



UNIVERSITY of CALIFORNIA - IRVINE FOUNDATION

2015 Impact

**University's 50th Anniversary
Successful Completion of the \$1B Campaign**

The Strategic Roadmap of the University of California, Irvine Foundation



Reality

**To move forward, UC Irvine must
increasingly rely on private
support through the University
of California, Irvine Foundation**

Charge

To develop a multiyear strategic plan for the Foundation that aligns the Foundation with university priorities* and recommends strategies that will position the Foundation among the nation's top public university-related foundations**

* As defined by: University of California, Irvine –Strategic Plan 2005-2015 (Priorities)

** As defined by: Council for Aid to Education (Fundraising)

National Association of College and University Business Officers (Endowment)

Association of Governing Boards of Universities (Governance, Structure, Committees)

Council for Advancement and Support of Education – IRF (Management Checklist)

Decisions To Be Made

Recommendation Follow-up

A: Recommendation – 3 & 8

- Develop a near-term organizational/re-organizational plan to guide the thoughtful expansion of the development program and its capabilities.

(Doug Freeman, Chris Johnston, and Suzanne Teer)

- Develop multi-year funding models that will ensure the resources necessary to fuel increased fundraising activity and results driven by the university's strategic plan, academic priorities, and 2015 Foundation plan.

(John Evans and Lynn Rahn)

B: Recommendation - 4

- Review and consider changes to the current asset management practices with the intention of increasing both annual investment payout and the growth of the endowment.

(Rick Keller and Christie Israel)

C: Recommendation - 2

- Assess all current university communications programs that impact UCI's public presence and image locally, regionally, and nationally.

(Paul Merage and Mark Aydelotte)

3C = Chair and Chancellor's Cabinet

Committee Mission

- To review, discuss, and monitor the implementation and execution of the Strategic Plan.

Committee Membership

- Chancellor Michael V. Drake, M.D.
- James V. Mazzo
- Thomas J. Mitchell
- Hazem Chehabi - *Committee Chair*
- Paul Merage
- Michael Mussallem
- Ted Smith
- Mike Gottfredson
- Doug Freeman

Meeting Frequency - Quarterly

- March
- June
- September
- December

Goal: Strategic Planning

Foundation Committee – Chair Term Limits

Proposed Process - **DRAFT**

The University of California, Irvine Foundation has ten active committees that consist of a committee chair and current Foundation members:

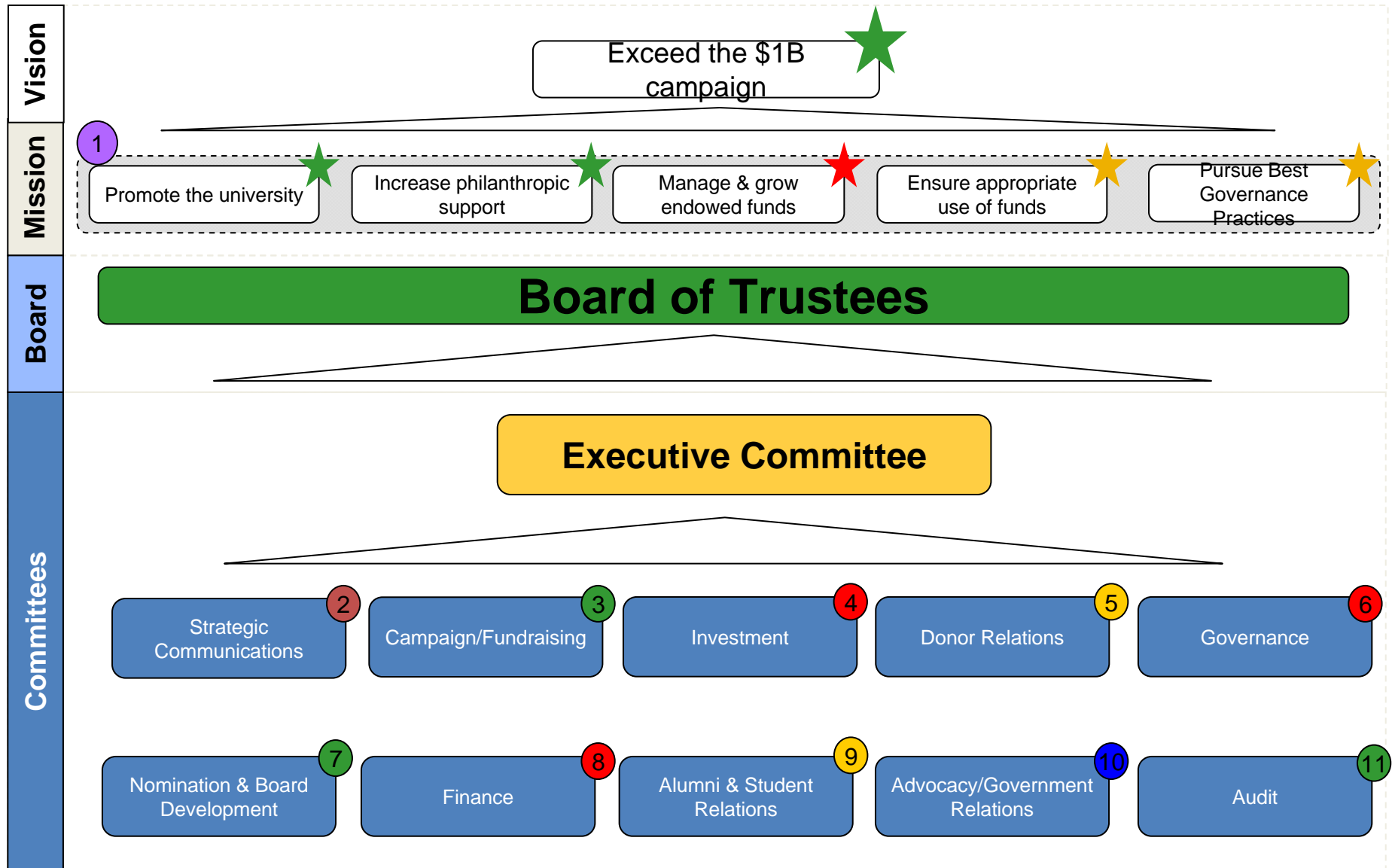
1. Audit
2. Alumni and Student Relations
3. Campaign
4. Donor Relations
5. Finance
6. Governance
7. Government Relations and Advocacy
8. Investment
9. Nomination and Board Development
10. Strategic Communications

Committee Chair Leadership

- The committee chair(s) are nominated by the *Nomination and Board Development Committee*.
- Name's of proposed committee chairs are submitted to the current Foundation Chair and President for consideration and final approval.
- Each committee chair appointment will consist of a 2-year term. An additional re-appointment of one possible year is allowable for transition purposes.
- A committee chair can not exceed a three year term.
- Once a committee chair's term has concluded, he/she will take a one year leave from participating on the specific committee that they chaired.
- Upon the completion of the committee chair's one year leave, he/she will be reinstated as an active *committee member*.
- During the one year of inactivity, the former committee chair can be an active member on another Foundation committee and/or hold a chair position.

University of California, Irvine Foundation Dash Board

DRAFT
Nov. 16, 2009



Green: Ahead of Schedule







Yellow: Caution – Close to being on Schedule, Some Issues

Red: Behind Schedule, Issues

Confidential – Not for duplication, Property of University of California, Irvine Foundation






University of California, Irvine Foundation Dash Board

DRAFT
Nov. 16, 2009

VISION 					
MISSION	 Promote the university	 Increase philanthropic support	 Manage & grow endowed funds	 Ensure appropriate use of funds	 Pursue Best Governance Practices

University of California, Irvine, Foundation Dash Board

DRAFT
Nov. 16, 2009

COMMITTEES	<u>Recommendation</u>  Strategic Communications	<u>Recommendation</u>  Campaign/ Fundraising	<u>Recommendation</u>  Investment	<u>Recommendation</u>  Donor Relations	<u>Recommendation</u>  Governance

University of California, Irvine, Foundation Dash Board

DRAFT
Nov. 16, 2009

COMMITTEES	<u>Recommendation</u> 7 Nomination & Board Development	<u>Recommendation</u> 8 Finance	<u>Recommendation</u> 9 Alumni & Student Relations	<u>Recommendation</u> 10 Advocacy/ Government Relations	<u>Recommendation</u> 11 Audit

RECOMMENDATION 1 – Jim Mazzo

Review and update the mission, vision and values statements

Vision

In the year 2015, we will exceed the \$1 billion campaign goal

Mission

To promote the University; increase philanthropy; manage and grow the endowment; ensure the appropriate use of all funds; and pursue best governance practice

Values

Respect, Intellectual curiosity, Integrity, Commitment, Empathy, Appreciation, and Fun

Approved Oct. 29, 2009

RECOMMENDATION 2 – Paul Merage

Together with UCI, assess all current University communications programs that impact UCI's public presence and image locally, regionally, and nationally (**Discussion – January 2010 Decision**)

With the intention of indentifying *Best Practices*, UCI and the Foundation should conduct a comprehensive review of external communications programs and activities. It should be prepared to make changes necessary in organizational structures and responsibilities to ensure that the University and its affiliated groups, particularly the Foundation, are presented in the most positive and compelling way. (**Discussion – January 2010 Decision**)

- Provide a driving vision for UC Irvine by public “positioning” of Foundation as UCI's preeminent volunteer organization, driving volunteer engagement and becoming the board of choice in the community.
- Develop and implement an integrated strategic communications strategy using the campaign as the message platform (Shaping the Future Themes/Initiatives). (R)
- Relate campus to community and community to campus (refine & focus hallmarks).
- Crisis management SWAT team for issues related to the Foundation and campus philanthropy.

Approved Oct. 29, 2009

The University of California, Irvine Foundation Communications Committee

Goal: COMMUNICATIONS



Paul Meraige
Chair



Mark Aydelotte
UA Partner

Committee Mission

- To communicate the premiere philanthropic mission of the UC Irvine Foundation regionally and globally through recognition and the involvement of current, past and prospective trustees and volunteers.

Committee Membership

- Committee Chair
- Appointed Trustees
- University Leadership
- Foundation Chair and President (Ex-Officio)

Committee Members Roles and Responsibilities

- Implement strategies, initiatives and programs which enhance the presence and promise of the university with the Foundation as the key partner to achieve the university's vision.
- To formulate a unique and cohesive long-term image for the university's Foundation based on strategies that reflect its inherent strengths, culture and character
- To ensure the right mechanisms and resources are in place to effectively implement these strategies (i.e., to deliver on the promise)
- To engage the university's various stakeholders in shaping and supporting these goals.

Meeting Frequency

- Quarterly

2009-10 GOAL: Communications

Inform and inspire internal and external stakeholders through strategic and meaningful communications. Listen to constituent perspectives and be an important conduit of information regarding the university's and Foundation's achievements and challenges.

STRATEGIES:

- Meet with Chancellor to discuss how best to move forward with a comprehensive review of communications.
- Conduct internal meetings with Deans and Chairs as the Foundation's campaign themes continue to be expressed across the campus.
- Conduct review of campus and Foundation communications.

RESPONSIBLE:

- Christine Byrd
- Mark Aydelotte

METRICS:

- Approval of plan to conduct communications review by December 9, 2009.
- Establish review committee with a charge from the Chancellor to complete its review and recommendations by June 30, 2010.
- University administration and Foundation leadership to consider review results and act on recommendations by September 1, 2010.

TIMELINE:

- See above

2015 GOAL: Communications

Inform and inspire internal and external stakeholders through strategic and meaningful communications. Listen to constituent perspectives and be an important conduit of information regarding the university's and Foundation's achievements and challenges.

STRATEGIES:

- **Design, develop, approve and implement strategic communication plan**
- **Integrate Foundation Communications strategies with University Advancement and University Communications office (Visual Identity)**
- **Issue select electronic communications on timely and important topics**
- **Expand communication with University leadership, faculty and staff**
- **Enhance the quality and Frequency of Communications to the Board**
- **Engage media, editorial boards, reporters, placement of good news and op-ed pieces**

RESPONSIBLE:

- **Christine Byrd**
- **Mark Aydelotte**

METRICS:

- **Ensure timely production of regular communications, including electronic and written communications**
- **Organize 2-3 campus tours each year with a goal of 100% Board attendance at at least one of the tours**
- **Survey Board members about their preferences regarding communications**
- **Complete & distribute board directory January 2010 (electronic & hard copy)**

TIMELINE:

- **See above**

RECOMMENDATION 3 – Doug Freeman**Strengthen and enhance the Foundation's commitment to fundraising on behalf of UCI**

Develop a near-term organizational/re-organizational plan to guide the thoughtful expansion of UCI's Development division and its capabilities (rigorous performance culture with continuous improvement and metrics) (Discussion – June 2010 Decision)

- **Meet or exceed “Shaping the Future” Campaign targets (2015 celebration, 50th Anniversary)**
- **Substantially augment student support (R)**
- **Explore new alliances (CHOC, etc.)**
- **Initiate and drive student philanthropy programs – (UCI focused) (i.e. Dance-a-thon or similar activity). Possible Parents and/or Trustees matching funds raised by students (R) (Approval)**
- **Establish and build Trustee Leadership Fund for Excellence**

Approved October 29, 2009

The University of California, Irvine Foundation Campaign Committee



Doug Freeman
Chair



Chris Johnston
UA Partner



Suzanne Teer
UA Partner

Committee Mission

- To lead the \$1 billion campaign in partnership with UC Irvine

Committee Membership

- Committee Chair & Vice Chair
- Appointed Trustees
- Selected School Deans/Directors
- Representatives of other UC Irvine constituencies
- The Foundation Chair and Foundation President shall serve as ex-officio members

Committee Members Roles and Responsibilities

- To track, monitor and report on each approved campaign initiative
- The Foundation Board will be responsible to collectively give a minimum of 20% of the overall total campaign goal
- To track, monitor and report on campaign counting policies and guidelines
- Together with the university, we will be responsible for ensuring the successful achievement of all campaign elements.

Meeting Frequency

- Quarterly meetings and monthly conference calls

Goal: FUNDRAISING

2009-2010 GOALS: Fundraising

- 1. Achieve \$75 million in CAE, secure 28,000 gifts, and raise \$90 million in total commitments (\$573 million for the campaign). Focus on identified Priority Projects: (1) Student Support Initiative; (2) Cancer; (3) Stem Cell; (4) Eye Institute.**
- 2. Engage all Foundation Trustees in leadership councils as these councils are being created/enhanced across the campus.**
- 3. Create the Foundation Trustees Leadership Fund for Excellence.**
- 4. Implement and monitor defined FY10 development officers metrics to increase the Development Office's focus on a high performance culture**
- 5. Focus on leadership relationships with DOs, deans and program leaders across campus/Health Affairs**
- 6. Develop, seek approval for and begin to implement a re-organizational plan to align current development officers to the University's highest priorities**

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- Initiate mega and principal gift philanthropy opportunities for one or several campaign themes**
 - Explore new fundraising alliance with CHOC**

RESPONSIBLE:

- Chris Johnston and Suzanne Teer**

2015 GOAL: Fundraising

Increase private Gift and Grant support giving through UCIF/UCI at a 5% compound annual growth rate for the 2010-2015 planning period, resulting in raising a cumulative total of \$1 billion by 2015.

1. 2005-06 <u>\$101M (A)</u>	5. 2009-10 <u>\$90M (P)</u>	9. 2013-14 <u>\$105M (P)</u>	\$1,025,000,000
2. 2006-07 <u>\$120M (A)</u>	6. 2010-11 <u>\$90M (P)</u>	10. 2014-15 <u>\$110M (P)</u>	
3. 2007-08 <u>\$130M (A)</u>	7. 2011-12 <u>\$95M (P)</u>		
4. 2008-09 <u>\$84M (A)</u>	8. 2012-13 <u>\$100M (P)</u>		

(A = Actual P = Planned)

STRATEGIES:

- Leverage the Foundation Trustee’s University Leadership and Advancement staff to maximize philanthropic support
- Focus fundraising efforts on University priorities as determined by the Chancellor and University Strategic Plan
- Explore opportunities for Mega and Principal Gifts Philanthropy that require interdisciplinary initiatives
- Expand development staff and budgets in the central office to improve flexibility and to manage multidisciplinary initiatives
- Expand development staff and budgets in schools/units with potential for significant increases in gifts
- Develop new markets (regional and international)
- Develop new, exciting projects (aligned with the University Strategic Plan and donor interest)
- Build, enhance integrate and engage school/unit leadership councils in fundraising

METRICS:

- Total Commitments
- Cash/CAE
- Gift Count
- Principal gifts (\$5M+)
- Leadership Gifts (\$1M+)
- Legacy (planned) Gifts
- Number of DOs
- Fundraising goals for development initiatives
- New endowed gifts
- Alumni Giving
- Increased number of engaged volunteers

RESPONSIBLE:

- Chris Johnston and Suzanne Teer

TIMELINE:

- Campaign Period (2005-2015)

RECOMMENDATION 4 – Rick Keller

**Review and consider changes to the current asset management practices with the intention of increasing both annual investment payout and the growth of the endowment, as well as alternative revenue streams
(Discussion – June 2010 Decision)**

- **Ensure that the annual payout from the endowment under the Foundation’s management meets or exceeds such distributions as reported by the several cohort foundations included in this study, as well as the UC Regents (*Consistent with the fiduciary responsibility of the Foundation*) (Discussion – June 2010 Decision)**
- **Consider new streams of revenue that could be established through Foundation board programs (Discussion – June 2010 Decision)**
- **Explore a loan program (*from non-endowed funds*) to grow the Advancement programs which have potential to produce additional revenue (Discussion – June 2010 Decision)**

The University of California, Irvine Foundation Investment Committee

Committee Mission

- Have endowment portfolio in line with the best thought process in the country for its asset allocation and performance return
- Generate support, create awareness and build relationships while wisely managing assets in support of UC Irvine priorities

Committee Membership

- Committee Chair
- Chief Financial Officer (Ex-Officio)
- Appointed Trustees
- The Foundation Chair and Foundation President shall serve as ex-officio members

Committee Members Roles and Responsibilities

- Manage the financial assets within strict measures of quality and performance standards
- Provide timely and comprehensive reporting on the financial statements and assets under management to the Foundation
- To preserve the real value of the endowment corpus and maximize expected long-term total return while assuming a prudent level of investment risk
- Review application for new members and bring diverse cross section of business professionals to the committee.

Meeting Frequency

- Quarterly
- Sub-committees to meet as needed



Rick Keller
Chair



Christie Israel
UA Partner

Goal: INVESTMENT MANAGEMENT

2009-10 GOAL: Investment Management

Review and consider changes to the current asset management practices with the intention of increasing both annual investment payout and the growth of the endowment, as well as alternative revenue streams

STRATEGIES:

- **Recommend asset management review of target groups to include UC campuses and Regents, Top 10 Public University Endowments, and Peer Universities with \$200 - \$350 million endowments**
- **Analyze asset management data including asset allocation, endowment growth, endowment payout, and expenses**
- **Make recommendations to the Executive Committee based on analysis**
- **Make recommendations to the Board based on analysis**

RESPONSIBLE:

- **Christie Israel**
- **Lynn Rahn**

METRICS:

- **NACUBO/Commonfund Annual Endowment Report and UC Foundation Annual Endowment Report – Available February 2010**
- **March & April 2010**
- **May 2010**
- **June 2010**

Goal: INVESTMENT MANAGEMENT

2015 GOAL: Investment Management

Deliver consistent positive risk-adjusted returns over market cycles that will support spending distributions, preserve capital on an inflation-adjusted basis and perform in the top quartile of public university endowments (NACUBO).

STRATEGIES:

- **Provide distributions and preserve capital on an inflation-adjusted basis**
- **Perform in the top quartile of institutional investors, as defined by NACUBO/Commonfund Annual Endowment Report**
- **Enhance communications with the university account holders and prospective investors**

METRICS:

- **Benchmark – CPI + Spending Rate + 2%**
- **Top 25% quartile performance**
- **Quarterly performance with benchmark comparison**

RESPONSIBLE:

- **Christie Israel**
- **Lynn Rahn**

TIMELINE:

- _____

RECOMMENDATION 5 – Cheryll Ruszat

- **Develop new “Student-Centric” stewardship plan – consider every donation and its positive effect on students both on campus and at UCIMC (regardless of gift designation). Program will connect donors with students on a regular basis through events, communications and other vehicles.**
- **Create a campus “concierge” for donors and other campus VIPs. The service will be managed by the Office of Donor Relations, University Advancement – Monday through Friday, between 8 a.m. and 5 p.m.**

Goal: DONOR RELATIONS

The University of California, Irvine Foundation Donor Relations Committee



Cheryll Ruszat
Chair



Kathy Ruvolo
UA Partner

Committee Mission

- To provide counsel regarding stewardship policies, procedures, and strategies that ensure all donors receive effective, personalized and unique stewardship

Committee Membership

- Committee Chair
- Appointed Trustees
- Other Appointees as needed
- The Foundation Chair and Foundation President shall serve as ex-officio members

Committee Members Roles and Responsibilities

- To ensure that donors to UC Irvine receive seamless personalized and meaningful stewardship of their gifts and service to the campus
- To ensure donors are aware of and understand the
- Donor Bill of Rights
- To evaluate and recommend stewardship strategies, policies and procedures.

Meeting Frequency

- Quarterly

Goal: DONOR RELATIONS

2009-10 GOAL: Donor Relations

Design, develop and implement student-centric stewardship plan – students are at the core of every gift. Continue to refine donor relations policies, procedures and practices in order to provide seamless, personalized and timely stewardship to all donors.

STRATEGIES:

- Design, develop, approve and implement student-centric stewardship plan.
- Plan and execute first annual donor recognition event – donors, students, campus senior admin.
- Create a campus concierge service (one stop shop for donors in need of assistance, have questions or any other general inquiries). Develop criteria for inclusion in the program (membership).
- Conduct comprehensive review of current donor relations programs to ensure we meet the goal of personalized, timely and effective stewardship. Recommend modifications or additions to current programs.
- Continue education programs for campus DO's to ensure stewardship is "institutionalized" across all disciplines.

RESPONSIBLE:

- Kathy Ruvolo

METRICS:

- Discuss strategies at first donor relations committee meeting on November 16, 2009
- Present concierge and student-centric programs at the March Board of Trustees Meeting (Cheryll Ruzsat /Kathy Ruvolo)
- Present stewardship plans to the UC Irvine Student Support Task Force (after Trustee approval)
- Kick-off student-centric plan with a donor recognition breakfast at Celebrate UCI (campus-wide Open House) – Saturday, April 17, 2010
- Plan a series of DO training programs (Stewardship Salons) – quarterly beginning March 2010.

2015 GOAL: Donor Relations

Design, develop and implement student-centric stewardship plan – students are at the core of every gift. Continue to refine donor relations policies, procedures and practices in order to provide seamless, personalized and timely stewardship to all donors.

STRATEGIES:

-
-
-

METRICS:

-
-
-

RESPONSIBLE:

- **Kathy Ruvolo**

Goal: DONOR RELATIONS

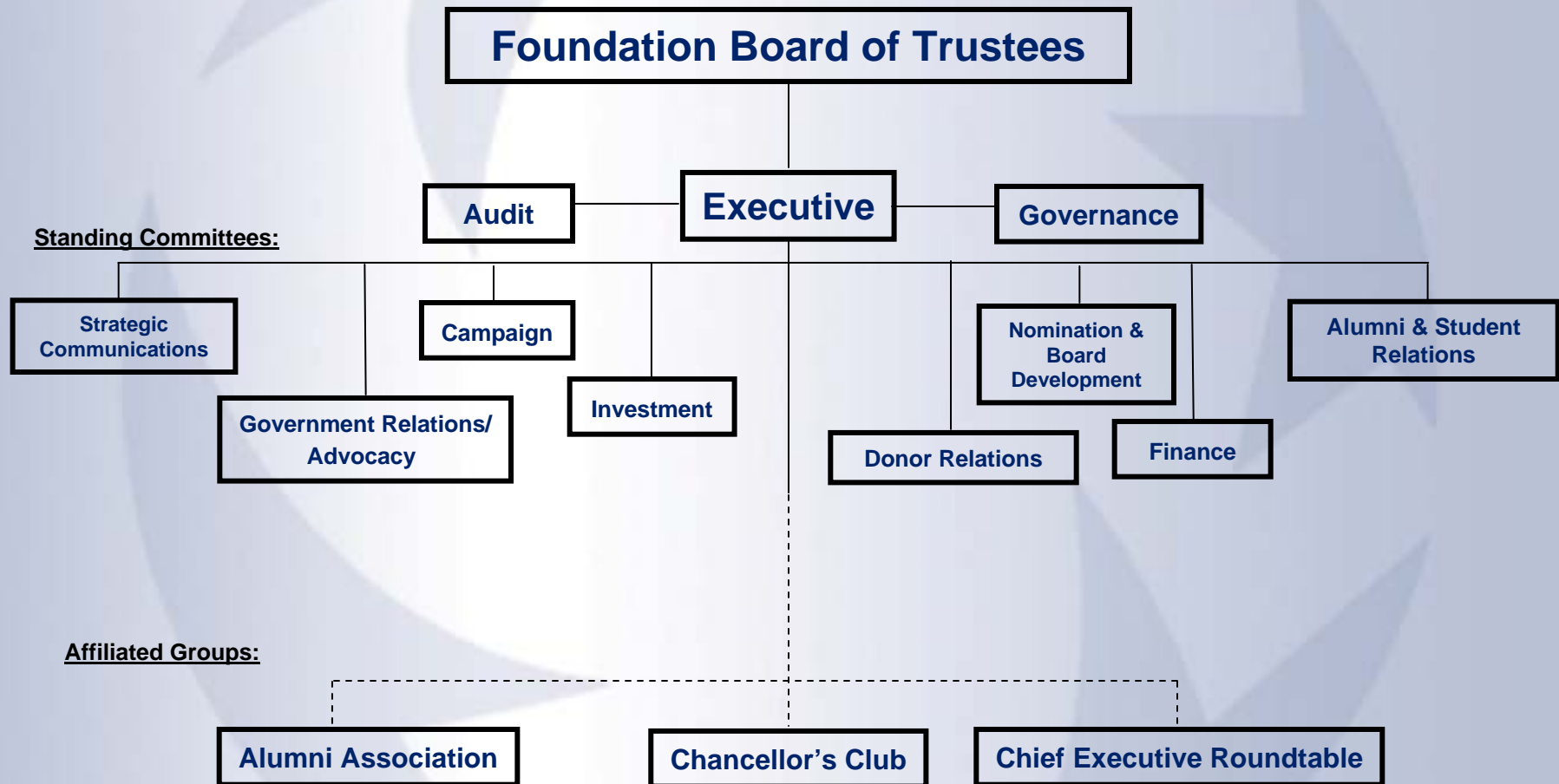
RECOMMENDATION 6 – Jim Mazzo

Assess and develop a revised committee structure to focus the Foundation's time, attention, and resources on those roles of greatest importance to UCI. (Mission-driven committee structure) – (R)

- **Consider a dedicated Finance Committee to explore revenue opportunities (R)**
- **Establish a Governance Committee to ensure that the Board is following governance best practices. (Discussion – Ex. Comm. Agenda in Feb.)**
- **Integrate Marketing Committee recommendations into the university/school/unit communications. Change name to Strategic Communications and move to standing committee**
- **Create a standing committee on Alumni and Student Relations**
- **Focus the Government Relations/Advocacy Committee on regional, state and federal relations priorities – move to standing committee**
- **Strengthen trustee engagement in board committees**
- **Consider student(s) as ex-officio Foundation representatives (1 undergrad, 1 grad as determined by Vice Chancellor of Student Affairs and Dean of Graduate School)**

Approved Oct. 29, 2009

Proposed Organization Structure



The University of California, Irvine Foundation Governance Committee



Dean Yoost
Chair (TBC)



Jackie Barbera
UA Partner

Committee Mission

- Pursue best governance practices by setting and following legal and fiduciary policies and procedures that strengthen the Foundation's mission.

Committee Membership

- Committee Chair
- Appointed Trustees
- Foundation Chair and President (Ex-Officio)

Committee Members Roles and Responsibilities

- Foundation's relationship with the institution
- Review, recommend and update bylaws/mou's

Meeting Frequency

- February 2010
- May 2010

Goal: Governance

2009-10 GOAL: Governance

Pursue best governance practices by setting and following legal and fiduciary policies and procedures that strengthen the Foundations mission.

STRATEGIES:

- **Design and develop a draft committee charge, roles and responsibilities, and membership document.**
- **Identify and recruit committee chair**
- **Identify, recruit and confirm committee members**
- **Schedule first committee meeting**
- **Review and discuss Foundation management check list**
- **Schedule second committee meeting**
- **Review and discuss operational policy check list**

RESPONSIBLE:

- **Jackie Barbera**

METRICS:

- **Review and approved by the Foundation chair – November 2009**
- **December 2009**
- **January 2010**
- **February 2010**
- **February 2010**
- **May 2010**
- **May 2010**

TIMELINE:

- _____

2015 GOAL: Governance

Pursue best governance practices by setting and following legal and fiduciary policies and procedures that strengthen the Foundation's mission

STRATEGIES:

- **To periodically review and ensure the Foundation is operating with appropriate policies and regulations**
- **To regularly review operational policies (e.g., gift acceptance, gift counting, etc.)**
- **Attend the National Association of Governing Board Leadership Forum with chair and chair-elect**
- **Initiate UC Foundation Annual Summit**

METRICS:

- **Management checklist (CJ)**
- **Operational policy checklist (LR)**

RESPONSIBLE:

- _____

TIMELINE:

- _____

RECOMMENDATION 7 – Ted Smith

Strategically increase the number of Foundation trustees from 43 to 75 members by 2015. Identify and recruit well-qualified trustees, when possible, aligning Foundation composition with alumni and student demographics.

- **Engage current trustees, asking each to recommend 2 to 3 prospective trustee nominees each year – especially individuals that would bring diverse perspectives to the Foundation.**
- **Consider key volunteers currently serving on leadership councils as a source of possible new trustees.**
- **Review Lauds & Laurel recipients and other distinguished alumni to increase alumni representation on the Foundation.**
- **Broaden recruitment area to include Los Angeles and San Diego. Consider individuals whose business or personal interests create natural ties to UC Irvine or Orange County.**
- **Engage all trustees in service on at least one leadership council.**

The University of California, Irvine Foundation Nomination & Board Development Committee



Ted Smith
Chair



David Tsoong
Vice Chair



Larry Zeiber
UA Partner

Committee Mission

- In consultation with the Chair and Executive Committee, recommend the board composition
- Develop and implement strategies to identify, recruit and engage trustees

Committee Membership

- Committee Chair
- Vice Chair
- Board Past Chair
- Other appointed Trustees
- The Foundation Chair and Foundation President shall serve as ex-officio members

Committee Members Roles and Responsibilities

- Evaluate composition of the board, determine strategic recruitment areas, and develop ideal board member profile
- Identify, recruit and engage trustee candidates who match the strategic recruitment areas and ideal board member profile
- Recommend trustee candidates to the Executive Committee and Board
- Develop and manage a new trustee orientation and education program(s)
- Engage new and current trustees in board committees

Meeting Frequency

- Quarterly

2009-10 GOAL: Nomination & Board Development

Goal: BOARD DEVELOPMENT

STRATEGIES:

- **Philanthropic leadership of UCI must remain the key selection criterion for new Foundation members.**
- **Expand trustee membership.**
- **Commitment to all facets of diversity including gender, race, age, and skills.**
- **Increase alumni participation.**
- **Broaden geographic representation of trustee members.**
- **Strengthen orientation – 6-month phase-in strategy.**
- **Assessment (individual & board).**
- **Consider 2 year, renewable appointments for trustees serving as committee chairs.**

RESPONSIBLE:

- **Larry Zeiber**

METRICS:

- **All trustees support UCI at the \$25k-plus level annually or a one time gift of \$1M or greater.**
- **Identify and recruit 10 new trustees.**
- **Of the 10 new trustees, 3 - 4 women will be recruited.**
- **Increased representation of Asian, Hispanic and Black members.**
- **Of the 10 new trustees, 3 to 4 distinguished alumni will be recruited.**
- **Identify prospective trustees in Los Angeles and San Diego.**
- **All new trustees complete redesigned orientation program.**
- **Review the philanthropic and volunteer engagement of all members.**
- **Decisions reached and implemented regarding committee leadership guidelines.**

TIMELINE:

- **Completed by June, 2010**

2015 GOALS: Nomination & Board Development

Goal: BOARD DEVELOPMENT

STRATEGIES:

- **Philanthropic leadership of UCI must remain the key selection criterion for new Foundation members.**
- **Expand trustee membership.**
- **Commitment to all facets of diversity including gender, race, age, and skills.**
- **Increased alumni participation.**
- **Broaden geographic representation of trustee members.**

RESPONSIBLE:

- **Larry Zeiber**

METRICS:

- **All trustees support UCI at the \$25k-plus level annually or a one time gift of \$1M or greater.**
- **Foundation 75 members strong by 2015.**
- **Female trustees represent 25% of all members – approximately 18 – by 2015.**
- **Increased representation of Asian, Hispanic and Black members.**
- **Alumni trustees represent 25% of all trustees – approximately 18 – by 2015.**
- **Identify prospective trustees in Los Angeles and San Diego.**
- **Consider trustees from regions/states, who have connections to UCI or the area (i.e. parents of current students).**
- **Consider international trustees who will bring unique abilities to the Foundation (i.e. international student recruitment).**

TIMELINE:

- **Completed by June 2015**

RECOMMENDATION 8 – New Finance Committee

Develop multi-year funding models that will ensure the resources necessary to fuel increased fundraising activity and results driven by the university's strategic plan, academic priorities, and the Foundation 2015 Plan

- **Collaborate in developing a comprehensive plan to review current resource deployments, augment existing resources for fundraising, and identify opportunities to support the institution (Discussion – March 2010 Decision)**
- **Explore increasing current fund assessments and identify new funding to strengthen Advancement programs, such as increasing administrative investment from 5% to 6.5% (R) (Discussion – March 2010 Decision)**
- **Oversee Trustee Leadership Fund for Excellence (Discussion – March 2010 Decision)**

Approved Oct. 29, 2009

The University of California, Irvine Foundation Finance Committee

Goal: FINANCE



John Evans
Chair

Committee Mission

- Develop a multi-year funding model that will ensure the resources necessary to fuel increased fundraising activity and results driven by the university's strategic plan and academic priorities

Committee Membership

- Committee Chair
- Appointed Trustees
- The Foundation Chair and Foundation President shall serve as ex-officio members
- Senior Campus Leadership, appointed by the EVC/Provost

Committee Members Roles and Responsibilities

- Oversee (i) the annual and long range operating budget process, and (ii) adherence to policy guidelines
- Advocate on behalf of the Foundation and serve as the communication link to the Executive Committee, Board and Campus
- Collaborate in developing a comprehensive plan to review current resource deployments, augment existing resources for fundraising and identify opportunities to support the institution

Meeting Frequency

- Quarterly



Lynn Rahn
UA Partner

2009-10 GOAL: Finance

Develop multi-year funding models that will ensure the resources necessary to fuel increased fundraising activity and results driven by the university's strategic plan and academic priorities

STRATEGIES:

- **Draft and receive approval on committee charge**
- **Identify and recruit chair**
- **Recruit committee members**
- **First meeting to review current funding model and budget process**
- **Second meeting to review budget**

METRICS:

- **Mid-November forward to the Chair of the Foundation for approval**
- **Mid-December chair identified/confirmed**
- **Mid-February committee is recruited**
- **March – first meeting**
- **June – review of budget**

RESPONSIBLE:

- **Lynn Rahn**

2015 GOAL: Finance

Develop multi-year funding models that will ensure the resources necessary to fuel increased fundraising activity and results driven by the university's strategic plan and academic priorities

STRATEGIES:

- Collaborate in developing a comprehensive plan to review current resource deployment, augment existing resources for fundraising and identify opportunities to support the institution
- Explore increasing current fund assessments and identify new funding to further strengthen advancement programs, such as increasing gift fee from 5% to 6.5%
- Explore new funding opportunities
- Oversee Trustee Leadership Fund for Excellence

RESPONSIBLE:

- Lynn Rahn

METRICS:

- Cost per dollar raised would be at the national average, i.e., 15%
- National average gift fee
- Funding sources used at the top 10 public institutions

TIMELINE:

- To achieve these goals prior to 2015

RECOMMENDATION 9 – Martha Newkirk

Align the Foundation as a partner committed to influencing positively the alumni and student experience

- **Inform, engage, encourage alumni and student philanthropy**
- **Focus the Foundation's time, attention, and resources on those annual occasions that effectively reach the largest numbers of alumni and students. Homecoming, concert in Aldrich Park (R) (Discussion – January 2010 decision)**
- **Establish student philanthropy program (UCI Focused) matched by parents and/or Foundation trustees – Dance-a-thon (R)**
- **Engage student leadership (R)**
- **Participate in UC Irvine non-resident/international student recruitment initiative (R)**
- **Explore young alumni awards program (PR) (Discussion – June 2010 decision)**

Approved Oct. 29, 2009

The University of California, Irvine Foundation Alumni/Student Relations Committee



Martha Newkirk '81
Chair



Steven Borowski '79
Vice Chair



Jorge Ancona
UA Partner

Committee Mission

- Review and provide input on alumni and student philanthropy plans
- Inform, engage and encourage alumni and student philanthropy
- Identify, qualify, communicate, engage and recruit alumni as potential Foundation Board Members
- Identify and interview potential student trustees (ex-officio) and make recommendations to the Nomination and Board Development Committee

Committee Membership

- Committee Chair
- Committee Vice Chair
- Appointed Trustees, Ambassadors and alumni
- President of the Alumni Association (ex-officio)
- Foundation Chair and Foundation President (ex-officio)
- Vice Chancellor of Student Affairs

Committee Members Roles and Responsibilities

- To bolster alumni awareness, enthusiasm and support for the university and its priorities
- To ensure that alumni are strategically involved in execution of the campaign, its progression and serve as champions of strategic campaign priorities
- To recruit and engage highly visible, influential alumni to serve the university as key advisors

Meeting Frequency

- Quarterly

2009-10 GOAL: Alumni/Student Relations

To partner with alumni and students to identify and support engagement in concert with university priorities

STRATEGIES:

A. Input and decision on alumni and student philanthropy programs:

- Prepare draft charge for committee review and input
- Refine current alumni and student philanthropy plans
- Work with development campaign committee to arrange for matching funds for student philanthropy program

B. Identify and qualify alumni for potential Foundation Trustee membership:

- Host alumni lunches or dinners to engage and qualify alumni for potential trustee membership

C. Students:

- Schedule meeting with Vice Chancellor of Student Affairs to discuss committee charge and his participation on the committee
- Schedule first meeting of this newly found group
- Recommend students for consideration

RESPONSIBLE:

- **Jorge Ancona**

METRICS:

A.

- Jorge Ancona to share draft with committee in December
- Present alumni/student philanthropy plans at the March 2010 meeting
- Work with Al DeGrassi (member of the campaign committee) to lead this effort

B.

- Host three events with a total of 8 to 10 alumni at each event – goal is to qualify 10 alumni for the Nomination & Board Development Committee; Goal – 3 to 4 alumni confirmed to the board

C.

- By December 15 – Meeting with VC Gomez
- Schedule first meeting in March 2010
- VC Gomez to present in March; Committee recommendations before June to Nomination & Board Development Committee; NBD Committee confirm students for approval at June Board meeting; invite students to Foundation Retreat – first official meeting for students in Fall 2010

2015 GOALS: Alumni/Student Relations

To partner with alumni and students to identify and support engagement in concert with university priorities

STRATEGIES:

- **Add...**

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METRICS:

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RESPONSIBLE:

- Jorge Ancona

TIMELINE:

- _____

Goal: ALUMNI/STUDENT RELATIONS

RECOMMENDATION 10 – Bruce Cahill

Recommend the Ad-hoc Advocacy Committee become a Standing Committee of the UCI Foundation. – (R)

- **Collaborate with campus administration, UC Sacramento and UCDC to implement a strategic communication and advocacy plan to enhance the public understanding and support of the universities priorities with the local, state and federal government.**
- **Engage elected officials at all levels of government (_____) and key community leaders with UC Irvine.**
- **Generate support for UC Irvine’s research and special initiative priorities within the community and state and federal governments.**
- **Mobilize other community leaders to advocate on behalf of the university’s research and special initiative priorities.**

Approved October 29, 2009

The University of California, Irvine Foundation Advocacy Committee

Goal: Advocacy



Bruce Cahill
Chair



TBD
Vice Chair



Liz Toomey
UA Partner

Committee Mission

- To enhance the public understanding and support of the university's priorities

Committee Membership

- Committee Chair
- Appointed Trustees

Committee Members Roles and Responsibilities

- To communicate with community leaders and elected officials at all levels of government on behalf of the university
- To participate in face to face visits with community leaders and elected officials at all levels of government on behalf of the university
- To host community leaders and elected officials from all levels of government to campus and strategic community events

Meeting Frequency

- As needed

2009-10 GOAL: Advocacy

To enhance the public understanding and support of the university's priorities

STRATEGIES:

- **Meet with campus leadership to hear their vision of how key advocates can best serve the needs of the campus.**
- **Confirm campus research and special initiative priorities for the purpose of developing an appropriate advocacy plan.**
- **Establish a communication plan to keep key advocates up-to-date on priorities and issues that need high level advocacy.**
- **Initiate annual campus briefing for elected officials highlighting university priorities impacted by decisions at the state and federal level.**

RESPONSIBLE:

- **Liz Toomey**

METRICS:

- **Quarterly meetings with Advocacy Committee.**
- **Meet with key elected officials and community leaders critical to the university's budget and legislative priorities.**
- **Participate in letter writing requests from Office of the President to key legislators.**
- **Participate in op-ed or letters to the editor about university needs and priorities.**

TIMELINE:

- _____

2015 GOAL: Advocacy

Goal: Advocacy

STRATEGIES:

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METRICS:

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RESPONSIBLE:

- Liz Toomey

TIMELINE:

- _____

RECOMMENDATION 11 – Joe Dunn

Assist the Board in fulfilling its fiduciary responsibilities by selecting independent accountants for the annual audit and reviewing audited financial reports

Goal: AUDIT

The University of California, Irvine Foundation Audit Committee



Joe Dunn
Chair



Christie Israel
UA Partner

Committee Mission

- Assist the Board in fulfilling its fiduciary responsibilities by selecting independent accountants for the annual audit and reviewing audited financial reports.

Committee Membership

- Committee Chair
- Appointed Trustees
- The Foundation Chair and Foundation President shall serve as ex-officio members

Committee Members Roles and Responsibilities

- Review (1) the financial reports provided by the Foundation to the Attorney General, the University of California, Irvine and to the general public, and (2) the Foundation's internal financial and accounting controls
- To oversee the appointment, compensation, retention and oversight of the work performed by any independent public accountants engaged by the Foundation
- To recommend, establish and monitor procedures designed to improve the quality and reliability of the disclosure of the Foundation's financial condition and results of operations.

Meeting Frequency

- Annually

Goal: Audit

2009-10 GOAL: Audit

Goal: AUDIT

STRATEGIES:

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METRICS:

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RESPONSIBLE:

TIMELINE:

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2015 GOAL: Audit

Goal: AUDIT

STRATEGIES:

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METRICS:

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RESPONSIBLE:

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TIMELINE:

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RECOMMENDATION 12 – Jim Mazzo

Create an even broader awareness of and appreciation for the Foundation’s role as an essential partner in the University’s growth and prosperity (University Board of Trustees – increasingly become a privately supported public university)

Expand the Foundation’s existing relationship with UCI at all levels, especially within the executive, academic, alumni, and student ranks. Be aware of educational, research and service programs and ensure that priorities are being met.

- **Trustees serve on Shaping the Future initiatives leadership councils (R)**
- **Trustees serve on school/unit Leadership Councils**
- **Greater presence of deans and administrators in regular Foundation meetings and as members of the various standing/ad hoc committees of the Board**
- **Strengthen alliances with the UCIAA, Student Affairs, Chancellor’s Club, and the CEO Roundtable**
- **Increase presence on campus at key activities and ceremonies (R)**
- **Engage deans & directors in their development role through education & training programs (PR)**

Approved Oct. 29, 2009

2009-10 GOAL: Partnerships

Create an even broader awareness of and appreciation for the Foundation's role as an essential partner in the University's growth and prosperity (In response to university needs and the chancellor's request, the Foundation would assume greater responsibility for developing a new model Board of Trustees)

STRATEGIES:

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METRICS:

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RESPONSIBLE:

- Tom Mitchell

TIMELINE:

- _____

2015 GOAL: Partnerships

Create an even broader awareness of and appreciation for the Foundation's role as an essential partner in the University's growth and prosperity (In response to university needs and the chancellor's request, the Foundation would assume greater responsibility for developing a new model Board of Trustees)

STRATEGIES:

- **Outline the role and responsibilities for the Foundation Trustees in helping direct a privately supported public university**
- **Develop master event grid**
- **In consultation with volunteer leaders (Alumni Assoc., Roundtable, Chancellor's Club**
- **Highlight a senior volunteer leader and Trustee board meeting**
- **Launch a volunteer summit that recognized volunteers & provides a venue for communication**

RESPONSIBLE:

- **Tom Mitchell**

METRICS:

- **100% of Trustees engaged with a Foundation Committee or a school/unit leadership council**
- **Trustees volunteer or accept an assignment to attend at least one campus event per year as a representative of the Foundation**
- **Cluster recruit board/steering committee members to AA, RT, CC**

TIMELINE:

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