



ARCS Pittsburgh 2017-2018 Goals and Results and 2018-2019 New Goals

Goals for 2017-2018:

1. Increase membership to 105, expand membership engagement and new membership cultivation events.
2. Determine if our Scholar Award totals and distribution need to be changed to be more competitive.
3. Strengthen board engagement so as to develop succession possibilities.
4. Determine best products for communications that have timeliness and an impact with the least costs.
5. Expand fundraising (increase focus on Named Awards, foundation/corporate community).

Results:

1. Stabilize membership at 105 and determine a number that is sustainable.

- Total Members (Incoming and outgoing): This year ended with total membership of 104 with 17 new members and 17 departing members. The effort to recruit new members was increased with a number of social events at the homes of our members and various engagement events/communications. We also had a well-attended “social and orientation” of new members (from the last two years). We looked at membership retention in past years and generally experience a loss of about 15% per year.
- Members’ donation status: Our actual number of pledged Named Award members in 2016-2017 was 16; this past year (2017-2018) it was 22. The average contribution of all other members (the non-Named Award pledges) was down from the prior year, \$603 to \$574 (in large part due to bringing those who had been donating more than the required amount of \$450 into the Named Award levels).

2018-2019 Membership Goals:

1. Maintain membership at 104 and focus on retention and new member recruitment with frequent reports to the board from our more robust database.
2. Continue engagement efforts as last year including a buddy system between board members and other members so as to ensure a retention rate of at least 85%.
3. Maintain pledged Named Awards at 22 members and increase the remaining members’ average level of donation to \$585.

2. Plan for scholar awards over a three year-average. Last year we investigated the possibility of increasing our awards to our scholars, We developed several financial scenarios that showed how increases could be achieved (including higher awards in year 1 with decreasing amounts, etc.). Both Pitt and CMU and scholars asked us to continue the awards as is.

2018-2019 Scholar Award Goals: During our planning session this year (in March and then reaffirmed at our final board meeting in June), we set the following goals related to Scholar Awards:

1. 10 new awards each year (5 to CMU and 5 to Pitt) and using a three-year average so that each year we achieve that goal (instead of dropping one year and increasing the next year).
2. To achieve 10 Scholar Awards each year requires a goal of raising \$175,000 per year (\$150,000 for awards and \$25,000 for overhead). Our “sustained” rate of fundraising has been \$150,000 (see charts in Appendix) but based on re-energizing our Fund Development activities, we believe this new goal is inspirationally achievable.

3. Strengthen board engagement so as to develop succession possibilities. We continued this goal from last year and realized success. We were able to recruit two experienced and high-energy co-presidents for the next two-year term as well as bring onto our board several new members, two of whom increase our diversity (younger). We believe our continued emphasis on enjoying the comradery of our members while achieving our mission, increasing our membership recruitment and retention efforts (especially the fall new member social/orientation), inviting new members to board meetings, and so forth increased the success of our Nominating Committee. We also successfully recruited the approved part-time (20 hours/month) administrative

assistant, Priyanka Jhala. Priyanka focuses on the many tasks of our website database and content-- another reason that recruiting talented leadership for our board was possible.

2018-2019 Board Development Goals:

1. Complete update of Committee Scope and Calendars and ensure updates occur each year.
3. Continue informal gatherings between board meetings, inviting some of the board (per relevant topic), all of the board, and nonboard members. Locations of these information gatherings will be based on the new co-presidents' plans.
4. Continue expanding the output and skills of our administrative assistant.

4. Determine best products for communications that have timeliness and an impact with the least costs.

We hired a graphic artist to work with our Chair of Communications to create our first professionally produced annual report, ARCS Pittsburgh Executive Summary 2016 (distributed last fall and on our website). We used the same graphic designer to develop a template for our event programs. We also decided to continue our e-newsletter Board Briefs via Mail Chimp at least quarterly.

2018-2019 Communications Goals:

1. Continue using the professionally developed templates (including a brand banner) on our communications' pieces.
2. Produce the 2017-2018 ARCS Pittsburgh Executive Summary over the summer/early fall and distribute at the Donor Appreciation Event October 1, 2018 hosted by CMU this year.
3. Explore migrating our 4-5 times a year e-newsletter to the new website platform, Mosaico.
4. Continue updating/editing our website content (and complete updating our scholar alumni page).

5. Expand Fund Development Efforts.

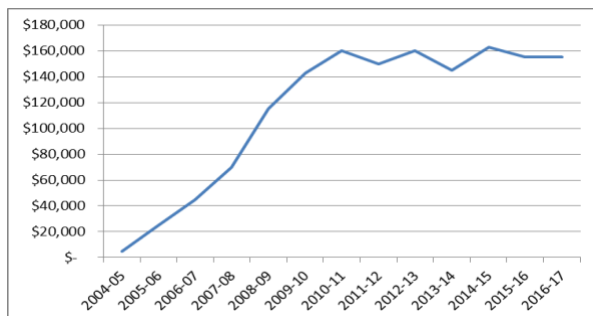
- Fundraising total far exceeded our budget (Budget revenue = \$131,000; Projected Actual 2018 Revenue = \$184,000) due to increased Named Awards (from 16 to 22) and increased revenue from Scholar Celebration. In anticipation of this, we approved awarding 11 new scholars (6 at CMU and 5 at Pitt) to begin this fall.
- Increased outreach to numerous foundations (8+) in our community possibly yielding two more Named Awards (pending as of the writing of this report) and increased linkages to industry.
- Developed standards for Donor to ensure frequent, noticeable recognition of all our donors.
- Initiated the "Endowed Award Partnership." We anticipate being able to start recruitment of individuals, groups of individuals, and organizations wishing to contribute \$123,000 over five years for an Endowed Named Award for an ARCS Pittsburgh Scholar. The deans at CMU have agreed to provide funding for up to 9 new Named Awards as each of the donors begins their five-year pledge (i.e., the full endowment of \$115,000 would not be fulfilled until 5 years and, therefore would not be producing the required \$5000/year award based on a 4.5% yield). The ARCS Pittsburgh Endowed Award Partnership would be nested within CMU's endowment and be managed in a way that would produce a higher yield than we could on our own.

2018-2019 Fund Development Goals:

1. Raise \$175,000 (as per above).
2. Follow-up on all foundation proposals and industry entrées. Develop at least 3 industry partnerships that yield at the very least underwriting for the 2018-2019 spring Scholar Celebration or a full Named Award.
3. Maintain 22 Named Award (renewing or replacing those that are expiring this year).
4. Begin preparations for our 15th year anniversary in 2020 (to be called 2020 Vision).
5. Continue the ARCS Pittsburgh Endowed Award Partnership at Pitt and produce at least 3 new Named Awards via this initiative.

Appendix: Cumulative Financial Results Used for our March 2018 Planning Meeting

Total Grants 2005 – 2017



Total and Net Income 2013 - 2018

