



**SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08**

***DIVISION OF COLLEGE ADVANCEMENT***

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## **BREWTON-PARKER COLLEGE**

### **DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **DIVISION PURPOSE**

The purpose of the College Advancement Division is to support the College in achieving its goals of ensuring institutional effectiveness, securing financial stability and institutional viability, and improvement of enrollment.

#### **OBJECTIVE 1**

The Division will support the College in securing financial stability and institutional viability by maximizing resource development.

#### **ACTION PLAN**

The Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year.

- By visiting individuals, businesses, and churches development officers will raise \$1.4 million dollars per year.
- A new Annual Fund drive will be initiated throughout the local area to raise \$100,000 per year in unrestricted money.
- Proposals will be submitted to foundations and businesses in order to raise \$500,000 each year.

#### **ASSESSMENT**

Vice President will review departmental reports on a monthly basis

#### **RESPONSIBILITY**

Vice President for College Advancement and department directors

#### **TIME FRAME**

Five years, measured in yearly increments

#### **RESOURCES REQUIRED**

Time resources needed will require after normal business hours to get the job accomplished. Money resources will come from regularly budgeted operations.

#### **RELATED TO**

Institutional Goal No. 1

**BREWTON-PARKER COLLEGE****DIVISION OF COLLEGE ADVANCEMENT  
SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08****RESULTS & RESPONSES—2002-03****OBJECTIVE 1**

The Division will support the College in securing financial stability and institutional viability by maximizing resource development.

**ACTION PLAN**

The Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year.

- By visiting individuals, businesses, and churches development officers will raise \$1.4 million dollars per year.
- A new Annual Fund drive will be initiated throughout the local area to raise \$100,000 per year in unrestricted money.
- Proposals will be submitted to foundations and businesses in order to raise \$500,000 each year.

**RESULTS**

Department	Goal	Raised	Pledged	Total
<b>Development Operations</b>	\$ 1,400,000	\$ 954,916	\$ 333,173	\$ 1,288,089
<b>Annual Fund</b>	100,000	0	0	0
<b>Grant Proposals</b>	500,000	25,000	250,000	275,000
	<b>\$ 2,000,000</b>	<b>\$ 979,916</b>	<b>\$ 583,173</b>	<b>\$ 1,563,089</b>

- One thousand one hundred eleven visits were made to date yielding a total of \$954,916. This represents 68% of the \$1.4 million annual goal to be raised by visiting individuals, businesses, and churches.

	Visits	Funds Raised	Pledged	Funds Raised & Pledges
<b>Office of Alumni Relations</b>	172	\$ 47,723		
<b>Development Office</b>	640	30,126		
<b>Major Gifts Department</b>	299	877,067	\$ 333,173	\$ 1,210,240
	<b>1111</b>	<b>\$ 954,916</b>	<b>\$ 333,173</b>	<b>\$ 1,288,089</b>

- Our Annual Fund Director resigned just prior to the planning of this campaign and other staff members had too many other responsibilities to initiate an Annual Fund drive this year.

- Ten grant proposals have been submitted to date with requests of \$690,000. To date we have received \$275,000 from two positive responses. \$250,000 of that will be received as part of our matching grant when we have raised \$898,379 on our new Student Activities Center. Five requests were denied. Three requests are pending with request amount totaling \$341,667. We are relatively certain in that we will be receiving these three proposals requested amounts.

## **RESPONSE**

A sufficient number of visits have been made that in usual financial times would have yielded that amount of money desired. As long as this instability exists we will have to increase the number of visits and the size of gift request.

We have hired a new Director of Annual Fund/Proposal Writer who will begin work September 1, 2003. We will plan next year to start an Annual Fund Drive. The amount of money, not received in the Annual Fund drive, will be added to our regular visits and requests. Final approval is still pending on three grants totaling \$341,667. We still feel assured of receiving these grants. With them, we would have exceeded our goal of \$500,000. We also have outstanding a matching grant given by another large foundation, in the last fiscal year, in an amount of \$500,000. This will also be paid upon us reaching the final amount of our goal on the Student Activities Center.

The Public Relations office added a new Director on July 1, 2002. After an initial period of getting acquainted with the system here, he was able to get out a significant number of news releases, articles, and *The Lamp*, our institutional alumni magazine. The response to Public Relations has been favorable with particular praise to the last addition of *The Lamp*, which was the Director's first.

The fundraising of the past campaign was concluded with the exception of the new Student Activities Center. Advertising and publicity has been centered on that aspect. Attention was given to major donor gifts, and foundation grants toward the building. The response has been good, but little can be directly attributed to Public Relations efforts. We will continue the advertising and articles in hopes of seeing a better response in the coming year.

**BREWTON-PARKER COLLEGE****DIVISION OF COLLEGE ADVANCEMENT  
SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08****RESULTS & RESPONSES—2003-04****OBJECTIVE 1**

The Division will support the College in securing financial stability and institutional viability by maximizing resource development.

**ACTION PLAN**

The Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year.

- By visiting individuals, businesses, and churches development officers will raise \$1.4 million dollars per year.
- A new Annual Fund drive will be initiated throughout the local area to raise \$100,000 per year in unrestricted money.
- Proposals will be submitted to foundations and businesses in order to raise \$500,000 each year.

**RESULTS**

Department	Goal	Raised	Pledged	Total
<b>Major Gifts</b>	\$ 700,000	\$ 1,463,665.63	\$ 35,065	\$ 1,498,730.63
<b>Alumni</b>	100,000	107,864.29	- 0 -	107,864.29
<b>Annual Fund</b>	100,000	103,253.20	17,680	120,933.20
<b>Development</b>	500,000	230,282.28	4,425	234,707.28
<b>Grants</b>	500,000	1,330,500.00	- 0 -	1,330,500.00
<b>Totals</b>	<b>\$ 1,900,000</b>	<b>\$ 3,235,565.40</b>	<b>\$ 57,170</b>	<b>\$ 3,292,735.40</b>

- One thousand one hundred seventy-two (1,172) visits were made in 2003-04 yielding a total of funds raised of \$3,292,735.40.

	Visits
<b>Major Gifts</b>	393
<b>Alumni</b>	204
<b>Annual Fund</b>	156
<b>Development</b>	384
<b>Grants</b>	35
<b>Total</b>	<b>1172</b>

- Our new Annual Fund Director had an outstanding effort in planning the program, enlisting volunteers and exceeded her goal of \$100,000 by raising \$120,933.20 in gifts and pledges.
- Fourteen (14) grants were submitted for a total of \$1,635,999.88. Of those fourteen, four received a positive response for a total of \$1,330,500.00. Grant applications were requested from other foundations, but we were denied the opportunity to make the presentation. Our new Director of Annual Fund/Proposal Writer had a truly outstanding year exceeding her goals in both areas.

We feel that we had an outstanding year, exceeding our goal of \$1,900,000 by \$1,392,735.40 for a total of \$3,292,735.40.

### **RESPONSE**

We have just hired a new Director of Development who is off to an excellent start which bodes well for success in the coming year.

During the year active fund-raising for the Snooks Student Activities Center was completed. The Public Relations Office has been active in getting out the various publications, although it is difficult to determine exactly how much it affected fund raising, but we had so many good comments on the work. We do feel that it contributed to our fund raising efforts this year.

## BREWTON-PARKER COLLEGE

### DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

#### RESULTS & RESPONSES—2004-05

#### OBJECTIVE 1

The division will support the College in securing financial stability and institutional viability by maximizing resource development.

#### ACTION PLAN

The division will raise ten million dollars over the next five years by securing two million dollars in gifts each year.

#### RESULTS

- Total number of visits for 2004-05 was 1,370, which was two visits less than last year. The number of visits remains good in spite of the fact that one of our staff development officers missed a considerable amount of time due to extensive surgery. The Capital Annual Fund drive was again a tremendous success in raising \$157,866, which was \$32,866 over their goal. Our Annual Fund Director has done a truly outstanding job in working with volunteers.

	Visits
<b>Major Gifts</b>	522
<b>Alumni</b>	273
<b>Annual Fund</b>	216
<b>Development</b>	334
<b>Grants</b>	25
<b>Total</b>	<b>1,370</b>

- Total amount raised this year was \$2,031,422. Again, substantially over our goal by \$1,900,000; however, less than the \$3,292,735 raised the year before. The decrease is attributable to the fact that the major gifts for the campaign, which came in last year, are no longer being received. The loss of revenue through the development office was due to the surgery and lost time of the director. This accounts for the approximately \$180,000 difference.

	<b>Goal</b>	<b>Raised</b>	<b>Pledged</b>	<b>Total</b>
<b>Major Gifts</b>	\$ 700,000	\$ 1,568,584	\$ 50,000	\$ 1,618,584
<b>Alumni</b>	100,000	96,022	0	96,022
<b>Annual Fund</b>	125,000	157,866	0	157,866
<b>Development</b>	500,000	50,950	0	50,950
<b>Grants</b>	500,000	108,000	0	108,000
<b>Totals</b>	<b>\$ 1,925,000</b>	<b>\$ 1,981,422</b>	<b>\$ 50,000</b>	<b>\$ 2,031,422</b>

- Twenty-five grants were submitted during 2004-05 that yielded \$108,000. This is not nearly as successful as the year before, but we were involved in a Capital Campaign at that time which caused the difference. Extra effort has been made in this area by the hiring of a proposal writer to handle solely that responsibility.
- The Public Relations office's efforts have been greatly reduced this year due to the extended illness of the director. He still remains ill as of this reporting and works basically on a part-time basis. In an effort to make more people aware of the College, a new version of the *Baron Bulletin* was sent to former Board of Trustee members and is done so on a monthly basis. One issue of *The Lamp* was missed in its entirety due to the illness of the director, but a special edition will go out in the fall of 2005.

## BREWTON-PARKER COLLEGE

### DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

#### RESULTS & RESPONSES—2005-06

#### OBJECTIVE 1

The Division will support the College in securing financial stability and institutional viability by maximizing resource development.

#### ACTION PLAN

The Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year.

- By visiting individuals, businesses, and churches development officers will raise \$1.4 million dollars per year.
- A new Annual Fund drive will be initiated throughout the local area to raise \$100,000 per year in unrestricted money.
- Proposals will be submitted to foundations and businesses in order to raise \$500,000 each year.

#### RESULTS

	Goal	Raised	Pledged	Total
Annual Fund	\$100,000	\$172,705	\$37,044	\$209,749
Misc. Development	\$1,400,000	\$2,158,111	\$394,071	\$2,552,182
Grants/Foundations	\$500,000	\$0	\$605,000	\$605,000
<b>Totals</b>	<b>\$2,000,000</b>	<b>\$2,330,816</b>	<b>\$1,036,115</b>	<b>\$3,366,931</b>

- The Office of College Advancement exceeded the strategic goal of two million dollars in gifts each year by raising \$3,366,931. This year's total exceeded the previous year's reported total of \$2,031,422 by 65.74%. Additionally, these totals include monies received for the Capital Campaign.
- This strategic plan established a \$100,000 goal for the Annual Fund. Due to its success the past two years, this goal was increased to \$150,000. The chairman of the 2006 Annual Fund issued a challenge to the committee believing the committee could exceed the established goal of \$150,000 and raise \$200,000. His challenge proved successful, as the total amount raised during this year's drive was \$209,749.
- Nine grants were submitted during 2005-2006, yielding a total of \$605,000. While less grant applications were submitted this year, the awards were considerably increased from the previous year. The previous year yielded \$108,000,

significantly shy of the \$500,000 goal; however, this year's total surpassed the \$500,000 goal by \$105,000.

**RESPONSE**

- The Office of College Advancement was operating at a disadvantage this year, as three vital positions were vacant for several months. The Director of Alumni Relations position remained vacant for five months. The Administrative Assistant position was vacant for three months, thus a skeleton crew had to act in various capacities to fulfill the daily duties of the office. The Vice President for College Advancement position remained vacant for seven months, yet the office witnessed a successful year-end by implementing a new cooperative team approach. The final quarter of the fiscal year yielded in excess of one million dollars.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2006-07**

##### **OBJECTIVE 1**

The Division will support the College in securing financial stability and institutional viability by maximizing resource development.

##### **ACTION PLAN**

The Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year.

- By visiting individuals, businesses, and churches development officers will raise \$1.4 million dollars per year.
- A new Annual Fund drive will be initiated throughout the local area to raise \$100,000 per year in unrestricted money.
- Proposals will be submitted to foundations and businesses in order to raise \$500,000 each year.

##### **RESULTS**

- The Office of College Advancement did not meet the strategic goal of two million dollars in gifts each year. A total of \$1,246,491.56 was raised.
- This strategic plan established a \$100,000 goal for the Annual Fund. After the goal was raised to \$150,000 last year and was exceeded, the goal was again raised to \$200,000. The goal was exceeded again with a total of \$215,000 raised.
- Sixteen grants were submitted during 2006-2007, yielding a total of \$265,000. While the total received is less than the previous year, there are still several grants pending.

##### **RESPONSE**

- The Office of College Advancement underwent several staff changes through out the year:
  - Dr. Curtis Beaird resigned as Director of Development in September 2006. His position was filled by Mr. Roger Byrd in May 2007.
  - Mrs. Shannon H. Bull filled the position of Director of Alumni Relations in May 2006 after Mr. Byrd moved over to Development.
  - Mrs. Gena Hart resigned as Administrative Assistant in February 2007. Her position was filled by Miss Tabitha Connell upon her resignation.
  - Mrs. Claire Johnson, Director of Annual Fund and Grants, retired at the end of the 2006-2007 school year. A search is currently underway for her replacement.

- Despite the many changes, the Office of College Advancement has worked diligently toward meeting the goals set down by the strategic plan. The end of the \$2.5 million Capital Campaign is anticipated for December.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2007-08**

##### **OBJECTIVE 1**

The Division will support the College in securing financial stability and institutional viability by maximizing resource development.

##### **ACTION PLAN**

The Division will raise ten million dollars over the next five years by securing two million dollars in gifts each year.

- By visiting individuals, businesses, and churches development officers will raise \$1.4 million dollars per year.
- A new Annual Fund drive will be initiated throughout the local area to raise \$100,000 per year in unrestricted money.
- Proposals will be submitted to foundations and businesses in order to raise \$500,000 each year.

##### **RESULTS**

- According to the FY 2007-2008 Audited Financial Statements, private gifts and grants amounted to \$2,275,992.
- This strategic plan established a \$100,000 goal for the Annual Fund. After the goal was raised to \$150,000 in 2007 and was exceeded, the goal was again set at \$150,000 in 2008 and was again exceeded with a total of \$226,000 raised.
- Thirty-four grants were submitted during 2007-2008.

##### **RESPONSE**

- The Office of College Advancement underwent several staff changes through out the year. The transition, especially with so many new individuals on board, has been a hard one. However, this new Advancement team works well together and is focused on the goal of rebuilding the Office of College Advancement. Staff updates include the following:
  - Dr. Lee Cheek replaced Doug Baird as Vice President of College Advancement in November 2008.
  - Shannon H. Bull resigned as Director of Alumni Relations in September 2008, and Cynthia Reese was hired to replace her in January of 2009.
  - Tabitha Connell resigned as Administrative Assistant in April 2008. Her position was filled by Kim Lajiness in April 2008.
  - Jessica James was hired in December of 2007 as Director of Annual Fund and Grants, did her first Annual Fund in 2008, and continues to work well as Director of the Annual Fund and Grants.

- Mrs. Claire Johnson, former Director of Annual Fund and Grants, is working part-time with the department and is an invaluable source of guidance and wisdom in the area of development.
- Despite the many changes, the Office of College Advancement has worked diligently toward meeting the goals set down by the strategic plan.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **OBJECTIVE 2**

The Division will support the College in ensuring the institutional effectiveness by cooperative and proactive participation in an integrated planning, budgeting and assessment process.

#### **ACTION PLAN**

Each unit of the Division will participate in the planning, budgeting and assessment process by developing its own strategic plan; adhering to budgetary allocations and assessing the effectiveness of plan results within the Division.

#### **ASSESSMENT**

Vice President will review departmental reports monthly

#### **RESPONSIBILITY**

Vice President for College Advancement and department directors

#### **TIME FRAME**

Five years, measured in yearly increments

#### **RESOURCES REQUIRED**

Time resources needed will require after normal business hours to get the job accomplished. Money resources will come from regularly budgeted operations.

#### **RELATED TO**

Institutional Goal No. 2

**BREWTON-PARKER COLLEGE**

**DIVISION OF COLLEGE ADVANCEMENT  
SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08**

**RESULTS & RESPONSES—2002-03**

**OBJECTIVE 2**

The Division will support the College in ensuring the institutional effectiveness by cooperative and proactive participation in an integrated planning, budgeting and assessment process.

**RESULTS**

Each Department within the Division has developed successfully its own Strategic Plan; adhered to budgetary allocations, and assessed the effectiveness of planned results. Monthly meetings are held and reporting done regarding planning, budgeting and assessment.

**RESPONSE**

Having successfully developed our Strategic Plan, I feel it is now just about refining the plan and getting each department to work in an ongoing fashion regarding assessment.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2003-04**

##### **OBJECTIVE 2**

The Division will support the College in ensuring institutional effectiveness by cooperative and proactive participation in an integrated planning, budgeting and assessment process.

##### **ACTION PLAN**

Each unit of the Division will participate in the planning, budgeting and assessment process by developing its own strategic plan; adhering to budgetary allocations and assessing the effectiveness of plan results within the Division.

##### **RESULTS**

As last year, each department within the Division succeeded in working through their own strategic plan, adhered to budgetary allocations with no department exceeding its budget. Monthly meetings were held and reporting done regarding the strategic plan process.

##### **RESPONSE**

Although we worked from our strategic plan throughout the year, I feel more emphasis can be placed on it to help guide the departments through the year and we'll see that that happens.

**BREWTON-PARKER COLLEGE**

**DIVISION OF COLLEGE ADVANCEMENT  
SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08**

**RESULTS & RESPONSES—2004-05**

**OBJECTIVE 2**

The Division will support the College in ensuring institutional effectiveness by cooperative and proactive participation in an integrated planning, budgeting and assessment process.

**RESULTS**

Each department in the division has worked diligently in integrating planning, budgeting, and assessment. Our strategic plan is reviewed periodically with each department to validate our assessment.

Each department within the division has remained within their budget constraints this year.

**RESPONSE**

Continued check of and revision of the strategic plan will be done on a regular basis.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2005-06**

##### **OBJECTIVE 2**

The Division will support the College in ensuring institutional effectiveness by cooperative and proactive participation in an integrated planning, budgeting and assessment process.

##### **ACTION PLAN**

Each unit of the Division will participate in the planning, budgeting and assessment process by developing its own strategic plan; adhering to budgetary allocations and assessing the effectiveness of plan results within the Division.

##### **RESULTS**

- Each department in the Division practices sound planning, budgeting, and assessment. Our strategic plan is reviewed periodically with each department to validate our assessment.
- Each department within the Division has remained within their budget constraints this year.

##### **RESPONSE**

- A continuous review of the strategic plan will be conducted on a routine basis.
- The budget accounts for the Office of College Advancement are maintained in a consistent manner to ensure up-to-date available balances. Account reviews are accomplished prior to each requisition to ensure adherence to budget constraints.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2006-07**

##### **OBJECTIVE 2**

The Division will support the College in ensuring institutional effectiveness by cooperative and proactive participation in an integrated planning, budgeting and assessment process.

##### **ACTION PLAN**

Each unit of the Division will participate in the planning, budgeting and assessment process by developing its own strategic plan; adhering to budgetary allocations and assessing the effectiveness of plan results within the Division.

##### **RESULTS**

- Each department in the Division practices sound planning, budgeting, and assessment. Our strategic plan is reviewed periodically with each department to validate our assessment.
- Each department within the Division has remained within their budget constraints this year thanks to frequent account reviews.

##### **RESPONSE**

- A continuous review of the strategic plan will be conducted on a routine basis.
- The budget accounts for the Office of College Advancement are maintained in a consistent manner to ensure up-to-date available balances. Account reviews are accomplished prior to each requisition to ensure adherence to budget constraints.

## **BREWTON-PARKER COLLEGE**

### **DIVISION OF COLLEGE ADVANCEMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2007-08**

##### **OBJECTIVE 2**

The Division will support the College in ensuring institutional effectiveness by cooperative and proactive participation in an integrated planning, budgeting and assessment process.

##### **ACTION PLAN**

Each unit of the Division will participate in the planning, budgeting and assessment process by developing its own strategic plan; adhering to budgetary allocations and assessing the effectiveness of plan results within the Division.

##### **RESULTS**

- Alumni Relations had to absorb late and express fees to insure on-time delivery of items needed for the 2008 Alumni Weekend, as well as other expenses.
- Other departments within Advancement have stayed on budget.

##### **RESPONSE**

- A continuous review of the strategic plan will be conducted on a routine basis.
- The budget accounts for the Office of College Advancement are now maintained in a consistent manner to ensure up-to-date available balances. Account reviews are accomplished prior to each requisition to ensure adherence to budget constraints.
- Comparison shopping and a strict adherence to deadlines and shipping times are performed to insure that no additional expenses are paid.