



UNIVERSITY
of ALASKA

FOUNDATION

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STRATEGIC
PLAN 2023-2028



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The University of Alaska Foundation Board of Directors has identified four strategic priorities—**Transformational Philanthropy; Success for Every Student; High Performing Operations; and Diversity, Equity, and Inclusion**—to guide the philanthropic efforts of the foundation in partnership with the University of Alaska system over the next three to five years.



MISSION, VISION, VALUES

Mission The University of Alaska Foundation seeks, secures, and stewards philanthropic support in partnership with the University of Alaska system to help shape Alaska's future.

Vision The University of Alaska Foundation inspires philanthropy for the University of Alaska system to make a global impact for all generations to come.

Values The University of Alaska Foundation values:

- Enthusiastic advocacy
- Inspired generosity
- Wise stewardship
- Meaningful diversity, equity, and inclusion



STRATEGIC PRIORITY 1

TRANSFORMATIONAL PHILANTHROPY

GOAL 1

Increase philanthropy for the University of Alaska system, supporting each of the universities in achieving their fundraising goals by collectively achieving an increase in average annual private funds raised.

Objective 1 | Grow a culture of philanthropy throughout the UA system so that philanthropy is a top priority.

Objective 2 | Foster connections between the board of directors and natural partners, stakeholders, and community members to support the fundraising goals of the UA system.

Objective 3 | Complete an analysis and assessment of the resources needed to support advancement operations at the foundation and universities for achieving UA system fundraising goals.

Objective 4 | Support increased engagement with alumni to foster strong, long-lasting relationships.

GOAL 2

Provide leadership, coordination, and resources for system-wide fundraising campaigns that support priority initiatives of the UA system.

Objective 1 | Complete and celebrate the *For Alaska* campaign highlighting key success factors and soliciting feedback from stakeholders by June 2024.

Objective 2 | Support state and federal advocacy efforts to advance philanthropic priorities of the UA system including extension of the Alaska education tax credit.

Objective 3 | Develop a new major fundraising campaign based on the strategic priorities of the universities and UA system.

Objective 4 | Facilitate the contribution of financial and in-kind resources from business and industry supporting the workforce and economic development efforts of the UA system.

GOAL 3

Strengthen donor relationships to maximize engagement and loyalty.

Objective 1 | Develop a comprehensive donor relations strategy clarifying the system-wide roles and responsibilities to provide optimal retention and growth in donor participation and satisfaction.

Objective 2 | Ensure donor intent is met by the timely use of philanthropic contributions.



STRATEGIC PRIORITY 2

SUCCESS FOR EVERY STUDENT

GOAL 1

Partner with the universities and system office to strategically invest philanthropic resources in support of student success initiatives throughout the UA system.

Objective 1 | Create a student success initiative fund in support of department, school, college, campus, university, and community partner student success priorities throughout the UA system.

GOAL 2

Improve the student scholarship experience and increase scholarship awards for all students.

Objective 1 | Convene a system-wide scholarship task force to comprehensively review the entire scholarship process and develop and implement recommendations for improvement.

Objective 2 | Identify the unmet scholarship needs and develop fundraising efforts to meet these needs.

STRATEGIC PRIORITY 3

HIGH PERFORMING OPERATIONS

GOAL 1

Demonstrate prudent financial management of philanthropic assets to donors and other stakeholders.

Objective 1 | Distribute timely financial reports and utilize modern technologies for more effective communication of financial information and performance of foundation held funds to donors and the UA system.

Objective 2 | Foundation and universities to rank in the top quartile in cost to raise a dollar and other industry measures amongst peer organizations.

GOAL 2

Identify key mission critical and labor intensive foundation and related advancement processes for review and improvement.

Objective 1 | Create and implement a systematic method for enhancing the efficiency, effectiveness, and user satisfaction of foundation and UA system processes and procedures.

GOAL 3

Drive data-inspired decisions by instilling practical data literacy and developing applicable data management for the foundation and UA system.

Objective 1 | Improve data management processes to ensure accuracy and security of all constituent data in the donor data system using a shared data governance structure.

Objective 2 | Promote a culture of practical data literacy for foundation and UA system leadership, staff, and partners.

Objective 3 | Create an advancement data council to establish data governance guidelines for the UA system.

GOAL 4

Recruit, retain, and develop exemplary fundraising, advancement, and support staff throughout the UA system.

Objective 1 | Devise new strategies and procedures for recruiting, onboarding, retaining, and succession planning of advancement employees.

Objective 2 | Develop a more competitive advancement compensation system.

Objective 3 | Enhance skills and professional development opportunities for advancement staff.

STRATEGIC PRIORITY 4

DIVERSITY, EQUITY, AND INCLUSION (DEI)

GOAL 1

Conduct an organizational analysis and develop a DEI vision, policy, and action plan.

Objective 1 | Review baseline data, priorities, and goals across the UA system for DEI initiatives.

Objective 2 | Develop a plan for creating a DEI vision for the foundation that supports the UA system in their DEI efforts and includes a process for continuous evaluation and improvement.

GOAL 2

Support the UA system's fundraising efforts and goals related to DEI initiatives to promote the participation and success of the UA system's diverse populations.

Objective 1 | Identify DEI fundraising goals, plans, and initiatives and resources available for implementation across the UA system.

Objective 2 | Develop special initiatives and sustained efforts to raise philanthropic resources for DEI to benefit students, faculty, and staff at the universities.

GOAL 3

Develop and implement guidelines for inclusive communications.

Objective 1 | Integrate DEI principles into the UA system's donor relations/stewardship efforts to honor all contributions and donors equitably.

Objective 2 | Review and update foundation publications and online presence for cultural relevance and equitable representation reflecting the diversity of Alaska.

Objective 3 | Create a DEI communications toolkit for UA system advancement.

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