



UC SANTA CRUZ

UNIVERSITY RELATIONS:

*Executive Summary for the
Long-Range Plan, 200I–20II*

Submitted by

Ronald P. Suduiko

Vice Chancellor, University Relations

University of California, Santa Cruz

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University Relations

Executive Summary of the Long-Range Plan, 200I–20II

HOW UNIVERSITY RELATIONS WILL SUPPORT THE UCSC VISION

The integrated fundraising, communication, and relationship-building activities of the University Relations division are essential elements for UC Santa Cruz to achieve its potential over the next decade. Investment in University Relations is a direct investment in the overall excellence of UCSC. The return on that investment will be increased financial and other support for the campus's mission of teaching, research, and public service, including the realization of the following campus goals:

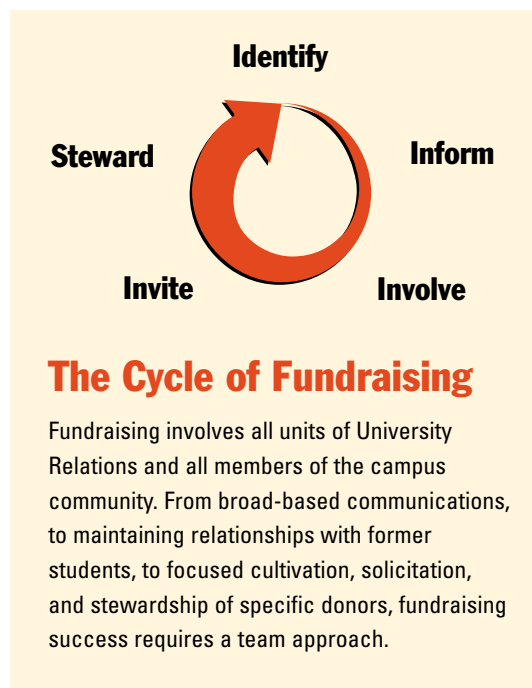
- ▶ **More endowed faculty positions**—to improve UCSC's ability to recruit and retain top faculty
- ▶ **Expanded program endowments**—to provide long-term funding for academic programs
- ▶ **New and enhanced facilities**—to leverage \$420 million in state funds and more fully meet the campus's academic space needs
- ▶ **Additional undergraduate scholarships**—to support student recruitment and increase access and diversity
- ▶ **Improved graduate fellowships**—to attract and support the nation's top graduate students
- ▶ **Expanded research funding**—to build programs across all of the academic divisions

SUMMARY OF DIVISIONAL PRIORITIES AND RESOURCE NEEDS

UNIVERSITY RELATIONS (UR) is now in the planning phase of a comprehensive multi-year fundraising campaign. The fundraising infrastructure and culture of philanthropy built through the campaign will involve the entire campus and raise UCSC's fundraising capacity to the next level, permanently increasing private gift support for all campus programs.

Although it is too soon to predict exactly the ultimate level of new funding, conservative assumptions lead us to expect that campus investments in UR and in a comprehensive campaign will generate from \$150 to \$250 million in private gifts over a seven-year campaign period. In fact, we expect not only to achieve this fundraising goal, but we anticipate exceeding it.

In addition to a significant infusion of private funding, communications developed to support the campaign will improve public perception of the campus, and the direct and indirect efforts of fundraising will result in new and beneficial relationships for the campus.



Achieving these fundraising and relationship-building goals will require substantial campus investment in the entire scope of UR operations. It will also require the active participation of campus leadership, especially deans, department chairs, and faculty.

University Relations has enormous potential to ensure that UCSC will meet its goals, but to realize that potential we must address major gaps in staffing, space, and infrastructure that currently hamper our division's operations. The recent creation of the UR division brought together previously separate functions—fundraising, communications, and constituent relations. The campus's demand for service in each of these areas has increased dramatically, but we have been challenged to meet the demand because of inadequate staff and infrastructure. In fact, all areas within UR are seriously underfunded for their current levels of operation.

University Relations planning is focused on increasing the division's effectiveness in meeting campuswide needs and priorities in the context of campus growth. To ensure that UCSC will meet its overall goals for the next decade, UR must build organizational capacity and physical infrastructure to lay a solid foundation for the future.

This will require significant investments in staff, space, and technology. With campus expansion already under way, the need for greater UR support is immediate and increasing. Therefore nearly all of the division's resource needs are also immediate, with ongoing investment required throughout the coming decade.

Increased campus funding for University Relations is necessary in order to:

- ▶ **Plan and launch a comprehensive campaign** to generate major increases in gift funding. The campaign will involve the entire UCSC campus, as well as volunteer leaders, building a campuswide culture of philanthropy that permanently increases UCSC's fundraising capacity. Bolstering the development function as well as building the full array of UR's communication and constituency-building functions will be essential to this integrated and all-encompassing effort.
- ▶ **Strengthen communication with constituents on and off campus** (especially using new and emerging technologies) to increase awareness of UCSC's accomplishments and benefits. This awareness translates directly into increased financial support for academic programs; enhanced faculty, staff, and student recruitment; community and legislative support for UCSC funding and other priorities; and expanded regional outreach, including the Silicon Valley Center and operations in Monterey County.
- ▶ **Expand and enhance relationships with constituents** to broaden the base of financial and other types of support for UCSC. University Relations fosters relationships with individual, business, and foundation donors; UCSC alumni, students, and parents; campus volunteer groups (especially the UC Santa Cruz Foundation); community members and organizations; government, business, and industry; K–14 and higher education; and new constituencies emerging through the campus's expansion in the Monterey Bay and Silicon Valley areas. Enlarging UCSC's base of active constituent support results in increased private gifts, informed legislative advocacy, expanded participation in campus events, crucial support for campus growth priorities, and enhanced appreciation for the value and benefits that UCSC brings to the region.
- ▶ **Build divisional infrastructure and capacity.** This includes funding for increased staffing, space, knowledge management systems, and administrative operations. These needs underlie and support all of UR's activities. Current gaps and shortfalls in these areas make it difficult to maintain current operations and impossible to expand activities to support campus growth.

SCOPE OF UNIVERSITY RELATIONS ACTIVITIES

THE MISSION OF UNIVERSITY RELATIONS is to build enduring relationships, resources, and understanding that enable UCSC to provide educational opportunities, create knowledge, and transform lives. UR's six departments—Development, Public Affairs, Alumni Relations, the UC Santa Cruz Foundation, Government and Community Relations, and Finance and Administration—work in synergy toward the goal of achieving the mission of UC Santa Cruz.

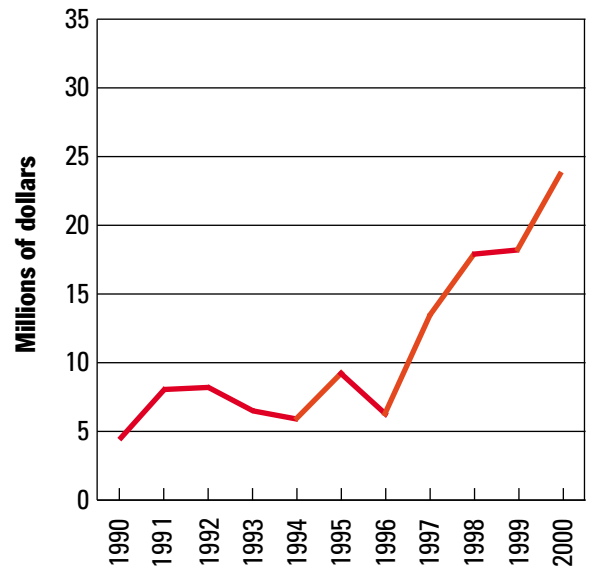
- ▶ **Development** raises funds to support the campus's priorities, people, and programs. Working closely with the UC Santa Cruz Foundation and the academic divisions, Development builds relationships with prospective donors; cultivates their interest and involvement; and invites them to action. Activities include prospect research, annual giving, stewardship, major giving, planned giving, and targeted campaigns. Working in offices located in the divisions they serve, development officers work with the divisional leadership to plan and execute campaigns; cultivate and solicit contributions; prepare funding proposals; and organize events.
- ▶ **Public Affairs** promotes broad understanding of and appreciation for the academic programs, research achievements, and public service projects of UCSC. Through a variety of strategic communications methods and media, Public Affairs builds a strong base of support for the campus. The department generates and coordinates news media coverage of campus research and other activities; writes, edits, designs, and distributes major print and electronic publications; produces development and marketing communications materials; oversees the campus's portal web pages; develops and coordinates internal campus communication strategies; produces and oversees UCSC's Arts & Lectures series; maintains the campus calendar; operates the campus Ticket Office; and provides planning and logistical support for major on- and off-campus events.
- ▶ **Alumni Relations** coordinates alumni activities and outreach through the UCSC Alumni Association, a membership organization whose programs foster lifelong connections with the university. UCSC's alumni body totals more than 50,000, with Association membership now at approximately 10,000. Alumni keep in touch at regional events across the country, come back to campus for reunions, and receive a membership newsletter. The Association sponsors an awards program which recognizes the achievements of faculty, staff, students, and alumni; provides an endowment for visiting professors; makes scholarship funds available for students with financial need; and funds campuswide and college-based special projects. Alumni act as career information resources for students; advocate on behalf of the campus with legislators; and help to recruit new students.
- ▶ **UC Santa Cruz Foundation** is the campus's primary volunteer fundraising body. The members of the Foundation Board of Trustees work to support financially, encourage, and promote the academic purpose of UCSC and to foster a greater understanding of UCSC's activities and affairs within the community. The Board will play a lead role in the upcoming comprehensive campaign. The Foundation Office provides service, coordination, oversight, and staffing for the volunteer activities of the UC Santa Cruz Foundation, and it links the trustees of the Foundation to the rest of UR and the academic divisions, thus enabling this key constituency to work effectively in support of campus goals.
- ▶ **Government and Community Relations** fosters campus relationships with all levels of government (local, state, and federal); elected and appointed officials; agencies; and other governmental and quasi-governmental entities. This department provides support, assistance, and information to campus leaders

and units regarding governmental policies and actions. It tracks legislative action; budgetary issues; local long-range planning; political implications of campus-related-issues; and resource opportunities. Government and Community Relations is responsible for organizing outreach programs and advocacy groups among faculty, students, Friends groups, and others.

- ▶ **Finance and Administration** supports all of UR through divisional financial management, administrative management, and strategic resource and financial planning. This department includes the Gift Administration office, the Information Systems unit, and financial asset management for the UCSC Foundation. Gift Administration is a development support office responsible for the acceptance, recording, and receipting of private gifts to UCSC and for pledge and membership administration on behalf of UCSC and the UC Santa Cruz Alumni Association. Information Systems staff maintain and enhance information resources, systems, and training, including UR's extensive Alumni, Donors, and Friends database (containing 190,000 records), which serves as a fundamental tool for the division's fundraising, communication, and relationship-building activities.

THE COMPREHENSIVE CAMPAIGN: BUILDING A CULTURE OF PHILANTHROPY

THE NEXT TEN YEARS WILL BE CRITICAL FOR UCSC, as the campus increases enrollment, expands and strengthens its research and graduate programs, and expands regional initiatives. The fundraising work of University Relations will provide essential support for these goals. UR's development efforts have been remarkably successful given our relatively small staff size and the campus's young alumni body. In the past ten years, private gift support has grown sixfold, from \$4 million in 1989–90 to more than \$24 million in 1999–2000. UCSC is currently expanding enrollments, which generates increased state funding and fee revenues for new programs. However, substantial new gift funding will be needed to leverage this revenue into fully funded programs. UR must therefore greatly expand private support for facilities enhancements, endowed faculty positions, programmatic endowments, scholarships, graduate fellowships, and overall program excellence.



Private gift support: 1990–2000

To meet this need, we will launch UCSC's first comprehensive fundraising campaign. This campaign will be the most significant activity of the UR division during this long-range planning period, transforming UCSC at a critical time in campus evolution and maturation by bringing in between \$150 and \$250 million over the period of a seven-year campaign.

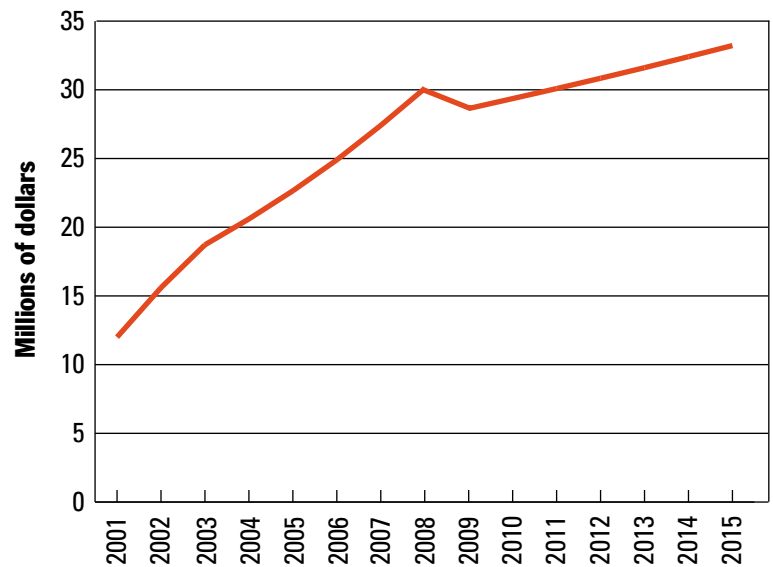
To achieve this level of private gift support, the campaign must involve the entire campus in fundraising, making it part of the UCSC culture. UR will work in active partnership with the campus leadership to translate UCSC's priorities into campaign goals. The deans, faculty, and other campus leaders will become

more actively involved in planning for fundraising and in the identification, cultivation, and solicitation of major gift prospects. The resulting culture of philanthropy, along with the strong fundraising infrastructure established during the campaign, will raise the threshold of fundraising activities and sustain it at that level.

The comprehensive campaign will require significant new investment in the UR division, including funds for:

- ▶ **Increased Development staffing**, including: development officers; specialists in planned giving, corporate/foundation relations, and major gifts; staff for annual fund, prospect research, special events, and stewardship; development communication staff (marketing and grant writers); and gift, pledge, and membership processing staff
- ▶ **Campaign consulting**
- ▶ **Fundraising materials** (brochures/informational materials for giving options)
- ▶ **Increased prospect research**, including enhanced Alumni, Donors, and Friends database and knowledge management systems
- ▶ **Prospect cultivation**, including external activity by development officers
- ▶ **Expanded development-oriented web access**
- ▶ **Expanded cultivation, alumni, and other events** (including funds for use of UR's University Events Office's rechargeable services by other UR operations)
- ▶ **Fundraising training for campus community** (faculty, department heads, volunteers, and others)

The comprehensive campaign will rely on the leadership of UCSC's dedicated volunteer supporters, especially the UC Santa Cruz Foundation. The members of this group (currently numbering 50) already play a lead role in campus fundraising and have been active in strategic planning for the campaign. In addition, the UCSC Alumni Association Council and campus volunteer support or "Friends" groups have the potential to be major participants in the expanded fundraising, communication, and constituency-building activities. These groups include, among others, the Friends of Shakespeare Santa Cruz, Friends of the UCSC Library, Friends of Long Marine Lab, and Friends of the Dickens Project. Increased resources (including staff time for coordination and cultivation, communication, and events-related costs) will be needed to coordinate these volunteers and maximize their potential for support of all kinds.



Potential fundraising returns: During and post campaign

STRENGTHENING COMMUNICATION PROGRAMS

EFFECTIVE COMMUNICATION—both to our external constituencies and within the UCSC campus—is essential if University Relations is to provide maximum support for expanded UCSC teaching, research, and public service. Through the mass media, campus publications, and direct communication to constituencies, University Relations keeps UCSC in the public eye, resulting in increased public awareness, understanding, and appreciation for the benefits provided by UCSC.

UR's communication programs will need to expand over the next ten years in order to:

- ▶ **Support campus expansion**, including new academic programs, regional expansion, and increased student outreach/recruitment
- ▶ **Meet the needs of the comprehensive campaign** through increased communication of UCSC's accomplishments, benefits, and funding needs
- ▶ **Update public perception of UCSC** to reflect current achievements and goals
- ▶ **Keep pace with rapidly evolving communication technologies** (including web-based communication that supports direct, tailored messages to constituents)
- ▶ **Expand internal campus and systemwide communications** to serve the needs of the growing UCSC community
- ▶ **Build relationships** with regional, national, and international opinion leaders

To meet these challenges, UR will require funding to:

- ▶ **Increase Public Affairs staffing**, including writers/editors (print/web content developers); marketing writers/editors (in addition to the development communication staff noted above); graphic designers; support staff to organize records, archives, and digital resources; technical experts for web development and database enhancements; staff for events coordination and the Ticket Office
- ▶ **Conduct ongoing market research**, providing constituent preferences, needs, interests, and other data necessary to identify and communicate effectively with key audiences
- ▶ **Support web development** and Alumni, Donors, and Friends database enhancements, enabling us to reach constituents and make effective use of marketing data
- ▶ **Expand communication/informational support** for the Silicon Valley Center
- ▶ **Expand Arts & Lectures programs** to serve regionwide audiences
- ▶ **Expand collaboration with Shakespeare Santa Cruz** and other UCSC community-based programs
- ▶ **Develop and deliver more publications**, both online and print, for targeted constituencies, and increase frequency of existing periodicals. New materials will include briefing binders, summaries of academic programs, brochures, and other materials describing campus initiatives and opportunities for donors
- ▶ **Establish a UCSC Visitors Center**
- ▶ **Conduct a regional promotional campaign** about UCSC's benefits to the region
- ▶ **Target direct mailings** to various constituencies
- ▶ **Develop and implement special events, celebrations, and other public relations activities**

EXPANDING AND ENHANCING RELATIONSHIPS WITH CONSTITUENTS

As UCSC GROWS, its need for private funding and other types of support is increasing. The relationships University Relations fosters with the campus's many constituencies are especially important during this period of growth. The following relationships are long-term investments in the future of UCSC and result in support and participation of all kinds.

Alumni Relationships

OVER THE NEXT TEN YEARS, UCSC's alumni body (currently numbering 50,000) will increase by 35,000 or 70 percent. The bulk of our alumni are now under 40, and many are now entering their peak earning years. These factors will make alumni an increasingly important source of campus financial support. To maximize alumni involvement and more fully integrate Alumni Relations with Development, we will need funding to:

- ▶ **Increase Alumni Relations staff**, including special events and outreach; data collection, entry, and retrieval; web development; on-campus outreach; and Association business/financial management
- ▶ **Increase alumni communication**, including targeted alumni publications (print and online); direct web-based communication; and alumni-to-alumni, alumni-to-faculty, and alumni-to-student interactions
- ▶ **Expand education and outreach programs** to current students to develop a culture of philanthropy
- ▶ **Expand alumni cultivation events and activities**, including career development, lifelong learning, and regional and special events (in collaboration with Development, the University Events Office, and Arts & Lectures)
- ▶ **Conduct alumni interest surveys** to identify appropriate involvement opportunities
- ▶ **Collect and maintain accurate employment and other personal information** for a larger number of alumni in order to communicate more effectively with them and garner their support

UC Santa Cruz Foundation

THE ROLE OF THE UC SANTA CRUZ FOUNDATION WILL EXPAND, as we expect to increase trustee membership from 50 to 75 and create additional volunteer committees relevant to the campaign, the goals of the academic divisions, and other key areas of campus support. This will place greater demands on staff and require additional resources to organize and educate Foundation trustees effectively. We will need funds to:

- ▶ **Increase Foundation Office staffing and operational support**
- ▶ **Expand Foundation activities and events**
- ▶ **Review Foundation financial operations**, which will increase with the success of the campaign

Government and Community Relations

THE ROLE OF GOVERNMENT AND COMMUNITY RELATIONS WILL EXPAND as campus growth intensifies the need for working alliances involving the UCSC community and off-campus constituencies. The department will increase outreach to the region's alumni, business, and residential communities, promoting dialogue and understanding for the mutual benefit of the university and the community. These expanded activities will require increased funding for staffing and outreach.

Other Key Constituencies

ADDITIONAL UR FUNDING also will be needed to expand relationships with the following key constituencies:

- ▶ **Students** (current and prospective)
- ▶ **Parents** (current and prospective)
- ▶ **Volunteer groups** (including campus Friends groups)
- ▶ **Community members and organizations**, including new regional constituencies
- ▶ **Legislative/government representatives** and bodies

BUILDING DIVISIONAL INFRASTRUCTURE AND CAPACITY

THE RECENT CONSOLIDATION OF UR BROUGHT TOGETHER PREVIOUSLY SEPARATE FUNCTIONS that now must be integrated physically and organizationally. In the past, staff and activities were added without permanent funding; without sufficient space, support, or equipment; and without attention to the needs of related units. These infrastructure and funding shortfalls greatly hamper the task of divisional integration, which is also complicated by the fact that UR staff work sites are spread across the campus.

University Relations long-range planning has identified major organizational priorities and infrastructure needs for the division. Immediate campus investment is required in the following areas:

- ▶ **Finance and Administration operations**
- ▶ **Appropriate divisional staffing**
- ▶ **Space and physical environment**
- ▶ **Knowledge management systems**

Finance and Administration Operations

THE FINANCE AND ADMINISTRATION DEPARTMENT MEETS THE BUSINESS AND TECHNOLOGY NEEDS of all UR operations and therefore is critical to achieving the division's goals in support of UCSC. Funding and organizational changes are needed for the following purposes. (Note that significant and closely related knowledge management systems needs are addressed below.)

- ▶ **Provide staffing support and backup** for UR financial analysis and systems, including financial reporting, gift processing, and Foundation bookkeeping
- ▶ **Upgrade financial applications**, including the current Foundation fund-accounting software
- ▶ **Clarify processes and policy** relating to human resource issues such as equity, merit, and incentives
- ▶ **Expand training programs and procedural manuals** for new and continuing staff
- ▶ **Streamline organizational structures and processes**, including elimination/coordination of duplicative "shadow" record-keeping systems
- ▶ **Establish divisional task forces** to address issues such as budgetary planning and knowledge management systems needs
- ▶ **Establish an annual goal-setting and budget process** to support divisional priorities

Appropriate Divisional Staffing

STAFFING IS AT AN INAPPROPRIATELY LOW LEVEL THROUGHOUT UNIVERSITY RELATIONS, threatening divisional productivity and morale. UR has experienced difficulty (as has the rest of the UCSC campus) attracting top candidates due, in part, to salaries that are not competitive with like institutions. We are further hampered by the area's high cost of living. A number of positions are currently being filled, but we still need additional staffing to support campus needs adequately.

In addition to the departmental staffing needs identified throughout this plan, UR must address the following overall staffing priorities if the division is to provide appropriate support for UCSC:

- ▶ **Fill quickly current vacancies** within the organization
- ▶ **Define appropriate staffing levels** and acquire qualified staff to achieve these levels
- ▶ **Provide appropriate compensation** for current staff and new hires (including a divisional equity review process to ensure fair evaluation of salary levels)
- ▶ **Expand training** (especially in technology areas) and mentoring opportunities
- ▶ **Provide conditions that foster retention of staff**
- ▶ **Promote increased staff diversity**
- ▶ **Create a supportive network of learning and communication** that fosters leadership and professional development at all levels
- ▶ **Increase work/life balance options** (telecommuting, flexible hours)

Space and Physical Environment

CURRENT SPACE NEEDS FOR THE UNIVERSITY RELATIONS STAFF working in the Carriage House are estimated at 13,100 asf—yet, we have just 7,700 asf, approximately 58 percent of what we need. There are also significant space needs for UR staff working in other sites on campus. UR's operations are seriously hampered by a critical lack of adequate work space. As we add key staff, additional space will be needed. In addition, some of our current space does not provide appropriate working conditions. To address this problem we must:

- ▶ **Acquire adequate and functional office/storage space** for current needs and planned expansion
- ▶ **Address overcrowded and unventilated conditions**, especially in the Carriage House, Ticket Office, and other UR work sites on campus
- ▶ **Provide improved facilities maintenance** for the Carriage House
- ▶ **Provide a safe, comfortable, ergonomically appropriate work environment** in accordance with campus health and safety guidelines

Development and Maintenance of Knowledge Management Systems

FOR UNIVERSITY RELATIONS, “KNOWLEDGE MANAGEMENT SYSTEMS” include traditional information systems—Alumni, Donors, and Friends database, data input (hand entry, electronic interfaces), data output (reports, publications, mailings, data, analysis), quality assurance, web-based communications, digital resources, desktop computers, networks, software, servers, technical support, and training—as well as the human behaviors involved in the sharing of information, experiences, and insights. People, technology, equipment, processes, and communication are all key aspects. Knowledge management systems leverage intellectual capital, enhance decision making, and promote the capture and sharing of both information and context.

For all UR departments, increased technological solutions are critical to future success. This will require not only funding to meet expanding needs but also ongoing resources for maintenance and upgrade of current and evolving systems. Technology alone will not suffice, however. The participation of people in the systems is essential. We will establish a UR-wide knowledge management systems task force to develop and improve systems for capturing, creating, distributing, and sharing information. This will include better systems for sharing information between UR and the rest of the UCSC campus.

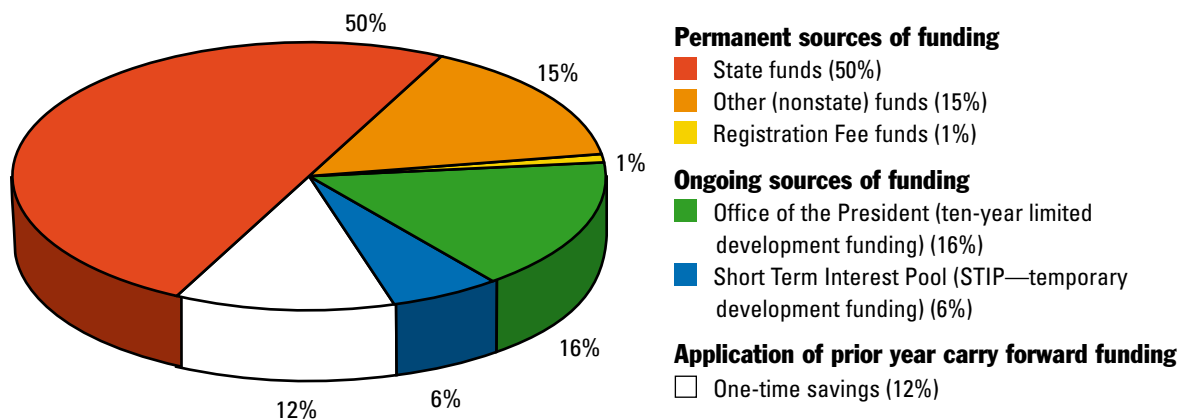
Vital knowledge management systems resource needs include:

- ▶ **Replace immediately the seven-year-old server** housing the campus Alumni, Donors, and Friends database; it is currently at high risk of failure
- ▶ **Increase staffing** (highest priorities are programmer/analyst technical lead, computer resource specialist, web development specialist, quality assurance, biographic data entry)
- ▶ **Develop a UR intranet** to support geographically dispersed staff, facilitate knowledge management initiatives, and foster increased volunteer participation needed for the campaign
- ▶ **Replace computer workstations and equipment** (servers, printers, fax machines), an ongoing need
- ▶ **Scan central development paper files** to make data available electronically

FUNDING STRATEGIES

Current University Relations Funding

THE UNIVERSITY RELATIONS OPERATING BUDGET (2000–01) is currently funded as follows:



The Division's Funding Gap

THE LACK OF PERMANENT UR FUNDING FOR CRITICAL FUNCTIONS makes long-range planning difficult. Despite repeated requests for expanded funding, the institution has not, until recently, been in a position to respond. UR therefore has a substantial backlog of needs, especially in business-critical areas such as space, staffing, equity, and technology. We continue to be under-resourced in all areas of operation, as outlined in this report. Our reliance on one-time cost savings in support of baseline initiatives is a key indicator of the extent of that resource gap. It should be noted that funding for our basic operations is modest in comparison to peer institutions systemwide.

While the projected UR funding allocation (\$400,000 through 2005–06) would offset this operating shortfall, that level of funding will not provide us with the resources required to address the challenges outlined in this summary. In addition, this projected range of funding would severely limit our ability to advance new initiatives, such as the planned comprehensive campaign.

Options for Closing the Funding Gap

THE LARGE GAP BETWEEN CURRENT UR RESOURCE PROJECTIONS and the division's need to support campus expansion translates into an immediate and imperative need for new funding sources. Based on a recent study from the Association of Governing Boards of Universities and Colleges (AGB) and the Council for Advancement and Support of Education (CASE), *How Public College and University Foundations Pay for Fund-Raising*, five sources appear to have the greatest capacity for providing significant increases in fundraising budgets: institutional support; endowment payout and/or management fees; income on daily cash balances; unrestricted gifts; and fees assessed on gifts.

1. Increasing Campus and Systemwide Support. Possible sources include:

- ▶ UCSC Campuswide Funding: Increases in permanent and one-time funding from central campus resources will be essential as we move forward with the comprehensive campaign.
- ▶ UCSC Divisional Support: Closer partnerships with UCSC's academic divisions must be developed in order to identify each division's fundraising priorities and the resources they will commit to meet their goals.
- ▶ Systemwide/UCOP Funding: We have been successful in obtaining significant annual funding from the Office of the President (through 2007) in support of our development initiatives. We must continue to advocate for the renewal and increase of this vital development support.

2. Increasing Allocation of Short Term Interest Pool (STIP) income on gift funds to fund central development: A portion of STIP income is currently allocated to UR's development efforts. As private funding increases, it may be possible to renegotiate the current allocation of STIP dollars generated on cash balances in gift funds. It should be noted that STIP dollars are subject to fluctuation with changes in interest rates and cash balances in gift funds.

3. Increasing Endowment Management Fee/Payout: An emerging campus such as ours is constrained by the lack of a large endowment base from which to draw substantial operating support. While increasing the management fee on Foundation-held endowments would generate a minimal increase in operating support for the UCSC Foundation Office, increasing the endowment payout on Foundation-held endowments during the course of a campaign could generate significant funding. For example, increasing the endowment payout from 4.5 to 5.5 percent could generate an estimated \$300,000 annually (based on the value of Foundation-held endowments at 12/31/00).

4. Unrestricted Gifts: UR is not currently funded by the use of unrestricted gifts. Fundraising typically does not generate a large volume of unrestricted gifts, and UCSC receives relatively little unrestricted gift monies. The use of unrestricted gifts to fund development can lessen the pressure to derive fee revenues from restricted funds (as discussed below), but it also increases the risk of donor objections to using gifts for administrative purposes.

5. Fee Assessment: We must *carefully* weigh the advantages and disadvantages of a fee assessment on new gifts. Gift fees, even when carefully explained and fully disclosed, are not popular with donors and faculty (who increasingly rely on private gifts to support their academic endeavors). UC Santa Barbara recently rescinded their assessment of a gift fee due to donor relations issues, and other campuses are considering the same action.

ACCOUNTABILITY: MEASURING UNIVERSITY RELATIONS' ACCOMPLISHMENTS

University Relations will evaluate its activities based on how well they meet campus goals and objectives. Our assessment approaches will include:

Fundraising

- ▶ Success in meeting comprehensive campaign goals, including goals for facilities, scholarships, fellowships, research, and other needs set in collaboration with the academic divisions
- ▶ Increased participation in fundraising by the campus community and volunteers
- ▶ Cost-effectiveness of fundraising operations, based on established industry standards

Communication

- ▶ Increased number of people reached through UR communication/outreach programs, as measured through media coverage and contact records
- ▶ Increased public awareness/positive image of UCSC, as assessed by surveys and compared with baseline market research
- ▶ Improved and expanded publications, both print and online
- ▶ Expanded public participation in campus events
- ▶ Increased public appreciation of UCSC's benefits to the region and the need for campus growth

Building Relationships

- ▶ Increased alumni participation and support
- ▶ Enhanced participation and increased support from the trustees of the UCSC Foundation
- ▶ Increased participation in campus Friends groups
- ▶ Expanded coordination with local and state government officials
- ▶ Closer partnership between UR and the rest of the UCSC campus, building a campuswide culture of philanthropy

Infrastructure and Organizational Needs

- ▶ Increased operational efficiency, measured through success in meeting stated goals
- ▶ Increased staff satisfaction, measured through retention, surveys, and exit interviews
- ▶ Increased staff training, measured by amount provided and effectiveness (as assessed by staff and management)