

**Durham College Foundation  
Business Plan  
2009-2010**

Prepared by:  
David Chambers  
Associate Vice-president  
Office of Development

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## Table of Contents

- A. Preface
- B. Mission
- C. Goals
- D. Organization
- E. Fundraising Success
- F. Action Plan
- G. Financial Outcomes
- H. Summary

### Appendices:

- (i) Members of the Durham College Foundation Board of Directors
- (ii) Association of Fundraising Professionals Code of Ethical Principles and Standards, go to [www.afpnet.org](http://www.afpnet.org) –Ethics - Guidelines, Code, Standards – Guidelines for the Code of Ethical Principles and Standards

## Durham College Foundation Business Plan 2009-2010

### A. Preface

The Office of Development, within the Department of External Relations supports the work of the Durham College Foundation.

The Board of Directors of the Durham College Foundation is the trustee to oversee and safeguard the investment portfolio of the Foundation endowment.

There is an established investment policy which guides the management of the endowment fund. There is currently \$8 million of investments. The Foundation is also responsible for other fundraising activities to support Durham College such as the Building for Our Future campaign.

The fundraising aspect of the Foundation is not solely restricted to this group. For Durham College to be successful, the Board of Governors, faculty, staff, alumni and students must all be active ambassadors throughout the Region of Durham and beyond. Reaching out, serving the needs of Durham in terms of individuals, industry, business, unions and service groups will foster understanding of the enormous impact, both economically and socially that Durham College has on this area. Support from the community continues to grow as people recognize that Durham College has a powerful influence in nurturing a prosperous and sustainable community.

More than ever, students are seeking financial assistance during this economic downturn. Enrolment has increased by 10% and is in excess of 7,200 full time students, 462 part time, 777 apprenticeship, 5,000 online, and 6004 registrations for continuing education. Within the 7200 full time figure, there are 400 second career mature students enrolled up from less than 20 last year. The need for a Durham College one, two or three program is present and growing.

### B. Mission

In support of the Durham College Foundation, the Office of Development has prepared the following mission:

#### Students First

The Mission of the Office of Development is in full concert with the Mission of Durham College. Graduates of Durham College have the market-ready skills to succeed in their careers and have the capacity to make a difference in the world.

In raising awareness, maintaining and creating friendships, generating funding and other kinds of contributions from various constituencies for Durham College, we remain true to Durham College students. We do this by actively interacting with YOUR Student Association, our Alumni, Faculty, Board of Governors, Staff, Durham College Foundation and other internal and external partners with integrity, respect, openness, and genuine gratitude.

These are the fundamental principles that are imbedded in our actions to establish enduring relationships and support for the betterment of all Durham College students, past, present and future.

As a member of the Durham College family, the Durham College Foundation proudly embraces and practices the Visions and Values of Durham College.

### C. Goals

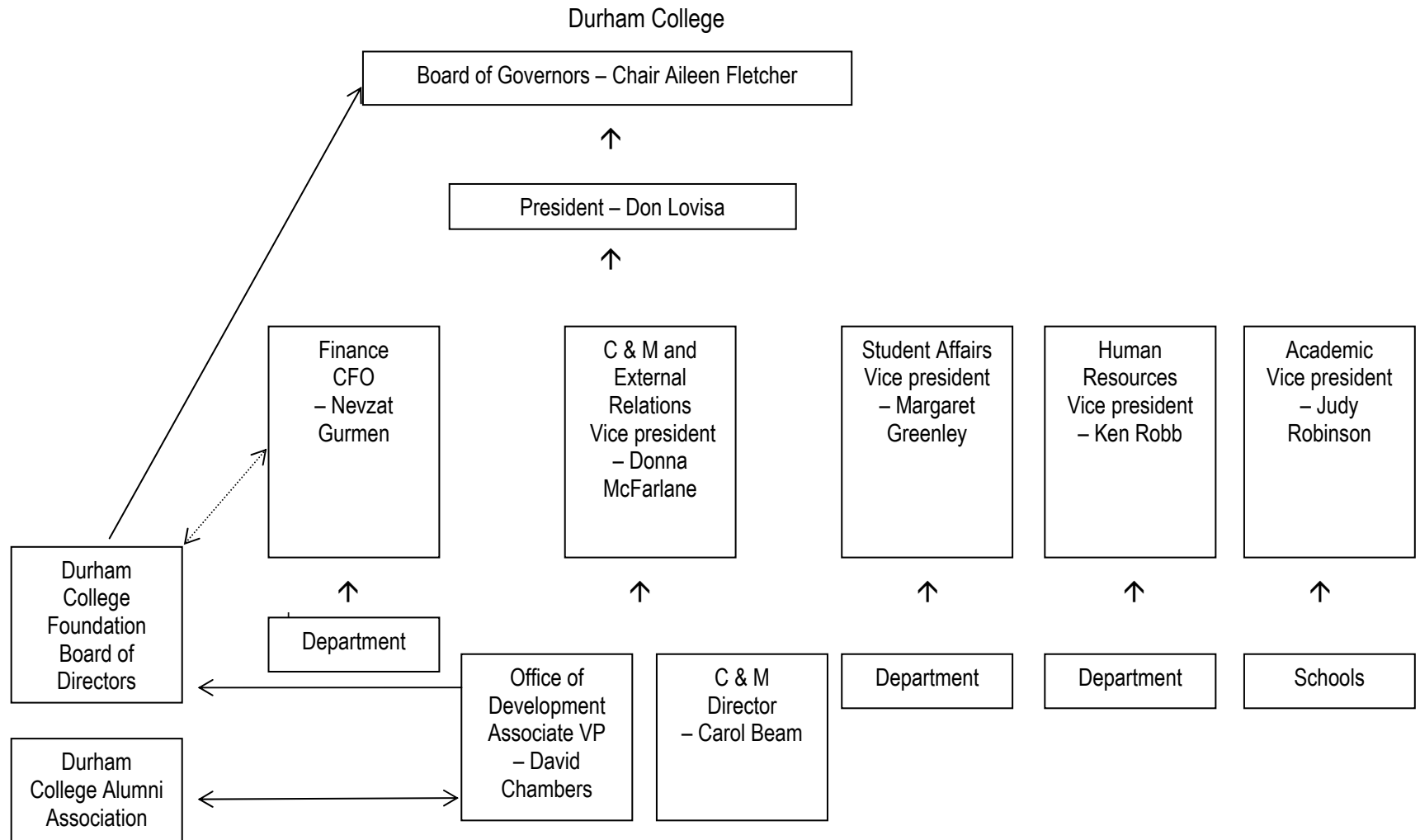
#### Internally

- Reaffirm that the Foundation is receiving the best advice, service and value concerning the growth of the endowment fund
- In concert with the finance department, continue to improve the tracking and reporting of restricted funds and investment activity
- Introduce new directors to the Foundation Board
- Prepare and solidify the Case, Plan, Timeline and Leadership for the Building for Our Future capital campaign
- Continue to develop the Alumni Association to support graduates and generate revenue for the college
- Formalize the relationship between Durham College and the Alumni Association
- Organization of the new Office of Development requiring all staff to learn new skills. For example, Gift/Donor Agreement processing for scholarships, bursaries and capital in coordination with Student Affairs and Finance
- Understanding repercussions of the segregation, transition and subsequent execution of separating donor and non donor records vis-a-vis UOIT
- Maintain effective liaison and relationships with members of the DCLT, Faculty and Your Student Association

#### Externally

- Generate funding for scholarships, bursaries and capital i.e. Building for Our Future \$3 million campaign. This year the department will also strive to raise the matching 1:1 OTSS threshold of \$316,058. for endowment bursaries.
- Ensure that leaders and other community advocates understand the enormous impact that Durham College has on the area. Durham College is an integral player among the different communities in Durham Region. As Durham College supports them in their activities they will individually and collectively support Durham College.

#### D. Organization



Note: Building for Our Future capital campaign is a function and subcommittee of Durham College Foundation

## E. Fundraising Success

What is required for fundraising success?

- An effective plan
- A compelling need
- Strong leadership
- Raised sights
- Specific gift requests
- Gifts payable over time
- Gifts-in-kind
- Keeping the faith
- Communications and Marketing
- Clear objectives
- Campaign atmosphere
- Personal solicitation

### An Effective Plan

In order to raise the required \$3 million, an effective total development plan needs to be created. The plan is based on experience and sound fundraising principles. It is intended to be simple and practical. The plan emphasizes allocating time and energy where the most funds can be realized.

### A Compelling Need

A uniform Case for Support must encapsulate a compelling need for the Campaign. This document is the thread throughout the timeline that provides accuracy and consistency in presenting and referring to the Building for our Future Campaign by all members of the College community and campaign volunteers to every constituency within Durham Region.

### Strong Leadership

People give funds and gifts-in-kind to a project presented to them with passion and conviction by individuals they respect and trust. It is encouraged that members of the Boards of the College and the Foundation are invited to participate in the Campaign to demonstrate to external volunteer candidates the importance of this program. Leadership will make the difference between success and failure of the campaign.

### Raised Sights

True fundraising is an exercise in motivating donors to contribute more to a cause than they originally intended. In most cases a donor's sights are raised by strong leadership, large pace-setting gifts, a sense of urgency and importance, public education and interest, and a personal approach for a specific level of support.

### Specific Gift Requests.

The most effective way to stimulate an individual, corporation or other entity to make a meaningful gift is to offer a specific gift plan. This way, the donor understands what is required from them to help make the campaign succeed and how to make a gift of special significance. The donor is made aware of how the gift relates specifically to the Case for Support, how the gift could be made over time, and what suitable recognition may accompany a specific gift level.

### Gifts Payable over Time

Donors can significantly increase their contribution when given the option to make their gift over time. In most campaigns, donors who pledge give three to four times more on average than one-time donors. We will give donors the option to make installments over a period of three to five years which could be paid monthly, quarterly or annually.

### Gifts-in-kind

Often donors may not be in a position to make a cash contribution, however they would be willing to give something tangible e.g. equipment. As long as the equipment or materials meet the required specifications of the college, they are most welcome. A tax receipt is available with the proper objective evaluation of the item.

### Keeping the Faith

Many variables can affect the timing, the direction and progress of the campaign. Throughout the campaign there will be pressure to skip steps or to organize groups before they are actually needed. Premature instructions and strategies can severely hamper the effectiveness of campaign leadership and prevent the campaign from achieving its best results. One must recognize simultaneously that each campaign is unique and must recognize and acknowledge internal and external dynamics as the campaign unfolds.

### Communications and Marketing

There must be a public awareness program designed to promote excitement and an understanding to support the Durham College initiatives. The Communications and Marketing Plan will support the fundraising activities but will not raise significant funds. The Durham College Development Office and Communications and Marketing will work together to ensure an effective program which is delivered in concert with other activities on campus.

### Clear Objectives

The primary objective is to raise \$3 million for the Durham College Building for Our Future campaign. A byproduct of this project will achieve the second objective which is to raise the profile and recognition that Durham College is fundamental to Durham Region's prosperity and well being.

### Campaign Atmosphere

To maximize campaign results, an internal sense of excitement, momentum, spirit of cooperation and a context of urgency must be developed.

### Personal Solicitation

The most effective strategies for soliciting major contributions are through a personal visit between the prospect and one or two trained solicitors. Any departure from this formula will result in a smaller or nominal contribution. This Campaign is designed to strongly emphasize personal solicitation.



## F. Action Plan

Internal			
Goals	Action	Implications/Risk	Results
1. Reaffirm that the Foundation is receiving the best advice, service and value concerning the growth of the endowment fund.	A tendering process to invite proposals from fund managers.	Knowledge of fees and services in the market place.	By December 2009, a recommendation to the Foundation Board of Directors re: the fund manager.
2. In concert with the Finance department, continue to improve the tracking and reporting of restricted funds and investment activity.	New reporting format on a more frequent basis.	Foundation Board of Directors has a better understanding of the fund.	Improved reporting
3. Introduce new Directors to the Foundation Board	Enquire with current members their desire to continue to serve. Identify Board candidates.	A healthy rotation of dedicated people. Finding the best individuals to maintain the established high quality standard of talent.	Secure one new Board member for 2009-2010.
4. Prepare and solidify the Case, Plan, Timeline and Leadership for the Building for Our Future capital campaign.	Write the case for support, plan, timeline and recruit leadership. Identify major gift prospects and solicitation.	If the case is finalized, then the timeline can be maintained. Unforeseen circumstances that alter the case.	Campaign stays on course
5. Continue to develop the Alumni Association to support graduates and generate revenue for the College.	Develop more services that are beneficial to graduates. Communicate with Alumni in a more cyberspace format. Prepare a formal agreement with respect to the relationship between the Association and the College.	Making sure the time spent in arranging will truly benefit the students. Find the balance for older and younger alumni. Discussion with the Association which will be mutually positive.	More perks for graduates. Better communication re: higher satisfaction of graduates. The Alumni Association is a documented partner of Durham College

6. Organization of the new Office of Development requiring all staff to learn new skills. For example, Gift/Donor Agreement processing for scholarships, bursaries and capital in coordination with Student Awards and Finance	Increased communication with Student Awards and Finance.	Creating a smooth working relationship. Volume is a consideration in light of limited resources.	Satisfied donors and internal staff.
7. Understanding repercussions of the segregation and transition and subsequent execution of separating donors and donor records.	Working with UOIT and Raiser's Edge, the fundraising software system to separate the records to the satisfaction of DC & UOIT. Simultaneously find the most cost effective solution with Raiser's Edge.	Completing the task in a collegial manner. Sharing of information in both systems such as joint donor records and all prospect records.	A stand alone confidential system for each institution. Completion set for Dec. 31/09.
8. Maintain effective liaison and relationships with members of the DCLT, Faculty and Your Student Association.	Regular communication with each group.	Better understanding of the Durham College Foundation.	Working effectively together for the benefit of students. This will also foster an understanding that everyone is an ambassador of the college in attracting support.
<b>Externally</b>			
1. Generate funding for scholarships, bursaries and capital i.e. Building for Our Future \$3 million campaign. Also strive to raise the bursary matching 1:1 OTSS threshold of \$316,058.	The priority is to pursue the capital campaign plan. Continue to offer the bursary matching program as an option and/or a combination gift with capital to Durham College.	Contacts made for the campaign will also avail prospects to fund scholarships and bursaries. The bursary 1:1 matching threshold increased \$126,954 over last year. Campaign will be impeded by external circumstances that alter the case and consequently deter	Generate \$316,058. by March 31, 2010.  \$3 million in cash/pledges and gifts-in-kind by March 2011.

		volunteers and donors. The grant from the Region included in the fundraising feasibility study is taken out of the campaign goal.	
2. Leaders and other community advocates understand the enormous impact that Durham College has on the area. Durham College is an integral player – Durham College supports them and they will individually and collectively support Durham College.	Participation by the AVP Office of Development at as many regional events as possible presented by service clubs, municipalities and other organizations. Bring as many individuals and groups to the Whitby Campus.	Attract more senior leaders to Durham College and Durham College Foundation. Durham College is an initiator and catalyst to a prosperous, green sustainable community.	A greater appreciation and support for the added value of Durham College to the region.

## G. Financial Outcomes

From a rate of return on investments from the endowment fund perspective, the Foundation needs to generate enough income to compensate for the annual inflation on the principal, to earn an acceptable rate of return to grow the fund and to pay annual endowment management fees.

With respect to the Building for Our Future capital campaign, the plan is to raise \$3 million over an eighteen month period in cash, pledges and gift-in-kind. If the Region decides to fund the project at less than \$5 million, the campaign goal and timeline will be increased proportionately.

Upon confirmation of \$316,058 raised in endowed bursary funds prior to March 31, 2010, an additional 1:1 match will culminate in \$632,116. for investment in the Foundation. If there is time remaining, Durham College would be eligible for a 3:1 match of the next \$84,096. In this scenario, an additional \$336,384 would be added to the coffers. In a year of economic contraction this outcome would be the very best case scenario.

## H. Summary

Durham College continues to excel in its financial planning, its academic programming to meet the needs of students and employers, and in producing graduates relative to an era of rapidly changing information and technology. This proaction reaffirms the confidence and pride that the people of Durham region have for Durham College.

One cannot underestimate the economic and social issues challenging our region, province and country. Nevertheless, as an educational institution that responds quickly to industry, business, health and service sectors, Durham College is positioned to being a significant part of the solution.

People want their children to grow up, attend post secondary education and continue to live in Durham because of the quality of life it offers to them.

In building credibility through lasting relationships with individuals who comprehend the profound role that the college is executing, Durham College will have a bright future as a regional and provincial leader and benefactor from the multiplicity of constituencies it serves.

Appendix (i)

Durham College Foundation Board of Directors – 2009-2010

Dr. Peter Zakarow, Chair  
Peter Bagnall  
Garry Cubitt  
Aileen Fletcher  
Lillian Jacoby  
Gordon Sedgewick  
Paul Thomas  
Paul Vessey  
Don Lovisa  
Nevzat Gurmen  
David Chambers