect pipeline; drive and/or collaborate on strategy in support of York's focus on academic excellence.	Increased number of top-tier prospects who are being actively cultivated		On Track
1.3 Develop proposal overviews for the University's top fundraising opportunities, pan-University and faculty/unit specific, to enable York's focus on academic excellence.	List of priority fundraising projects in endorsed by Divisional Leadership Priority proposals are rolled out to Divisional leadership and Development Team colleagues.		On Track

Academic Quality

2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative

2.* Raise funds for research chairs, professorships, postdoctoral fellows, and other faculty support to York's plan to intensify and expand research.




Strategy/Action	Measure/Milestone		
2.1 Campaign Goal to secure 30 new Chairs and Faculty positions	20 new Chairs and Faculty positions secured to date		On Track
*2.2 Manage portfolio of donors and prospects to secure philanthropic donations in support of research as well as innovation and entrepreneurship activities for students	Gifts are secured in support of the University's priorities		On Track
2.3 Provide prospect research services to a pilot ORU to support PIER	Major gift prospects identified and positive feedback from ORU		On Track

2.4 Collaborate with Deans and VPRI to ensure Research focused priorities are included in fundraising plans at local and institutional level	Continued increases in philanthropic research funds received		On Track
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Student Success

3. Enhanced Quality in Teaching and Student Learning



3.1 * Raise funds for undergraduate and graduate scholarships/awards, along with strategic leadership and experiential education, innovation and entrepreneurship activities for our students.

Strategy/Action	Measure/Milestone	Status
3.1.1 Leverage opportunities through Advancement activity to promote University priorities e.g. partnerships, experiential education opportunities, recruitment	Funds raised; internship opportunities are identified	 On Track
*3.1.2 Develop proposal overviews for the University's top fundraising opportunities, University wide and faculty/unit specific, in support of York's top priorities including internationalization and experiential education.	Library of fundraising project proposals complete and updated continuously	 On Track
3.1.3 Engage alumni in the life of our students through philanthropy and personal interactions	Number of alumni engaged as employers and EE participants; number of net new alumni engaged, number of alumni donors	 On Track

Student Success


4. A Student-Centred Approach

4.1. * Raise funds for undergraduate and graduate scholarships/awards, along with strategic leadership and experiential education, innovation and entrepreneurship activities for our students.

Strategy/Action	Measure/Milestone	Status
*4.1.1 Manage portfolio of donors and prospects to secure philanthropic donations in support of key student aid priorities	Increases in philanthropic funding for student support	 On Track
4.2.1 Support Strategic Enrolment Management via alumni data for key groups (ie. teachers and guidance counselors)	Live Alumni data effectively being utilized and increase in alumni engagement for recruiting	 On Track


4.2.2 Bring alumni and students together to allow students to benefit from the wisdom, talent and experience of alumni and encourage alumni to participate in improving the quality of the York student experience

Number of alumni mentors
 Number of new networks and network volunteers
 Number of alumni engaged in recruitment
 Number of net new alumni engaged

 On Track



Engagement and Outreach
 5. Enhanced Campus Experience








5.1. Raise funds to build stronger communities through our campus learning environment with a focus on key capital projects, including the Markham Centre Campus.

Strategy/Action	Measure/Milestone	
5.1.2 Identify capital projects that require fundraising support at Faculty and Pan University levels. Engage in specific development strategies for each project once approved	All capital projects in need of philanthropic dollars are identified and prioritized. Specific capital project philanthropic goals achieved.	 On Track

Engagement and Outreach
 6. Enhanced Community Engagement

6.1 Expand community outreach and engagement of Donors and the York community around philanthropy

Strategy/Action	Measure/Milestone	
*6.1.1 Produce Impact Report, a report to Donors for annual distribution	Donor Impact Report is distributed in fall of 2019, and annually thereafter	 On Track
6.1.3 Support Development and Alumni Engagement by providing quality information for strategic decision making by developing data management and governance strategies	Self serve reporting of prospect scores and campaign reports. Improved data quality	 On Track

<p>6.2.1 Continue working with Faculties, ORUs and VPRI to maximize University funding and research opportunities, grow community and private sector engagement.</p>	<p>Clearly documented funding strategies for all faculties.</p> <p>Documented SDO strategies that articulate plan for meeting faculty goals for funding</p> <p>All eligible research philanthropic funds are identified and acknowledged.</p> <p>All capital projects in need of philanthropic dollars are identified and prioritized.</p>	 On Track
<p>6.3.1 Develop a strategy for a more comprehensive approach to engage with Corporations and Foundations. Understand and act upon University strategy and policy as it pertains to campus wide sponsorships.</p>	<p>Increased engagement with corporations and foundations.</p> <p>Articulation of University sponsorship policy complete.</p>	 On Track
<p>6.4.1 Increase SDO call activity in order to increase donor engagement and dollars raised.</p>	<p>Dev Coordinators in place and assigned to SDOs.</p> <p>Create useful and functional reporting that tracks Development objectives.</p> <p>PMPs written and complete for Dev Coordinators and SDOs.</p> <p>Maximize AVP and ED Principal Gifts capacity</p>	 On Track
<p>6.4.2 Build strong collaborative and mutually beneficial Alumni/Development programming for the purpose of increasing alumni engagement an alumni giving (time, talent and philanthropy).</p>	<p>Strategy and next steps articulated and documented.</p>	 On Track
<p>6.4.3 Define and establish Leadership Giving Segment and develop associated programs to maximize fundraising.</p>	<p>SDO hired. Leadership Giving strategy articulated and documented.</p>	 On Track
<p>6.4.4 Refresh Annual Giving program. Develop associated strategies to maximize fundraising.</p>	<p>Annual Giving strategy articulated and documented.</p> <p>Improved Annual Giving financial results</p>	 On Track
<p>6.5.1 Enhance donor experience to increase satisfaction, expand the possibility of repeat giving and improve York University's reputation.</p>	<p>All gift levels properly stewarded.</p> <p>Leadership and Annual Fund stewardship programs articulated, documented and implemented.</p>	 On Track

6.5.2 Alumni Engagement and Development closely collaborate to increase alumni philanthropic giving	Increase number of referrals Increase number of new alumni donors		On Track
6.6.1 Inspire alumni and community members to promote York as a place to study, work and donate	Increase number of referrals		On Track
6.6.2 Enhance community engagement and support for York	Number of net new alumni engaged; engagement influential local alumni Improvement of net promoter score over time		On Track
6.6.3 Intentionally and thoughtfully communicate York's brand promise to encourage alumni to become net promoters of York	Improvement of net promoter score over time		On Track
6.6.4 Increased alumni engagement including participation in activities and programs focused on recruitment, retention, mentoring, experiential education, entrepreneurship and other strategic priorities.	Number of net new alumni engaged; engagement of influential local alumni Improvement of net promoter score over time		On Track
6.6.5 Targeted growth of geographic and interest-based alumni networks, ensuring alignment with strategic priorities	Number of net new alumni nd networks engaged; engagement of influential local alumni Improvement of net promoter score over time		On Track
6.7.1 Inspire alumni and community members to promote York as a place to study, work and donate	New regional activities, participants and volunteers Improvement of net promoter score over time		On Track







Enabling the Plan
7. Enabling the Plan






7.1 Continue to enhance relationships with our communities, alumni, donors, and friends including private and non profit partners locally, nationally and internationally.

Strategy/Action

Measure/Milestone

7.1.1 Lead the discussion about a renewed Physical Recognition Plan, inclusive of virtual recognition, that would infuse donor impact throughout the York community.	Develop a concept document/creative brief with recommended path forward		On Track
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7.1.2 Devise a donor reporting matrix, consistent with the donor recognition framework, to inform resource allocation.			On Track
7.1.3 Support Alumni Engagement, York International and C&PA through ceremonial engagement opportunities			On Track
7.1.4 Inspire alumni and community members to promote York as a place to study, work and donate	Improvement of net promoter score over time		On Track
7.2.1 Identify gap in processes, infrastructure, pipeline and resources that would impede ability to sustain and perpetuate a \$50 million goal annually.	Improvement in processes and client satisfaction		On Track
7.2.2 Task Alumni Engagement team with identifying, qualifying and engaging high-profile and high-value alumni via volunteerism, speaking opportunities and profiles.	Increased engagement and qualifications		On Track
7.2.3 Create a management service culture with services focused on customer experience and requirements	Improved performance and client satisfaction		On Track
7.2.4 Define processes and protocols required to deliver standards and service levels.	Known quality output Reduced rework		On Track
7.2.5 Create service measures to ensure the service performed to a known quality	KPIs defined		On Track
7.2.6 Refine budgeting process to ensure the budget aligns to the IRP for the Division.			Completed
7.3.1 Attract and retain the necessary people talent required to successfully meet and exceed goals and aspirations.	Turnover reduced Staff engagement score improved		Completed
7.3.2 Instill leadership competencies in recruitment, performance management and professional development in directors and managers	IRP on target		Completed
7.3.3 Focus on building high performance team through coaching and a collaborative culture	Improvement in staff engagement score		Completed

7.3.4 Ensure individual goals are aligned with IRP and support the academic plan	IRP on target		Completed
7.3.5 Ensure success of staff through 'on-boarding', mentoring, professional and career development opportunities.	Improvement in Staff Engagement score		Completed
7.4.1 Identify staff engagement drivers to celebrate and action.	Improvement in Staff Engagement score		On Track
7.4.2 Provide all team members with access to objective setting, reviews and quality feedback.	Reviews and 1 to 1 are performed regularly		Completed
7.4.3 Support well being, diversity and inclusivity in all of our fundraising and engagement activities, as well as in the workplace.	Improvement in Staff Engagement score		On Track
7.4.4 Build a healthy workplace environment that support mental well being, promoting physical activity and inclusion.	Improvement in Staff Engagement score		On Track
7.5.1 Improve systems to provide a friction free service to alumni and donors expanding delivery of the engagement services to faculties	I Modules system implemented		Completed
7.5.3 Expand University Events & Ceremonies Services to the faculties	Faculties engage services		Completed
7.5.4 Identify and implement cost efficiencies through system integration, automation, contract review, streamlining of processes and elimination of work not aligned to the core priorities and IRP.	Reduction in overhead		Completed
7.5.5 Support Development and Alumni Engagement by providing quality information for strategic decision making by developing data management and governance strategies by building a data governance team			Completed