



THE UNITED STATES AIR FORCE ACADEMY
CAMPAIGN PLAN

FOR OFFICIAL USE



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INTRODUCTION

This campaign plan serves as an outline and guide for the activities required to support the comprehensive campaign for the United States Air Force Academy. With the core values of the United States Air Force and the Air Force Academy as guiding principles, this campaign will secure the necessary resources to ensure that the Academy continues on a path of prominence, the graduate community is enthusiastic about and connected to their alma mater, and ultimately our graduates are fully prepared and able to lead a life of service to their nation.

Integrity First, Service Before Self, and Excellence in All We Do are the core values at the heart of the Air Force and the commitment to those values has produced three generations of graduates to serve and lead our nation. This campaign will build on that formula to strengthen the Long Blue Line and make it one of prominence equal to the institution from which it originates.

On April 1, 2018, the Air Force Academy Foundation commenced the leadership phase of a comprehensive campaign targeting a working goal of \$270 million dollars. The final dollar goal and the timeline for the conclusion of the campaign will be informed by the success of the leadership phase. We, as members of the Air Force Academy community, through our involvement with this campaign strongly believe it is time for the Academy to embark on a comprehensive fundraising and alumni engagement effort that will position it alongside and ahead of our sister service academies and peer institutions. As we plan, implement and evolve during this campaign, we will keep five primary goals at the forefront of our work:

- Raise an extraordinary amount of financial support for critical Academy priorities and for the strategic needs of supporting organizations (\$270M)
- Increase awareness, engagement and participation with Academy graduates, parents and friends
- Educate Academy faculty and staff on the role and impact of philanthropy
- Develop and foster life-long relationships of mutual support and collaboration within the broader graduate community
- Permanently elevate the capability of the supporting organizations to sustain an increased level of a culture of engagement and philanthropy with the Air Force community

Now more than ever, the United States Air Force Academy needs its graduates and friends to provide support to meet the immediate challenges facing USAFA and to invest in long-term projects and initiatives that ensure the Academy continues to serve in its unique role for the nation. This is our Academy, it is calling for our community to rally in support. We will come together and we will succeed.

Appendix #1 (Overview Chart) provides an overview of the steps needed to successfully complete a comprehensive campaign of this magnitude.

HISTORICAL SUPPORT

The Air Force Academy has a young tradition of private support, though the culture of philanthropy has been growing over the last two decades. Much like state universities in the 1970s, the Academy finds itself in an era of declining federal support and looking for other sources of funding. USAFA's peer institutions, the U.S. Military Academy and U.S. Naval Academy, recognizing the same funding reality, have completed or are nearing completion of two comprehensive campaigns. The campaign for the U.S. Air Force Academy will be the first successful comprehensive campaign in USAFA's short history. The time to act is now.

The Air Force Academy Foundation (formerly the USAFA Endowment) was established in 2007 to secure philanthropic support for the Academy and its priorities. The Foundation's first significant project raised \$15.5 million for the construction of a new indoor training facility. The project was completed in 2011 and announced the Foundation as a fundraising force for good on behalf of the Academy. In short order, the Foundation undertook another large effort to raise \$17.5 million for the construction of Polaris Hall, home to the Center for Character and Leadership Development. The project was completed in 2016 and solidified the Foundation's position as the premier comprehensive fundraising foundation for the Academy. Concurrently, the Foundation raised more than \$130 million to support various programs at USAFA during 2007-2018. Since its establishment the Foundation has raised more than \$213 million in support of strengthening the Academy.

Throughout its fundraising history, the Foundation has operated leanly and "punched above its weight." Until 2017, its cost of fundraising since inception averaged approximately 9%. In 2017, seeing its annual fundraising results plateauing in the \$14-\$17 million range, the Foundation embarked on an effort to increase its staff in preparation for the beginning of the campaign. Consequently, in 2017, the cost of fundraising jumped to about 25% but declined to 14% in 2018 when the Foundation's fundraising results neared \$28 million, the first time in history the organization has exceeded \$20 million in new commitments in a single year. The Foundation aims to stay under 20% for the cost of fundraising throughout the campaign, and at its conclusion, the goal is for the cost of fundraising to be in the 15-18% range, which is well within acceptable industry standards and will support an enduring development program.

An analysis of current campaign priorities shows that capital projects account for 32% of the goal in the campaign. Industry standard for capital projects as a portion of a comprehensive campaign is typically 25-30%, so the Academy is within an acceptable range. However, having this amount of capital projects in the campaign puts pressure on securing current-use dollars to meet construction requirements. Consequently, while deferred or estate giving will be a part of the campaign, it will likely only account for 20-25% of the fundraising activity. The Foundation will also seek to raise perpetual – or endowed – funds to help secure the Academy's long-term financial future.

Since the Air Force Academy Foundation's inception, overall gifts and pledges have increased, and the Academy has reaped the benefit. The Foundation is showing year-over-year progress in both dollars realized (cash) and raised (gift and pledges). This builds momentum and a strong base from which to launch the campaign.

Calendar Year	Realized (in millions) (represents cash)	Raised (in millions) (represents gifts and pledges)
2012	\$14.9	\$20.5
2013	\$13.2	\$16.1
2014	\$13.5	\$16.0
2015	\$23.3	\$27.3
2016	\$11.6	\$15.9
2017	\$14.8	\$18.7
2018	\$18.9	\$35.3
2019	\$20.5	\$40.5
2020	\$36.9	\$33.8
	\$167.6 million	\$204.1 million

The campaign is expected to elevate gifts and pledges significantly beyond these levels of past performance. Indeed, the Air Force Academy Foundation is expected to exit the campaign at least double the pre-2018 levels as the new fundraising normal.

ASSUMPTIONS AND FACTORS FOR SUCCESS

After completing the feasibility study in partnership with Washburn & McGoldrick, the Foundation used best practices and the results of the feasibility study to shape how to proceed. There are several key assumptions and success factors that must be agreed upon if the campaign is to achieve its defined goals:

- A comprehensive campaign requires a coordinated strategy through the advancement function of an institution and the Air Force Academy is the same.
- The fundraising success of the leadership phase of the campaign largely determines the final fundraising goal.
- The final campaign priorities are consistent with the Academy's strategic planning process and have the support of USAFA leadership.
- There must be a vision and case for support that resonates with the Academy community and can be articulated with fluency by volunteers and Foundation and AOG staff.
- USAFA leadership must embrace campaign processes and priorities and make a significant commitment of time to advancement purposes. If legal constraints limit the role of USAFA leadership, the Foundation & AOG CEO, as well as the Presidents of both organizations and campaign volunteers must serve as surrogates. Specific roles are defined on pages 15-27.
- The success of the campaign is dependent upon a partnership between the Air Force Academy Foundation, the Association of Graduates, and all Academy related supporting foundations, including the board of directors of those foundations.
- There must be a significant commitment of financial resources and time on the part of the Air Force Academy Foundation Board of Directors. They must serve as philanthropic and volunteer leaders.
- There must be a strong and active corps of volunteer leaders publicly committed to the campaign.
- There must be sufficient budgetary resources for the Air Force Academy Foundation and the Association of Graduates.
- Success depends on a committed and dedicated development staff, as well as organizations committed to the support of that staff.

ACADEMY PRIORITIES

Now and always, the people of the United States Air Force Academy – cadets, faculty and staff – make the institution great. Airmen and Space Operators are the Air and Space Force’s greatest weapon, and they are ably led throughout the Air Force by extraordinary Air Force Academy graduates. The Academy cannot, and we will not, allow a lack of financial resources to jeopardize the Academy’s preeminence and the Air Force’s need for leaders of character to carry forward its important mission. Additionally, our nation is confronting threats of all types in new and emerging domains. We cannot anticipate all of the adversaries or all of the domains in which our graduates will fight, but we will prepare them to learn and adapt to all of our country’s foes. To meet these evolving needs, this campaign will focus on the people, who are the heart of the Academy’s enterprise and the physical spaces in which they work. This includes support of the new state-of-the-art cyber innovation center, programs in and out of the academic classroom, athletic facilities and programs, expanded character and leadership development initiatives and a well-rounded understanding of the heritage of the Air Force Academy.

Identification of campaign priorities was rooted in the USAFA strategic plan so the highest institutional priorities are advanced. As the strategic plan evolves during the campaign, the Foundation will stand ready to adapt as needed. The ambitions of the strategic plan and follow-up campaign planning process identified five broad areas for support, which generally align with the Academy’s mission elements: Academics, Athletics, Character and Leadership Development, Heritage and resource development for programs at the USAFA supporting foundations. These priorities were tested during the feasibility study to determine donor response and likeliness of support. Based on feedback from the feasibility study, participants and concurrent institutional refinement, the broad priorities have been narrowed in scope and definition.

The priorities are:

- **Academic - \$101 million**
 - USAFA and its academic mission element must invest significantly in its exceptional teachers and instructors. They spark cadets’ interest in subjects and research that matter to national defense strategies, often influencing career fields pursued by cadets in the Air Force. USAFA must recruit and retain the leading experts and thought leaders in key subject matters and invest in their research while providing exceptional facility space to foster innovation. Investment must also be made in scholarships that attract the best and brightest cadets while providing them with post-graduate opportunities.
- **Athletic - \$55 million**
 - Gen. Douglas MacArthur famously wrote, “Upon the fields of friendly strife are sown the seeds that, upon other fields, on other days will bear the fruits of victory.” USAFA requires athletic performance and competition, whether as a varsity athlete or through intramurals and competitive cadet clubs, so that cadets are inculcated with the determination, grit, fierce competitiveness and commitment to teamwork to never fail at the nation’s most important endeavors. This campaign will provide the best facilities

to foster athletic competition while also recruiting and retaining the very best coaches, who teach cadets to be innovators, problem-solvers and leaders in their communities.

- **Character and Leadership Development - \$50 million**

- “Character is critical, perhaps the most critical element in the training of those who are going to lead human beings in crucial crisis circumstances,” said Brig. Gen. (Ret.) Malham “Mal” Wakin, professor emeritus of philosophy at the Air Force Academy. Now fully ensconced in Polaris Hall, the Center for Character and Leadership Development has embraced its new home, which provides space dedicated to the research and teaching of character and ethics-based leadership. New resources are needed to enhance and expand its investigative work and practical applications of character and leadership development through an investment in its people and programs. This element will also support leadership training through cadet clubs across the Academy.

- **Heritage - \$12 million**

- “The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the veterans of earlier wars were treated and appreciated by their nation” – Author unknown. USAFA is committed to preserving its heritage and telling the stories of its graduates’ accomplishments and acts of heroism and valor. As such, this campaign will invest resources in programs that preserve USAFA’s heritage, to include oral history projects and programs that support the survivors of deceased Academy graduates.

- **Other - \$47 million**

- Annual gifts provide indispensable resources for immediate use by the Academy. Support from donors at all levels enables the Academy to bridge its most pressing budgetary gaps. Additionally, the Air Force Academy Foundation will be resourced to conduct the campaign to its conclusion and serve as an enduring development program for the benefit of the Academy.

Appendix #2 (Priorities Summary Sheet) provides more details.

CAMPAIGN PHILOSOPHIES

As the campaign progresses, it is important to act based upon certain agreed-upon philosophies. There are seven key philosophies that are consistent in campaign fundraising:

1. As a representative of the United States Air Force Academy, the advancement team (professional staff and volunteers) will never enter into or conduct any business that may tarnish the reputation of the Academy or its leaders.
2. The best and most successful fundraising is based upon building long-term relationships. The goal of the campaign is to build and strengthen life-long relationships between the Air Force Academy and its constituents.
3. A campaign's success is dependent on strong volunteer involvement and leadership, both in terms of guidance and support. It is critical to success not only to capitalize on the existing volunteer structure, but also to broaden, enhance and improve the role of the volunteer for the Academy.
4. Campaigns are a method of enhancing the reputation and increasing the awareness of an institution while addressing key institutional needs.
5. Campaigns broaden the level of alumni participation, ultimately expanding the donor pool and identifying and engaging the next generation of donors.
6. Campaigns introduce and strengthen management structures for continued fundraising and alumni relations success, improve the cost-effectiveness of those activities and increase the level of sophistication and performance of advancement staff.
7. During a campaign and following its conclusion, a program of strong stewardship to donors is essential and positions the Academy supporting foundations for continued success. Building upon existing stewardship activities, the Academy and Foundation will heighten work in this area during the campaign. Stewardship to donors and the campus community will emphasize transparency and focus on the use and impact of gifts.

CAMPAIGN TERMINOLOGY

Commonly used fundraising terms:

- **Air Force Academy Fund:** The Foundation’s primary annual giving program aimed at securing unrestricted funds for the use of the superintendent and Foundation operations.
- **Alumni Participation Rate (APR):** The percentage of alumni who have supported their alma mater with a financial gift in a given year (any size to any fund or project counts).
- **Annual Giving:** All expendable money to be used at the discretion of the superintendent, dean, commandant, athletic director or other directors. The primary annual fund is the Air Force Academy Fund. Most donors will participate in the campaign by making an annual gift.
- **Campaign:** An intense effort to raise extraordinary funds from the private sector through multi-year pledge commitments within a defined period of time. This effort creates a sense of urgency and positions an institution to publicly proclaim its critical need for private gift support that will allow the continuation of current programs as well as the launching of important new initiatives.
- **Campaign Counting Period:** The period of time during which private gifts and commitments are counted toward the campaign goal (April 1, 2018 – TBD).
- **Campaign Goal:** The publicly announced goal of the total dollars to be raised during the specified period of the campaign.
- **Campaign Priorities:** The stated priorities for which the money is being raised. Objectives are informed by the institution’s strategic plan.
- **Campaign Roadmap:** A document that shows the pipeline of gifts to potentially close working toward a specific financial goal. Can be specific to a particular project or the overall campaign.
- **Case Statement:** A written document that presents the compelling rationale for the necessity of the campaign’s objectives and goals.
- **Comprehensive Campaign:** A fundraising effort that includes all gifts, for all purposes, from all sources during a specific amount of time.
- **Cultivation:** The art and science of nurturing major donor prospects over a period of time to develop and strengthen each prospect’s relationship with the institution while determining the primary areas of interest and philanthropic inclination, leading to a significant gift to the campaign.
- **Feasibility Study:** A systematic process undertaken to determine the readiness of an institution to launch a campaign. It uses face-to-face interviews with the institution’s most important benefactors, volunteers and prospects to ascertain the details of their anticipated campaign gifts, including size, timing and interest in specific priorities. The feasibility study influences the proper goal for the campaign.

- **Gift:** One-time donation of cash or other assets in support of an institutional priority.
- **Gift Allocation:** A portion of each received gift or pledge payment is designated for unrestricted use by the Air Force Academy Foundation board of directors and is used for one or more of the following purposes: cadet programs; support for the Association of Graduates and other Academy-affiliated foundations; and operations of the Air Force Academy Foundation.
- **Leadership Phase:** The initial phase of the campaign when the campaign becomes public to a small group of benefactors and volunteers. During this phase, major commitments are secured from the institution's most generous and inclined benefactors. The phase initiates the process of counting gifts and provide the momentum to launch a campaign publicly. For this campaign, the leadership phase began on 1 April 2018 and will extend until summer 2021, during which the Foundation aims to secure at least \$135 million.
- **Major Gift:** A donation or pledge of \$50,000 or greater, payable over five years, to any purpose.
- **Planned (deferred) Gift:** A donation made as part of a donor's financial or estate plans. These gifts usually involve a life-income arrangement, trust or a bequest with the Academy's access to the gift begin deferred until the death of the donor and/or another beneficiary.
- **Pledge:** A gift commitment which payments are divided over a period of time in the future. Five years is a common period over which to extend a pledge.
- **Prospect:** A likely candidate to support the campaign. In order for a person, foundation or corporation to become a prospect, a development officer or a volunteer must conduct a personal visit and assign inclination, capacity and readiness ratings to the prospect.
- **Realized:** All cash and cash equivalent gifts received during the calendar year, including one-time gifts, pledge payments and matching gift pledge payments.
- **Raised:** All new one-time cash gifts and new pledges (including matching gift pledges) secured during the calendar year.
- **Solicitation:** The process of asking a prospective donor for a gift for a specific amount and purpose.
- **Stewardship:** Planned activities and recognition toward donors to express gratitude for their support, to demonstrate proper use of funds and to highlight the impact and results of their support.
- **Suspect:** Person, foundation or corporation believed to have the willingness and ability to support the campaign. This person or organization's willingness and ability has not been verified.

CAMPAIGN TIMELINE

Following a thorough feasibility study, the campaign began on 1 April 2018 with the launch of the leadership phase. The Air Force Academy Foundation board of directors approved the campaign at the April 2018 board meeting.

The exact length of the campaign is determined by the success of the leadership phase. Elements that determine the campaign’s duration include prospect pool performance, compelling priorities and appropriate levels of funding and staffing. The campaign will pass through definable phases that are outlined below:

Date	Phase	Status
1 January 2014	Planning Phase	Complete
1 April 2018	Begin Campaign Counting	Complete
July 2018 – August 2021	Leadership Phase	Underway
September 2021	Public Announcement	
September 2021	Public Phase	
To be determined	Conclusion Phase	

Appendix #3 (Timeline) provides a campaign timeline that outlines key waypoints and plans in greater detail.

CAMPAIGN COUNTING GUIDELINES

Campaign counting will be conducted in accordance with the gift acceptance policy of the Air Force Academy Foundation. The Foundation will also conform to the Council of Advancement and Support of Education (CASE) Reporting Standards and Management Guidelines (4th edition). This campaign's counting guidelines have also been informed by Ivy League guidelines and standards, which are widely considered to be the gold standard in the industry.

All gifts received, pledges made or testamentary gifts executed on or after the beginning of the leadership phase of the campaign, and through the duration of the campaign period, will be counted toward the campaign. Additionally, select advance gifts are included in accordance with approved campaign counting guidelines.

Specific counting policies include:

- All gifts and pledges received from individuals, corporations, foundations and associations will be included.
- All gifts and pledges given to any of the USAFA-affiliated supporting foundations will be counted toward the campaign goal.
- All gifts and pledges to the Foundation's annual fund will be counted toward the campaign goal.
- Matching gifts from a donor's employer will be counted toward the goal.
- Selected gifts and pledges given or committed prior to 1 April 2018 will be included, based upon purpose and donor's intent. For this campaign, gifts and pledges of \$50,000 or more, committed on or after 1 January 2016 and in support of an approved campaign priority are being included.
- Contractual and government support will not be included.
- Planned gifts executed by donors reaching age 65 during the campaign conclusion, currently December 31, 2025, will be credited at face value during the campaign counting period. Those documenting estate provisions who will not reach that age will be not have a dollar value to the campaign recorded.
- Rare exceptions to the counting guidelines can be recommended by the vice president for development and approved by the President and Chief Operating Officer of the Foundation.

Appendix #4 (Counting Guidelines) provides a summary of gift policies and campaign counting guidelines.

ROLE OF VOLUNTEERS

Public endorsement by and the support of volunteers are vital to the success of any campaign. They often make the difference in the successful solicitation of major gifts. Beyond their ability to open doors, they serve as spokespersons for the organization and the campaign and set an example through their own philanthropic commitments. In order for the Academy to have a successful campaign, strong volunteer leadership is required. This leadership will legitimize the campaign and advance fundraising progress. The expectations for key volunteers are:

- Make a personally meaningful gift and serve as a philanthropic example to others;
- Be an advocate for the campaign process and publicly endorse the campaign;
- Passionately articulate and share the case for support;
- Focus on engaging and soliciting a select group of leadership prospects;
- Identify potential prospects and donors to the campaign;
- Use influence to open doors to potential prospects and donors;
- Serve as a spokesperson for the campaign;
- Enlist other key campaign volunteer leadership;
- As requested, host campaign-related events;
- Passionately encourage alumni to engage in a lifelong relationship with the Academy, the Association of Graduates and the Air Force Academy Foundation.

Appendix #5 (Volunteer Structure) outlines the volunteer roles and responsibilities.

Appendix #6 (Wing Command) outlines the campaign Wing Command.

ROLE OF THE AIR FORCE ACADEMY FOUNDATION

The Air Force Academy Foundation is the organization that raises and stewards comprehensive monies and provides fiduciary support to the Academy. It is joined in this endeavor by other supporting foundations, each of which raises monies for a niche program, in the Academy family of foundations. The Foundation carries three charges: to seek private support through the acquisition of new gifts and pledges, to steward all donors and to invest and manage a growing endowment to benefit Academy programs. The Foundation's campaign success is predicated upon endorsement and strong leadership from the Foundation board. The Foundation board legitimizes the campaign and advances fundraising progress. Foundation board directors are expected to:

- Make a leadership contribution to the campaign;
- Direct and influence overall campaign priority-setting and selection of campaign leadership;
- Achieve fluency around campaign priorities;
- Provide guidance to campaign policies and procedures;
- Allocate budgetary dollars and other resources to the development team to meet campaign funding requirements;
- Work in partnership with other foundation boards on campus to guide and influence their campaign giving and activity;
- Participate in solicitation and stewardship activities with other donors.

ROLE OF THE ASSOCIATION OF GRADUATES

The Association of Graduates (AOG) is the alumni association for USAFA and is vital to the campaign's overall success. The alumni relations function is often times the first interaction a graduate has with USAFA following graduation and sets the tone for a lifelong relationship. The AOG, using its broad communication channels, will be the organization to drive campaign communications with the graduate population of the Academy. In partnership with the Foundation, the Association of Graduates (AOG) will communicate the priorities of the campaign to graduates via the alumni magazine, electronic communications and additional vehicles. They also will partner with the Foundation to conduct events that promote the vision of the Academy and the campaign and enable a discussion of funding priorities and campaign successes.

Additionally, the AOG will work closely with the Foundation to ensure that the alumni database is maintained to the highest level of accuracy possible. The campaign responsibilities of the Alumni Association include:

- Provide vehicles for the communications of the Academy's vision and the major campaign messages and themes;
- Effectively maintain the alumni database;
- Coordinate appropriate graduate engagement activities throughout the campaign;
- Board members will be expected to make a contribution to the campaign;
- Board members will be expected to become fluent in campaign messages and publicly endorse the campaign.

ROLE OF SUPPORTING FOUNDATIONS

Seven foundations, including the Air Force Academy Foundation and the AOG, support the Academy in various capacities. Each raises monies for specific programs important to USAFA and impactful to cadets. During the campaign, the foundations will strive to collaborate and be cohesive in their donor engagement work. The campaign responsibilities of the supporting foundations are:

- Provide campaign priorities specific to their foundation's area of expertise to the Air Force Academy Foundation for inclusion in the campaign priorities;
- Serve as advocates for and publicly endorse the campaign;
- Contribute each foundation's individual fundraising totals to the Foundation on an annual basis for inclusion in overall campaign totals;
- Assist in the stewardship of donors.

The supporting foundations of the Academy are:

- Academy Research and Development Institute (ARDI)
- Air Force Academy Athletic Corporation (AFAAC)
- Air Force Academy Foundation
- Association of Graduates
- Falcon Foundation
- Friends of the Library
- Superintendent's Leadership Endowment

Appendix #7 outlines the supporting foundations of USAFA.

ROLE OF THE SUPERINTENDENT

The superintendent has a dramatic impact on the campaign, though his role is currently limited legally. He is the architect of the cause and must totally support the campaign. His role begins with the vision – the blueprint and catalyst for institutional change. The superintendent articulates the Academy’s case to its various constituents, engages alumni and friends in the life of the Academy, and, if legally approved, joins in the solicitation of significant commitments in support of campaign priorities.

The expectations for the superintendent are:

- Articulate a compelling vision for the future of the United States Air Force Academy;
- Articulate a case for support;
- Define the fundraising priorities for the campaign;
- Participate in the cultivation and stewardship of donors;
- Participate in the gift discussion, as allowed, with potential leadership supporters;
- Make a personal gift to the campaign;
- Invest a significant amount of time to development purposes.

ROLE OF THE DEAN OF THE FACULTY, COMMANDANT OF CADETS AND DIRECTOR OF ATHLETICS

In conjunction with the superintendent, the Academy's other senior leadership – the dean of faculty, commandant of cadets and director of athletics – provide the blueprint for institutional change. They must share and advance the vision for the future of the Air Force Academy. They will participate in articulating the Academy's case for support with passion and clarity while drawing alumni and prospects closer to the institution.

The expectations of these senior leaders are:

- Develop fluency with the case for support for both the Academy at large and their area of responsibility;
- Assist in defining the fundraising priorities for the campaign, ensuring the priorities align with the Academy's strategic plan;
- Assist in the cultivation and stewardship of donors;
- Assist in the solicitation of key prospects (if the legal ability to do so is granted);
- Collaborate with the AOG in promoting and communicating the Academy's vision and campaign messages;
- Coordinate efforts with the Foundation;
- Make a personal gift to the campaign;
- Make a significant investment of time for campaign purposes.

ROLE OF THE CEO OF THE AIR FORCE ACADEMY FOUNDATION AND ASSOCIATION OF GRADUATES

The CEO of the Air Force Academy Foundation and the Association of Graduates is crucial to the success of the campaign. As a senior leader and publicly recognizable figure in the Air Force Academy community, the CEO's public commitment to and endorsement of the campaign make an essential difference in the campaign success. He will serve as the chief liaison to the current Superintendent and the other supporting foundations. He will lead a comprehensive effort to ensure the staffs of both organizations are tightly aligned and collaborative in the operational activities throughout the duration of the campaign.

Responsibilities of the CEO of the Air Force Academy Foundation and Association of Graduates include:

- Develop fluency about the importance of the campaign and its priorities;
- Articulate the case for support in the graduate and donor communities;
- Publicly and visibly endorse the campaign and its impact on USAFA;
- Identify, cultivate and solicit prospects, in particular those prospects with the highest capacity for financial support;
- Guide the Superintendent related to campaign strategy and execution;
- Work with the Foundation and AOG Boards of Directors to secure the necessary budgetary resources to execute the campaign effectively;
- Make a personal gift to the campaign.

ROLE OF THE PRESIDENT AND COO OF THE AIR FORCE ACADEMY FOUNDATION

The President and COO of the Air Force Academy Foundation is crucial to the success of the campaign. The President and COO, reporting to the CEO, will oversee the day-to-day operations of the Air Force Academy Foundation. It will be paramount during the campaign to ensure all functional areas of the Foundation are coordinated and cohesive to maximize fundraising opportunities and results. He will take an active role in principal gift strategy for the CEO and spend significant time on fundraising strategy and execution for his own portfolio of donors and in support of the rest of the fundraising staff. He will also devote similar efforts to the stewardship activities of the organization.

Responsibilities during the campaign include:

- Develop fluency about the importance of the campaign and its priorities;
- Articulate the case for support in the graduate and donor communities;
- Publicly and visibly endorse the campaign and its impact on USAFA;
- Identify, cultivate and solicit prospects;
- Work with the Foundation's Board of Directors to secure the necessary budgetary resources to execute the campaign effectively;
- Provide daily leadership and inspiration to the Foundation's team;
- Make a personal gift to the campaign.

ROLE OF THE PRESIDENT AND COO OF THE ASSOCIATION OF GRADUATES

The President and COO of the Association of Graduates

Responsibilities during the campaign include:

- Develop fluency about the importance of the campaign and its priorities;
- Articulate the case for support in the graduate and donor communities;
- Publicly and visibly endorse the campaign and its impact on USAFA;
- Provide daily leadership and inspiration to the Association of Graduates team;
- Make a personal gift to the campaign.

ROLE OF THE AIR FORCE ACADEMY FOUNDATION'S DEVELOPMENT TEAM

The Foundation's development team is responsible for preparing the campaign strategy, executing campaign plans and organizing the time and activities of the superintendent and others relative to campaign efforts.

The associate vice president of development will work with the President and COO to develop the overall campaign strategy and providing leadership and direction to the development staff. This involves donor cultivation and stewardship plans, as well as a comprehensive plan to evaluate individual and team performance.

The President and COO and the associate vice presidents, development will lead and guide the campaign on a day-to-day basis. The development will be responsible for leading the cultivation and solicitation of prospects and serve as liaisons to the Academy. Responsibilities of the development team include:

- Develop and execute the campaign plan;
- Identify, cultivate and solicit prospects;
- Recruit prospects to the Foundation board and other volunteer roles;
- Support Academy staff and volunteers in campaign-related activities;
- Create campaign messaging and marketing materials;
- Coordinate campaign special events;
- Coordinate appropriate donor relations and stewardship activities throughout the campaign;
- Make an annual personal gift to the campaign.

ROLE OF THE AIR FORCE ACADEMY FOUNDATION'S COMMUNICATIONS TEAM

ROLE OF THE AIR FORCE ACADEMY FOUNDATION'S DEVELOPMENT SERVICES TEAM

The Air Force Academy Foundation's Development Services Team can be broken down into four important functional areas:

- Annual Giving
- Class Giving
- Research and Prospect Management
- Gift Processing

The primary roles of Annual Giving in the Campaign are as follows:

- Retain current annual donors
- Re-acquire lapsed donors (those donors who have given in the past, but are not currently giving on an annual basis)
- Acquire new donors

Annual Giving plays an important role in raising annual operational support for the Foundation through the Air Force Academy Fund.

The primary roles of Class Giving in the Campaign are as follows:

- Engage reunion classes in a class giving project
- Foster peer-to-peer solicitation for class giving projects
- Coach classes to raise transformative class giving project amounts

Both Annual Giving and Class Giving play an important role in cultivating future major gift donors and must work closely with the Development Team.

The primary roles of Research and Prospect Management are:

- Utilizing research to identify potential campaign donors – this is done through a prospect of identifying campaign suspects and working with the Development Team to qualify them
- Tracking donor activity and working with Annual Giving, Class Giving and the Development Team to determine where a donor is in relation to their Academy giving
- Tracking donor interests and helping identify affinity giving

The primary roles of Gift Processing are:

- To process, commit and receipt gifts in a timely manner. This is often the frontline unit that sets the tone for good donor relations
- To work with the Association of Graduates to maintain the health of donor information in the database
- To serve donor needs for donation fulfillment

ROLE OF CADETS

The primary purpose of the campaign is to enhance the Academy experience for the Cadet Wing. Cadets are the best spokespersons for today's life at the Academy and how private philanthropy has enhanced their experience. When appropriate, we will utilize cadets in the stewardship of donors to the campaign.

The expectations of cadets are:

- Support the Academy through personal giving;
- Provide testimonials, thank you letters and other support for the Foundation's stewardship efforts;
- Participate in select donor relations activities (i.e., events).

DONOR ENGAGEMENT PLAN

The campaign will ultimately be successful when graduates, donors and friends understand and support initiatives and projects important to the Academy. Donors must have confidence in the campaign priorities and a belief that the support of these priorities will have a meaningful impact on the Academy, its people and communities at large. Above all, campaign messaging must articulate a clear vision for the Academy and a compelling reason for donor investment.

To that end, the Foundation developed and is implementing a donor engagement and communications plan. The plan will utilize myriad tools and resources to influence decisions to give, contextualize the scope of the need and strengthen lifelong partnerships and bonds with the Academy.

Partners on the development and implementation of the plan include:

- Campaign leadership and volunteers
- Association of Graduates
- Academy leadership, including the superintendent, dean of the faculty, commandant of cadets and director of athletics
- Air Force Academy Foundation team
- Office of USAFA Strategic Communications

The campaign donor engagement and communications plan will be organized by phases of the campaign: planning, leadership, public and conclusion.

Appendix #8 (Donor Engagement Plan) offers an executive summary of plans related to outreach and engagement.

BUDGET

The campaign represents a significant elevation in terms of the dollars that will be secured annually by volunteers, key administrators and the development team. A substantial increase in budgetary resources is required to achieve this level of fundraising.

The Foundation team projects a required budget of \$2 million for every \$10 million raised. This cost of fundraising is well with industry standards, particularly in comprehensive campaigns. The Council for Advancement and Support of Education in 2005 cited \$.20 per dollar raised as an average and acceptable cost for fundraising. Although not a contingent budget, clearly future appropriations will be influenced by fundraising success.

Appendix #9 (Budget) outlines the campaign budget.

ORGANIZATIONAL CHART

New budgetary dollars have been significantly invested in the addition of staff to the development team and subsequent operational requirements. More staff was needed in the Foundation in order to begin and conduct a successful comprehensive campaign, and the board approved such hiring over 2016-2018. The vice president of development believes the bulk of hiring is complete. There may be additional positions identified as successes and opportunities emerge over the course of the campaign, but these additional positions should not number significantly.

Appendix #10 (Organizational Chart) provides the full Air Force Academy Foundation organizational chart.

REPORTS

A key tenet of stewardship is reporting with transparency to donors on fundraising successes and uses of gifts. As part of the campaign process, the Foundation will be responsible for providing timely reports and updates to its donors, volunteers and the Academy community.

To achieve consistency in year-over-year tracking, official campaign progress will be reported quarterly. Progress will be reported in a variety of ways, including:

- Overall dollars secured;
- Total dollars secured for each priority;
- Total dollars secured by dollar use type (i.e., expendable, endowment, capital project);
- Total dollars secured by types of donors (i.e., graduates, parents, foundations).

Reports are modeled after Ivy League standards and examples.

Appendix #11 (Reports) highlights various reports the Foundation will produce throughout the campaign.

SUMMARY

The Air Force Academy Foundation believes this comprehensive campaign is paramount to the Air Force Academy. The organization is committed to executing this plan with precision to ensure campaign success. Additionally, the Foundation is committed to providing continual training and support to volunteers for the duration of the comprehensive campaign. Volunteers will also be provided with periodic campaign updates. Any questions should be directed to:

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APPENDIX

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