

THE ASSOCIATION FOR ACADEMIC SURGERY FOUNDATION

STRATEGIC PLAN 2018

(Approved by AASF Board of Directors 10-2013)

DISCLAIMER

This strategic plan *draft* was developed by the AASF President, C. Max Schmidt, as a tool to facilitate AASF strategic planning. It was approved by the AASF Board of Directors 10-2013 for that purpose with minor modifications to the mission and vision statements.

PREFACE

The Association for Academic Surgery Foundation (AASF) is dedicated to serving the Association for Academic Surgery (AAS) by inspiring donors to invest in the AAS' power to save lives, transform healthcare, and better the world through its promotion of academic surgery.

MISSION (as stated on website)

Foster improved care of surgical patients by supporting and encouraging young surgeon scientists to carry out meaningful research

VISION (modified from website)

The Association for Academic Surgery Foundation (AASF) seeks to inspire donors to invest in the advancement of surgical care by providing resources and education to young surgeon scientists so they may achieve their full potential.

STRATEGIC OBJECTIVES:

By 2018, we project the AASF Corpus will be \geq \$1,000,000. By utilizing fundraising initiatives, investment strategies and philanthropic initiatives, the AASF on behalf of the AAS will achieve $>$ \$100,000 in annual total voluntary support, $>$ \$100,000 in annual investment income and fund $>$ \$100,000 in annual philanthropic initiatives by 2018. If optimal investment of all AAS and AASF income above and beyond operating expenses occurs, the AASF Corpus could grow considerably quicker such that \$1.4M may be achievable.

FUNDRAISING

Optimize fundraising performance of the AAS and AASF by increasing annual total voluntary support (TVS) to $>$ \$100,000 per year by 2018. The components of total voluntary support are primarily individual gifts to the AAS through the AASF. Total voluntary support may also include donations from foundations and industry.

Analysis total voluntary support (TVS):

Year	2009	2010	2011	2012
TVS (\$K)	15	7	38	48
	NA	-8	+31	+10

Projected total voluntary support (TVS):

Year	2013	2014	2015	2016	2017	2018
TVS (\$K)	58	68	78	88	98	108
	+10	+10	+10	+10	+10	+10

To optimize fundraising performance of the AAS and AASF, we will need to:

Increase the number of large gifts

1. Increase the number of $>$ \$5K gifts annually

Analysis Gifts \geq (\$5000):

Year	2009	2010	2011	2012
Gifts \geq (\$5K)	0	0	0	0
	NA			

Projected Gifts \geq (\$5000):

<i>Year</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Gifts \geq(\$5K)	1	1	2	2	2	2
	+1	0	+1	0	0	0

2. Increase the number of \geq \$1000 gifts by 10% annually

Analysis Gifts \geq (\$1000):

<i>Year</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>
Gifts \geq(\$1K)	5	2	22	29
	NA	-3	+20	+7

Projected Gifts \geq (\$1000):

<i>Year</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Gifts \geq(\$1K)	32	35	38	42	46	51
	+3	+3	+3	+4	+4	+5

3. the number of \$500-999 gifts by 10% annually

Analysis Gifts =(\$500-999):

<i>Year</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>
Gifts \geq(\$1K)	5	3	13	12
	NA	-2	+10	-1

Projected Gifts =(\$500-999):

<i>Year</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Gifts \geq(\$1K)	13	14	15	16	18	20
	+1	+1	+1	+1	+2	+2

Increase the number of donors

1. Increase the number of donors by 25% by 2018

Analysis # of Donors:

Year	2009	2010	2011	2012
Donor #	92	60	108	142
	NA	-32	+48	+34

Projected # of Donors:

Year	2013	2014	2015	2016	2017	2018
Donor #	148	154	160	166	172	178
	+6	+6	+6	+6	+6	+6

Key Strategic Initiative: more targeted fundraising

1. AAS alignment: ensure that the philanthropic agenda is continuously aligned to AAS goals defined in terms of priorities

As stated in the AAS Constitution, Article II, the goals of the AAS are embodied in the following priorities:

- Encourage surgeons and those aspiring to be surgeons to pursue academic surgery
 - Support surgeons in establishing themselves as research investigators and educators
 - Provide a national forum for the presentation surgical research
 - Provide programs to develop surgeons as research investigators and educators
- 2. Individual Support: Identify and direct intentional fundraising efforts at target fundraising groups (see bullets below) with high likelihood to invest in the AAS through the AASF. This resulted in 400% increase in individual donations in 2011, the first year it was initiated. Identify a “champion” (AASF BOD) to organize the volunteer fundraising efforts directed towards each target group. Accountant and management company charged with 1) re-organization of financials and annual budget to reflect these targeted sources of support to have clear and consistent metrics and accountability; 2) coordination of optimal timing in approaching these target groups; 3) ensuring minimal to no overlap since some individual donor prospects will be in more than one target group.**
- Past AAS Presidents*
 - Current AAS Council*
 - Past AAS Grant Recipients and Mentors*
 - New AAS members*
 - AAS Senior members*
 - Women AAS members (proposed, but not yet established)
 - Key donors (e.g., >\$5K) (proposed, but not yet established)
 - Active members (those not otherwise identified in target groups above)

**“champion” identified*

3. Foundation Support: identify and recruit national foundations as donors and prospective donors

- Establish AASF-BOD sub-committee (pending)
- Match funding opportunities prospectively to AAS priorities
- Establish clear and consistent metrics and accountability

4. Industry Support: identify and recruit industry as donors and prospective donors

- Establish AASF-BOD sub-committee (est. 8-2013)
- Match funding opportunities prospectively to AAS priorities
- Establish clear and consistent metrics and accountability

Projected \$ from Foundations/Industry:

<i>Year</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Foundations/Industry	<i>0</i>	<i>5</i>	<i>10</i>	<i>10</i>	<i>20</i>	<i>20</i>
	<i>NA</i>	<i>NA</i>	<i>+5</i>	<i>0</i>	<i>+10</i>	<i>0</i>

INVESTMENTS

Preserve the purchasing power of the AASF and provide a stable and growing income stream to the AAS. Optimize investments of the AAS and AASF by increasing annual investment income (INV) to \geq \$100,000 per year by 2018. Maximal growth in the AAS and AASF investment income will be promoted through maximizing the invested corpus. This will necessitate continued management of the investment corpus by a professional fund management company. This will also necessitate investing all AAS and AASF income above and beyond operating expenses of both associations. It is understood by both the AAS and AASF that both organizations will work amicably to preserve each other in the case of any cash flow need as a result of this initiative. Although legally separate, without the AAS, the AASF would have no direction or purpose.

Analysis of investment income (INV):

Year	2009	2010	2011	2012
INV (\$K)	6	7	14	57
	NA	+1	+13	+43

Projected investment income (INV)**:

Year	2013	2014	2015	2016	2017	2018
INV (\$K)	75	80	85	90	95	100
	+18	+5	+5	+5	+5	+5

****this projection does not account for any cash transfers from AAS to AASF. It is estimated that an additional \geq \$160K of investment income would be generated if the AAS transfers cash above and beyond operating expenses to the AASF.**

PHILANTHROPIC INITIATIVES

Analysis of AASF philanthropic expenses (these are net, i.e., accounting for any AAS reimbursement):

Philanthropic Type (\$K)	2012	2013
Grants	20	40
Awards	6.75	7.75
Education (West Africa)	5	5
Totals	31.75	52.75

AASF philanthropic expenses projected:

Philanthropic Type (\$K)	2014	2015	2016	2017	2018
Grants	70	70	70	90	90
Awards	7.75	7.75	7.75	7.75	7.75
Education (West Africa)	5	5	5	5	5
Totals	82.75	82.75	82.75	102.75	102.75

Key Strategic Initiative: implement a more advanced donor database system which will improve the ability to track donors to improve fundraising success by 2018

Key Strategic Initiative: Enhance donor satisfaction

BENCHMARKS- It is difficult to benchmark the AAS and AASF since they have no real benchmark with the possible exception of the SUS and the SUS Foundation

SUMMARY

Overall

	Grants	Expenses	Interest	Donations	Found/Corp
2013	52.75	28	75	58	0
2014	82.75	28	80	68	5
2015	82.75	28	85	78	10
2016	82.75	30	90	88	10
2017	102.75	30	95	98	20
2018	102.75	30	100	108	20
Totals					
(\$K)	506.5	174	525	498	65

Net	\$407.5K
2013 Corpus	\$600K
2018 Corpus	\$1.007M

Donation Sources

	>\$5K	≥\$1K	(\$500-999)/2
2013	1	32	6.5
2014	1	35	7
2015	2	38	7.5
2016	2	42	8
2017	2	46	9
2018	2	51	10
Totals			
(\$K)	50	244	48

*based on low est, i.e., \$500

\$342 Total of donations from \$0.5K, \$1K & \$5K groups) by 2018

\$66 Donations other (<\$500 group, corporate/foundation, etc)

Addendum: Estimated 2018 impact of immediate investment of AAS savings above operating expenses (est \$200K)

	Est Additional Interest
2013	25
2014	28.13
2015	31.64
2016	35.60
2017	40.05
2018	45.05
Totals	
(\$K)	205.46

Net	\$613K
2013 Corpus	\$600K + \$200K AAS Invest
2018 Corpus	\$1.4M
2018 Corpus Difference	\$400K