

COMMITTEE ON DEVELOPMENT AND FUNDRAISING

Annual Report, 2019-20

This was the first year of the formally approved Committee on Development and Fundraising (CDF). CDF was formed by the Senate in fall 2014 to meet the need for a more active and diverse faculty voice in fundraising. Our charges are to:

1) advise the Chancellor and Vice Chancellor for University Relations (VCUR) on priorities, policies, and strategies in development and fundraising; 2) serve as a resource for the VCUR to identify and enroll faculty in development and fundraising. The overarching goal was better coordination of faculty-University Relations (UR) collaboration.

This year we focused on a new phase of our experimental program to identify faculty clusters that represent current untapped opportunities for collaborative research at UCSC. The usual process was to forward these small faculty groups to University Relations for help with development of a public message and targeted audience. We changed our strategy from working with individual groups, chosen from among the Themed Academic Working Groups (TAWG) in the Strategic Academic Planning Process, to developing a broader net, for comprehensive campaign priorities. We conducted a survey of campus research institutes and centers to maintain an updated list for the committee and to identify those not yet ready for large-grant applications. With small seed funding, the aim is to support them in preparation for the next larger-scale phase (grant-development with targeted applications to federal agencies and foundation).

The centerpiece of this new direction was our work in winter and spring with the Office of Research (OR) on their Seed Funding for Center-Scale Research Initiatives. This was part of an ongoing Senate-administration partnership committed to better coordinate campus research development and fundraising by bringing together the four units charged with those missions (Committee on Research [COR], CDF, UR and OR). We want a transparent process to ensure Senate-administration joint participation when the campus allocates limited discretionary seed funds to support specific initiatives.

CDF has historically had no funding-source of its own, so we joined forces with OR in the Center-Scale Seed Funding review-process, in a series of regular consultations with both Vice Chancellor for Research Scott Brandt and Associate Vice Chancellor John MacMillan. Our purview within the total of 45 applications received was the 16 proposals in the Arts, Humanities, and Social Sciences, which we reviewed and ranked using our own criteria and questionnaire. Because of Covid-19 the whole review process was paused, we recommended additional projects for OR funding when the process is reinitiated. In the interests of keeping it alive, CDF pursued another, more innovative relationship with the UCSC Foundation Board. We developed a proposal for the Board Opportunity Fund (BOF), an experimental one-year pilot for the 2020-21 academic year, in which the BOF would reserve a total of \$36,000 to be dispersed in amounts up to \$12,000 for three to four projects, with CDF functioning as a faculty vetting-review committee. The Board voted to approve the proposal, and we were able in record time to offer funding to three groups. (See the proposal and campus announcement of the awards.)

Among the benefits to the campus of this exciting new program: rather than addressing one-time needs of a single project, a pipeline of projects would be created, in varying stages of development before being eligible for large-scale government or foundation grants. Through our three-way Senate-administration partnership with the BOF, we would identify ideas from across campus that as a group we think could lead to something bigger, including new research centers or institutes as promising interdisciplinary incubators with the potential for both undergraduate and graduate student research experience. This would substantially extend the BOF's reach to a new pool of ideas across campus.

Finally, CDF worked on several nuts-and-bolts projects to raise faculty research visibility and strengthen the faculty role among all the largely uncoordinated fundraising and development groups. 1) We contributed information on best practices that have worked in engaging alumni and fostering a donor base at the departmental level to a Faculty UR Fundraising Handbook that is being developed by Prof. Melissa Caldwell, a participant in the Faculty Administrative Leadership Program. 2) We updated the Faculty Experts List (a standard resource in most large universities, which we developed in 2015-16 with campus IT) to enable the media, campus administrators, campus visitors, and others to contact faculty with appropriate areas of expertise for interviews, information, consultation, etc. Following the initial phase in 2016, 462 ladder-rank faculty have added their areas of expertise to their Campus Directory sites, and we are aim to expand this to all 596 Senate faculty.

As part of the committee's oversight and advisory role for UR, CDF participated in the search for a new Vice-Chancellor for University Relations, and we look forward to working with VCUR Mark Davis. It will be important to monitor whether and how the recommendations from last year's UR Review are implemented, as well as their effectiveness, especially critical as the campus prepares for the next comprehensive campaign.

We will continue to work on several main fronts:

- 1) making the UCSC culture of philanthropy better suited to the intellectual interdisciplinarity of our research and teaching, less fragmented by departmental and divisional territoriality, and more responsive to overall campus needs and goals.
- 2) offering systematic advice to the administration on development policy for the campus, creating metrics that can be used for regular assessment and active monitoring of the state of development and fund-raising at UCSC.
 - a) expanding consultation to take advantage of the changes in our own committee status and in administrative leadership to develop new protocols and timelines for consultation, especially with the Campus Provost and Executive Vice Chancellor.
 - b) advancing our ongoing partnership with the Graduate Council and the Graduate Division, to collaborate on a potential funding proposal for central planning, coordinating and codifying of professional development programs across campus, and to create a comprehensive internship program that links graduate students with local organizations, businesses, raises campus visibility, and cultivates potential supporters, donors.
 - c) helping with the development of the next campus comprehensive campaign.

Respectfully submitted,

Committee on Development and Fundraising

Ben Carson
Karen Holl
Jimin Lee
Sikina Jinnah
Soraya Murray
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Jeff Shilling
Steve Whittaker
Susan Gillman, Chair

August 31, 2020

SANTA CRUZ: OFFICE OF THE ACADEMIC SENATE

April 30, 2020

FOUNDATION BOARD
University of California, Santa Cruz

Re: A New Granting-Funding Model for the Board Opportunity Fund, in Partnership with the Senate Committee on Development and Fundraising

Dear Foundation Board Members:

I write as chair of the Senate Committee on Development and Fundraising (CDF), a committee charged with working with University Relations (UR) to promote faculty engagement in campus fundraising and development. We are comprised of faculty members from all academic divisions, along with the Council of Provosts and the Vice Chancellor of University Relations (as *sits with*).

We have joined forces with UR and the Office of Research (OR), groups dedicated to the UCSC fundraising enterprise, to launch what we hope will be a fruitful new partnership. Our aim is to enhance research funding, targeted to promising, interdisciplinary projects that are consistent with the goals of the Foundation Board. This partnership would allow us to think creatively about innovative, small-scale seed-funding, while increasing the visibility of the Foundation on campus and in outreach to faculty. We are all committed to the same cause, as articulated in the terms of the Board Opportunity Fund (BOF) application: to further fundraising success and/or to strategically raise awareness and visibility for UC Santa Cruz.

We turn to the BOF because of its history of seeking out promising ideas that, if seeded, have a good chance to blossom into impactful new initiatives. These are faculty-led research initiatives that offer potential undergraduate and graduate student research experience as well as mentorship. The BOF's early support for the Genome Project is a good example. Knowing that the BOF has traditionally reviewed and funded projects on an individual basis, we propose a different funding model in which the BOF would be the source and CDF the reviewer-grantor. This would enable the BOF to fulfill its goal—to give back to the campus a portion of its funds and to identify the highest and best possible use for them—while relieving trustees of some of the vetting responsibility regarding those projects for which they may feel underequipped.

We would like to propose the following experimental one-year pilot: for the 2020-21 academic year, the BOF would reserve a total of \$36,000 to be dispersed in amounts up to \$12,000 for three to four projects, with CDF functioning as a faculty vetting-review committee. Each proposal would be forwarded with the traditional sponsorship of a trustee.

What are the benefits of this new funding model?

A. Benefits to the campus:

1. Rather than addressing one-time needs of a single project, a pipeline of projects would be created, in varying stages of development before being eligible for large-scale government or foundation grants. UR would provide the logistical support to train faculty in making effective presentations and identifying potential audiences, public and private. The aim would be to nurture these nascent ideas, coordinate and help them move forward.
2. A cooperative ecosystem of campus funding possibilities would be developed in order to move forward projects from across campus divisions and disciplines in an efficient, coordinated fashion.

9/10/2020

Three interdisciplinary projects receive seed funding from UCSC Foundation

NEWSCENTER

Three interdisciplinary projects receive seed funding from UCSC Foundation

June 30, 2020

By Public Affairs

Three interdisciplinary projects have received seed funding from the UC Santa Cruz Foundation following a campuswide call for proposals issued by the Office of Research.

Each project will receive \$12,000 during the 2020–21 academic year as part of an experimental, one-year pilot project designed to build relationships between faculty and trustee “sponsors” of each project. The larger goal is strengthening the faculty role in campus fundraising, and putting faculty-initiated research projects at the center of campus philanthropy, said Susan Gillman, professor of literature and chair of the Academic Senate Committee on Development and Fundraising (CDF).

After applying for a \$36,000 Foundation Board Opportunity Fund (BOF) grant, the CDF reviewed 17 proposals, identified three, and presented them the BOF committee at its meeting last month. On June 6, the foundation approved the grant proposal.

The three projects are:

- **Center for Monster Studies:** Michael Chemers, professor of dramatic literature, says a Center for Monster Studies will provide a vehicle for the interdisciplinary study of how societies define and decide how to frame and punish difference and deviance. In their application for funding, Chemers and co-principal investigators Elizabeth Swensen, assistant professor of art and design in Games and Playable Media, and Noah Wardrip-Fruin, professor of computational media, wrote: “The benefits of taking monsters seriously have been long acknowledged by anthropologists and psychologists, but we locate our critique firmly within cultural studies insofar as its central emphasis is an inquiry into cultural practices, seeking to unlock the mechanics of identity construction.”
- **Community-Engaged Scholarship at UCSC:** The seed funding for this project, which is led by Rebecca London, assistant professor of sociology, will be used to help establish a Campus + Community Center on campus. The center will serve as a central hub of resources for scholars and organizations that participate in community-engaged scholarship. Based in the Institute for Social Transformation, the center will identify best practices for community-engaged scholarship, including establishing a set of values and support systems for faculty and community partners that will foster productive collaborations. Seed funds will specifically support the hiring this summer of graduate and undergraduate students to help write grants. The larger aim, London says, is to further “embed community-engaged research into the UCSC fabric.”
- **Building a Culture for Health:** Politics Professor Matt Sparke is leading an interdisciplinary team that will investigate health inequalities with a focus on the health of underserved LatinX migrant communities. The team’s goal is two-fold: to research the health needs of vulnerable migrant and homeless populations, and to develop a pipeline for health-worker training from high schools through community colleges and UCSC. Sparke says “This larger vision of a health worker education pipeline will build on community connections that UCSC researchers have already been fostering in our local Santa Cruz and Pajaro Valley communities,” said Sparke. Seed funding will cover the cost of workshops that will bring together community-based organizations and community health workers, fostering relationships and collaboration that will lay the foundation for subsequent applications for significant funding.

Gillman, called the seed funding effort “the start of a new direct faculty-Foundation partnership.”