

**DIVISION: ADVANCEMENT**  
**BUDGET PRESENTATION**  
**Fiscal Year 2007-2008**

<b>Introduction</b>
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**Division Mission Statement:**

Placing students at the center of the educational experience, the Division of University Advancement supports opportunities for enhanced student learning, faculty development, campus infrastructure and scholarly programs through institutional funding, special events, and community, government and alumni relations.

**Division Goals:**

Goal #1: Increase external funding sources available to the University

*Annual Fund:*

1. Continue to increase annual fund participation through a minimum of one acquisition mailing annually to prospects not on any existing internal list. Use information gained from the previous year's mailing project.
2. Continue to increase memberships in the President's Circle by a minimum of 10%, Business & Technology Partnership membership to a minimum of 100 members, and Alumni & Friends membership by a minimum of 15%.

*Special Events:*

3. Successfully carry out the existing three development fundraising events (President's Dinner, Business & Technology Partnership Leadership Dinner and Dolphin Classic Golf Tournament) to generate a total net income of \$200,000 from the three during 2007-2008.
4. Continue to set specific strategic goals for all events undertaken or participated in by University Advancement such that all activities have a development focus and standard follow-up.

*Major Gifts/Corporate and Foundation Gifts/Planned Gifts:*

5. Continue major gifts success by raising a minimum of \$4,000,000 in major gifts.
6. In collaboration with the Office of Research and Sponsored Programs, apply to a minimum of four granting sources for major gifts by the end of fiscal year 2007-2008.
7. Establish funding for the Henry E. "Hank" Lacayo Institute through the combined efforts of Community and Government Relations and University Development. The goal is to raise \$1,000,000 during the remainder of fiscal year 2006-2007 and the first half of fiscal year 2007-2008. This \$1,000,000 may be part of the \$4,000,000 in major gifts stated above.
8. Create and implement a planned giving program from the ground up, including the formation of a committee of professionals to advise, development of necessary materials, policies and procedures, and model gift agreements.

*Donor Relations:*

9. Create a comprehensive donor relations program that includes timely gift acknowledgement, non-solicitation communications at least two times per year and personal thank you visits where appropriate.

Goal #2: Create a campus culture of philanthropy

1. In conjunction with the Office of Research and Sponsored Programs, continue to plan and implement training for faculty and staff members on grant research and submission. University Advancement will focus primarily on grant sources requiring non-profit status and not on the state and federal grants.
2. Continue to implement the comprehensive payroll deduction effort for faculty and staff that was begun during 2006-2007 and increase participation to 20%.

### Goal #3: Expand support for the CSU Advocacy Campaign

1. Reconstitute the campus advocacy team to include existing and new members of alumni, student leaders and influential community thought leaders with bi-partisan representation to advocate for the 2007-2008 CSU state legislative agenda or call-to-action efforts directed by the Office of the Chancellor in Sacramento or Washington D.C.
2. Continue to make presentations and/or give campus tours to targeted contacts including civic, business and political leaders, as well as groups and organizations incorporating the CSU message of “Working for California.”
3. Continue to aggressively market key messages of the advocacy campaign, including the new CSU e-Advocacy program, in internal and external communication vehicles as appropriate.
4. As a new HSI Member of Hispanic Association of Colleges and Universities (HACU), attend and participate in the 2008 Capitol Hill Forum and Annual Conference in support of their Federal Legislative Agenda efforts that align with the CSU. Support President Rush in his role as a newly elected member to the HACU Board of Directors.

### **Accomplishments:**

University Advancement sets specific goals with measurable outcomes and reviews those in a yearly process. These “temperature-taking” exercises allow the department to measure its success against its own goals as well as benchmarks against the CSU System and make mid-course changes if necessary to ensure meeting its goals. The success of University Advancement in 2005-2006 is a testament to its already remarkable effectiveness as compared to the rest of the CSU System. According to the Board of Trustees *Annual Report on External Support to the CSU 2005-2006* (the most recent report available), CSUCI is at the top of Group I in terms of the amount of money raised per FTE and the total gift commitment as a percentage of our allocation of the general fund (19%). And, CSUCI’s fledgling Alumni program has the highest membership rate of any campus in the CSU system.

This year, University Advancement has already made great strides toward being at the top once again. In the 2006-2007 academic year, University Advancement supported the Mission and Goals of the University and those of University Advancement in the following ways:

### Goal #1

- Increased annual fund participation - 16,000 pieces were mailed, including approximately 7,000 from the existing internal database resulting in additional funding and a number of new donors. Over 500 new donors have given during 2006-2007, not including new Alumni & Friends members. The year-end appeal alone generated over \$50,000 with 20 new donors.
- Increased membership in the President’s Circle by 10%.
- Surpassed the goal of 15% increase in the membership of the Alumni & Friends Association with 17.5%.
- Increased President’s Dinner attendance and revenue by 10% and 15% respectively resulting in the most successful President’s Dinner ever with over 500 attendees and netting over \$160,000 cash.
- Developed assessment vehicle for analyzing strategic goals for all University Advancement events to ensure that all activities have a development focus and standard follow-up.
- Increased total major gifts raised by 100%. The prior year was out-performed by a 246% increase from June 30, 2005 to June 30, 2006. Major gifts are defined as all gifts of \$25,000 and above.
- Hired a Planned Giving Consultant to begin building a comprehensive planned giving program including formation of a committee of advisors, development of necessary materials, policies & procedures and model gift agreements.

- Promoted an employee to Associate Director of Prospect Research and Grants, enabling in-depth research to be accomplished on prospective donors to better direct our cultivation efforts.
- Identified over 20 granting sources and submitted seven letters of intent or grant requests.
- Initiated contact with a number of grant sources in support of the identified fundraising priorities. Cultivation continues and a number of major gifts may close prior to 6/30/07.
- Hired a new Database Specialist to back-fill from promotion and enable more in-depth analysis and management of donor data.

### Goal #2

- Trained faculty and staff on the grant submission process in conjunction with the Office of Research and Sponsored Programs.
- Kicked-off a comprehensive payroll deduction campaign to allow faculty and staff to donate directly from their paychecks. Accomplished our goal of achieving 15% participation from faculty/staff. Nearly \$3000/mo is now received and there are 15 President's Circle members from within the faculty/staff.
- Funded staff morale and recognition events that were presented by Human Resources.

### Goal #3

- The campus advocacy team, consisting of seven members, from the community (2), alumni (2), faculty and staff (2), and the President, effectively carried the message to the capitol offices of 2 local state senators and 3 assembly members in March 2007 for the CSU Alumni Legislative Day in support of the CSU legislative agenda including the Governor's Compact. A CSU Trustee and Chancellor's office staff (1) also joined the delegation in Sacramento. A smaller advocacy team will revisit the Capitol in May after the state budget revision to further support the CSU.
- Surpassed the goal of a minimum of four "Working for California" presentations per month, averaging over 8-10 contacts/month. Much of this activity was generated by "calls-to-action" on pending state legislation.
- Advanced the "Working for California" message and implemented a Strategic Plan in support of it, including communications (ads, newspaper articles, op-ed pieces, mailers and other written materials) in conjunction with Communications & Marketing.

University Advancement serves to develop, enhance and support processes and projects vital to laying the groundwork for a strong University that will provide the maximum benefit for our students.

<b>Summary</b>
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#### **Current Request:**

\$1,139,150

#### **Highlights:**

In 2006-2007, University Advancement reduced their operating expenses for items other than salaries and benefits from the previous year while still adding many programs and resources such as many new Alumni & Friends Association activities, the Dolphin Classic Golf Tournament, the development of a planned giving program, case for giving and donor materials, procuring funding to replace federal earmarks not funded by the federal budget, the eAdvocacy program, routine wealth screening and prospect research, management of a significantly increased number of events, the addition of sector committees and events for the B&TP, the Chancellor's Office Working for California Initiative, as well as, increased major gift cultivation, annual fund solicitation, and a number of fundraising priorities for buildings and programs across the University.

Increased funds are necessary to continue the level of advocacy and fundraising that was established this year as well as to support a multitude of additional campus needs.

- \$50,000 to continue funding a planned giving consultant to create and implement the planned giving program and provide funding for printing, postage, and advertising costs.
- \$50,000 in one time money from the Chancellor's Office Advancement Grant to fund an Advancement Database Specialist. It is a condition of the grant that position funding be sustained from 2006-2007 into 2007-2008.
- \$85,480 for salary and benefits (8 months), blackberry and blackberry usage, and computer for a Director of Community and Government Relations as requested by President Rush.
- \$10,000 in research software that will allow the Assoc. Dir. of Prospect Research and Grants to effectively carry out the job responsibilities.
- \$7,000 for a new server for Raiser's Edge as requested by IT.
- \$3,500 for Crescendo planned giving program/software previously in the Foundation budget but rightfully belonging in State.
- \$1,000 for overtime due to the need for attendance of support staff at an increasing number of events.
- \$ 7,000 increased funding for travel to the establish the Lacayo Institute
- \$5,700 for CASE workshops annually attended by Advancement were in-state in 2006-2007 and will be out-of-state in 2007-2008 and a conference was added for the Assoc. Dir. of Prospect Research and Grants.
- \$6,960 for increased Alumni Program spending for additional meetings as required by the Chancellor's Office.

While University Advancement has been incredibly successful in raising funds despite a lack of resources, additional funding is essential in continuing to reach and surpass the University's goals and needs. According to Council for Advancement and Support of Education (CASE) and the Council for Aid to Education (CAE), the more resources invested in fundraising, the greater the return. The *CSU Advancement Plans Report* substantiates this nationally recognized premise as those campuses with the highest net return on State General Funds invested in fundraising are those campuses that invested the most.

<b>Future Needs</b>
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### **Personnel**

Two additional positions are anticipated in 2008-2009 or beyond which are critical to keeping pace with anticipated fundraising efforts at the University.

- *Planned Giving Position* - University Advancement is currently developing a planned giving program with the help of a consultant. Once the program has been developed, a full-time planned giving position will be needed to implement the program.
- *Support Position* - With the addition of administration of a donor recognition program and the planned giving program as well as a significant increase in major gift cultivation due to the numerous programs and buildings that are currently in development, an additional staff support position is necessary to use effectively the time of University Advancement administrators. In addition, the two current support positions will be supporting 7 administrators as well as University events, the Foundation, and the Business & Technology Partnership.

### **Facilities**

- Additional office space for the Support Position and Planned Giving Position will be needed.

### **Other**

- Additional funding to implement the planned giving program including collateral materials, a comprehensive website, advertising, and numerous mailings.
- Develop and implement an expanded donor benefits administration program. Additional funding will be needed for donor recognition items.
- Additional funding for an increased number of events and mailings.
- Furniture, Computers & Communications for new positions.
- A full model of the campus to assist in cultivating gifts for capital expenditures.
- Funding to improve and market the on-line giving website to generate more gifts.

<b>Enrollment Growth Impact</b>
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The demand for additional funding for new University programs and projects increases drastically with each year of enrollment growth due not only to the additional students, but to the hiring of new faculty, implementation of new academic and co-curricular programs, establishment of centers and institutes, betterment of campus life and activities, the need to supplement capital improvements, and the need to procure furniture and equipment for new classrooms, labs, and other educational spaces. This year alone, funds from University Advancement's General Fund budget aided University Development, Alumni & Friends, and Government & Community Relations in procuring the following services, materials, and legislation to support students in areas across the University:

- Held the first annual Dolphin Classic Golf Tournament on June 19, 2006, netting over \$85,000 for support of the new athletics program. The second annual tournament will be held June 18, 2007.
- Assisted in garnering 54% support from Ventura County for the successful passage of Prop1D
- Conducted A&FA bookstore raffle for incoming first-year students
- Awarded over \$106,000 in student scholarships, over a 60% increase from the last year
- Successfully assisted the CSU in its efforts to reinstate \$10 million into the FY06-07 CSU budget.
- Secured E.J. Harrison gift for a SMART classroom in the Broome Library
- Secured Boeing grant for credential program and student scholarships.
- For the fourth consecutive year, will purchase books for the campus Celebration of Reading which will be distributed to the campus community.
- Identified fundraising priorities as Athletics, Faculty Scholarship, Lacayo Institute and Nursing (in alphabetical order)
- Mobilized Foundation Board members to assist with fundraising for these priorities.
- Established a MBA Alumni Chapter designation with interest in recruiting, promoting and fundraising for the MBA program.
- Held a successful Alumni Networking Event where community leaders mentored alumni and showing CSUCI's continuing commitment to learning beyond graduation.
- Implemented a quarterly Alumni & Friends e-Newsletter and other programs yielded a 78% active email address rate for A&FA membership and a 70% active email address rate for all alumni.
- Held successful Alumni & Friends Parent Social events during Orientation that begin the cultivation process for parents of incoming freshmen and showcase successful alumni.
- Completed a successful Alumni & Friends membership campaign that garnered 240 new members out of the 305 graduates that attended Grad Fest 2006 (79%).
- Developed an innovative Alumni Giving Program to begin the initial stages of alumni development.

The need for additional funds to support students either directly or through campus programs will continue to grow in 2007-2008. University Advancement will require additional funds to support increased efforts to meet vital needs of the campus including furthering the fundraising priorities (Athletics, Faculty Scholarship, Lacayo Institute and Nursing (in alphabetical order)) that have been established for this year, expand the donor and

prospect base, cultivate relationships with business and corporations, cultivate major gifts, and prepare a greater number of grant proposals. The impact of University Advancement on the campus community will continue to grow exponentially in the year ahead.

<b>UPACC Strategic Priority</b>
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University Advancement's accomplishments serve the strategic goals of the institution by supporting programs and initiatives identified as priorities by the President and by the University Planning and Coordinating Council.

University Advancement will address 2007-2008 highest priorities in the following manner:

*Accessibility*

All aspects of the Advancement Program will be accessible or contain accessible alternatives including an alumni online community and Alumni & Friends web site, Planned Giving Website, and the On-line Giving website in addition to the Advancement web pages of the CSUCI site. Additionally, all event and fundraising venues will be accessible for all and steps will be taken to provide for any additional needs of our attendees including audio/visual, physical, or hearing impaired accommodations.

*Administrative Systems/Web development/IT*

University Advancement is cultivating a possible major gift for forensics IT.

*Staffing to Support Growth*

University Advancement will continue to cultivate endowed chair opportunities to benefit students as well as further the development of programs, schools, and colleges within the university.

*Space/Physical Infrastructure*

One of the four fundraising priorities for this and the upcoming academic year is athletics. In addition to program funding, field preparation and stadium facilities and parking are needed to facilitate its commencement. University Advancement has mobilized the Foundation Board's help to lead the charge in cultivating major donors, prospects, and friends to assist with funding expenditures, naming opportunities and gifts-in-kind to build the needed facilities in a timely manner. The raising of significant funds towards this goal will also aid in securing funding from the Chancellor's Office in a shorter time frame.

The nursing program is also a fundraising priority. University Advancement is raising money to replace the earmarks for a nursing simulation lab and additional equipment.

The Bell Tower East Courtyard renovation will also be funded by gifts generated through University Advancement both monetary and in-kind.

Additionally, Advancement will be raising funds for the John S. Broome Library and a Performing Arts Center as needed.

*Tenure Track Faculty Hires*

University Advancement is working with Academic Affairs to create a program that supports the faculty/scholar model by providing funding for lab start-up money and summer stipends among other things.

*Training and Development*

University Advancement will contribute to both Faculty Development and Staff Morale in a variety of ways including supplementing faculty dinners across hiring years and disciplines, fundraising for faculty development needs, and providing funds to Human Resources to support staff morale and recognition events.

Additionally, University Advancement provides a payroll deduction breakfast which is designed not only to support staff morale, but to help generate a campus culture of philanthropy and give staff and faculty a vehicle to support the University's highest priority needs.

#### *Student Retention*

University Advancement will continue to award a significant number of student scholarships.

#### University Advancement will address additional strategic priorities in the following manner:

##### *Advancement: data mining, planned giving, communication & marketing*

Advancement will procure additional software to further data mining. Additionally, with the arrival of the newly hired full-time Database Specialist, the Associate Director of Prospect Research & Grants will be able to devote significantly more time to prospect, grant research and grant writing.

The Advancement Team will continue to plan and implement the planned giving program that is currently being developed by the consultant.

##### *External funding (grants/advancement)*

University Advancement, with the help of the Foundation Board, will focus on securing funding for the four priorities that were determined during 06-07: Athletics, Faculty Development, Nursing and the Lacayo Institute as well as exploring MBA Alumni chapter fundraising to support the MBA program.

##### *Recruiting/Outreach*

The Alumni & Friends Association will work with Recruitment to engage alumni in outreach activities.

##### *Student Union*

University Advancement will initiate the first Senior Class Gift fundraising campaigns in Spring 2007 and Spring 2008.

##### *Facilitating Graduation & Recruiting/Outreach*

Government Relations, with some support from alumni and Alumni Relations, will assist in advocating in support of funding for Student Services including facilitating graduation programs for the CSU and increased coverage for Cal Grant B financial aid recipients.