

ANDRES BELLO CATHOLIC UNIVERSITY FOUNDATION Inc.

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ADVANCEMENT AND DEVELOPMENT PLAN

*Msc. Lizbeth M. Sanchez M
Administrative Clerck
7900 Oak Lane. Suite 400
Miami Lakes, FL 22016
(786) 456-5037 / (786)629-7223
/ (786) 238-3927 Fax (786) 456-5001*



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1. Abstract

This Advancement and Development Plan has been done with the objective to show the reader the viability, continuity, and capacity of expansion of Andres Bello Catholic University Foundation, Inc., —ABCU Foundation Inc.—. This corporation was created on December 15th, 2016 by members of *Universidad Católica Andrés Bello (UCAB)*, a Venezuelan nonprofit institution.

ABCU Foundation Inc. is located in Miami, Florida. Its headquarter is situated at 7900 Oak Lane, Suite 400, Miami Lakes, Florida 33016. URL: www.abcufoundation.org, Social Networks @abcufoundation Phone +17864565037. Email: abcufoundation@gmail.com

The Foundation is composed by a Board of Directors which members occupy positions of authority at *Universidad Católica Andrés Bello —UCAB—*; they work voluntarily. Moreover, each project planned has voluntary students, professors and investigators of the University willing to work.

ABCU Foundation Inc. pursuits objectives of general interests that can get extended to an undetermined kind of beneficiaries; they benefit the society and improve human condition. The financing of the Foundation comes from donations of general public, that's the reason why it is considered within the category of **Nonprofit Organization of Public Benefit or Public Charities**.

ABCU Foundation Inc. is fundamentally oriented to the collection of funds that allow us to achieve our mission: Promote the increase of the opportunities to access higher education of quality, and the development of capacities in the Americas higher education systems throughout initiatives that integrate financial and academic support.

To achieve our mission, we grant subventions, scholarships, and awards, we collaborate with the development of technological infrastructure, and we provide other kind of contributions to encourage education and sustainable development. All this work we do it in coordination with students, professors, authorities, and alumni of higher education institutions in the United States and Latin-America, especially with UCAB which is our most important strategic ally

The market in which the corporation seeks to position itself is the one of nonprofit organizations. In the State of Florida this market is formed by approximately 630 private nonprofit organizations, most of which are located in the following counties: Dade, Broward, and Palm Beach.

The target public of the corporation is fundamentally formed by UCAB's alumni, entrepreneurs, collaborators, and, in general, by anyone who identifies with the cause of promoting access to higher education.

Our strategy is based in the development of a robust network of collaborators settled in the United States of America, specifically in the South of Florida. The idea is to establish a constant



communication channel to inform them about the situation and achievements of the institution, to offer them online professional training opportunities, to give consulting solutions applied to their

enterprises; and, on the other hand, to request their cooperation in the achievement of the mission of the corporation.

To achieve the positioning desired, 95% of the strategy of promotion of activities, and fundraising campaigns of the Foundation will be developed, executed and evaluated online; offline strategies like POP (among others) can result inefficient in terms of cost and value. It is also planned to carry out face-to-face encounters among alumni where is possible to donate *in situ*.

Throughout these campaigns and events, the corporation aims to yearly gather funds near to \$200,000.00. This goal will be more achievable if the organization has the status of exempt entity.



2. Antecedents

ABCU Foundation Inc. is a non-profit organization created on December 16th, 2016 by members of *Universidad Católica Andrés Bello —UCAB—*. This corporation was formed exclusively with charitable, educational, religious or scientific purposes within the established in Section 501 (c) (3) of the Internal Revenue Code.

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Our corporation is dedicated to improve people's lives and to support their sustainable development by increasing the opportunities of each person interested to access higher education, and also by supporting the development of capacities in higher education systems in the world. All these align our organization with the sustainable development objectives of the United Nations, to which it is highly committed.

To achieve these goals, the corporation will initially work in coordination with students, professors, authorities, and alumni of UCAB —Venezuelan non-profit institution which is our most important strategic ally—, granting subventions, promoting academic exchange with universities in the US, promoting the transfer of technology and knowhow with universities in the US, and giving other kind of contributions to support education and sustainable developments in Venezuela and around the world.

Our strategy is based in the development of a robust network of collaborators settled in the United States of America, specifically in the South of Florida. The idea is to establish a constant communication channel to inform them about the situation and achievements of the institution, to offer them online professional training opportunities, to give consulting solutions applied to their enterprises; and, on the other hand, to request their cooperation in the achievement of the mission of the Foundation, which is to promote the increase of the opportunities for anyone interested to access higher education of quality, and the development of capacities in the higher education systems in the region and the world, throughout initiatives that integrate financial and academic support.

3. Products and Services

Considering that the corporation works in close coordination with its most important strategic ally, UCAB, the corporation decides to offer through its different dissemination media —web page www.abcufoundation.org, social networks: @abcufoundation (Twitter, IG y FB) and newsletters— opportune information and institutional support to alumni, friends and, in general, to everyone interested, about the following matters:

- ✓ Academic cooperation agreements signed with foreign universities that benefit alumni.
- ✓ Calls for scholarships and projects financing made by organisms of international cooperation for development.
- ✓ The offer of online formal and informal education.
- ✓ The offer of training solutions designed based on the needs of enterprises and businesses.
- ✓ The offer of consultancy applied to the specific needs of enterprises.

Likewise, the corporation resolves to permanently carry out promotion campaigns oriented to fundraising that contribute to the achievement of the mission of the Foundation.

4. Market and Clients

The market in which the corporation is looking for positioning is that one of non-profit organizations, characterized by:

- ✓ Its purpose is not to get a profit but to generate a social benefit.
- ✓ If there were any profit, it cannot be distributed; it must be dedicated to the achievement of the objectives of the entity.
- ✓ The origin of resources is very diverse, with predominance of contributions and donations from enterprises, business and public in general, and to a lesser extent from the provision of services.
- ✓ The economic activities developed are fundamentally carried out in the services sector.
- ✓ They have difficulties to measure their performances because they lack a final indicator as business outcome.

In the State of Florida this market is formed by approximately 630 private nonprofit organizations, most of which are located in the following counties: Dade, Broward, and Palm Beach. The majority of these organizations are dedicated to fundraising for causes related to health, religion, veterans' well-being, animals' well-being, among others. There weren't found non-profit foundational organizations dedicated to the fundraising specifically oriented to support the expansion of opportunities for each person interested to access higher education, and the development of capacities in higher education systems; these are sustainable development objectives of the United Nations Organization, to which the Foundation is completely aligned.

The target public of the corporation is fundamentally formed by UCAB's alumni, entrepreneurs, collaborators and, in general, with every person who identifies with the cause of promoting Access to higher education.



We have found that the cities with the biggest gathering of the target public are in Dade (Doral) and Broward (Weston) counties.

The target public is divided in two main groups:

- ✓ Alumni and collaborators established in south Florida for 10 or 20 years. The age group is between 45 and 65 years old, most of them owners of small and medium enterprises, and with a stable economic situation.
- ✓ Alumni and collaborators established in south Florida for 1 or 9 years. The age group is between 25 and 35 years old, most of them employed as qualified personnel and with a relatively stable economic situation although depending on job stability.

For each segment of the target public, different promotion strategies are considered. In the first case, the idea is to obtain interest in the training and consultancy products that the corporation can offer to them, emphasizing the price/value relation of these products.

In the second case, the idea is to direct their attention towards the benefits that the Foundation can offer to them: information about cooperation agreements signed with foreign universities that benefit them, calls for scholarships and projects financing made by organisms of international cooperation for development, offer of online formal and informal education, among other information of interest.

A third type of promotion strategy is oriented to awaken in both groups the identification with the cause of young people educated in knowledge and values, and qualified to generate development and progress anywhere they are.



5. Organization and Operation

ABCU Foundation Inc. is organized exclusively with charitable, educational, religious or scientific purposes within the established in Section 501 (c) (3) of the Internal Revenue Code.

Its specific purpose is to improve people's lives and to support their sustainable development by increasing the opportunities of each person interested to access higher education, and also by supporting the development of capacities in higher education systems. All these align our organization with the United Nations sustainable development objectives, and especially with the United Nations initiatives of academic impact.

To achieve these goals, the corporation will initially work in coordination with students, professors, authorities, and alumni of UCAB —Venezuelan non-profit institution which is our most important strategic ally—, granting subventions, promoting academic exchange with universities in the US, promoting the transfer of technology and knowhow with universities in the US, and giving other kind of contributions to support education and sustainable developments in Venezuela and around the world.

5.1 Mission

- ✓ To promote the increase of the opportunities for anyone interested to access higher education and the development of capacities in the higher education systems in the region, throughout initiatives that integrate financial and academic support.

5.2 Vision

- ✓ To promote access to higher education for all the people interested.

5.3 Corporative Values

- ✓ Commitment with the mission of providing opportunities for anyone interested to access higher education and the development of capacities in the higher education systems in the region.
- ✓ Professionalism regarding the manner in which we request and capture resources.
- ✓ Efficiency administrating resources obtained.
- ✓ Transparency in the information about the destination of the funds received.
- ✓ Integrity of its personal: honesty, responsibility, and respect for others.

5.4 Strategic Objectives (Period 2019-2021)

- ✓ To identify and register alumni, entrepreneurs and collaborators established in the USA in a robust data base.
- ✓ To raise an average of \$25,000 monthly.
- ✓ To create a scholarship fund that allows financing the access to higher education for interested people in social disadvantage.
- ✓ To motivate the growth in students enrollment in universities in the Americas.



- ✓ To motivate the execution of academic agreements with universities in the US.
- ✓ To invest funds financing academic exchange, and transfer of knowledge and technology with universities in the US.
- ✓ To invest funds to support the development of capacities in higher education systems in the Americas.

5.5 Actions

- ✓ To do a data base of UCAB's alumni and friends established in the United States of America.
- ✓ To design and online informative media.
- ✓ To create and maintain social networks as means to inform UCAB's alumni and friends who live in the United States about activities and plans of the Foundation.
- ✓ To develop permanent campaigns and periodical activities for fundraising.
- ✓ To implement programs to identify expert professionals who are willing to develop training activities for undergraduate and graduate student.
- ✓ To support the establishment of institutional relations between UCAB and universities in the US to develop joint training projects, to transfer knowledge, technology, investigation, and to promote academic exchange that contributes to the improvement of the capacities of the university as universal institution and as a driving force for change.
- ✓ To create a fund to finance in full or in part students and professors exchange with universities in the US.
- ✓ Identify organizations and people in the US who are potentially interested in the services that UCAB can offer through its development centers, and institutes of investigation and training.
- ✓ To develop a portfolio of products, accredited by Universidad Católica Andrés Bello, for professional training, actualization and specialization, and for consultancy to solve organizational problems. The idea is to offer these products to natural or legal persons in the United States of America.



5.6 Action Plan

ACTION PLAN	PERSON RESPONSIBLE	FULFILLMENT DATE	RESOURCES NEEDED	POTENTIAL BARRIERS	COLLABORATORS
Creation of the data base of alumni in the US	UCAB's Alumni Direction	December 2017	Free creation software, \$10 monthly for administration.	Difficulty to find up-to-date localization data of former graduates.	Academic Secretariat
Design and execution of the web page; creation and maintenance of social networks.	Administrative Clerck Office	January 2018	Voluntary Students/ Aprox. 10 hours of work weekly per 9 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Informatics Engineering. Advanced students of Social Communication, specialists in marketing.
Design of the fundraising campaign.	Administrative Clerck Office	April 2018	Voluntary Students/ Aprox. 10 hours of work weekly per 9 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Business Administration. Advanced students of Social Communication, specialists in marketing.
Execution of the fundraising campaign.	Administrative Clerck Office	April-December 2018	Voluntary Students/ Aprox. 10 hours of work weekly per 9 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Business Administration. Advanced students of Social Communication, specialists in marketing.
Design and execution of the online informative mean.	Administrative Clerck Office	October 2018	Voluntary Students/ Aprox. 10 hours of work weekly per year months.	Not foreseen	UCAB Internationalization Secretariat Advanced students and professors of Social Communication, specialists in digital journalism.
Identification and systematization of information about enterprises of UCAB's alumni and friends in Florida.	Administrative Clerck Office and UCAB's Alumni Direction	January 2019	Volunteers Aprox. 10 huors of work weekly per 2 months	Difficulty to find up-to-date localization data. Difficulty to access.	UCAB Academic Secretariat, Faculties and schools
Development of the portfolio of training and consultancy products that can be offered in an international market.	Administrative Clerck Office and UCAB Consultants	January 2019	Volunteers Aprox. 10 hours of work weekly	Not foreseen	UCAB Internationalization Secretariat
Design and execution of face-to-face activity (Graduates meeting).	Administrative Clerck Office	February 2019	Aprox. \$5,000.00 Event room JP Belén Volunteer	Not foreseen	UCAB Internationalization Secretariat



Design of the marketing campaign of the portfolio of training and consultancy products that can be offered to the enterprises of UCAB's alumni and friends in Florida	Administrative Clerck Office	March 2019	Voluntary Teachers and Students/ Aprox. 10 hours of work weekly per 9 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Business Administration. Advanced students of Social Communication, specialists in marketing
Execution of the marketing campaign of the portfolio of training and consultancy products that can be offered to the enterprises of UCAB's alumni and friends in Florida	Administrative Clerck Office	April-December 2019	Voluntary Students/ Aprox. 10 hours of work weekly per 8 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Business Administration. Advanced students of Social Communication, specialists in marketing
Re-Design of the fundraising campaign.	Administrative Clerck Office	January-March 2020	Voluntary Students/ Aprox. 10 hours of work weekly per 9 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Business Administration. Advanced students of Social Communication, specialists in marketing.
Design and execution of face-to-face activity (Graduates meeting).	Administrative Clerck Office	February 2020	Aprox. \$5,000.00 Event room JP Belén Volunteer	Not foreseen	UCAB Internationalization Secretariat
Execution of the redesigned fundraising campaign.	Administrative Clerck Office	April-December 2020	Voluntary Students/ Aprox. 10 hours of work weekly per 9 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Business Administration. Advanced students of Social Communication, specialists in marketing.
Redesign of the marketing campaign of the portfolio of training and consultancy products that can be offered to the enterprises of UCAB's alumni and friends in Florida	Administrative Clerck Office	March 2020	Voluntary Teachers and Students/ Aprox. 10 hours of work weekly per 9 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Business Administration. Advanced students of Social Communication, specialists in marketing
Execution of the redesigned marketing campaign of the portfolio of training and consultancy products that can be offered to the enterprises of UCAB's alumni and friends in Florida	Administrative Clerck Office	April-December 2020	Voluntary Students/ Aprox. 10 hours of work weekly per 8 months.	Not foreseen	UCAB Internationalization Secretariat Advanced students of Business Administration. Advanced students of Social Communication, specialists in marketing

5.7 Marketing Strategy

To achieve the positioning desired, 95% of the marketing strategy will be developed, executed and evaluated online, due to the fact that offline strategies like POP (among others) can result inefficient in terms of cost and value.

Advertising campaigns will be directed to raise awareness in the target public, and to achieve direct engagement with the cause of increasing the possibilities to access higher education and improving the capacities of the education systems in the Americas, always remembering the magnificent opportunity they had to obtain a degree and to develop technical competences, global abilities, and training in civic values. Messages pretend to establish a direct relation between this opportunity and the benefits produced by being competent professionals, while asking for they effective solidarity so that other young people have the same opportunity.

These online campaigns will be spread through social networks, using the three more popular platforms (Twitter, Instagram, Facebook), and the web page of the Foundation. The content is programmed in a weekly grid that guarantees the continuity and frequency of the publications. A visual piece accompanies every publication to generate attraction and interaction with the user, so that an important base of followers is created. The objective of each social network is:

- ✓ Twitter: To increase the followers and interaction rate in 10% monthly.
- ✓ Instagram: To increase the followers and impression rate in 10% monthly.
- ✓ Facebook: To increase the scope and followers rate in 10% monthly.

It is estimated that this increase in the interaction generates an exponential growth monthly, and a raise in the followers' rate equivalent to 10 new followers monthly.

Besides the online advertising campaigns, ABCU Foundation has planned, at least, one yearly event to gather alumni in which it is possible to do donations *in situ*. The call for these events will be done through newsletters to email lists of alumni and friends, social networks, advertising, and clipping.

6. Human Capital

During initial stages, the corporation will work with the voluntary work of its Board of Directors, which is formed by:

- ✓ **Francisco José Virtuoso, S.J. President.** Bachelor in Political Science, *Universidad Rafael Urdaneta* (Maracaibo, Venezuela). 1982 – 1986. Bacalaureatum in Theology. Institute of Theology for Priest ITER, by its name in Spanish, (Caracas, Venezuela); *Pontificia Universidad Salesiana* (Rome, Italy). 1986-1990. Magister in History of the Venezuelan Political Ideas. *Universidad Católica Andrés Bello* (Caracas, Venezuela). 1991- 1994. PhD in History. *Universidad Católica Andrés Bello* (Caracas, Venezuela). 1996 –2003. **TEACHING EXPERIENCE.** Professor at *Universidad Católica Andrés Bello* (Caracas) in the field of history of political ideas (since 1995). Invited professor to the PhD in Political Science at *Universidad Central de Venezuela* (since 2006). Professor of Political Sociology, UCAB,

Social Communication School. **WORK EXPERIENCE** Rector of *Universidad Católica Andrés Bello* (2010-Present). President of Andrés Bello Catholic University Foundation Inc. (2016-Present). Director of Centro Gumilla Foundation. (1993-1999, 2006-2010). Executive Director of Ojo Electoral Civil Association (2005-2007). International electoral observer. (2004-2009). Adviser of several projects about communal organization in urban slums, and also adviser in public and private institutions (since 1990). Political analyst (since 1990).

- ✓ **Gustavo García Chacón. Vicepresidente y Treasurer.** Bachelor in Industrial Relations (UCAB 2000). Magister in Project Management *Suma Cum Laude* (UCAB 2005). Magister in Quality Systems *Suma Cum Laude* (UCAB 2011). PhD in Social Sciences (Universidad Simón Bolívar 2016). Research Professor (Associate Doctor in hierarchy at UCAB). **WORK EXPERIENCE:** Professor of Thesis Seminar (4th year of Bachelor in Industrial Relations 2001-Present). Professor of Theory of the Industrial Relations (3rd year of Bachelor in Industrial Relations 2001-Present) **ACADEMIC-ADMINISTRATIVE EXPERIENCE:** Administrative Vice-rector at UCAB (since September 2015). General Director of Planning and Strategic Management (2014-Present). Responsible for the development of the Strategic Plan of UCAB 2012-2020 (diagnosis of the environment and institutional capacities, definition of strategic objectives and strategic initiatives), and also responsible for the System of Strategic Management, including the governance model of the plan and the system of operative planning of UCAB, within the framework of the initiative UCAB 20-20. Likewise, he is the responsible for managing some strategic projects considered in the plan. All these responsibilities include UCAB's headquarters in Caracas and Guayana. Research Director of Institute of Economic and Social Research (2012-2015).
- ✓ **Débora Cordero Rivero. Director of Institutional Development.** Advanced Technical Degree in Informatics (*Instituto Universitario de Tecnología Federico Rivero Palacios* 1980) Bachelor in Public Accounting (UCAB 1985). Specialist in Information Systems, Systems Design (1987), Advanced Program in Finance Leadership in Higher Education (Harvard University and *Tecnológico de Monterrey* 2001), Specialization in Project Management. **TEACHING EXPERIENCE.** Professor of the courses: "Computer Design" y "Systems of Management Information" (School of Industrial Engineering), "Informatics" (School of Social Sciences UCAB 1987-1990), "Systems of Management Information" (School of Administration and Accounting UCAB 2012-Present). **PROFESSIONAL EXPERIENCE.** Analyst of Systems and Coordinator of Services (IT Direction UCAB 1979-1993), Accountant (Finance Direction UCAB 1993-1999), Director of Finance (UCAB 1999-2007), General Director of Projects (UCAB 2007-2014), Executive Director of Andrés Bello Foundation (2012-Present). Director of Promotion (2012-Present).
- ✓ **Lizbeth Sánchez Meneses. Executive Secretary.** Bachelor in Education, specializing in Biology and Chemistry (UCAB 1983). Specialist in Organizational Development –*Summa Cum Laude*- (UCAB 1991). M.Sc. in University Direction, sub specialization in University Finances (*Universidad de Los Andes*, Bogotá, Colombia, 1998). Course of specialization in Institutional Development: Alumni, Marketing & Fundraising (Council for Advancement and Support of Education -CASE-University of Miami, Fla. USA 2010). Diploma Course of Internationalization of Higher Education (Inter-American Organization for Higher Education – *Colegio de Las Américas*, OUI- COLAM, Canada 2012). **TEACHING EXPERIENCE.** Professor (Assistant in hierarchy at UCAB) of the courses Theory of the Organization, Organizational



Behavior, and Enterprise Management. Adviser in several theses of candidates for bachelors (Schools of Industrial Relations and Social Communications UCAB 1991-1998). Speaker in national events about university internationalization. Virtual tutor of the workshops about Planning and Management of the University Internationalization Process, Strategies for Students Mobility; Internationalization of the CV; these workshops are part of the Diploma Course in Internationalization of Higher Education of Inter-American Organization for Higher Education and el *Colegio de las Américas*. (OUI-COLAM, Canada). Design and execution of online workshops about internationalization at home. **PROFESSIONAL EXPERIENCE.** Founder and director of Internationalization Secretariat (2011-Present). Counterpart of the network of Inter-institutional Cooperation of the *Asociación de Universidades Confiadas a la Compañía de Jesús en América Latina –AUSJAL–*(2011-Present). Secretary and member of the board of Directors of Andres Bello Catholic University Foundation Inc. (2016-Present). Founder and Director of International Center for Professional Actualization (UCAB 2000-2010). Director of dual degree postgraduate programs in: Direction of Construction and Real State Companies (UPM), Strategic Direction of Human Resources; Economic Financial Direction of Companies; Logistic Management, Marketing Management, and Tics Management (within the framework of the international agreements of UCAB with *Escuela de Organización Industrial de España –EOI–* y *la Universidad Politécnica de Madrid*. 2002-2010). Director of the Department of Continuing Training (UCAB 1991-2000).

7. Legal Framework

Considering that the corporation:

- ✓ Pursuits general interest objectives, such as the expansion of access to higher education for all people interested, and the support in the development of capacities in the higher education systems.
- ✓ Works towards objectives that spread to an undetermined class of beneficiaries, benefit the society and improve the human condition.
- ✓ Gets its financing from donations made by public in general.

lit is considered within the category of **Nonprofit Organization of Public Benefit or Public Charities.**