of the University and is a competitive Queen’s in many ways. Alumni are key assets and Annual Giving Alumni programming world of academia and the Advancement unit is a broadly benefit society. is mission-driven to for the University that path to greater success staff want a compelling shApe the fUtUre for the institution.

1. Develop a culture that allows for greater leverage and productivity to: • Improve managerial integration and coordination • Value all alumni, not just those who are engaged/giving • Build a robust dialogue with the Queen’s community at all levels • Increase awareness and ambition in solicitation • Encourage educated risk-taking, and innovation • Reduce bureaucracy and streamline decision making

2. Passionate and ambitious Advancement people are core to driving the success of the enterprise. Focus hiring on champions for Queen’s at all levels.

3. Migrate personal performance evaluation to a greater emphasis on team performance rather than personal metrics.

4. Create expectations for collaboration within the Office of Advancement and with campus partners.

5. Hold team managers accountable for results and the performance of their teams with clear performance metrics and goals.

6. Ensure investments in programming innovation throughout the advancement enterprise.

7. Invest in a dedicated talent-management function focused on recruitment, on-boarding, training, coaching, mentoring, and performance management.

8. Increase use of business analytics to improve all aspects of business decision-making and operational effectiveness.

9. Align compensation structures and career paths for staff in university-wide operations with faculty-based advancement functions.

10. Develop the fundraising program to systematically deliver revenues of 12% relative to core government operating funding for priority initiatives.

11. Develop a permanent and ongoing fundraising operation that will focus on animal magic gift fundraising goals more than multi-year campaign efforts. Plan and execute a new fundraising campaign that offers the chance to present a sense of strategic direction and leadership to key across the institution.

12. Focus university leaders, volunteers and dedicated staff on principal gift philanthropy (gifts of $5,000,000+): generate 70% of annual fundraising results from gifts of $1,000,000.

13. Develop a more aggressive approach to asking based on wealth capacity and personal interests as well as a track record of involvement.

14. Invest in the growth of the planned giving program and tie personal legacy to the endowment building agenda for growing numbers of older alumni.

15. Increase performance metrics to grow: more strategic measures including program on major donor philanthropy, donor retention (stewardship) and new donors (acquisition).

16. Systematically reallocate current donors on pledges for renewals and upgrades.

17. Improve efficiency and transparency of prospect assignment, including time-limited assignments dependent on action and progress.

18. Organize and plan a multi-channel framework for timely, relevant, and targeted communications to engage stakeholders and expand audiences.

19. Develop lead-generation capacity and strategy through marketing and events.

20. Institute and coordinate brand and messaging in collaboration with campus partners.

21. Align donor communications fully with university key messaging and personal communications wherever possible at all donor levels.

22. Expand content creation capacity as part of an expanded digital co-creation strategy to meet the needs of digitally engaged audiences.

23. Create a communications perception and value at the heart of all communications, marketing, events, and donor relations activities, including any future campaigns.

24. Integrate strategic events into the communications plan to deliver key messages and expand experiential opportunities for stakeholders.

25. Ensure all philanthropic communications are donor-centric: “good things happen at Queen’s because people like you made it happen”.

26. Integrate the impact of estate giving and endowment contributions into the communications plan.

27. Provide a customized approach to reports and updates that are highly focused on impact for all donors over $100,000.

28. Integrate gift renewal and upgrade into donor communications.

1. Build an Advancement Council of exceptional alumni leaders to advise fundraising goals (whether or not the University is in its campaign).

2. Build the culture of philanthropy at Queen’s by ensuring that all board and committee appointments require a philanthropic commitment as a prerequisite.

3. Shape a clear mandate for securing top gifts with donors and executive leadership.

4. Build faculty development committees around a consistent model, in support of advancement activity.

5. Develop a central source for resources, coaching, and training for donors and academic leaders involved in advancement.

6. Support faculty in bringing strategic and transformational ideas to life i.e. concept design, articulation and costing.

7. Develop a formal Faculty Liaison function to support the VF Advancement structure and coordinate alumni relations in collaboration with campus partners.

8. Institute cost sharing to create community between Advancement and to grow faculty-based initiatives.

9. Follow a donor-centered and coordinated approach for prospect assignment, which should only follow a discovery call.

10. Build the fundraising program to strategically deliver revenues of 12% relative to core government operating funding for priority initiatives.

11. Develop a permanent and ongoing fundraising operation that will focus on annual major gift fundraising goals more than multi-year campaign efforts.

12. Plan and execute a new fundraising campaign that offers the chance to present a sense of strategic direction and leadership to key across the institution.

13. Focus university leaders, volunteers and dedicated staff on principal gift philanthropy (gifts of $5,000,000+) to generate 70% of annual fundraising results from gifts of $1,000,000.

14. Develop a more aggressive approach to asking based on wealth capacity and personal interests as well as a track record of involvement.

15. Invest in the growth of the planned giving program and tie personal legacy to the endowment building agenda for growing numbers of older alumni.

16. Increase performance metrics to grow: more strategic measures including program on major donor philanthropy, donor retention (stewardship) and new donors (acquisition).

17. Systematically reallocate current donors on pledges for renewals and upgrades.

18. Improve efficiency and transparency of prospect assignment, including time-limited assignments dependent on action and progress.