

COMMITTEE ON DEVELOPMENT AND FUNDRAISING

Annual Report 2020-21

To: Academic Senate, Santa Cruz Division

The Committee on Development and Fundraising (CDF) serves as a point of interface between the Academic Senate and the Administration to promote faculty engagement in campus fundraising and development as well as to collaborate with University Relations in those efforts. The Vice Chancellor for University Relations (VCUR) is a member of CDF and the committee also consults regularly with the Vice Chancellor for Research (VCR). CDF has now completed its second year since formal Senate approval in 2019.

I. Summary of 2020-21

CDF spent much of the first quarter setting priorities for the year. These discussions included meetings with VCR Scott Brandt as well as Committee on Research (COR) chair Paul Roth. There are possible future joint efforts such as seed funding through a combined Office of Research (OR) and University Relations (UR) effort. There are also other possible interactions with other senate committees such as Graduate Council for increasing graduate support (which UR has said will likely be a significant part of the next campaign). The committee agreed, however, with its existing charge: to advise and support the VCUR as needed. This support includes providing key insight on current and future research interests and directions from the committee members that represent each division. As such, CDF has and should continue to recruit faculty with a large amount of experience in private fundraising and/or research institutes/centers in order to be an effective support for UR. CDF feels that it needs to continue increasing its visibility to both administration and faculty, so that it can become a regular go-to resource for faculty feedback and UR. The expertise of the committee members provides insight that may go beyond that of divisional, UR or administrative staff.

CDF member Francis Nimmo led the efforts on creating a new FAQ for faculty seeking information on how to initiate development/fundraising efforts.¹ The contents and the webpage were created in collaboration with VCUR Mark Davis and his staff. After review and discussion by CDF, the FAQ went online at the end of the spring quarter and has already gotten positive feedback from both administration and faculty. This document will remain online and CDF recommends it be updated annually by future CDF committees.

The chair served as a member of two search committees for administrative positions in UR, namely the Director of Foundation Relations and the Executive Director of Development. While the goal was to increase the visibility of CDF and support of UR, and much was learned by the chair, the search committee members have far greater insight on the needs and priorities of their teams. It would therefore likely be a better use of time for future CDF chairs to focus on committee priorities.

¹ See: Development and Fundraising for Faculty at <https://giving.ucsc.edu/faculty-faq/>

One theme that was agreed upon throughout the year was the need to foster new interdisciplinary efforts, as well as to support existing ones. A current bottleneck is the divisional nature of seeking support of new endeavors. Faculty often only go to their chair and dean; there needs to be extra-divisional support that will help guide the process of multidisciplinary ideas, on both the large and small scales. These discussions gave rise to the following consultations in the spring quarter.

II. Key Consultations and Points of Impact

After much consideration, the main goal of CDF was to initiate discussions with the administration on supporting new and existing interdisciplinary research efforts. The proposed support would be to provide resources in bringing together faculty from multiple divisions to promote faculty engagement in campus fundraising and development. Rather than an extension of the fairly recent Themed Academic Working Groups (TAWG) and its multiple inception in prior years, the plan was to bring together directors (past and present) of the many existing research centers and institutes, along with all interested faculty. These fora would initiate discussions for a future call of central seed funding.

Meetings with CP/EVC Lori Kletzer, VCR Scott Brandt and CDF took place on 4/14/21, which led to a follow-up meeting on 5/17/21. Amongst the topics discussed, ones that stood out were: (i) how to bring faculty together and remove inter-divisional barriers to discuss and promote emerging interdisciplinary research efforts; (ii) how to incentivize faculty to take the lead of new interdisciplinary efforts as well as ensuring recognition of these efforts by departments, deans and the Committee on Academic Personnel (CAP) on reviews/promotion; (iii) should interdisciplinary institutes report centrally rather than to their division?

All agreed that the first point would best be initiated by holding research fora to bring together interested parties. CDF recommends this be organized at the level of the CP/EVC, in collaboration with OR and UR. Announcement of the fora from these offices would garner the greatest interest of potential stakeholders. The importance of creating new incentives independent from divisions was agreed upon, as deans tend not to push interdisciplinary efforts. OR and UR can provide a possible “glue” to promote interdisciplinary entrepreneurship beyond departments and divisions. One possible new incentive is for OR to match the seed funding of institutes. But beyond small amounts of funding, consortia could be more convincing to companies and philanthropic sources for raising support. The efforts of OR in working with groups of faculty that stopped due to the shutdown should be continued. A clear goal for any new institute or center is for it to become independent, raise center-scale support and have a life of its own such as the Institute for Marine Sciences or Center of Information Technology Research in the Interest of Society (CITRIS) (the latter brings in state money). At the same time, it was recognized that not all interdisciplinary efforts can be at the Organizational Research Unit (ORU) level. Some of the discussions for the latter two topics were outside the purview of CDF, such as offering teaching relief for new collaborative efforts or proposals: this incentive is already under consideration at OR.

In addition, CDF felt there is a need to support research in divisions and departments that traditionally lack significant sources of internal or external support. This goal aligns with the breadth of research expertise at UC Santa Cruz and the funding pathway of COR grants. Examples of this relatively small, inexpensive initiative include a possible rotating endowed chair, seminar series or graduate/postdoctoral fellowship, to be decided by CDF or by UR in consultation with CDF and based on intellectual quality. These discussions with the VCUR and AVC UR Philanthropy led to a draft theme document summarizing future strategies of obtaining donor funding towards this goal. This document will be shared with the incoming CDF members.

III. Potential Issues for 2021-22

CDF should definitely capitalize on the above stated support from the CP/EVC, who clearly understands and appreciates the key issues of support for new inter-divisional research directions. Based on comments by both the CP/EVC and VCR, it's recommended the next CDF provide a document summarizing the desired support mechanisms and levels of support. They both stated they will need to think about the organizational development for implementing the discussed fora and incentives.

It would be worthwhile for CDF to send a reminder e-mail to the senate at the start of the fall quarter about the FAQ webpage. Equally important, links to this webpage still need to be added to strategic high level campus main pages such as those of UR, OR and the senate. Certainly, a link should also be added to the CDF webpage.²

Finally, the existence of the Foundation Board Opportunity Fund (BOF) should also be broadly disseminated. At present, only some faculty know of this seed funding for initiating new research efforts and collaborations. Broader awareness and utilization of the BOF could greatly benefit the research enterprise through possible increase in future support from the Foundation.

Respectfully submitted,

COMMITTEE ON DEVELOPMENT AND FUNDRAISING

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² See: <https://senate.ucsc.edu/committees/cdf-committee-on-development-and-fundraising/>