MISSION

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.

OUTCOMES/OBJECTIVES

Outcome/Objective 1:

Pursuing opportunities to obtain private support.

Full Description:

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.

A Student Learning Outcome?   No

Strategic Plan Initiatives:
- 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

Institutional Priorities:
- CMP-2: Complete major, 5-year capital campaign ($100M) for endowed chairs and grad fellowships

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

Accreditation Standards:

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

Related Measures:
- M. 1: Staff involvement
- M. 2: Professional development continuing education
- M. 6: Report Complete Blackbaud analytics on 3 school

Related Actions:
- A. 1: Analytic review & training will continue
- A. 5: Training assessment
- A. 6: Measured level of success annually

Outcome/Objective 2:

Provide,develop best practices in infrastructure

Full Description:

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.

A Student Learning Outcome?   No

Strategic Plan Initiatives:
- 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

Institutional Priorities:

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

Accreditation Standards:

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

Related Measures:

- M. 2: Professional development continuing education
- M. 3: Report on gift processing procedures
- M. 4: Gift Receipting and Stewardship letters
- M. 5: GAP program report
- M. 6: Report Complete Blackbaud analytics on 3 school
- M. 7: Creation and distribution of gift approval process

Related Actions:

- A. 1: Analytic review & training will continue
- A. 2: Needed changes implemented
- A. 3: Redesign gift receipt
- A. 4: Continue Training with GAP
- A. 6: Measured level of success annually
- A. 7: Ongoing support and monitoring by VP and AVP
- A. 8: Ensure the correction of mailing list

Outcome/Objective 3:

Partner with University faculty and administrators

Full Description:

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.

A Student Learning Outcome?   No

Strategic Plan Initiatives:
- 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

Institutional Priorities:
- 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
- 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
- CPT-5: Increase retention and graduation rates
- 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

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

Related Measures:

- M. 6: Report Complete Blackbaud analytics on 3 school
- M. 7: Creation and distribution of gift approval process
- M. 8: Report on event information.
- M. 9: Reports to Deans and Cabinet members.

Related Actions:
- A. 1: Analytic review & training will continue
- A. 7: Ongoing support and monitoring by VP and AVP
- A. 8: Ensure the correction of mailing list
- A. 9: Assess the success of this planning in August

MEASURES

Measure 1:
Staff involvement

Measure Full Description:
Report on staff involved in professional association.

Related Outcome(s)/Objective(s):
- Obj. 1: Pursuing opportunities to obtain private support.

Target Level:
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

Findings:
Prospect Research Staff is active in the profession on a national level and will provide AVP with additional recommendations for furthur training.

Target Level Achievement: Met

Further Action Planned?   Yes

Measure 2:
Professional development continuing education

Measure Full Description:
Report on Professional development and continuing education for all professional fund raisers and staff.

Related Outcome(s)/Objective(s):

- Obj. 1: Pursuing opportunities to obtain private support.
- Obj. 2: Provide,develop best practices in infrastructure

Target Level:

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.

Findings:

All fund raisers have attended at lest one professional conference in 05-06. In-house training occurred at least monthly.

Target Level Achievement: Met

Further Action Planned?   Yes

Measure 3:

Report on gift processing procedures

Measure Full Description:

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

Related Outcome(s)/Objective(s):

- Obj. 2: Provide,develop best practices in infrastructure

Target Level:

All assessment and evaluation completed.

Findings:

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.

Target Level Achievement: Met

Further Action Planned?   Yes

Measure 4:

Gift Receipting and Stewardship letters

Measure Full Description:

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

Related Outcome(s)/Objective(s):
- Obj. 2: Provide,develop best practices in infrastructure

Target Level:
All aasessment and evaluation of this area completed.

Findings:
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;

Target Level Achievement: Met

Further Action Planned?   Yes

Measure 5:
GAP program report

Measure Full Description:
Gift Acceptance Procedures training plan

Related Outcome(s)/Objective(s):
- Obj. 2: Provide,develop best practices in infrastructure

Target Level:
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.

Findings:
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

Target Level Achievement: Met

Further Action Planned?   Yes

Measure 6:

Report Complete Blackbaud analytics on 3 school

Measure Full Description:

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.

Related Outcome(s)/Objective(s):

- Obj. 1: Pursuing opportunities to obtain private support.
- Obj. 2: Provide,develop best practices in infrastructure
- Obj. 3: Partner with University faculty and administrators

Target Level:

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.

Findings:

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.

Target Level Achievement: Met

Further Action Planned?   Yes

Measure 7:

Creation and distribution of gift approval process

Measure Full Description:

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

Related Outcome(s)/Objective(s):

- Obj. 2: Provide,develop best practices in infrastructure
- Obj. 3: Partner with University faculty and administrators

Target Level:

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

Findings:

On target for hiring all officers by 8/1/06; policies drafted and pending distribution for fall of 06. .

Target Level Achievement: Partially Met

Further Action Planned?   Yes

Measure 8:

Report on event information.

Measure Full Description:

Report on event information. Circulation

Related Outcome(s)/Objective(s):

- Obj. 3: Partner with University faculty and administrators

Target Level:

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

Findings:

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.

Target Level Achievement: Met

Further Action Planned?   Yes

Measure 9:

Reports to Deans and Cabinet members.

Measure Full Description:

Report on production and distribution reports to Deans and Cabinet members.

Related Outcome(s)/Objective(s):

- Obj. 3: Partner with University faculty and administrators

Target Level:

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.

Findings:

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

Target Level Achievement: Partially Met

Further Action Planned?   Yes

ACTIONS

Action 1:

Analytic review & training will continue

Full Description

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.

Related Objectives:

- Obj. 1: Pursuing opportunities to obtain private support.
- Obj. 2: Provide,develop best practices in infrastructure
- Obj. 3: Partner with University faculty and administrators

Related Measures:

- M. 6: Report Complete Blackbaud analytics on 3 school

Person/group responsible for the action   Director of Operations and AVP

Target date to implement the action   May 2007

Priority   High

Additional resources

Funding to support analytics and training.

Action 2:

Needed changes implemented

Full Description

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.

Related Objectives:

- Obj. 2: Provide,develop best practices in infrastructure

Related Measures:

- M. 3: Report on gift processing procedures

Person/group responsible for the action	Director of Operations and AVP for Development
Target date to implement the action	November 05 changes were implemented.
Priority	High

Additional resources

Additional training, equipment upgrades and frequent monitoring of the process.

Action 3:

Redesign gift receipt

Full Description

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. .

Related Objectives:

- Obj. 2: Provide,develop best practices in infrastructure

Related Measures:

- M. 4: Gift Receipting and Stewardship letters

Person/group responsible for the action	AVP of Development & Director of Operations
Target date to implement the action	November of each year

Priority   High

Additional resources
   Cost in redesiging and printing gift receipts, equipment and training.

Action 4:
Continue Training with GAP

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

Related Objectives:
   - Obj. 2: Provide,develop best practices in infrastructure

Related Measures:
   - M. 5: GAP program report

Person/group responsible for the action   Director of Operations and AVP

Target date to implement the action   Fall of 06

Priority   High

Additional resources
   Training for staff.

Action 5:
Training assessment

Full Description
   Assess in Summer to determine impact of training on research staff and if there is alternative or additional training needed.

Related Objectives:
   - Obj. 1: Pursuing opportunities to obtain private support.

Related Measures:
   - M. 1: Staff involvement

Person/group responsible for the action   Assistant VP for Development, and Director of Prospect Research

Target date to implement the action   Annual assessment in Summer

Priority   High

Additional resources
Budget allocation for 06-07 priority of VP

Action 6:
Measured level of success annually

Full Description
Level of success will be measured annually in the summer when performance evaluations are completed.

Related Objectives:
- Obj. 1: Pursuing opportunities to obtain private support.
- Obj. 2: Provide,develop best practices in infrastructure

Related Measures:
- M. 1: Staff involvement
- M. 2: Professional development continuing education

Person/group responsible for the action   Assistant VP for Development and Director of Prospect Research

Target date to implement the action   Summer 06

Priority   High

Additional resources
Additional training and professional conferences to be included in the 06-07 budget.

Action 7:
Ongoing support and monitoring by VP and AVP

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

Related Objectives:
- Obj. 2: Provide,develop best practices in infrastructure
- Obj. 3: Partner with University faculty and administrators

Related Measures:
- M. 7: Creation and distribution of gift approval process

Person/group responsible for the action	Vice President and Assistant Vice President for Development
Target date to implement the action	Summer o6
Priority	High

Additional resources

Hiring Major Gift Officers, and the training of this staff.

Action 8:

Ensure the correction of mailing list

Full Description

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

Related Objectives:
- Obj. 2: Provide,develop best practices in infrastructure
- Obj. 3: Partner with University faculty and administrators

Related Measures:
- M. 1: Staff involvement
- M. 2: Professional development continuing education
- M. 8: Report on event information.

Person/group responsible for the action	AVP
Target date to implement the action	Summer 06
Priority	High

Additional resources

Development Officer training and Analytics

Action 9:
Assess the success of this planning in August

Full Description
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.

Related Objectives:
- Obj. 3: Partner with University faculty and administrators

Related Measures:
- M. 9: Reports to Deans and Cabinet members.

Person/group responsible for the action	AVP
Target date to implement the action	Assess by end of August 2006.
Priority	High

Additional resources
Budget for Analytics.

ANALYSIS

Strength
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.

Attention Needed
Most objectives were on track or completed successfully, with the exception of hiring the Major Gift Officers for ECS.

ANNUAL REPORT

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.

Contributions to the Institution

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%.

Highlights

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

Teaching Activities

n/a

Research and Scholarly Activities

n/a

Public/Community Service

n/a

International Activities

n/a

Challenges

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