



# UC SANTA CRUZ

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## **AN INVITATION TO INVEST IN THE FUTURE OF UC SANTA CRUZ**

**UNIVERSITY RELATIONS  
LONG-RANGE PLAN**

*Planning for the UCSC of 2011*

Submitted by

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*December 2001*

# Contents

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<b>1</b>	<b>University Relations: Supporting the UC Santa Cruz Vision</b>
<b>3</b>	<b>University Relations Supports Identified UCSC Priorities</b>
<b>5</b>	<b>University Relations Action Plan</b>
<b>5</b>	The Campaign for UC Santa Cruz
<b>11</b>	Strengthening Strategic Communication Programs
<b>13</b>	Fostering Productive Relationships with Constituents
<b>20</b>	Building Divisional Infrastructure and Capacity
<b>24</b>	<b>Proposed Funding Strategies</b>
<b>27</b>	<b>Summary</b>
<b>28</b>	<b>Appendices &amp; Tables</b>
<b>28</b>	Appendix A: University Relations Organization Chart
<b>29</b>	Appendix B: Overview of University Relations Operations by Unit
<b>31</b>	Appendix C: Highlights of the University Relations Division
<b>34</b>	Appendix D: University Relations Strategic Communications Action Plan
<b>38</b>	Table 1: University Relations Budget Priorities Summary
<b>39</b>	Table 2: University Relations Existing Divisional Resources and Proposed Divisional Funding Sources

# University Relations Long-Range Plan

## *An Invitation to Invest in the University's Future— Planning for the UC Santa Cruz of 2011*

### UNIVERSITY RELATIONS: SUPPORTING THE UC SANTA CRUZ VISION

**T**HE MISSION OF THE UNIVERSITY RELATIONS DIVISION *is to build enduring relationships, resources, and understanding that enable UC Santa Cruz to provide educational opportunities, create knowledge, and transform lives.*

Newly established in fall 1999, the University Relations (UR) division includes six units—Development, Public Affairs, Alumni Relations, the UC Santa Cruz Foundation Office, Government and Community Relations, and Finance and Administration. These units work together to provide integral support of UC Santa Cruz by activities described in this document. (See Appendices B and C, *Overview of University Relations Operations by Unit* and *Highlights of the University Relations Division*, pages 29 and 31.)

University Relations is a revenue-raising academic support division. Over the next ten years, the coordinated communication, relationship-building, and fundraising activities of UR will generate the substantial increase in external funding needed to address campuswide priorities. Working closely with the campus administration, the academic leadership, and volunteer campus supporters, UR has developed action plans to achieve the following primary objectives:

- ▶ **Build an effective entrepreneurial development program that increases UCSC's private gift support.**
- ▶ **Strengthen strategic communications in support of fundraising and other campuswide priorities.**
- ▶ **Foster productive relationships with a broad range of constituents.**
- ▶ **Build the divisional infrastructure needed to achieve the three objectives above.**

The UR division's central strategy will be a major fundraising campaign—already in the “silent” or “lead” phase—which has the potential to generate from \$150 million to \$200 million or more in direct support of UCSC's goals within this planning period. (Response to the “lead gift” effort will determine our final goal projection, as discussed on page 6 of this report.)

The degree to which this campaign succeeds will be determined in large part by the level of investment UCSC makes in UR operations. Campus 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 UCSC over the ten-year planning period. It will enable the campus to build a strong foundation for substantial increases in major gift support over the longer term. In particular, investment in UR will return to the campus larger endowments; funding for research, fellowships, and scholarships; and improved public understanding and support. Together, these benefits to the campus will result in attraction and retention of the best faculty, staff, and students, and the development of leading-edge academic programs.

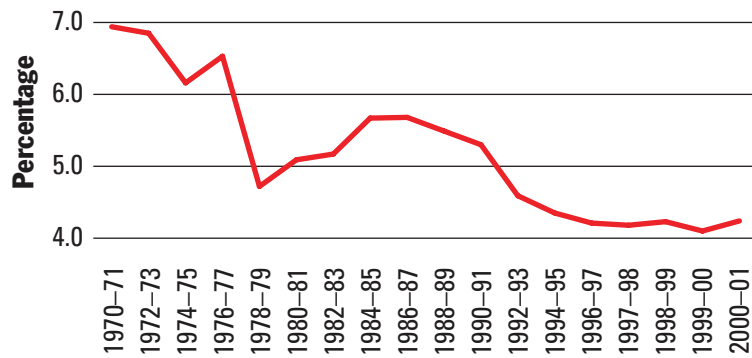
The proposals for new resources in this document are based on industry standards. The national consulting firm Marts & Lundy, earlier this year, performed an organizational assessment of University Relations and an

evaluation of campus campaign readiness. Among its recommendations was one that advocated for increased budget allocation to the University Relations division. The assessment states:

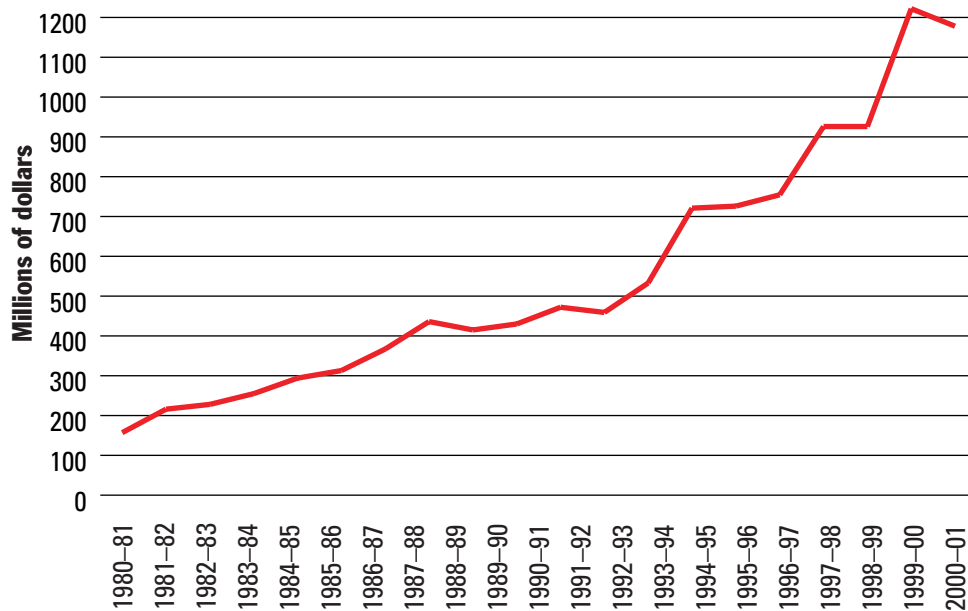
*“During 1999–2000, UCSC’s spending on Development was 16.6 cents per dollar raised. Although this figure was on par with the national average of 16 cents, the University is still under-spending in the areas of individual giving and the services associated with individual giving. When we examine other public institutions with which UCSC competes for faculty and research revenue, we find that, in preparation for their first major campaigns, spending in the 25 to 30 cent range was quite common. These institutions believed their investments would bear fruit over time as their Development operations became more efficient, and their efforts to build relationships with individuals matured. Every major public institution with which we have worked over the last two decades was rewarded for their up-front investments in their development operations.*

*Our work with hundreds of private American colleges and universities reveals a similar pattern... While programmatic improvements may be made around the margins of the program, the only effective means for colleges or universities to increase their gift totals is by adding to its investment... UCSC exhibits excellent growth*

*in gift totals over the last five years, but this pace cannot be continued much longer with the current number of staff and infrastructure. Moreover, the University cannot hope to raise \$150 million or more with only modest investment.”*



**Total UC Share of State General Funds**



**Total UC Private Support: Gifts, Private Grants, and Pledges**

The charts at left display the decline in state support for UC and the concomitant increased reliance on private gifts. In this time of uncertain state funding, when state support represents a declining percentage of

the campus’s overall operating budget, the need for investment in University Relations services is more compelling than ever. Funds we raise, the image we establish, and the relationships we foster will have a direct bearing on the excellence we achieve as an institution. An investment in UR is an investment in the campus’s capacity to offset the shortfalls in state funding, and to realize the university’s dreams and aspirations.

## UNIVERSITY RELATIONS SUPPORTS IDENTIFIED UCSC PRIORITIES

IN REFINING THE *University Relations Long-Range Plan* beyond the Executive Summary submitted in March 2001, UR has carefully keyed goals and action plans to the eight priorities that have guided UCSC's strategic planning process. In broad strokes, here are the ways in which UR will address these priorities.

### 1) Strengthen research and scholarly accomplishment and distinction.

University Relations will provide the leadership and integrated services to mount campaign activities resulting in funding for the following campus priorities:

- ▶ **Endowed faculty positions**—improving UCSC's ability to recruit and retain top faculty.
- ▶ **Program endowments**—providing long-term funding for current and proposed academic programs.
- ▶ **Emerging professional schools**—such as UCSC's Jack Baskin School of Engineering.
- ▶ **New and enhanced facilities**—leveraging \$420 million in state funds to more fully meet the campus's academic space needs.
- ▶ **Undergraduate scholarships**—supporting student recruitment and increasing access and diversity.
- ▶ **Faculty research programs**—building programs across all of the academic divisions.
- ▶ **University Library**—supporting all of UCSC's research and teaching programs.
- ▶ **Colleges**—supporting UCSC's commitment to excellence in undergraduate teaching as exemplified by our unique college system.

### 2) Markedly increase graduate programs and enrollments.

- ▶ **Graduate fellowships**—attracting and supporting the nation's top graduate students.
- ▶ **Outreach/information/publicity**—informing potential students about UCSC programs.
- ▶ **New program endowments**—creating innovative programs to meet emerging student demand.

### 3) Develop interdisciplinary programs at all academic levels.

UR collaborations with the academic divisions will result in innovative funding strategies to:

- ▶ **Support interdisciplinary initiatives**, such as the Center for Justice, Tolerance, and Community (CJTC); the Science, Technology, Engineering, Policy, and Sociology Institute (STEPS); and the Institute for Humanities Research.

### 4) Enhance faculty, staff, and student diversity.

As the division that oversees UCSC's external image and presentation, UR is committed to ensuring the following, in order to underscore UCSC's commitment to diversity and to help make this the "campus of choice" for the broadest range of students, faculty, and staff.

- ▶ **Examples of diversity will be showcased** in UCSC's publications, web sites, and public events.
- ▶ **UR staff recruitment and retention efforts** will continue to reinforce the commitment to engage the most diverse and highly qualified pool of applicants for all positions, including the highly visible development and public relations posts that shape UCSC's public image.

### 5) Markedly increase external support.

As detailed throughout this plan, UR will be the leading force in taking UCSC's private fundraising to the next level.

- ▶ **The Campaign for UC Santa Cruz** will support UCSC's key funding priorities.
- ▶ **Increased federal research funding will be** secured by the campus, through efforts of Government and Community Relations staff, working with the vice chancellor for research.

**6) Creatively combine present resources with new resources.**

Continuing to seek new ways to use existing resources more effectively, UR will take an entrepreneurial approach to finding opportunities for partnership and synergy, in ways that include these examples:

- ▶ **Combine gift funds with other resources**, including campus funds, UC funds, and state/federal grant funds. This will require collaborations with campus administration and the academic divisions in order to create and support campus priority programs.
- ▶ **Establish standards and implement a coordinated and cost-effective campuswide web presence**, in collaboration with representatives of other divisions and with support and commitment from the campus provost.
- ▶ **Continue ongoing assessment of internal organization and operations** to achieve optimal effectiveness and maximum productivity.

**7) Develop innovative programming in nontraditional areas**, including the Silicon Valley Center (SVC), state-supported summer instruction, and other off-campus enterprises (for example, distance learning, EAP, UCDC, and others).

- ▶ **UR's communication, media relations, and events planning services** will support all of the programs mentioned above, plus others such as the UC Monterey Bay Education, Science, and Technology Center (MBEST).
- ▶ **UR's Government and Community Relations staff** will serve as a key liaison for the federal, state, and local government partnerships involved in many of these collaborative outreach programs.

**8) Propose accountability measures.**

Description of methods to measure success and document accountability for UR activities are included in this document. Among items of special note are the following activities:

- ▶ **Incorporate accountability measures** for projects developed to meet their strategic goals, in collaboration with the other divisions. These measures will be identified as part of the annual development planning process conducted with the divisions.
- ▶ **Improve donor stewardship and accountability** through better information and data collection systems, as described in this plan. Financial accountability is an important ongoing element of UR's donor stewardship program. This is essential to maintain and increase fundraising credibility and resultant increased financial contributions.

## UNIVERSITY RELATIONS ACTION PLAN

**U**NIVERSITY RELATIONS IS POSITIONED TO FURTHER UCSC'S PRIORITIES AND GOALS, but to realize that potential we must address major gaps in staffing, space, and infrastructure that currently hamper our division's operations. The creation of the UR division brought together previously separate functions—fundraising, communications, and constituent relations. Although the campus's need for service in each of these areas has increased dramatically, all areas within UR remain seriously underfunded for their current levels of operation.

UR's primary objectives over the next ten years are to:

1. **Build an effective entrepreneurial development program that increases private gift support for UCSC.**
2. **Strengthen strategic communications in support of fundraising and campuswide priorities.**
3. **Foster productive relationships with a broad range of constituents.**
4. **Build the divisional infrastructure needed to achieve the objectives above.**

### **1. Build an Effective Entrepreneurial Development Program: The Campaign for UC Santa Cruz**

#### CAMPAIGN OVERVIEW

In July 2001, University Relations entered the “silent” or “lead” phase of a major multi-year fundraising campaign. The Campaign for UC Santa Cruz will be the most significant activity of the UR division during this long-range planning period. It will transform UCSC at a critical time in campus evolution by bringing in \$150 to \$200 million, or more, over the seven-year campaign period. The campaign is a major undertaking and will require significant and ongoing investment by the UCSC campus if it is to be successful. The level of gift support generated will be directly determined by how much the campus invests in the campaign.

To achieve this level of private gift support, the campaign must involve the entire campus in fundraising, making a focus on philanthropy part of the UCSC culture. To advance the campaign, UR will build a strong entrepreneurial development operation and a strong fundraising infrastructure, thereby permanently raising the threshold of fundraising activities and sustaining them at new and much higher levels.

Campaigning is a bit like building a car while driving it—the enterprise requires deliberate planning with simultaneous execution. Our intent in this ten-year plan is to describe the planning and execution currently under way and to paint a picture of how the campaign will unfold over the next several years in terms of the processes, people, decisions, and resources required for successful completion.

Academic and volunteer leadership will be key to the success of the campaign. UR is already working in close partnership with the campus leadership to translate UCSC's priorities into campaign objectives. This process will involve three steps:

1. **A distillation of the academic priorities** generated through the campuswide strategic planning process;
2. **Creation of compelling case statements** that effectively communicate these priorities and the need for significant private support; and
3. **Actively matching these priorities with identified donor interests** to determine the optimal set of campaign objectives.

The chancellor, campus provost, deans, college provosts, faculty, and other campus leaders are actively involved in planning for fundraising and directly engaged in the identification, cultivation, and solicitation of major gift prospects. Starting with the campus priorities emerging from academic planning, the divisional development officers and UR management will work with the individual deans and with the Provost’s Advisory Council (PAC) to create annual development plans, based on a business-plan model.

The campaign will also rely heavily on UCSC’s volunteer supporters, especially trustees of the UC Santa Cruz Foundation and the UCSC Alumni Association councilors. In addition to generating major gifts to the campus, the campaign will dramatically increase community awareness of UCSC’s funding priorities, attracting a new and broader base of campus supporters.

During the current “silent” phase of the campaign, (projected to last for 24 to 36 months), we will be approaching individuals, foundations, and other funding sources that represent potential lead gifts (gifts between \$1 million and \$20 million or more; see Gift Table, right). The response to the lead gift effort will determine the final goal projection. If we are successful, we could generate as much as 70 percent of our campaign total in this phase, from 25 to 30 gifts.

Based on data from successful higher education campaigns conducted nationwide, we can reasonably expect that 95 or more percent of the campaign total will be derived from 5 percent or less of the constituency. Therefore, response to the lead gift effort is crucial in assessing the final campaign goal.

The key development activities involved in successful campaign planning and execution are to:

- A) **Significantly expand the pool of prospective major donors.**
- B) **Develop and cultivate prospective major donors, in the context of an effective, integrated prospect management system.**
- C) **Strategically develop campaign objectives.**
- D) **Involve the chancellor, campus provost, deans, college provosts, and faculty as active partners in the campaign.**
- E) **Enlist the UC Santa Cruz Foundation trustees, the UCSC Alumni Association councilors, and other key volunteer leadership.**

<b>Gift Level</b>	<b>Number Needed</b>	<b>Totaling</b>	<b>Cumulative Total</b>
\$20,000,000	1	\$20,000,000	\$20,000,000
\$15,000,000	1	\$15,000,000	\$35,000,000
\$10,000,000	2	\$20,000,000	\$55,000,000
\$5,000,000	4	\$20,000,000	\$75,000,000
\$2,500,000	6	\$15,000,000	\$90,000,000
\$1,000,000	14	\$14,000,000	\$104,000,000
\$500,000	20	\$10,000,000	\$114,000,000
\$250,000	40	\$10,000,000	\$124,000,000
\$100,000	60	\$6,000,000	\$130,000,000
\$50,000	100	\$5,000,000	\$135,000,000
<\$50,000	numerous	\$15,000,000	\$150,000,000
		\$150,000,000	\$150,000,000

*courtesy Marts & Lundy*

**University of California, Santa Cruz  
Sample Scale of Gifts for a  
\$150 Million Campaign**



## A) SIGNIFICANTLY EXPAND THE POOL OF PROSPECTIVE MAJOR DONORS

We need to increase our pool of prospective major donors, whose gifts will provide the campaign's foundation. This will provide a solid base for the campaign and will also lead to greatly increased future giving totals as these donors increase the amounts of their donations over time. Our integrated prospect management activities include:

- ▶ **Analysis and evaluation** of the existing donor base, using historical giving data and other information to determine trends and identify the most promising target segments within the potential donor population. This will enable us to direct resources and activities where they will be most effective for both short- and longer-term success.
- ▶ **Building the major gifts “pipeline”** through ongoing review of the Annual Fund donor base (a primary source for future major gifts potential), followed by outreach to top Annual Fund donors (\$1,000 or more) for upgraded gifts.
- ▶ **Reaching a larger and more diverse constituency** and expanding UCSC's regional base (especially in the Silicon Valley and Monterey Bay region) through outreach activities that include targeted mailings and informational publications as well as special performances and presentations throughout the target regions.
- ▶ **Ongoing review of private and corporate foundation annual programs** for potential congruence with UCSC priorities.

## B) DEVELOP AND CULTIVATE PROSPECTIVE MAJOR DONORS, IN THE CONTEXT OF AN EFFECTIVE, INTEGRATED PROSPECT MANAGEMENT SYSTEM

The process of major donor development is primarily one of matching donor goals and values with the needs of the university. Through ongoing communication with donors, including individuals, foundations, and corporations, we identify their interests and work with them to fulfill their philanthropic goals.

Major donor development and cultivation activities will include:

- ▶ **Communication with prospective donors** to acquire in-depth knowledge of their interests and values, with an emphasis on how those map to academic priorities.
- ▶ **Creation of individualized and continually updated cultivation plans** to ensure purposeful interaction with prospective donors. These will be tailored to meet their personal or organizational goals.
- ▶ **Development of specific strategies for engaging donors in areas relevant to their interests**, to learn “what will it take to make them excited about making major gifts?” We will involve prospective donors in the life of the university through meetings with faculty, new and existing events, and special opportunities (such as receptions with noted campus visitors).
- ▶ **Effective donor stewardship**, including an enhanced gift acknowledgment process; expanded opportunities for donor recognition; consistent follow-up on donor interaction; exploration of secondary giving opportunities; and accurate and timely contact records.

These activities will be overseen and coordinated by the Development unit's professional staff, in close collaboration with campus academic leadership and volunteers. The following include fundraising positions and key support positions that are part of any successful university development team. Included in this ten-year plan, they are not yet funded at UCSC.

- ▶ **Director of Major and Planned Giving**—coordinates large current and deferred gifts.
- ▶ **Director of Corporate Relations**—coordinates gifts from industry and corporate foundations.
- ▶ **Director of Foundation Relations**—coordinates private foundation giving.
- ▶ **Development Writer**—generates funding proposals, concept papers, case statements, and other fundamental tools for fundraising.
- ▶ **Campaign Coordinator**—provides follow-up with prospective donors, including chancellor's contacts; supports volunteer coordination and special donor recognition and fundraising projects.

The following positions also are essential elements of a successful development team, and they currently exist in University Relations.

- ▶ **Associate Vice Chancellor, Development**—manages the entire Development unit, in addition to major direct responsibility for donor prospect management.
- ▶ **Executive Director of Development**—manages aspects of the Development unit, in addition to major direct responsibility for donor prospect management.
- ▶ **Divisional Development Officers**—coordinate fundraising for divisional priorities across all constituencies.
- ▶ **Director of Annual Fund**—oversees the campus's broad-based telephone outreach and direct mail programs.

### C) STRATEGICALLY DEVELOP CAMPAIGN OBJECTIVES

Our campaign objectives will emerge during the lead phase, as we seek alignment of UCSC's overall needs and priorities (as identified through this long-range planning process) with the goals and interests of our prospective donors. This is a core process that involves extensive contact with prospective donors on the part of Development staff, campus administration, faculty, and volunteers.

Our fundraising teams will actively contact and build relationships with prospective donors to learn about their interests and values. Through those conversations, we will identify which of UCSC's needs "resonate" with our donor pool. For corporate and foundation prospects, the process will also involve our prospect research staff who will provide information on how the philanthropic objectives of those organizations might mesh with campus priorities.

Focusing on these identified "high-potential" target areas, we will work with the campus leadership through the Provost's Advisory Council to articulate a set of clear fundraising objectives derived from the university's strategic plan that have maximum funding potential. For these objectives, we will develop clear and compelling case statements and key campaign messages that we will then take back to our donor pool.

**D) INVOLVE THE CHANCELLOR, CAMPUS PROVOST, DEANS, COLLEGE PROVOSTS, AND FACULTY AS ACTIVE PARTNERS IN THE CAMPAIGN**

No one can state the campus vision more compellingly than the academic leadership, and it is therefore critical that these leaders take an active role in the campaign. The chancellor, campus provost, deans, college provosts, and faculty will be instrumental in determining campaign strategies, timing, and key messages.

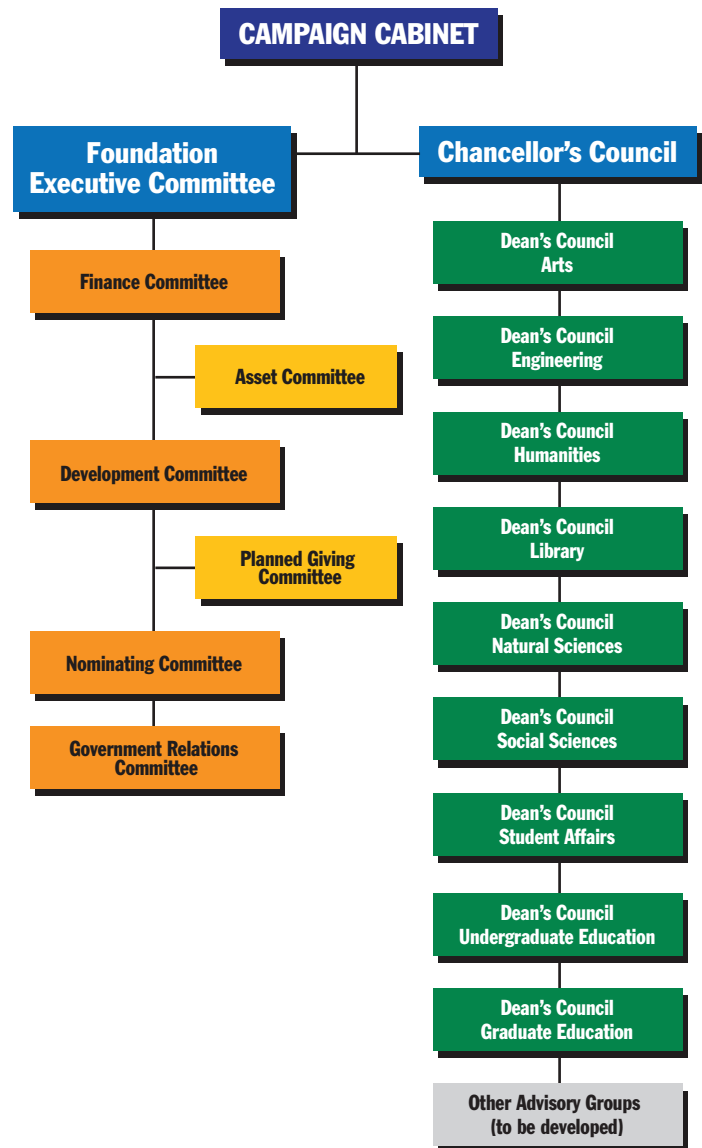
Further, the relationships these leaders develop with prospective major donors will be key to the campaign's success. Those considering major investments in UCSC's future need to be confident that their contributions will be used effectively and that their philanthropic goals will be carried out by the campus. A direct relationship with campus decision makers will be important to building this confidence.

Finally, UCSC's academic leaders will be highly visible representatives of the campus as we take the campaign to a broader audience. Their dynamic leadership will be critical in sustaining this multi-year campuswide effort.

**E) ENLIST THE UC SANTA CRUZ FOUNDATION TRUSTEES AND OTHER KEY VOLUNTEER LEADERSHIP**

The campaign will rely on the leadership of UCSC's dedicated volunteer supporters, especially the trustees of the UC Santa Cruz Foundation. The members of this group (currently numbering 47) already play a lead role in campus fundraising and have been active in strategic planning for the campaign. We will also draw from the Foundation membership to create new advisory boards as a primary support mechanism for major donor development. (See illustration, right.)

In addition, the UCSC Alumni Association Council and campus volunteer support or "Friends" groups will be major participants in the campaign. During the lead phase, we will expand connections with these volunteer groups and with community organizations to build relationship networks that result in referrals to prospective donors.



**Role of UC Santa Cruz Foundation**

## INVESTMENT REQUIRED TO FUND DEVELOPMENT ACTIVITIES

The campaign will require significant new investment in the UR division, including funds for the following key activities. Investment priorities are summarized in Table 1 of the Appendix, *UR Budget Priorities Summary*.

- ▶ **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; staff to coordinate UC Santa Cruz Foundation and other volunteer groups; development communication staff (marketing and grant writers); and gift, pledge, and membership processing staff.
- ▶ **Expanded cultivation, alumni, and other special events,** including funds for use of UR's University Events Office's rechargeable services by other UR operations.
- ▶ **Fundraising materials,** including brochures and informational materials for giving options.
- ▶ **Campaign consulting** to provide feedback and guidance informed by national trends and practices.
- ▶ **Increased prospect research,** including enhanced Alumni, Donors and Friends database and information systems.
- ▶ **Expanded Development-oriented web presence** to increase delivery of messages and expand options for methods of giving.
- ▶ **Fundraising training for the campus community,** including the chancellor, campus provost, deans, college provosts, faculty, department heads, volunteers, and others.
- ▶ **Annual Fund** direct mail and telephone outreach operations, including Annual Fund software, hardware, and support items.
- ▶ **Travel expenses** required to identify and qualify prospective donors, as well as to close important cases.

## ASSESSMENT AND ACCOUNTABILITY

Key indicators used to assess the success of the campaign will include:

- ▶ **Annual dollar targets and goals** developed in collaboration with the division and campuswide leadership.
- ▶ **Fair and realistic measures of accountability for Development staff** (based on annual fundraising plans) including:
  - 1) Requests pending—the dollar value represented by proposals submitted to prospective donors and those currently under development for submission.
  - 2) Number of prospects under management—with the general expectation that each full-time development officer will actively manage 75 to 100 prospects.
  - 3) Number of prospect contacts made by development officers—monitored on a monthly basis, with a minimum of 20 per month (depending on the constituencies served).
- ▶ **An established culture of philanthropy at UCSC,** a characteristic that distinguishes successful fundraising operations at private and public institutions that have significantly increased their levels of private gift support.

## 2) Strengthen Strategic Communication in Support of Fundraising and Campuswide Priorities

STRATEGIC COMMUNICATION WITH ALL CAMPUS CONSTITUENTS is the foundation for relationships that lead to private gifts and other forms of support. Through communications via web presence, print and electronic publications, coverage in the mass media, and direct contact with constituents, University Relations increases understanding and appreciation for UC Santa Cruz, and fosters meaningful partnerships and other forms of participation. These will result in greater financial support for academic programs; successful recruitment of faculty, staff, and students; improved local appreciation for benefits provided by the campus; reliable legislative and voter support for UCSC funding and other priorities; and improved campus image in the wider region, to support campus outreach goals throughout Santa Cruz County, Silicon Valley, and Monterey County.

The following actions summarize the overarching strategies that will characterize UR's communications over the next decade:

- ▶ **Utilize proactive Strategic Communications Action Plan.** To inform both internal and external communications, University Relations recently completed a Strategic Communications Action Plan (see Appendix). It is based in part on insights generated by discussions with campus leaders, as well as conclusions of outside consultants, such as Peter Hart Associates, which the UC Office of the President commissioned to conduct a statewide survey of voters, and Apex Strategies, which produced a UCSC-specific communications analysis. The Strategic Communications Action Plan provides a prioritized list of practical activities intended to increase proactivity and improve the effectiveness of communications that advance campus priorities.
- ▶ **Develop theme messages about campus priorities.** This will include the creation of statements that clearly present the top priorities of the campus and reinforce the distinctions by which UCSC wishes to be characterized. Analysis of constituent surveys will guide effective message development that is responsive to audience needs and interests. Surveys to measure and appreciate constituent knowledge and interests will improve strategic delivery of the campus's priority messages.
- ▶ **Establish an integrated marketing approach** for campuswide strategic communications and branding. This approach will emphasize coordination of the key campus operations responsible for public communications, such as Admissions, Campus and Community Planning, UCSC Extension, Housing, Human Resources, Athletics, the Arts and others. The vice chancellor, University Relations, will establish a Communications Council that will regularly convene representatives of these selected campus operations for the purpose of developing consistency of campus "theme" messages, as well as identifying opportunities for synergy in marketing efforts.
- ▶ **Improve and expand vehicles for message delivery.** Actions include improving the distribution and use of administrative e-mail, and coordinating annual distribution calendars of major campus mailings and other communication. Focus on the Internet as an effective and cost-efficient communication vehicle will include increasing use of web sites for internal and external communications and enhancing design, content, and access to campus web sites.
- ▶ **Enhance attention to campus diversity.** There will be explicit attention to diversity as an important part of marketing and message delivery strategies at all levels. This will ensure that the priority of diversity among students, faculty, staff, programs, and events is noted and celebrated on the web and in campus publications. Outreach to Spanish-language news media and use of diverse outlets for advertising and other marketing strategies will be included.

- ▶ **Utilize rapidly evolving communication technologies** to enhance productivity and cost-effectiveness. Included will be heightened attention to web-based communication that supports direct, tailored messages to constituents. The table below provides selected data about the volume of usage of the UCSC home page and *Currents Online*.

Among the expected outcomes of these communications strategies are the following:

- ▶ **Improved public understanding and perception of the campus** and enhanced appreciation for the ways that UCSC's research, teaching, and service benefit our community and our society.
- ▶ **Support for (or less opposition to) campus growth**, as manifested by the development of new academic programs and facilities; expansion of UCSC's presence in the region, such as at MBEST and the Silicon Valley Center; and increased student enrollment.
- ▶ **Increased private gift support.**
- ▶ **Attraction and retention of outstanding and diverse faculty, staff, and students.**

UR will require campus investment in strategic communications, in order to:

- ▶ **Increase its capacity for effective communications**, by hiring writers/editors (print/web content developers); marketing writers/editors (in addition to the Development communication staff noted on page 8); graphic designers; support staff to organize records, archives, and digital resources; technical experts for web development and database enhancements; and staff for events coordination and the Ticket Office.
- ▶ **Commission periodic market research**, providing information on constituent preferences, needs, and interests, as well as other data necessary to identify and communicate effectively with key audiences. This will be accomplished through campus and community focus groups, online and printed surveys, and other appropriate research methods.
- ▶ **Support additional web development and Alumni, Donors and Friends database enhancements**, enabling us to reach constituents and make effective use of marketing data.

### World Wide Web: Reaching UCSC's many audiences

#### Number of times these Public Affairs–maintained pages<sup>1</sup> were accessed weekly

WEEK	<a href="http://www.ucsc.edu">www.ucsc.edu</a> ("on-campus" home page)	<a href="http://www.ucsc.edu">www.ucsc.edu</a> ("public" home page)	<a href="http://currents.ucsc.edu">currents.ucsc.edu</a> (home page)	<a href="http://currents.ucsc.edu">currents.ucsc.edu</a> (all pages within directory)
10/18/99 <sup>2</sup>	23,900	15,200	400	4,500
10/02/00	32,200	22,600	1,200	11,900
09/10/01 <sup>3</sup>	23,400	28,700	7,900	22,300
09/17/01	36,000	26,000	3,100	15,500
10/01/01 <sup>4</sup>	35,400	27,800	2,600	18,300
2–Yr Change <sup>5</sup>	48%	83%	650%	407%

- NOTES:**
- <sup>1</sup> Public Affairs maintains numerous other upper-level UCSC pages.
  - <sup>2</sup> First week in which web activity was tracked by Public Affairs.
  - <sup>3</sup> Activity surged this week (terrorist attacks; students returning).
  - <sup>4</sup> This week a better indicator of regular activity; last week for which data currently available.
  - <sup>5</sup> Comparing weeks of October 18, 1999, and October 1, 2001.

- ▶ **Expand communication/informational support** for UCSC’s activities in Silicon Valley, including the Silicon Valley Center.
- ▶ **Expand collaboration with Shakespeare Santa Cruz** and other community-based UCSC programs, in order to amplify the strengths of these programs.
- ▶ **Develop new publications and expand distribution of existing publications**, both online and print, for targeted constituencies. New materials will include campaign case statements, brochures that support fundraising initiatives, summaries of academic programs, and other materials describing campus initiatives and opportunities for donors. Expanded distribution will extend the reach of the UCSC message to new constituent groups.
- ▶ **Conduct a regional marketing campaign** about UCSC’s benefits to the region. Methods will include testimonial advertising in regional news media and promotional activities in coordination with Development, Alumni Relations, and Government and Community Relations units.
- ▶ **Develop and target new direct mailings**, both in print and electronically, to key constituencies.
- ▶ **Develop and implement additional special events**, celebrations, and other public relations activities.
- ▶ **Generate and coordinate increased media coverage** of campus research, teaching, and other activities.

#### ASSESSMENT AND ACCOUNTABILITY

Indicators to measure the success of these activities will include:

- ▶ **Number of people reached** through UR communication/outreach programs, as measured through media coverage and contact records (media contacts, news releases, placements, web pages, special events, and major publications).
- ▶ **Increased public awareness and improved positive image of UCSC**, as assessed by surveys and compared with baseline market research.
- ▶ **Improved and expanded publications**, both print and online.
- ▶ **Increased public participation in campus-sponsored events**, including audience attendance and participation of students in performance master classes.
- ▶ **Number of donor cultivation and recognition events** and total attendance.
- ▶ **Increased appreciation for the economic and other benefits, such as service to K-12 education, that UC Santa Cruz provides this region**, as measured by surveys, public acknowledgment, and news media coverage.
- ▶ **Increased awareness of campus diversity achievements and goals**, as measured by opinion of on-campus and off-campus constituents, gauged by surveys and focus groups.

### 3) Foster Productive Relationships with a Broad Range of Constituents

TO BROADEN THE BASE OF FINANCIAL AND OTHER TYPES OF SUPPORT FOR UCSC, University Relations fosters relationships with individual, business, and corporate and charitable 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

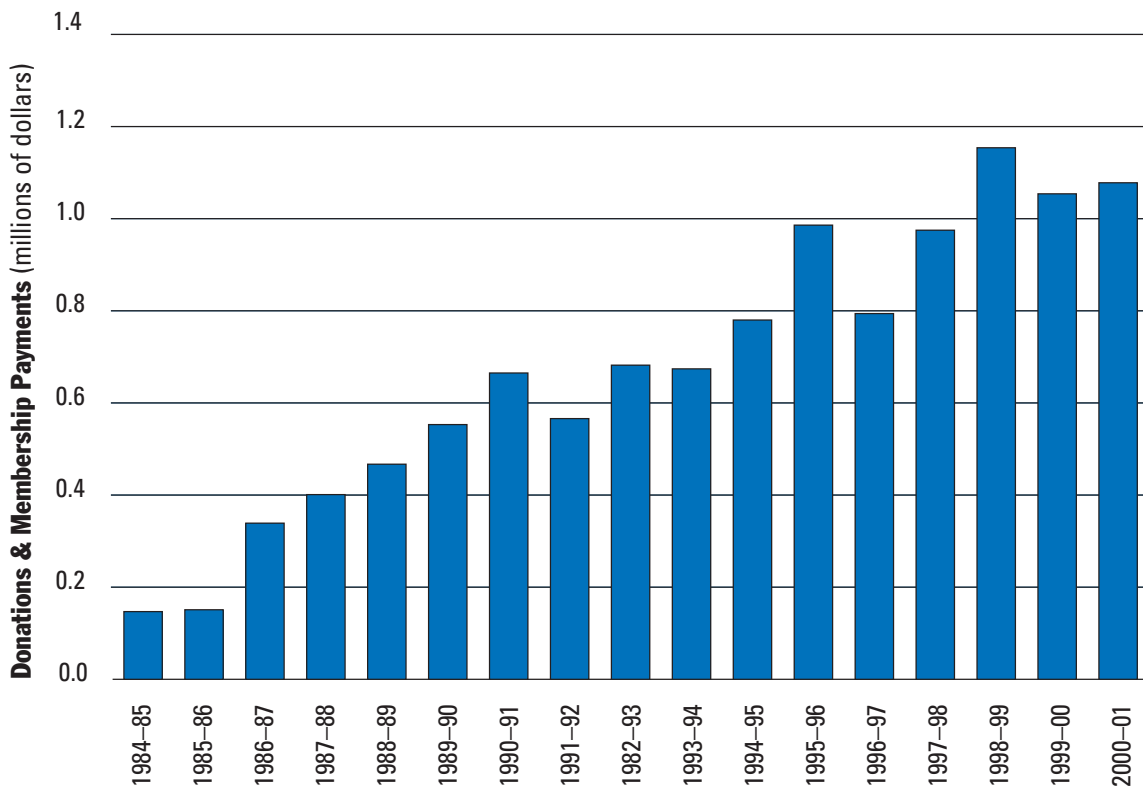


UCSC’s base of active constituent support results in increased private gifts, informed legislative advocacy, expanded participation in campus events, crucial support for campus growth priorities, and enhanced appreciation for the value and benefits that UCSC brings to the region.

The relationships University Relations fosters with the campus’s many constituencies are especially important during this period of campus growth. The following relationships are long-term investments in the future of UCSC and result in support and participation of all kinds.

### A) ALUMNI RELATIONS AND UCSC ALUMNI ASSOCIATION

Alumni Relations cultivates alumni donors and identifies potential donors in order to gain greater support for UC Santa Cruz (see chart below). The UCSC Alumni Association is a membership organization offering programs that 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, return to campus for reunions, and receive a membership newsletter. The Association sponsors an awards program that recognizes the achievements of faculty, staff, students, and alumni; provides an endowment for visiting professors; raises and distributes scholarship funds for students with financial need; and funds campuswide and college-based special projects. Alumni serve as career information resources for students, advocate on behalf of the campus with legislators, and help to recruit new students.



**Growth in Alumni Support**



Over the next ten years, UCSC's alumni body will increase by 70 percent, from 50,000 to approximately 85,000. The majority of our alumni are now under 40, and many are just now entering their peak earning years. Because of these factors, the growth potential for gift income from UCSC alumni over time is significant.

Since the Alumni Association, in partnership with the university, began investing in outreach efforts to alumni in 1985, over \$11 million has been received in gift support from alumni. Because a mature campus which invests heavily in its alumni relations and development program can expect, on average, 30 percent of its gift income from its alumni population, the growth potential for gift income from UCSC alumni over time is significant. An analysis of alumni giving at UC Santa Cruz reveals that alumni who have participated in the Association's activities and programs are twice as likely to make a gift, and their gifts are four times as large as those from alumni who have not participated. Loyal alumni also attract significant gifts from foundations and others who are inspired to give as a result of the connections they have with those alumni.

To maximize alumni involvement and more fully integrate Alumni Relations with Development, we will need funding to:

- ▶ **Increase prospect identification and cultivation** through special events and outreach; data collection, entry, and retrieval; web development; on-campus outreach; and Association business/financial management.
- ▶ **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).
- ▶ **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 via the online community.
- ▶ **Collect and maintain accurate employment and other biographical information** for a larger number of alumni in order to communicate more effectively with them and garner their support.
- ▶ **Conduct alumni interest surveys** to identify involvement opportunities and areas for support.
- ▶ **Expand education and outreach programs** to current students and student leaders to develop a culture of philanthropy.

## ASSESSMENT AND ACCOUNTABILITY

Indicators used to measure the success of these activities will include:

- ▶ **Number and size of gifts from alumni.**
- ▶ **UCSC Alumni Association membership.**
- ▶ **Alumni influence that helps the campus reach its other goals:** attracting well-qualified students, influencing the legislature to provide more support to the University of California, and increasing diversity.
- ▶ **Increase in alumni volunteer involvement,** participation in activities, and event attendance.

## B) GOVERNMENT AND COMMUNITY RELATIONS

A proactive Government and Community Relations (GCR) unit will support UR's objectives by promoting UCSC's contributions to the community; identifying and developing relationships with emerging constituencies related to regional initiatives; and enhancing campus relationships with elected officials and community leaders.

The resulting strong relationships will markedly increase external support from private gift support as well as from contracts and grants. GCR will be a link between the campus and the community, providing information, assistance, and support to the administrative leadership, faculty, staff, students, and community members on policy issues, legislative developments, and campus-related issues.

Over the next ten years, Government and Community Relations will need campus investment in order to:

- ▶ **Develop outreach activities that implement the UR Strategic Communications Plan**, increasing public awareness of campus planning, goals, and resources and strengthening ties to our diverse constituencies. Examples of outreach programs are a Legislator-to-Campus program; campus/community forums; recognition of key community leaders; and the development of a GCR web site.
- ▶ **Identify and implement campus priorities in collaboration with the chancellor and key administrative and academic leadership**, including the vice chancellor for research, to link campus programs and research to public policy. This will strengthen relationships with regional elected officials. One result of such relationships is GCR's recent success in amending the Keeley Bill related to campus housing. These connections enable UCSC to respond quickly to legislators' inquiries; build UCSC's identity as a major legislative influence; and foster legislative support of all kinds. GCR communicates regularly with the vice chancellor for research and staff to provide information on federal and state legislation related to research; to identify priorities; and to implement strategies to increase campus research funding (in collaboration with UCOP, state and federal governmental relations staff, and regional elected officials).
- ▶ **Increase awareness and support among our elected representatives of the excellent research being conducted at UCSC** and how it can be a resource for addressing public policy issues. Among examples are research on how student learning processes affect science and math education in diverse populations, and marine science research that directly affects public policy in ocean resource management and environmental stewardship.
- ▶ **Organize advocacy programs** among faculty, staff, students, UCSC Foundation, Friends groups, alumni and related constituencies.
- ▶ **Improve services** that provide information to the campus community about legislative programs and priorities, while increasing linkages between the campus and the broader community.
- ▶ **Serve as the lead campus contact** for local, state, and federal government relations and serve as the campus liaison to University of California systemwide government relations programs and activities.

#### ASSESSMENT AND ACCOUNTABILITY

Among the assessment and accountability measures to be reported annually in GCR's year-end report will be increases in the number of:

- ▶ **Legislator visits** to the campus.
- ▶ **Campus advocates** in identified categories.
- ▶ **Contacts made** on UC issues such as budget and legislation.
- ▶ **Contacts with new legislators and up-and-coming community leaders.**
- ▶ **Faculty who serve as resources** for legislators (for example, testifying at committee hearings, or serving on advisory committees).
- ▶ **Interactions with the UC Santa Cruz Foundation's legislative and community relations committees.**
- ▶ **Interactions with UCSC "Friends" groups and affiliates.**
- ▶ **Contacts with local elected officials** (city councils and boards of supervisors).

- ▶ **Visible community activities** (such as major sponsorships, memberships on boards and commissions, Speakers Bureau outreach, and visibility of the chancellor and other campus leaders).
- ▶ **Prospects referred to Development** through GCR outreach and identification of new constituencies.
- ▶ **Increased understanding of services through expanded web presence.**

## C) PUBLIC AFFAIRS

Building relationships with the campus's important constituents is an essential element of the strategic communications strategies employed by Public Affairs. This is accomplished through service provided to the news media; through the targeted distribution of messages and publications to specific audiences on and off campus; through the development portal and project-specific web pages; and by presentations of a variety of special events and performances.

More specifically, building productive working relationships with reporters, editors, news directors, and alumni at major media outlets results in opportunities not only to place news of the campus but also to position faculty and other campus leaders for recognition as expert resources and authors of opinion pieces.

Major campus publications produced by Public Affairs, such as *Review* magazine, are powerful tools to enhance relationships with a full spectrum of campus constituents. By presenting engaging stories about the people and programs of the campus, the publications "humanize" the work of the university and make results of research accessible and interesting to general audiences. Surveys and a wealth of anecdotal comment show that these publications generate positive response from prospective students and their families, prospective faculty and staff, as well as alumni, donors, community leaders, and others.

A summary of targeted publications currently distributed with the goal of establishing and increasing positive relationships with campus constituents is presented in the table on page 18.

Arts & Lectures presentations contribute to the quality of life in this community and are a vehicle for attracting general public support. By bringing internationally renowned performers to this community, as well as by showcasing leading-edge talent representing diverse cultural expression, the annual series attracts positive interest and support in the way major sports teams do at other campuses. (See Appendix C, page 32, for summary of recent achievements by Arts & Lectures.)

Donor recognition events and other campus celebrations developed and supported by Public Affairs serve as a major asset to the campus, providing opportunities to welcome important visitors to the campus and to generate positive public attention. These events enhance existing relationships and forge new ones, by establishing attractive vehicles through which key constituents can engage in campus activities. They also provide venues for honoring current donors, and they present opportunities to engage prospective donors with faculty and other campus members.

**Major Communications Produced by University Relations  
for Constituencies Essential to Campaign Success**

Communication Resource	Distribution Date	Quantity	Donors & Prospects	Alumni Association Members	Alumni of Record	Parents of Current Students	Admitted Students	Prospective Students/Parents	Faculty & Staff	Elected Officials	News Media	Constituencies
<b>Review Magazine</b>	February 1	75,000	●	●	●	●	●	●	●	●	●	
<b>Brochure for Admitted Students*</b>	March 1	25,000					●					
<b>Communities of Learning*</b>	March 1	25,000					●					
<b>Currents/Banana Slug Bulletin</b>	March 15	17,000	●	●								
<b>Currents/Banana Slug Bulletin</b>	May 21	17,000	●	●								
<b>Review Magazine</b>	June 15	65,000	●	●	●	●			●	●	●	
<b>Undergraduate Student Prospectus*</b>	September 1	90,000					●					
<b>Foundation Annual Report</b>	October 1	20,000	●						●			
<b>Currents/Banana Slug Bulletin</b>	December 1	17,000	●	●								
<b>Facts &amp; Figures</b>	December 15	25,000	●				●			●	●	
<b>Currents (campus edition)</b>	Monthly	5,000						●	●			
<b>Currents Online</b>	Weekly	————	●	●	●	●	●	●	●	●	●	
<b>eSlug Bulletin (e-mail)</b>	Bimonthly	11,000		●	●							
<b>News from UC Santa Cruz (e-mail)</b>	Weekly	1,000						●				

*\*Produced in partnership with Student Affairs units (Admissions; Housing, Dining, and Child Care Services)*

In this planning period, additional campus investment will be needed in order for Public Affairs to engage in relationship-building activities, such as the following:

- ▶ **Expand Ticket Office services** to include a downtown outlet at the University Town Center. This will provide additional public exposure for UCSC events and will increase convenience for patrons wishing to purchase tickets.
- ▶ **Increase UC Santa Cruz’s public presence in Silicon Valley** by mounting at least one major performance or lecture annually in a Silicon Valley venue. These special events will likely involve collaboration with other campus divisions, and they will provide opportunities to build positive relationships with Silicon Valley corporate sponsors, educational leaders, donors, and prospective donors. (Such an event, a concert of classical Indian music, is currently being planned with the Arts Division, to be held at Flint Center in Cupertino, on June 2, 2002.)

- ▶ **Develop a new signature lecture series**, such as a Chancellor’s Lecture Series, presenting nationally renowned guest speakers. Major international issues (such as terrorism) and regional “hot button” topics (such as housing and alternative transportation) will be addressed by these experts. This will provide service to the community, while opening opportunities for collaboration with other community organizations. It may also provide an opportunity to showcase campus expertise, through related events and promotion, similar to the Human Genome Public Forum of August 2001, which gave a platform on which to showcase UCSC’s strengths and contributions in this field.
- ▶ **Expand contacts with major national and international news media outlets**, to increase prominent placement of faculty achievements and other campus news. Building productive working relationships with reporters, editors, and news directors at major media outlets requires strategic deployment of additional staff time and occasional travel.
- ▶ **Target publications to key constituent groups**, which will require market research plus improvement and expansion of mailing lists.
- ▶ **Enhance continuously the campus home page and other web pages**, as a method to establish a first connection with numbers of individuals worldwide. More resources and campuswide collaborations are needed to create and maintain an appealing and user-friendly web site that well represents a leading campus for the 21st century.

#### ASSESSMENT AND ACCOUNTABILITY

The success of these relationship-building activities will be assessed by the following indicators.

- ▶ **Effectiveness of publications measured by reader surveys and increased response by donors.**
- ▶ **Increase in visits to campus home page and other UCSC web pages.**
- ▶ **Number of participants attending events.**
- ▶ **Volume of service provided, such as number of tickets sold.**

#### D) UC SANTA CRUZ FOUNDATION OFFICE

The role of the UC Santa Cruz Foundation will expand, as we create additional volunteer committees relevant to the campaign, the academic goals of the university and the divisions, and other key areas of campus support. This will place greater demands on staff and may require additional resources to organize and educate Foundation trustees effectively.

Strengthening administrative capacity is essential, in order to support increased activities of trustees, who will serve as a powerful base of informed advocates and will:

- ▶ **Make major personal commitments through their own philanthropy.**
- ▶ **Serve as visible examples for other donors.**
- ▶ **Identify, introduce, and refer new potential donors.**
- ▶ **Help educate potential donors about the needs and benefits of UCSC.**
- ▶ **Solicit gifts on behalf of UCSC.**

#### 4) Building Divisional Infrastructure and Capacity

University Relations is committed to strengthening divisional infrastructure and improving its capacity to deliver core services. Our long-range planning process has identified major organizational objectives and infrastructure needs for the division. Immediate investment is required to:

- ▶ **Strengthen fiscal administration, financial reporting, and investment accounting for the UC Santa Cruz Foundation.**
- ▶ **Improve UR's Information Systems and technology.**
- ▶ **Address equity/compensation and recruitment/retention issues within UR.**
- ▶ **Provide adequately for UR's space and physical environment needs.**

##### A) STRENGTHEN FISCAL ADMINISTRATION, FINANCIAL REPORTING, AND INVESTMENT ACCOUNTING FOR THE UC SANTA CRUZ FOUNDATION

The UC Santa Cruz Foundation is a not-for-profit, public benefit corporation organized to promote greater community understanding of UCSC and to solicit gifts in support of the campus's academic purpose. The UCSC Foundation Asset Office in University Relations is the official office for fiscal administration, financial reporting, and investment accounting for the UC Santa Cruz Foundation.

The campus audit of the Foundation, completed in May 2000, recommended increasing accounting staff in order to comply with UC policy and standards regarding internal controls and separation of duties. Given the high visibility of the Foundation and its charge to appropriately oversee the Foundation's endowment base of \$35M, providing support for this critical operation is essential.

A campus task force, comprising the controller, the director of accounting services, the manager of extramural funds, and UR's director of Finance and Administration, has been charged with the following objectives:

- ▶ **Recommend appropriate staffing support** for the UC Santa Cruz Foundation fiscal operations (by January 2002).
- ▶ **Clarify and formally document processes and policy** relating to Foundation fiscal transactions (by end of FY02).
- ▶ **Implement new Foundation accounting software** (by end of FY02).

##### ASSESSMENT AND ACCOUNTABILITY

Indicators to measure the strength of this operation will include:

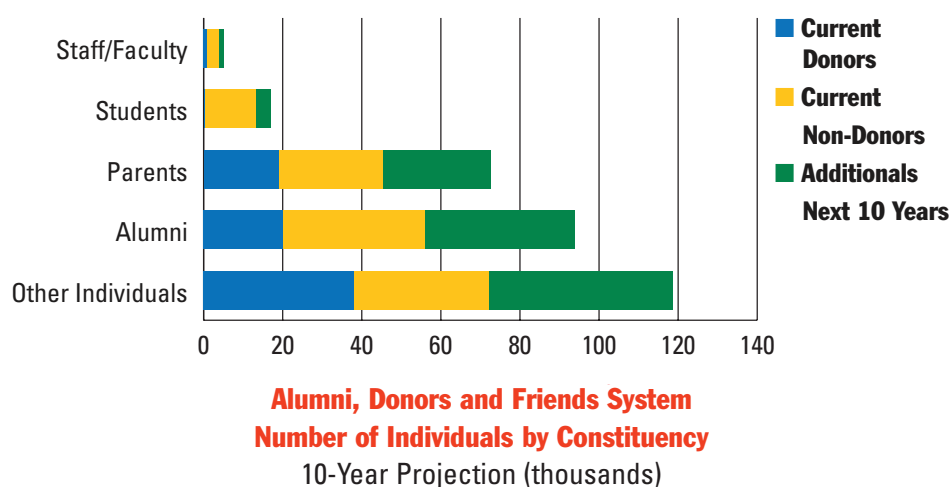
- ▶ **Timeliness and accuracy** of financial transactions.
- ▶ **Timeliness of financial reporting** and timely completion of annual audit.
- ▶ **Improved business operations**, including compliance with policy (federal, state, UC), appropriate controls and separation of duties, completion of formal written procedures for asset management tasks and responsibilities.

## B) IMPROVE UR’S INFORMATION SYSTEMS AND TECHNOLOGY

Information Systems maintains and upgrades the technical infrastructure needed by University Relations. This includes desktop workstations, laptops, software, local servers, back-ups, and our main database server hosted by CATS. Our major focus is using the Alumni, Donors and Friends System to its best advantage for our division.

The Alumni, Donors and Friends System is our knowledge base—our electronic repository of information about our constituents (currently 190,000 individuals and 6,000 organizations). It contains records of all donations to UCSC and all memberships in the Alumni Association. It provides the contact information necessary for UR and other campus units to communicate with alumni, donors, parents, and others. For such individuals, we project a 61 percent increase to 307,000 in ten years. Improving the quality and quantity of our biographic data is a key activity for Information Systems over the next ten years. This biographic data is essential for the fundraising, communications, and relationship-building objectives of University Relations.

We will continue to move toward a self-service model by working to develop an Intranet and knowledge-sharing systems, improving the capture, creation, distribution, and sharing of information. Currently, our web-based reporting system is used by University Relations as well as by each



division on campus to find information about their donors and gifts (162 users). Over the next ten years, we will expect this number to double as more campus people and volunteers are involved in the campaign. We will need to offer enhanced reporting and web access to the database for these campaign participants.

These are the five major activities for Information Systems:

- ▶ **Support the Campaign for UC Santa Cruz** by developing Information Systems solutions in collaboration with Development and other UR units.
- ▶ **Improve the quality and quantity of biographic data** in the Alumni, Donors and Friends database to support the fundraising, communications, and relationship-building activities of UR.
- ▶ **Maintain, upgrade, and replace UR’s essential computer hardware** (main database server, local servers, desktop computers) and software in compliance with campuswide policies and standards.
- ▶ **Support UR web presence and development** by providing technical support and infrastructure, and Alumni, Donors and Friends System database-related programming and report production.
- ▶ **Participate in campuswide Information Technology committees** to stay current, share ideas, and promote campuswide IT solutions.



For all UR units, 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. We will need to:

- ▶ **Replace computer workstations and equipment** (local servers, printers), an ongoing need.
- ▶ **Improve the physical conditions and security for local servers.**
- ▶ **Respond to increasing desktop, server, and user support needs** by hiring computer resource specialists and trainer/help desk/access analyst.
- ▶ **Implement ongoing database accuracy and integrity solutions**, using vendors, interfaces, tracer mailers, quality control reviews, and biographic data entry.
- ▶ **Respond to increased volume of biographic data maintenance** resulting from campaign by hiring biographic data entry assistant.

#### ASSESSMENT AND ACCOUNTABILITY

The indicators used to measure success of activities above will include the following:

- ▶ **Biographic data:** Rate of database growth monthly, measured by number of new records. Number of transactions (additions and updates) monthly for campaign-critical biographic data elements. Quality of addresses measured by number of mailed items returned by the post office, quarterly.
- ▶ **Training on Alumni, Donors and Friends System:** Quarterly totals for training individuals involved in the fundraising campaign: number of training sessions and individuals trained; number of new, external users of online campaign-related reports.
- ▶ **UR Intranet (currently contains online reporting system):** Monthly: number of documents added to Intranet; number of UR and external users; number of site hits. Weekly: number of reports run.
- ▶ **Reporting:** Quarterly: number of ad hoc reports, new self-service reports, existing reports modified.
- ▶ **Desktop and server support:** Annual inventory of desktop workstations and local servers by age. Quarterly: trouble ticket inventory via proposed implementation of help desk software.
- ▶ **IT communication and coordination:** Biannual survey of UR staff to determine needs and satisfaction with IS services. Quarterly: Number and outcomes of UR cross-functional meetings to increase coordination. Quarterly: Number and type of campuswide meetings attended to promote IT solutions.

#### C) ADDRESS EQUITY/COMPENSATION AND RECRUITMENT/RETENTION ISSUES WITHIN UR

Our March Executive Summary outlined a number of areas of critical staff need. At that time, the division's operations were hindered by a critically low level of staffing, the result of both unfilled positions and the need for new positions to support essential divisional functions. We are pleased to report that we have made significant progress since that time, filling a number of key positions (most notably—the director of Government and Community Relations, the associate vice chancellor for Development, and directors of Development for Social Sciences, Humanities, Student Affairs, Engineering, and Arts). UR staffing levels are no longer “inappropriately low,” but we need to address issues of equity/compensation, if the division is to recruit and retain staff to support UCSC's goals. We must:

- ▶ **Provide appropriate compensation** for current staff and new hires (including a divisional equity review process to ensure fair evaluation of salary levels).
- ▶ **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).

#### D) PROVIDE ADEQUATELY FOR UR'S SPACE AND PHYSICAL ENVIRONMENT NEEDS

Since the March 2001 Executive Summary, the Advisory Committee on Facilities has approved UR's request to lease off-campus space. The new UR offices, located at 509 Swift Street, house the staff of Gift Administration, Information Systems, Foundation Asset Management, and Finance and Administration (16 staff members in office space totaling 1,990 asf). It should be noted that approximately 800 asf in the Carriage House vacated by 6 staff members relocated to Swift Street is not reassignable for office use. This is due to the unventilated conditions in the "loft," which, although not usable for offices, is currently being modified to accommodate not only the division's 12 local servers, but printed publications materials and other storage needs as well.

While obtaining off-site facilities has relieved us of our most pressing needs to accommodate key Development staff within the Carriage House, it remains a temporary solution (the lease agreement for Swift Street expires in June 2004), and brings with it the complications of a remote office. (Note that UR's Divisional Development Offices will continue to be housed, appropriately, in the divisions, interacting closely with the divisions and with the central UR "hub.")

UR's primary facility, the Carriage House, is not sufficient to meet the division's current requirements, much less those of the next ten years. UR operations remain hampered by a lack of adequate workspace. This is especially true for those staff housed in modular units and in "borrowed" offices: UR's Annual Fund housed in the two trailers behind the Carriage House, UCSC's Ticket Office at the Performing Arts Center, and the University Events Office temporarily housed in offices at Porter College. UR has 5,244 asf of office space in the Carriage House, is utilizing 3,606 asf in temporary facilities (two trailers, University Events Office/Ticket Office, and Swift Street), and is projecting a need of 1,750 additional asf for new staff hired by FY11. UR's estimated projected need, then, is 10,600 asf by 2011, approximately double that currently assigned. It should be noted that these estimates are conservative, based on adding an additional 11.4 FTE by 2011.

In addition to our current space needs, we have a long-standing need to modernize and upgrade the interior of the Carriage House. Many of our most influential constituents, including key community leaders and current and prospective major donors, visit the university for the first time by attending a meeting held here. Projecting a professional image is vital as we engage donors and prominent members of our community in our efforts.

We must also begin to address the issue of the routine building maintenance that has been deferred due to limited resources and the campus's preclusion from using state funds to repair facilities that house development operations. The building is in urgent need of a new roof and both the external and reception stairways are in need of repair.

In summary, for UR to function optimally as a division, we need to be housed together in a professional environment that fosters close daily interaction among the units, and provides an appropriate presence in the eyes of our donors and supporters. To address these issues we must:

- ▶ **Acquire adequate and functional office space and storage space** to accommodate current needs and planned expansion.
- ▶ **Address overcrowded conditions**, especially in the Ticket Office, the University Events Office, and areas of the Carriage House.
- ▶ **Make essential safety repairs and provide improved facilities maintenance** for the Carriage House.
- ▶ **Provide a professional, safe, and ergonomically appropriate work environment** for all staff.

## PROPOSED FUNDING STRATEGIES

### The Division's Funding Gap

We are deeply appreciative of the recent funding we have received which has allowed UR to address critical issues such as screening our Alumni, Donors and Friends database, replacing the server on which it is housed, and maintaining its technical infrastructure. However, UR has a substantial backlog of needs accrued over the last decade. We continue to be under-resourced in all areas of operation, as outlined in this report. Our consistent reliance on one-time cost savings to support ongoing activities is a key indicator of the extent of that resource gap.

Currently our existing base of funding totals \$3.4M (48.75 FTE). This includes state general funds, STIP funds, and \$775,000 in temporary funds allocated by the Office of the President through 2010. In order to continue our efforts to conduct the Campaign for UC Santa Cruz, UR will require an additional investment of approximately \$900,000 to support ongoing initiatives through FY2006, and approximately \$550,000 to support ongoing initiatives through FY2011. These figures address the crucial need for increased development and communications staffing and represent a prioritized subset of the division's overall need.

While the projected enrollment-growth allocation for UR (\$400,000-\$500,000 through 2005-06) would offset a portion of our critical campaign needs, that level of funding will not provide us with the resources required to address the divisional challenges outlined in our plan. In addition, this projected range of funding would severely limit our ability to successfully advance new initiatives, such as the planned Campaign for UC Santa Cruz. The chart on page 25 indicates the resources required to conduct a campaign seven years in length, beginning in 2002 and ending in 2009. Note that campaign costs in this chart are based on a 25 percent spending rate.

As stated on page 2 of this report, Marts & Lundy suggest that while UCSC has exhibited excellent growth in gift totals over the last five years, this pace cannot be continued much longer with the current number of development staff and infrastructure. Moreover, they report, "trends indicate the University cannot hope to raise \$150 million or more with only modest increases in its investment in fundraising." This critical need to invest in fundraising is clearly demonstrated by the decreasing state support and the corresponding need to rely upon private gift support to fund UC's academic endeavors. (See graphs, *Total UC Share of State General*

*Funds and Total UC Private Support: Gifts, Private Grants, and Pledges*, on page 2.) Marts & Lundy, in the UR campaign readiness assessment, states that it is common for public institutions preparing for their first campaign, to be funded in a “front-loaded” fashion, spending commonly in the range of 25-30 cents on the dollar, as quoted below from their report.

“During a campaign, spending on Development usually increases [above the average of 15-17 percent spending rate] to cover additional travel, publications, and events, as well as staff to identify, qualify, cultivate, solicit, and steward the volume of prospective donors required in a \$150M or more campaign. Institutions generally see this as a good investment, not only because they are raising more money with which to address their priorities, but because they are raising the philanthropic sights of their constituents for the future.”

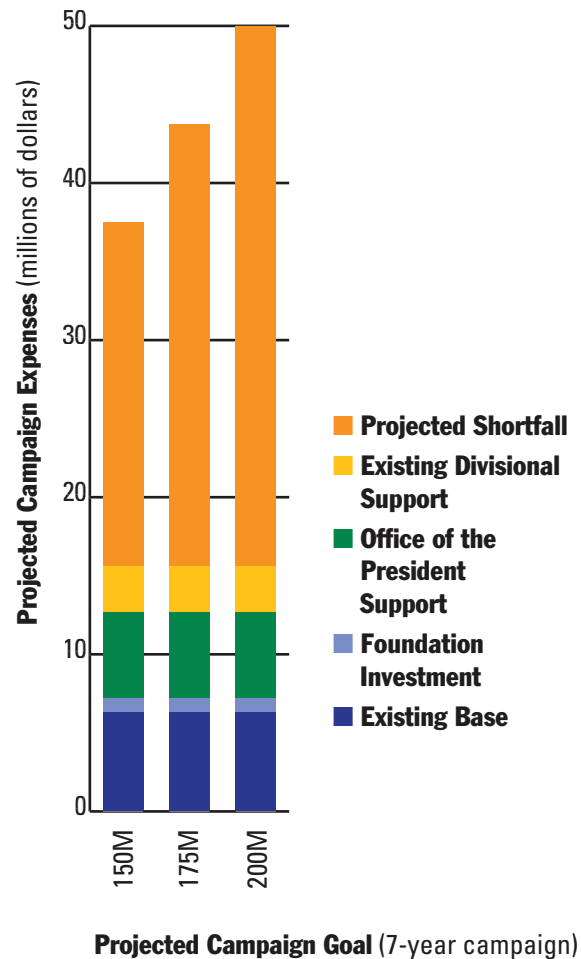
The following section illustrates a set of strategies to support increases to our fundraising budget.

### Options for Closing the Funding Gap

The large gap between current UR resource projections and the division’s need to support campus growth 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 one-time and permanent 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 2010) in support of our development initiatives. We must continue to advocate for the renewal and increase of this vital development support.



**Projected Campaign Expenses and Sources per Projected Goal**

## 2. Generating increases in income on daily cash balances:

- ▶ **Allocation of Short Term Interest Pool (STIP) income on gift funds to fund central development:** 50 percent of STIP income generated on campus gift funds 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.
- ▶ **UC Santa Cruz Foundation STIP:** Current-use gifts to the UCSC Foundation are held from 1 to 90 days before being transferred to campus. Currently, the UCSC Foundation allocates STIP income earned on these gifts to uninvested Foundation endowments. This income (approximately \$13,000 annually) could be used instead to support the UCSC Foundation's administrative expenses in support of asset management. Alternatively, or even in addition to this, current-use Foundation gifts could be held for a period longer than 90 days; this increase in earned income would then be available for administrative purposes. For example, doubling the time period from 90 to 180 days would generate an additional \$13,000. (Estimate based on average transfer of current funds at average STIP annual rate, assuming a constant rate of receipts.)

**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 in support of fundraising during the course of a campaign could generate significant funding. Example: increasing the endowment management fee from .3 percent to .4 percent could generate an additional \$38,000 annually; while an increase to .5 percent could generate an additional \$76,000 annually. Increasing the payout to allow .4 percent to be directed in support of the campaign would generate approximately \$152,000. Increasing the payout by .8 percent would generate approximately \$305,000. Naturally, with each new gift to the endowment, the endowment base will increase and, correspondingly, so will the payout available for operating support via this funding strategy.

*It is important to note here that among UC campuses with recurring management fees, UCSC's is the lowest. Also, estimates for both increased management fee and endowment payout are based on a three-year average of current market values of invested Foundation-held endowments at 6/30/99, 6/30/00, and 6/30/01.*

**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 its assessment of a gift fee due to donor relations issues, and other campuses are considering the same action. Marts & Lundy does not recommend this method. They find that gift fees "cause poor donor relations and public perception problems that are detrimental to the campaign and future fundraising."

In addition to these sources, Marts & Lundy further recommends soliciting directed gifts. Some donors, usually board members or others close to the institution, are willing to make designated gifts to fund the campaign. This requires cultivation over time and is most likely to occur in mature fundraising programs.

Some of these funding methods, aside from needing to be carefully considered, will take longer than others to realize. The campaign funding strategies related to the UC Santa Cruz Foundation must be fully reviewed and formally adopted by the Board of Trustees. We have begun a review of these strategies and, with the support of UCSC and UC Santa Cruz Foundation leadership, we hope to maximize our funding options.

## **SUMMARY**

University Relations is a revenue-generating academic support division. Recognizing it as the centerpiece of our endeavors, the entire University Relations division has shifted its efforts to support the Campaign for UC Santa Cruz. Our combined communication, relationship-building, and development activities are the base on which a successful fundraising campaign is built. The current planning process will guide our steps over the next several years. Longer-range plans to achieve a fully realized campaign will unfold as an iterative process that is livened and informed by both proactive and responsive planning, by successes achieved, and pursuit and actualization of opportunities presented along the way.

If the campaign is to attain its full potential, however, the campus will need to invest significant new resources in UR operations. An examination of the results of first major campaigns by other public institutions finds that an up-front investment in their fundraising structure bore positive results as their development operations became more efficient, and their efforts to build relationships matured. We have presented a proposal for how such an investment in University Relations might best be allocated, and we have done so in recognition that the realities of the current state budget may make optimal investment difficult in the immediate future. Therefore, this plan represents a concerted effort to strike a balance between ideal staffing, efficiency, and cost savings in all areas of UR operations, while preserving our commitment to providing high-quality service. This considered approach will continue to guide our plans and actions.

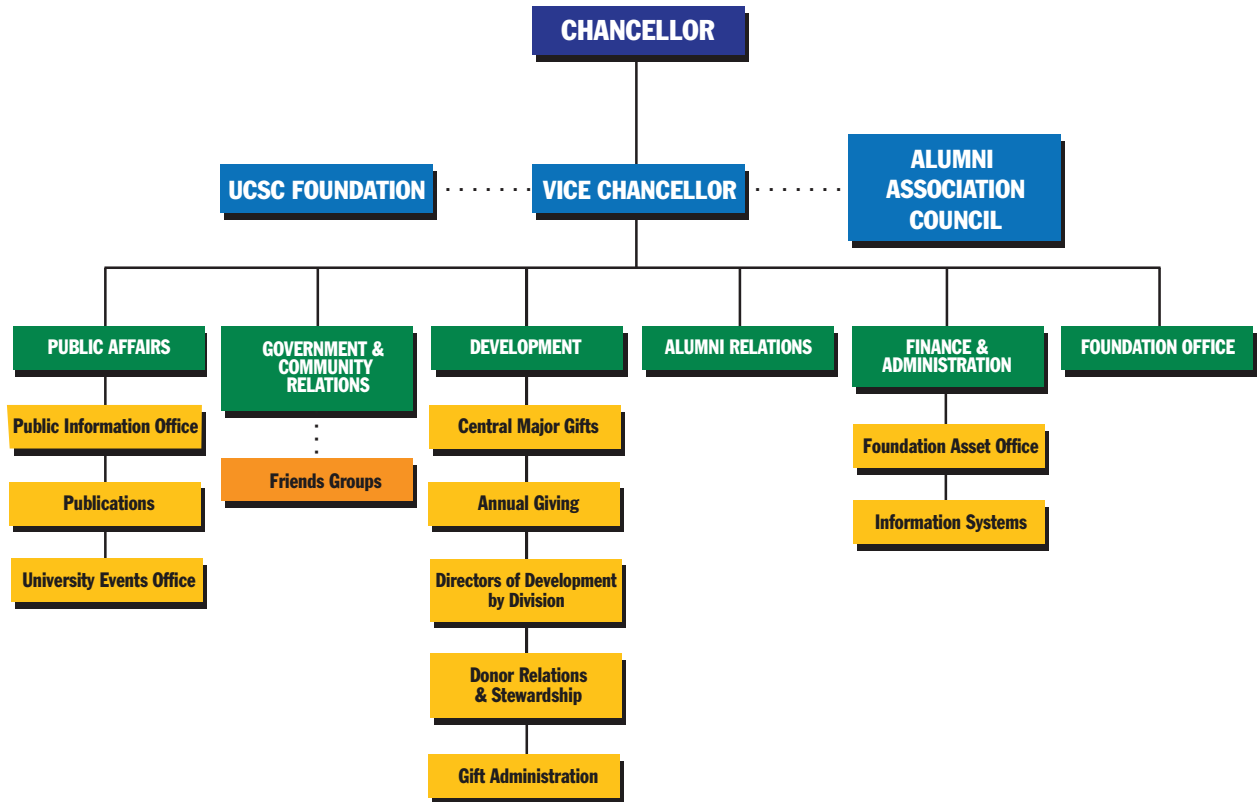
Looking forward to 2011, investment in University Relations will result in:

- ▶ A culture of philanthropy and successful conclusion of its first major fundraising campaign;
- ▶ A vital system for creating or supporting events and activities, as well as fully mature communications strategies, all of which will foster and sustain positive relationships, respect, and good will toward UC Santa Cruz, and;
- ▶ A potent network of fundraisers, donors, and volunteers, which together will contribute to an ever-growing income stream from charitable foundations and individual donors to fuel new and ongoing programs and activities that contribute to the excellence of UC Santa Cruz.

We of University Relations look forward to the future. It holds great promise for UC Santa Cruz faculty, staff, and students. Working jointly with our colleagues and friends, we stand ready to enable the university to realize its dreams and aspirations.

# APPENDIX A

## UNIVERSITY RELATIONS ORGANIZATION CHART



## APPENDIX B

### OVERVIEW OF UNIVERSITY RELATIONS OPERATIONS BY UNIT

**T**HE FOLLOWING SIX UNIVERSITY RELATIONS UNITS—Development, Public Affairs, Alumni Relations, the UC Santa Cruz Foundation Office, Government and Community Relations, and Finance and Administration—work in close collaboration to promote the goals of the UCSC campus. For further details about the accomplishments of the individual UR units, please see *Highlights of the University Relations Division*, p. 31.

- ▶ **Development** raises funds to support campus priorities, people, and programs. Working closely with the UC Santa Cruz Foundation and the academic divisions, the unit is building an entrepreneurial development program that includes an effective, integrated prospect management system. Working with other UR units, Development builds relationships with prospective donors; cultivates their interest and involvement; and invites them to action. Activities include prospect research, annual giving, gift administration, stewardship, major giving, planned giving, and targeted campaigns. Working in offices located in the divisions they serve, development officers collaborate with divisional leaders 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 communication methods and media, Public Affairs builds a strong base of support for the campus. The Public Affairs unit includes the Public Information Office, the Publications Office, and the University Events Office. Public Affairs generates and coordinates news media coverage of campus research and other activities; writes, edits, designs, and distributes major print and electronic publications (such as *UC Santa Cruz Review* magazine, the *UC Santa Cruz Foundation Annual Report*, and the campus newspaper, *Currents* and *Currents Online*); designs and produces numerous publications for other campus units; produces and distributes development and marketing documents; oversees the campus's portal web page and other primary 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** cultivates alumni donors and identifies potential donors in order to gain greater support for UC Santa Cruz. The UCSC Alumni Association is a membership organization offering programs that foster lifelong connections with the university. UCSC's alumni body totals more than 50,000, with Association membership now at approximately 10,000. Alumni members 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 that recognizes the achievements of faculty, staff, students, and alumni; provides an endowment for visiting professors; raises and distributes scholarship funds for students with financial need; and funds campuswide and college-based special projects. Alumni serve as career information resources for students; advocate on behalf of the campus with legislators; and help to recruit new students.



- ▶ **The UC Santa Cruz Foundation Office** supports and coordinates the work of the UC Santa Cruz Foundation, the campus's primary volunteer fundraising body. Working in close partnership with UCSC's chancellor, faculty, and staff, members of the Foundation Board of Trustees encourage and accept private support in support of UCSC's mission, while at the same time fostering greater understanding throughout the broader community of UCSC's activities and benefits. The Foundation Board will play a lead role in the upcoming 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.
  
- ▶ **The Office of Government and Community Relations** serves as the university's liaison to elected officials, public agencies, and the community. The goal of the unit is to develop and maintain relationships; to provide public visibility, awareness, and support for the university's mission; and to link campus resources with public policy. This is accomplished through program services to the community and partnerships with federal, state, and local officials. The office 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, community volunteers, and others. The unit coordinates relationships with the campus's increasingly active volunteer "Friends" groups, and also oversees the UCSC Speakers Bureau, which coordinates requests by local organizations for faculty and staff presentations.
  
- ▶ **Finance and Administration** supports all of UR through divisional financial management, administrative management, and strategic resource and financial planning. This unit includes financial management for the division, fiscal administration of the UC Santa Cruz Foundation Asset Office, and Information Systems. Information Systems staff maintain and enhance the technical infrastructure and information systems for UR's extensive Alumni, Donors and Friends System database (containing records for 190,000 individuals and 6,000 organizations), which serves as a fundamental tool for the division's fundraising, communication, and relationship-building activities.



## APPENDIX C

### HIGHLIGHTS OF THE UNIVERSITY RELATIONS DIVISION

#### Development and Fundraising

- ▶ Over the past ten years, **private gift support to UCSC** has more than quadrupled, from \$4 million in 1989-90 to an average of more than \$18.5 million annually for the last four years.
- ▶ **UCSC's Annual Fund Program** generated a total of more than \$1,439,000 in 2000–01, an all-time high.
- ▶ **Contributions for student support** totaled nearly \$7.5 million between 1996 and 2001.
- ▶ **A record \$5 million gift** from Jack Baskin established the Jack Baskin School of Engineering, UCSC's first professional school, in 1997.
- ▶ Since 1995, donors have established **a total of nine endowed chairs at UCSC**, including chairs in Classical Indian Music, Astronomical Instrumentation, Optoelectronics, Ocean Health, India Studies, Art History, the Holocaust, Environmental Studies, and Psychology.
- ▶ **The Seymour Marine Discovery Center and the Center for Ocean Health**, both funded almost entirely by private gift support, were recently completed at UCSC's Long Marine Lab. Construction of these two key facilities was overseen by the UC Santa Cruz Foundation Capital Projects Committee.
- ▶ **A recent \$1 million gift** from the W. M. Keck Foundation for equipment and facilities supports UCSC research in environmental toxicology.
- ▶ **A total of \$750,000** from private sources established UCSC's Center for Justice, Tolerance, and Community.
- ▶ **Successful fundraising campaigns** funded UCSC's Music Endowments (\$1 million) and the Karl S. Pister Leadership Opportunity Awards scholarship program (\$5.2 million).

#### Public Affairs

- ▶ Researched, wrote, distributed, and worked to place in premier news outlets throughout the world **approximately 150 news releases annually**.
- ▶ **Facilitated coverage of UCSC research news** and other campus priorities by the *London Times*, *New York Times*, *Wall Street Journal*, *Washington Post*, *Newsweek*, *Time*, *U.S. News & World Report*, CNN, National Public Radio, *Los Angeles Times*, *San Francisco Chronicle*, *San Jose Mercury News*, and many other regional, national, and international outlets.
- ▶ Fielded approximately **2,000 calls annually from reporters** and others seeking information about UCSC news.
- ▶ Wrote and edited **various one-page fact sheets, newspaper ads, and other documents** for use by divisions and for fundraising.
- ▶ Drafted and/or disseminated via administrative e-mail tree approximately **100 to 150 messages to the extended campus community**.
- ▶ Designed and maintained the **UC Santa Cruz home page**; designed and maintained other top-level pages on the campus's web site, and provided design templates and assistance to other divisions for development of their web sites.

- ▶ Researched, wrote, designed, produced, and distributed the *UC Santa Cruz Review*, a 32-page, twice-yearly magazine, to 65,000 addresses of alumni, parents, donors, and other friends; an additional 10,000 to 20,000 copies of each edition were distributed by the Admissions Office to schools, community colleges, and prospective students throughout California.
- ▶ Researched, wrote, designed, produced, and distributed the *UCSC Foundation Annual Report*, a 48-page publication distributed to approximately 20,000 donors and prospective donors.
- ▶ Wrote, designed, and posted on the campus web site **approximately 50 editions annually of *Currents Online***, the campus newspaper.
- ▶ Wrote, designed, produced, and distributed **nine monthly editions of *Currents*** (print) distributed throughout UCSC to faculty, staff, and students; plus **three quarterly editions of *Currents*** mailed to approximately 8,000 donors, alumni, and partners.
- ▶ Designed and produced **130 to 150 major campuswide publication projects** annually, including the *UCSC General Catalog*, program brochures for Graduate Studies, all major Admissions outreach materials, and various projects for the chancellor and other senior administration.
- ▶ **Organized and produced approximately 20 performances** annually of nationally and internationally acclaimed artists featured in the Arts & Lectures series; in 2000–01, series attendance was a total of 10,500.
- ▶ **Handled a total of approximately 71,000 tickets** through the Ticket Office annually, including sales for Shakespeare Santa Cruz, Arts Division performances, and other major campus events.

## Alumni Relations

- ▶ The **Alumni Association membership** has grown to over 10,000 members, with a record-breaking \$254,905 received in membership dues.
- ▶ The **Alumni Scholarship Fund** reached its \$1 million goal, thanks to generous alumni contributions.
- ▶ **Reunion Giving** from the classes 1971, 1976, 1981, 1986, 1991, and 1996 totaled \$120,000. All six reunion classes are now solicited annually for a reunion gift in conjunction with Banana Slug Spring Fair.
- ▶ The Alumni Association organized **a total of 83 events** (3,364 attendees) in 2000–01, the largest number in history. These included a record 57 regional events attended by 1,436 guests.
- ▶ Our **largest-ever event** outside of Santa Cruz took place in Los Angeles and featured a tour of the  *Buffy the Vampire Slayer* set with executive producer Marti Noxon, Oakes '87.
- ▶ **Four affinity groups** have been formed in the last year: Latino Alumni Network (LAN); Black Escargot; Gay, Lesbian, Bisexual and Transgender (GLBT); and the Page and Eloise Smith Society, established to support students who are orphans or wards of the court.
- ▶ A new **online alumni community** will go live on February 15, 2002. Key components of the service are: an online alumni directory; class notes; event registration; web-based and affinity e-mail; bio data update capability; career networking and mentoring; UCSC and Association news; links to related university services; online giving; and membership marketing.
- ▶ The new *eSlug Bulletin* goes six times a year to the 10,000 alumni for whom we have e-mail addresses.
- ▶ The **2000 Alumni Directory** was recently published and distributed. During the course of the project, 14,000 alumni made changes to their records.

## Government and Community Relations (GCR)

- ▶ **Legislative Advocacy:** Initiated contact with key alumni and Foundation advocates who in turn lobbied state legislators to support UCSC's priorities in the state budget and education bond act. Expanding advocacy base and identifying primary alumni and volunteer contacts for each legislator who represents the campus.
- ▶ **Keeley Housing Bill:** Successfully had AB 1611 amended to allow on-campus as well as near-campus housing projects.
- ▶ **Mayor-Chancellor Meetings:** Improved coordination between UCSC and the Santa Cruz Mayor's Office, resulting in more effective bimonthly meetings and opportunities for public recognition of campus accomplishments. through mayoral proclamations.

## Information Systems

- ▶ **Biographic information in the Alumni, Donors and Friends System** database has been steadily improving. In 2001 we implemented quarterly interfaces from other UCSC systems to update faculty, staff, and parents of current students in our database. These complement our existing quarterly interfaces for new and continuing students, and graduates. As a result of the *2000 Alumni Directory* and 2001 UCOP alumni update projects, our database now contains many new records for alumni: 13,000 home addresses, 7,000 home phone numbers, 4,100 e-mail addresses, 4,700 business addresses, 4,000 business phones, and 8,300 employer/position records. In November 2001, an update project for our non-alumni constituents resulted in 6,800 new home addresses.
- ▶ **To improve coordination** among other fundraising and communications databases, in 2001 we created interfaces between the Alumni, Donors and Friends System and both the Shakespeare Santa Cruz donor database, and the Government and Community Relations database.
- ▶ Since we converted to a new database system in 1998, we have been steadily improving **access to reports and mailing addresses** from the system, within University Relations and across campus. Our web-based, password-protected, self-service report system has increased users' ability to find the information they need about their donors and gifts. We continue to provide training to campus individuals who need to use the system. This complements the ad-hoc reports programming service we offer when self-service reports will not meet user needs.

## Appendix D: University Relations Strategic Communications Action Plan

*The following six goals are distilled from recommendations provided by various sources, including campus representatives and external consultants Peter Hart and Associates and Apex Strategies.*

*Goals and the actions to accomplish them are noted in order of sequence and priority.*

### GOAL: Clarify Priorities of Chancellor and Other Senior Administration

ACTION	CONSTITUENT GROUP(S)	TARGET DATE	MEASURE OF SUCCESS
1 Delineate top overarching priorities of chancellor, campus provost	All	During 2002	Consistent, repeatable messages
2 Incorporate reference to priorities in publications, prepared remarks, etc.	All	Ongoing	Campus and community members show evidence of clear understanding of campus priorities

### GOAL: Listen to and Engage Constituents

ACTION	CONSTITUENT GROUP(S)	TARGET DATE	MEASURE OF SUCCESS
1 Conduct focus groups with representative campus members	Faculty, staff and students	31-Mar-02	A total sample of at least 40 individuals tabulated
2 Conduct online survey of campus members	Faculty, staff and students	1-May-02	Survey response from at least 5%
3 Conduct focus groups with representative community members	Leaders, citizens of region	During 2002	A total sample of at least 40 individuals tabulated
4 Postcard survey to defined representative groups, Silicon Valley - Mont. Bay	Business, education, nearby neighbors	During 2002	A total sample of 2,000 in region mailed

**GOAL: Listen to and Engage Constituents, continued**

ACTION	CONSTITUENT GROUP(S)	TARGET DATE	MEASURE OF SUCCESS
5 Completion of postcard survey at Speakers Bureau presentations	Business, education, service clubs	Ongoing	Total sample of at least 300 compiled
6 Establish community sounding board	Business, education, gov't.	During 2002	Active participation of key leaders

**GOAL: Refine Message Delivery Vehicles, with Emphasis on Improved/Appropriate Technology**

ACTION	CONSTITUENT GROUP(S)	TARGET DATE	MEASURE OF SUCCESS
1 Target use of email tree for urgent messages only	Faculty, staff and students	Ongoing	Increased readership of email due to reduction of volume of administrative email
2 Apply improvements derived from surveys, focus groups	All	Ongoing	Changes reflected in <i>Currents</i> , <i>Review</i> , other vehicles; follow-up surveys measure improved understanding and appreciation of campus priorities
3 Improve quality of mailing lists for direct mail	Regional community	Ongoing	Better reception of targeted messages about growth, development, other priorities
4 Continue refining web site portal pages	All	Ongoing	Increased access to third- and fourth-level pages; decreased requests for help in finding information available online
5 Improve ability to target emails to staff, faculty and students	Internal campus community	Ongoing	Efficiency and improved timing in delivery of email to campus community
6 Update Public Information Office database to include email for all news contacts	News media	Ongoing	Ability to send majority of news releases electronically

## GOAL: Integrate communications/marketing among campus units

ACTION	CONSTITUENT GROUP(S)	TARGET DATE	MEASURE OF SUCCESS
1 Establish Communications Council representing campus units with external communications role and responsibility	All	Ongoing	Quarterly meetings result in shared theme messages and coordinated marketing efforts
2 Encourage consistent data input by campus units into online campus calendar	Internal campus community	Ongoing	All campus events listed in online calendar with improved accuracy
3 Establish web-based archive of digital images for use in campus publications	Internal campus community	Ongoing (beginning 9/02)	Increase ease of publication design by all campus units; increased use of images reflecting campus priorities
4 Review and update communications planning on an ongoing basis	All	Ongoing	This role of Communications Council will ensure proactive attention to emerging communication needs and will reflect responses to ongoing research

## GOAL: Improve Strategic Placement of Messages

ACTION	CONSTITUENT GROUP(S)	TARGET DATE	MEASURE OF SUCCESS
1 Identify key audiences and organizations; place campus speakers before them	Regional leadership groups	Ongoing	Chancellor, campus provost and other senior admin., and faculty regularly give presentations
2 Refine strategic direct mail campaign	All	Ongoing	Responses to annual surveys/focus groups
3 Initiate "white paper" series, discussing campus priorities	All	Begin 10/02	Increased awareness of UCSC messages among local, regional and national constituencies
4 Develop advertising campaign in selected media	All	Begin 10/02	Heightened prominence for campus messages
5 Identify key regional organizations with which campus engages actively	Business, arts, education, high-tech industry, others	Begin 01/02	UCSC presence, and leadership as appropriate, in region's major organizations

**GOAL: Support fundraising campaign activities**

ACTION	CONSTITUENT GROUP(S)	TARGET DATE	MEASURE OF SUCCESS
1 Produce brochures, case statements, position papers and other printed material.	Donors, prospective donors	Begin '02	Positioning and "leave-behind" materials available for chancellor, deans, faculty, staff, and volunteers participating in campaign activities
2 Support development and implementation of donor cultivation and donor recognition events, using UEO resources	Donors, prospective donors volunteers, others	Begin '02	Appropriate and effective events completed

**TABLE 1: UNIVERSITY RELATIONS BUDGET PRIORITIES SUMMARY**

PRIMARY PROGRAM	CUR FTE	EXISTING BASE*	PROPOSED CHANGES **							
			YEAR 1	YEAR 1	NEW FTE	2002-06	2002-06	NEW FTE	2007-11	2007-11
			ONGOING	ONE-TIME		ONGOING	ONE-TIME		ONGOING	ONE-TIME
<b>DEVELOPMENT</b>										
EXISTING BASE	19.80	1,011,651								
SALARY***			147,200	0	4.00	352,000	0	0.00	0	0
NON SALARY			55,000	12,080		78,504	24,160		0	0
<b>PUBLIC AFFAIRS</b>										
EXISTING BASE	14.10	1,249,653								
SALARY***			178,300	0	2.15	178,300	0	3.25	245,184	0
NON SALARY			120,000	73,080		121,752	346,580		3,504	126,160
<b>ALUMNI RELATIONS</b>										
EXISTING BASE	6.45	320,074								
SALARY***			0	0	0.00	0	0	0.00	140,200	0
NON SALARY			0	25,000		0	75,000		20,000	6,040
<b>GOVERNMENT AND COMMUNITY RELATIONS</b>										
EXISTING BASE	2.00	159,274								
SALARY***			0	0	0.00	0	0	1.00	52,250	0
NON SALARY			5,500	3,500		5,500	3,500		9,376	6,040
<b>FINANCE AND ADMINISTRATION</b>										
EXISTING BASE	6.40	662,303								
SALARY***			94,050	0	1.00	123,588	0	0.00	59,076	0
NON SALARY			0	175,355		25,752	446,905		17,876	49,590
<b>TOTAL EXISTING</b>	<b>48.75</b>	<b>3,402,955</b>								
<b>TOTAL PROPOSED (NEW)</b>			<b>600,050</b>	<b>289,015</b>	<b>7.15</b>	<b>885,396</b>	<b>896,145</b>	<b>4.25</b>	<b>547,466</b>	<b>187,830</b>

\* Includes funding from Office of the President (775,000 annually, scheduled through 2010).

\*\*Prioritized subset of actual need.

\*\*\* Salary totals include benefits @.28.



**TABLE 2: UNIVERSITY RELATIONS EXISTING DIVISIONAL RESOURCES  
AND PROPOSED DIVISIONAL FUNDING SOURCES**

<b>PROPOSED FUNDING SOURCES</b>		<b>2005-06 MINIMUM</b>	<b>2005-06 MAXIMUM</b>	<b>2007-11 MINIMUM</b>	<b>2007-11 MAXIMUM</b>
1	<b>Existing University Relations Resources</b>	3,402,955	3,402,955	3,402,955	3,402,955
	<b>Proposed Funding Sources</b>				
	Estimated General Funds:Enrollment Growth	400,000	500,000	664,000	830,000
	Increased Funding from Office of the President	not known	not known	not known	not known
	Campus Divisional Support	not known	not known	not known	not known
	Reallocation of campus STIP income	not known	not known	not known	not known
2 / 4	Strategy to Increase in Endowment Payout (UCSC Foundation)	152,800	305,710	152,800	305,710*
2 / 4	Strategy to Increase in Endowment Management Fee (UCSC Foundation)	38,000	76,000	38,000	76,000
3 / 4	Strategy to Increase Foundation STIP (UCSC Foundation)	13,000	26,000	13,000	26,000
	<b>Subtotal proposed funding sources</b>	603,800	907,710	867,800	1,237,710
	<b>Support from other Campus Units</b>				
	<b>TOTAL</b>	<b>4,006,755</b>	<b>4,310,665</b>	<b>4,270,755</b>	<b>4,640,665</b>

1. Assumes continued funding from Office of the President through 2011 (current: 775,000 annually, scheduled through 2010).

2. Estimates based on a 3-yr average of current market values of invested Foundation-held endowments at 6/30/99, 6/30/00, and 6/30/01.

End Pay Min/Max= incr. of .04/.08 %, End Mgt Fee Min/Max=incr. of .01/.02%; growth of endowment base will make these projections higher.

3. Estimate based on average transfer of current funds at average STIP annual rate, assuming a constant rate of receipts. Holding Min/Max: 180/270 days.

4. These strategies are in the formative stages and have not been formally presented, considered, or approved by the UC Santa Cruz Foundation Board of Trustees.

\* Assumes payout to remain constant through 2011.