2005-2006 :: Development

1. Mission Statement:

The mission of the University of Texas Development Office is to create a culture of giving as it secures private funding needed to achieve excellence in student education, teaching, research and campus life, in order for it to become one of the nation's best public research universities.

2. Objectives:

2.1 Pursuing opportunities to obtain private support.: To be proactive in identifying opportunities and pursuing them aggressively and strategically. To use innovative analytics and sophisticated prospect research profiles, queries and reports in targeting the best prospects for private support; providing ongoing professional development (both in house and externally) for all fund raisers to be at the top of their game; develop a successful annual fund campaign process which will engage alumni from all schools of the university thereby increasing the amount of alumni participation.

2.1.1 Related Strategic Plan Item(s):

I-1 Research Enterprise Initiative; I-2 The Bio-World; I-3 Nanotechnology; II-1 The Education of Leaders; II-2 Living-Learning Communities; II-3 Investment in People; II-4 Enhancement of Diversity and Inclusion; III-1 Dynamic Change Management; III-2 Innovative Centers and Institutions; VI-1 K-16 Education; VI-2 The Arts; VI-3 Business Leadership; VI-4 Community Outreach; VI-5 University Village

2.1.2 Related Institutional Priority Item(s):

SP-3 More than Double Research Funding; SP-4 Tell UTD's Story Better; SP-5 Improve Annual Giving and Endowment; COM-2 Protect Enrollment Gains, Access and Student Quality as part of moving toward Tier One Status; COM-4 Enhance research, graduate education and technology-driven economic development; CMP-2 Complete major, 5-year capital campaign ($100M) for endowed chairs and grad fellowships

2.1.3 Standards and Associations:

CASE (Council For Advancement and Support of Education) Association of Professional Researchers for Advancement

2.2 Provide,develop best practices in infrastructure:

To provide and develop new best practices in infrastructure (gift processing; gift accounting; gift reporting; database management and use); enhancements for more efficient and meaningful datasets; more coding of records in database to reflect affinities and interests of alumni and friends; ongoing training for administrative staff and directors; ongoing assessment of data tools; cash-handling procedures; gift receipting and stewardship contacts. Ongoing stewardship and monitoring of the establishment and utilization of endowed gifts.

2.2.1 Related Strategic Plan Item(s):

I-1 Research Enterprise Initiative; I-2 The Bio-World; I-3 Nanotechnology; II-1 The Education of Leaders; II-2 Living-Learning Communities; II-3 Investment in People; II-4 Enhancement of Diversity and Inclusion; III-1 Dynamic Change Management; III-2 Innovative Centers and Institutions; VI-1 K-16 Education; VI-2 The Arts; VI-3 Business Leadership; VI-4 Community Outreach; VI-5 University Village

2.2.2 Related Institutional Priority Item(s):

SP-3 More than Double Research Funding; SP-4 Tell UTD's Story Better; SP-5 Improve Annual Giving and Endowment; COM-3 Sustain Progress toward Tier One Status in terms of programs, research and faculty quality; COM-4 Enhance research, graduate education and technology-driven economic development; CMP-1 Increase number of faculty and grad students in engineering. physical sciences & technology; CMP-2 Complete major, 5-year capital campaign ($100M) for endowed chairs and grad fellowships

2.2.3 Standards and Associations:

CASE (Council for Advancement and Support of Education), APRA (Association of Professional Researchers for Advancement)

2.3 Partner with University faculty and administrators: Partner with university faculty administrators in securing the external support needed to achieve better solutions for business, policy makers, healthcare and the public. Increase visibility and coverage of all University events by development professions where feasible. Increase visibility and involvement of development officers in pertinent community organizations. Provide gift reporting that will assist fund raisers, deans and administrators to maintain awareness of fund raising activity. Timely and comprehensive reporting of gift activity to appropriate industry associations and others; CAE, UT System and CASE.

2.3.1 Related Strategic Plan Item(s):

I-1 Research Enterprise Initiative; I-2 The Bio-World; I-3 Nanotechnology; II-1 The Education of Leaders; II-2 Living-Learning Communities; II-3 Investment in People; II-4 Enhancement of Diversity and Inclusion; III-1 Dynamic Change Management; III-2 Innovative Centers and Institutions; VI-1 K-16 Education; VI-2 The Arts; VI-3 Business Leadership; VI-4 Community Outreach; VI-5 University Village

2.3.2 Related Institutional Priority Item(s):

SP-3 More than Double Research Funding; SP-4 Tell UTD's Story Better; SP-5 Improve Annual Giving and

Endowment; SP-6 Increase Number of PhD's Granted; COM-2 Protect Enrollment Gains, Access and Student Quality as part of moving toward Tier One Status; COM-3 Sustain Progress toward Tier One Status in terms of programs, research and faculty quality; COM-4 Enhance research, graduate education and technology-driven economic development; CMP-1 Increase number of faculty and grad students in engineering. physical sciences & technology; CMP-2 Complete major, 5-year capital campaign ($100M) for endowed chairs and grad fellowships; CMP-3 Complete NSERL Building; CPT-5 Increase retention and graduation rates

2.3.3 Standards and Associations:

CASE (Council for Advancement and Support of Education), Assoication of Professional Researchers for Advancement

2.4 :

3. Measures & Findings:

3.1 Staff involvement: Report on staff involved in professional association.

3.1.1 Success Criteria:

Have one professional conference training opportunity for each researcher annually. All Research Staff will be actively involved in related professional associations, such as APPRA. All Research Staff will attend training annually and participating in all Blackbaud analytics sessions

3.1.2 Related Objective(s): Pursuing opportunities to obtain private support.

3.1.3 Results Related To Success Criteria: Prospect Research Staff is active in the profession on a national level and will provide AVP with additional recommendations for furthur training.

3.1.4 Achievement Level: Met

3.1.5 Further Action: Yes

3.2 Professional development continuing education: Report on Professional development and continuing education for all professional fund raisers and staff.

3.2.1 Success Criteria:

Each fund raiser will identify one to three professional development goals to be achieved through attendance at continuing professional education opportunities. All fund raisers to attend least one professional conference during each fiscal year. Provide in house training monthly except in Summer and Holiday season.

3.2.2 Related Objective(s):

Pursuing opportunities to obtain private support.; Provide,develop best practices in infrastructure

3.2.3 Results Related To Success Criteria: All fund raisers have attended at lest one professional conference in 05-06. In-house training occurred at least monthly.

3.2.4 Achievement Level: Met

3.2.5 Further Action: Yes

3.3 Report on gift processing procedures:

Report on Review of gift processing procedures; policies and historical habits.

3.3.1 Success Criteria: All assessment and evaluation completed.

3.3.2 Related Objective(s): Provide,develop best practices in infrastructure

3.3.3 Results Related To Success Criteria: Monitored for compliance with standard banking and cash handling procedures and record keeping. Improvements were needed in the audit steps of the receiving and depositing of funds; also improvements were identified in recording procedures so that more reporting would be possible; an over all assessment and evaluation of this area was completed in November 05.

3.3.4 Achievement Level: Met

3.3.5 Further Action: Yes

3.4 Gift Receipting and Stewardship letters:

Report on review of gift receipting and stewardship letters processes and systems.

3.4.1 Success Criteria: All aasessment and evaluation of this area completed.

3.4.2 Related Objective(s): Provide,develop best practices in infrastructure

3.4.3 Results Related To Success Criteria: Improvements were identified for legal and policy compliance as well as for efficient and effective use of staff time, equipment and resources.
an over all assessment and evaluation of this area was completed by the new AVP;

3.4.4 Achievement Level: Met

3.4.5 Further Action: Yes

3.5 GAP program report: Gift Acceptance Procedures training plan

3.5.1 Success Criteria:
Produce a document of UTD Gift Acceptance Procedures (GAP) including training plan for all new hires, current staff and other stakeholders. Conduct staff training for GAP Produce form for acceptance of In Kind gifts; Produce written gift negotiation policy for gift of $500,000 or more Produce new naming guidelines.

3.5.2 Related Objective(s): Provide,develop best practices in infrastructure

3.5.3 Results Related To Success Criteria: GAP written using UT System GAP was template;

New InKind gift form drafted; gift negotiation policy drafted for gifts of $500,000 or more; new naming guidelines were established and are pending distribution; staff training completed; compliance with new procedures monitored.

GAP to be written and distributed by summer 06; gift negotiation rules established and distributed; foundation relations/application procedures established and distributed

3.5.4 Achievement Level: Met

3.5.5 Further Action: Yes

3.6 Report Complete Blackbaud analytics on 3 school: Train development officers for these three schools on how to enter contact reports and other activities and information regarding interface with these constituents.Ensure all fund raisers and pertinent staff has access and training to use the database.

3.6.1 Success Criteria:
Generate report to VP --Completion of analytics, uploading of data obtained – report to VP of completion. Complete Blackbaud analytics on 3 schools (ECS, SOM, EPPS All fund raisers complete database training within first 2 weeks of their start date. All fund raisers are trained to enter all contact reports by the 15th of each month for the preceding month's activities. Monthly contract reports to VP indicating entries are being made.

3.6.2 Related Objective(s):
Pursuing opportunities to obtain private support.; Partner with University faculty and administrators; Provide,develop best practices in infrastructure

3.6.3 Results Related To Success Criteria: As of 8/1/06, thes activities are on course for completion.

All fund raisers and staff have had initial training within 1-2 weeks of their start date;

ongoing training and support is available from the prospect research team.

3.6.4 Achievement Level: Met

3.6.5 Further Action: Yes

3.7 Creation and distribution of gift approval process: Report on creation and distribution of development/gift approval process Report on hiring major gifts officer.

3.7.1 Success Criteria:
Hire and retain major gifts officers and/ or director of development to be assigned to each Dean by July 2006.

3.7.2 Related Objective(s):
Provide,develop best practices in infrastructure; Partner with University faculty and administrators

3.7.3 Results Related To Success Criteria:
On target for hiring all officers by 8/1/06; policies drafted and pending distribution for fall of 06. .

3.7.4 Achievement Level: Partially Met

3.7.5 Further Action: Yes

3.8 Report on event information.: Report on event information. Circulation

3.8.1 Success Criteria:
Circulation of event information at least two months ahead of event. Provide event updates and information at monthly development officer meetings.

3.8.2 Related Objective(s): Partner with University faculty and administrators

3.8.3 Results Related To Success Criteria: Weekly meetings with dev officers provide opportunity for sharing long term plans;

circulation of event information is ongoing

All of the event information circulated as early as possible.

3.8.4 Achievement Level: Met

3.8.5 Further Action: Yes

3.9 Reports to Deans and Cabinet members.: Report on production and distribution reports to Deans and Cabinet members.

3.9.1 Success Criteria:
Develop plan for production and distribution of weekly gift reports showing activity by school, gift type and pledge balances. Develop plan for production of monthly reports with YTD information for a more comprehensive update to all deans and administrators.

3.9.2 Related Objective(s): Partner with University faculty and administrators

3.9.3 Results Related To Success Criteria: By 08/25/06 have the reports designed and in November each year assess their distribution and success of impact. Assess in November
Each year

3.9.4 Achievement Level: Partially Met

3.9.5 Further Action: Yes

5. Closing the Loop:

5.1 Analytic review & training will continue:
Efforts are being made to find budget support to do A&H and GS by May 2007. Analytics review and training will continue to be provided to all fund raisers, deans, associate deans and others as requested by dean or VP of Development. Plan for analytics to be completed for all schools by May 2007; provide detailed training on database use for all new employees and provide ongoing support and training for same. Overall assessment of this objective will occur in May each year.

5.1.1 Related Objective(s):
Pursuing opportunities to obtain private support.; Provide,develop best practices in infrastructure; Partner with University faculty and administrators

5.1.2 Related Measure(s): Report Complete Blackbaud analytics on 3 school

5.1.3 Responsible Person: Director of Operations and AVP

5.1.4 Target Date: May 2007

5.1.5 Priority: High Priority

5.2 Needed changes implemented:
Changes needed as determined in the November 05 review were implemented and bi-weekly meetings of the AVP with the Director of Operations and the Database Manger provide frequent monitoring and trouble shooting.

5.2.1 Related Objective(s): Provide,develop best practices in infrastructure

5.2.2 Related Measure(s): Report on gift processing procedures

5.2.3 Responsible Person: Director of Operations and AVP for Development

5.2.4 Target Date: November 05 changes were implemented.

5.2.5 Priority: High Priority

5.3 Redesign gift receipt:
Gift Receipts were redesigned; training occurred for gift admin staff to clarify IRS rules for receipting; a new gift receipt printing process was established; new equipment was obtained; process with deposit paperwork was refined with bursar`s office staffBi-weekly meetings of the AVP, Director of Operations and the Gift Admin and Database Manager provide frequent monitoring and trouble shooting when needed. .

5.3.1 Related Objective(s): Provide,develop best practices in infrastructure

5.3.2 Related Measure(s): Gift Receipting and Stewardship letters

5.3.3 Responsible Person: AVP of Development & Director of Operations

5.3.4 Target Date: November of each year

5.3.5 Priority: High Priority

5.4 Continue Training with GAP:
Continue providing new hires with GAP and related policies; finalize the policies for negotiating gifts over $500k and distribute in Fall 06.

5.4.1 Related Objective(s): Provide,develop best practices in infrastructure

5.4.2 Related Measure(s): GAP program report

5.4.3 Responsible Person: Director of Operations and AVP

5.4.4 Target Date: Fall of 06

5.4.5 Priority: High Priority

5.5 Training assessment:
Assess in Summer to determine impact of training on research staff and if there is alternative or additional training needed.

5.5.1 Related Objective(s): Pursuing opportunities to obtain private support.

5.5.2 Related Measure(s): Staff involvement

5.5.3 Responsible Person: Assistant VP for Development, and Director of Prospect Research

5.5.4 Target Date: Annual assessment in Summer

5.5.5 Priority: High Priority

5.6 Measured level of success annually:
Level of success will be measured annually in the summer when performance evaluations are completed.

5.6.1 Related Objective(s):
Pursuing opportunities to obtain private support.; Provide,develop best practices in infrastructure

5.6.2 Related Measure(s): Staff involvement; Professional development continuing education

5.6.3 Responsible Person: Assistant VP for Development and Director of Prospect Research

5.6.4 Target Date: Summer 06

5.6.5 Priority: High Priority

5.7 Ongoing support and monitoring by VP and AVP: Ongoing support and monitoring by VP and AVP in growing strong relationships with Dean`s and others. Complete fall 06 distribution of policies.

5.7.1 Related Objective(s):
Provide,develop best practices in infrastructure; Partner with University faculty and administrators

5.7.2 Related Measure(s): Creation and distribution of gift approval process

5.7.3 Responsible Person: Vice President and Assistant Vice President for Development

5.7.4 Target Date: Summer o6

5.7.5 Priority: High Priority

5.8 Ensure the correction of mailing list:
Ensure that the appropriate UTD contact person is on the mailing list for the organizations/units.

5.8.1 Related Objective(s):
Provide,develop best practices in infrastructure; Partner with University faculty and administrators

5.8.2 Related Measure(s):
Staff involvement; Professional development continuing education; Report on event information.

5.8.3 Responsible Person: AVP

5.8.4 Target Date: Summer 06

5.8.5 Priority: High Priority

5.9 Assess the success of this planning in August: Assess the success of this planning at the end of August 2006; review the process and impact of this information will be distributed annually. Beginning 09/01/06 expect to be providing regular reports with cumulative YTD info included.

5.9.1 Related Objective(s): Partner with University faculty and administrators

5.9.2 Related Measure(s): Reports to Deans and Cabinet members.

5.9.3 Responsible Person: AVP

5.9.4 Target Date: Assess by end of August 2006.

5.9.5 Priority: High Priority

6. Analysis:

6.1 Program/Unit Strengths:

6.1.1 Objectives/Outcomes Exceeded or Met: The assessment of the Development Department was completed in this last summer. Review of practices, policies and procedures were completed and improvements were made where needed.

6.2 Program / Unit Weakneses:

6.2.1 Objectives / Outcomes Partially or Not Met: Most objectives were on track or completed successfully, with the exception of hiring the Major Gift Officers for ECS.

7. Report:

7.1 Executive Summary:

During 05-06 the primary goals were to hire a professional fund raising staff and build the infrastructure to support a dynamic funding raising team to support the strategic plan of our university. By the end of FY 05-06, we were almost fully staffed and the remaining vacancies were filled early in FY06-07. Review of practices, policies and procedures was completed and improvements were made where it was deemed appropriate. Significant emphasis was placed on building and analyzing our database so that the information could be used efficiently by our fund raisers and executives.

7.2 Top 3 Program/Unit Accomplishments:

Increase in number of principal gifts and in number of endowments established, along with successful recruitment of a professional fund raising team and management.

7.3 Research Activities or Publications: n/a

7.4 Instructional/Training Activities (presented or received): n/a

7.5 Public Service: n/a

7.6 Other External Activities: n/a

7.7 Contributions to UTD:

The development team contributed to the overall effort of improving community awareness of UTD and our strategic plan. We hired exceptionally talented and experience staff, increased gift income and put into place an aggressive plan for raising alumni participation rate to 5% from 2%.

7.8 Top 3 Program / Unit Challenges:

Greatest overall challenge is to accomplish aggressive fundraising and participation goals with a relatively young institution and undeveloped alumni