

The function of the Executive Committee will be to determine Achievement Program policies, plans, and strategies and to provide a sense of direction to the total program and to the University's development staff in implementing the Program.

Leadership

The quality of leadership for the Achievement Program will determine the degree of success for the long range effort; therefore, it is vital that only prominent, capable, and dedicated individuals be enlisted in key positions. One's willingness to serve and one's decision to give depends heavily upon "who asks whom." This will be true throughout the entire Achievement Program organization. Overall campaign leadership will be as follows:

Resources Committee

The Resources Committee is the official committee of the Board of Trustees concerned with funding programs and funding sources. The Resources Committee is the channel through which Achievement Program reports and recommendations are made to the Board of Trustees.

Honorary Chairpersons

The Decade For Achievement Program provides Ottawa University with an excellent opportunity to honor persons whose leadership, dedication, and commitment to the University have been outstanding over the years. Their prominence, influence, and continuing loyalty serve to set the tone and affirm the significance of the Achievement Program and its specific goals and objectives.

General Chairperson

The General Chairperson is appointed and empowered by the Achievement Council (appointed by the President of the University in behalf of the Council) to Chair the Executive Committee of the Council and to preside at meetings of the Achievement Council. He/she will participate in key solicitations and exercise close and continuing supervision of the Achievement Program. Liaison between the Achievement Program organization and the Board of Trustees shall be accomplished through the President of the University, the Executive Director of University Development, and the Chairperson of the Resources Committee.

Sponsoring Committee

A committee of prominent sponsors, whose names carry weight within the Ottawa University Family, is highly desirable. People are often influenced in their opinion of a program by the names of important persons who endorse it.

The Sponsoring Committee should be invited to serve by the President of the University and/or by the General Chairman. This Committee will not meet, although its members might be invited to many Achievement Program functions. Some members might also be asked to serve in other capacities within the total program. Many may be appropriate for leadership roles in subsequent phases of the Program.

Achievement Council Committee Structure

Eight standing committees will comprise the committee structure of the Achievement Council. Each Committee Chairperson will serve, along with members of the Executive Committee, to make up the Achievement Council. The Committees are: (1) Special Gifts Committee, (2) Trustees Committee, (3) Greater Ottawa Committee, (4) Alumni Committee, (5) Student Committee, (6) Faculty/Staff Committee, (7) Parents Committee, (8) Church Committee.

Chairpersons of each of the above committees will be responsible for enlisting membership for the purpose of identifying, cultivating, and soliciting persons among the constituents of their target audience(s).

Development Staff

Members of the Development staff will serve as staff resource persons to each of the Committees. Note the Organizational Chart for staff assignments.

Achievement Program Specifics

The specifics of the "Decade For Achievement" program have been prioritized into "phases." The programs and projects in Phase I are considered to be of highest priority. This does not mean, however, that programs and projects identified in later Phases of the Achievement Program would be inappropriate in an earlier Phase given adequate funding and proper planning.

The "Decade For Achievement" Program vs. the Achievement Fund

It must be clearly understood throughout the Achievement Program effort that the Achievement Fund (formerly called the Annual Fund) is of highest priority. In fact, the Achievement Fund represents more than one-half of the ten-year totals of the Decade For Achievement Program. Great emphasis will continue to be placed upon the meaning and significance of the Achievement Fund, which is designed as a major source for balancing the institutional budget. When the operating budget is balanced, the University's position for creating additional sources of revenue from individuals, foundations, and corporations is greatly strengthened.

It must be understood that additional specific efforts will be made to encourage continuing, increased support of the Achievement Fund. The Class Agent program, direct-mail efforts, possible phone-a-thon programs, personal solicitation, and other activities will be conducted expressly for the purpose of strengthening the Achievement Fund.

The Volunteer Worker

A clear understanding of the role of the volunteer in the campaign is essential. There are four conditions which must be observed:

- (1) Each volunteer, from the committee chairpersons down to the solicitors, should be enlisted only by personal interview, not by letter or phone.

- (2) Each volunteer, as a condition of his/her enlistment, must be prepared to make his own subscription before he solicits others. This is of greatest importance. It has been demonstrated time and again that only those volunteers who make their own gifts are sufficiently dedicated to the program to solicit others effectively. Those who don't give, don't work, almost without exception.
- (3) Each worker enlisted should have full knowledge of what his/her assignment involves, in particular that he/she personally solicit his prospects at the proper time.
- (4) Subscriptions of volunteers should be obtained through the echelons of leadership. The General Chairperson should solicit the Committee Chairpersons, Committee Chairpersons should solicit committee members.

In every case, this should be individual, personal solicitation. It cannot be assumed that a representative gift will be obtained by just handing out a contributor/pledge card. The volunteers are among the best prospects and should be solicited accordingly.

Public Relations/Communications

Since the "Decade For Achievement" Program is on-going in nature, the public relations/communications aspects of the effort will be managed by the Director of Communications, a member of the Institutional Development staff. The Executive Committee of the Achievement Council, along with the General Chairperson, will serve as an advisory body for the process.

Executive Director for University Development

The Executive Director of University Development will serve as the staff coordinator for program implementation, direction, and logistics. He will be responsible for organizational unity, budgetary control, program implementation, information flow to members of the Achievement Council and others, identification of prospective donors, research and evaluation, gift recording/receipting/acknowledgement and reporting.

Members of the development staff assigned to specific committees will work closely with the Chairpersons of those respective committees in providing appropriate staff assistance.

Gift Acknowledgement/Records

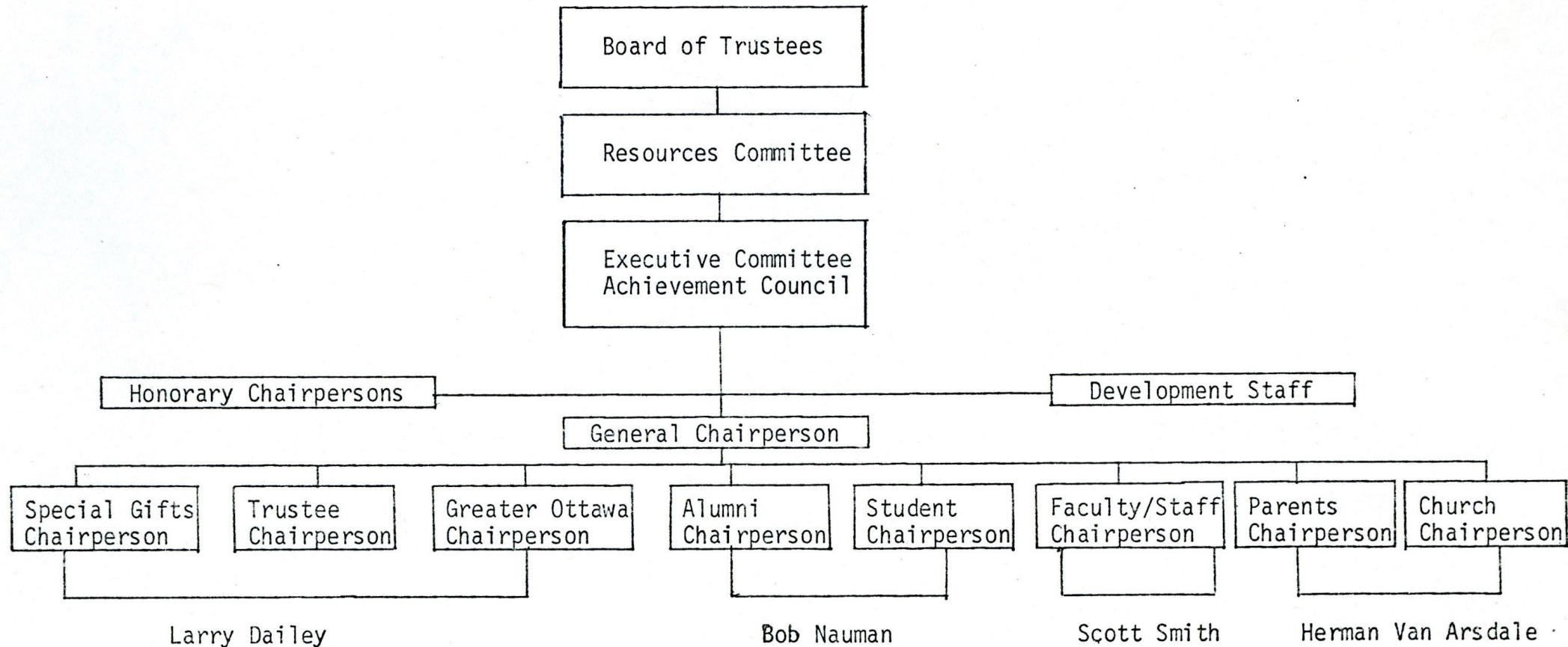
As an on-going procedure, all gifts shall be recorded, receipted, and appropriately acknowledged by the Development Office in cooperation with the University's business office. Gifts requiring legal transactions (e.g., gifts of appreciated securities, properties, annuities, etc.) shall be done in cooperation with the Business Office, and, if necessary, with the assistance of the University's Legal Counsel.

Memorial/Honor Gift Opportunities

Throughtout the campus, and within the framework of the Decade For Achievement Program, there are hundreds of Memorial/Commemorative Gift opportunities commensurate with the goals and objectives of the Achievement Program. A listing of those opportunities will be available in a publication describing the "Decade For Achievement" Program.

"DECADE FOR ACHIEVEMENT"
Organizational Chart for the
Achievement Council

PHASE I 1979-80 - 1982-83



Note: The Executive Committee of the Achievement Council would be comprised of the following:

1. Chairperson of the Resources Committee
2. Chairperson of the Business Affairs Committee
3. General Chairperson
4. President of the University
5. Vice-President and Academic Dean
6. Director of Development
7. At-large members (2)

PHASE I
"Decade For Achievement"

ACHIEVEMENT COUNCIL

Executive Committee

_____, Chairman, Resources Committee
_____, Chairman, Business Affairs Committee
_____, General Chairperson
University President
Executive Vice President and Academic Dean
Executive Director, University Development

Honorary Chairpersons

General Chairperson

Special Gifts Chairperson

Trustee Chairperson

Greater Ottawa Chairperson

Alumni Chairperson

Student Chairperson

Faculty/Staff Chairperson

Parents Chairperson

ABC Church Chairperson

"1980-1990: A DECADE FOR ACHIEVEMENT"
PROGRAM PLAN

The "Decade For Achievement" program, approved by the Board of Trustees in December, 1980, calls for the successful completion of programs and projects totaling almost \$20 million by the end of 1990.

The ten-year program is divided into four phases, each with specific goals and specific projects: PHASE I, 1979-83; PHASE II, 1984-86; PHASE III, 1987-89; PHASE IV, 1990.

The Achievement program emphasizes six major areas of Ottawa University's mission and ministry. They are: (1) Teaching Excellence, (2) Maintaining/Enhancing Student Quality, (3) Enriching the Learning Experience, (4) Enhancing Individual Growth, (5) Improving Physical Resources, (6) Achieving Fiscal Stability.

THE DECADE FOR ACHIEVEMENT PROGRAM PLAN

The Achievement program, unlike a short-term capital campaign, is an on-going, long-term effort to strengthen the total University and assure its continuing quality and future. While there are some capital projects within the program, the major emphasis is upon current operating funds (the Achievement Fund), building special and general endowment funds, maintenance and improvement of the physical resources with which the University has been entrusted and upon sound financial management.

The Achievement Program Plan is designed to:

- 1) Establish the fund-raising principles which should be followed throughout the ten-year program;
- 2) Outline the organizational structure required;
- 3) Suggest the time schedule for various program activities, identify the specific programs and projects to be funded and project the anticipated costs of each.

Achievement Program Direction

To guide the program through each of its four phases, an Achievement Council will be organized. See Organizational Chart for Phase I, attached.

The Achievement Council will be headed by an Executive Committee composed of the following:

Chairperson of the Resources Committee of the Board of Trustees
Chairperson of the Business Affairs Committee of the Board of Trustees
General Chairperson for the Achievement Program
President of the University
Director of Development for the University
Vice-President and Academic Dean
Two at-large members elected from among membership on the Council