

EXTERNAL AFFAIRS COMMITTEE

GOALS FOR 2006-07

The External Affairs Committee will have five major objectives for the University's 2006-07 fiscal year. These goals are:

1. Successfully launch public phase of \$3 billion Capital Campaign with \$1.1 billion and generate \$400 million in new commitments during fiscal year 2007.
2. Increase annual philanthropic cash flow by 10% to \$240 million.
3. Implement changes relating to University-wide foundations as per BOV recommendations.
4. Continue to reinforce constituent engagement both regionally and University-wide so as to enhance relationships, create awareness and build support among alumni, parents and friends of the University.
5. Improve University-wide communications with the establishment of a centralized marketing effort, a branding initiative and a crisis management plan.

Attached are tactical details and sub-set objectives.

Tactical Objectives

Fund-raising: University Development and University-related Foundations

1. Provide leadership and oversight in assessing the strengths and weaknesses of the University's overall fund-raising operation (06/30/07)
 - Lead an institution-wide effort to assess the efficacy and sustainability of current fund-raising operations relative to serving the foundation and the University.
 - Provide guidance in determining those peer institutions against which the University should benchmark its current philanthropic efforts.
 - Support the exploration of alternative models—in structure, in governance and in funding—that potentially provide more viable long-term support for the University's ambitious fund-raising goals.
 - Provide counsel to select and implement a sustainable funding mechanism for the centrally-based development operation.
 - Lead efforts to insure support and ownership by all interested parties—Deans, Foundations heads, senior administrators, donors, gift officers, and other constituencies.

2. Continue to provide leadership and oversight of efforts to reach the campaign goal of \$3 billion
 - Support efforts to generate at least \$400 million in new campaign commitments during FY-07.
 - Support strategies toward the goal of increasing new future support commitments by 10% (~\$18 million in FY-07).
 - Hold all University gift officers responsible for compliance with standardized performance-based management tools that improve discipline and coordination. In year two of this process, increased attention will be given to: (a) tracking of proposals, both planned and active, and (b) evaluating and assessing the appropriateness of individual school and unit contact goals.
 - Motivate ever-increasing integration of University Development's fund-raising efforts with that of the Schools and units. Utilize the Deans' Development Forum to foster and nurture cross-University collaboration, particularly around emerging University priorities.
 - Evaluate and approve plans and strategies related to emerging University fund-raising priorities (ie, Science and Technology, the Shannon Center, the Institute on Aging).
 - Focus efforts of President Casteen on the direct solicitation of, or approval of solicitation strategies for, all principal gift prospects at \$5M and above.
 - Monitor and evaluate compliance with all mechanisms and policies designed to improve prospect management, particularly new efforts to better qualify, cultivate, and coordinate prospects at the \$1M+ level.
 - Formally declare, and participate in the public campaign kick-off weekend (September 28 – October 1, 2006).

- Launch the public phase of the capital campaign with at least \$1.1 billion in campaign commitments.
 - Guide and support planning and implementation of regional kickoffs, helping to maintain focus and visibility through participation where appropriate.
3. Select, support, and assess the progress of those fund-raising initiatives determined to directly or indirectly influence the University's national ranking and reputation.
 - Support efforts to assess and insure the continued alignment of campaign goals with the University's six- and ten-year plans, as determined by the Special Committee on Planning.
 - Encourage increased giving participation by alumni, parents, and friends through evaluation of the work plan and recommendations of the Annual Giving Advisory Board Task Force, studying best-in-class annual giving practices and programs (Task force created and approved by President-06/30/05. Report findings and recommendations to President and BOV no later than 01/07.
 - Increase philanthropic cash flow by 10%, to a total of \$240 million per annum.

Constituent Engagement

1. Provide assistance and oversight toward the goal of enhancing relationships, creating awareness, and building support among alumni, parents, and friends in the life of the University.
2. Promote the value of constituent engagement internally, among the deans and other institutional leaders. Maximizing our long-term return on investment will require continued, loyal, and visible support.
3. Assist with strategic planning efforts around two priorities—regional engagement efforts and campus partnerships—as efforts to staff this division continue in FY-07.
4. Support efforts toward a stronger partnership between the University and the Alumni Association, through joint strategic planning and performance benchmarks.

Public Affairs

1. Support and guide the creation of a model Public Affairs organization (currently in progress); assist as appropriate in the establishment of the academic division's first centralized marketing department.
2. Assess the recommendations of McCann-Erickson regarding the University's key messages; guide implementation of the University's branding initiative.

3. Provide input and oversight into the development of a crisis management plan, including the creation of a SWAT team to implement the plan as needed.