

COMMITTEE ON DEVELOPMENT AND FUNDRAISING

Annual Report, 2023-24

The Committee on Development and Fundraising (CDF) serves as an interface between the Academic Senate and the Administration to promote faculty engagement in campus fundraising and development as well as to collaborate with University Advancement in those efforts. The Vice Chancellor for University Advancement (UA) and the Associate Vice Chancellor for Development sit with CDF. CDF has now completed its fourth year since formal Senate approval in 2019.

Summary of 2023-24

CDF has been preparing for the upcoming comprehensive fundraising campaign. In response to our Senate mandate to amplify faculty-led programs, CDF has been collaborating with UA to find ways to support Deans, College Provosts and Center Directors to build effective cases for support for faculty-led projects. We have prioritized our efforts on identifying projects that sit at the intersection of the Strategic Plan and the donor interests, as reflected by UA's 2023 donor interest survey.

I. Identifying Key Areas for Development

By studying our existing donor database and conducting a preliminary survey of 6150 present and future donors (with a 20% response rate), UA was able to get a detailed look into the patterns and factors that impact our current fundraising outcomes, who is supporting our mission and why, and insights on how to strategize our fundraising campaign. While any future campaign will certainly be more broad, the preliminary analysis of the Committee this past academic year identified two important areas that are closely aligned with the Strategic Plan where donors had significant interest in investing:

- Student success
- Environmental resilience and justice

CDF has focused on these two specific areas to help develop cases of support, because we believe they are central to the future success of our university and where we have significant strengths that are ripe for catalyzing through donor investment. Over and above that, these two areas are clearly reflected across all five pillars of the Campus Strategic Plan. The Strategic Planning process illuminated a broad range of equity-focused, faculty-led initiatives in our campus. It also laid bare a dearth of assessment data on the impact those programs have on enhancing student success and/or environmental resilience and justice. This is particularly concerning for CDF because private donors and foundations are primarily interested in funding initiatives that build on prior clear demonstrated metrics of success. Vision is necessary but not sufficient. Demonstrated metrics of prior success are a critical risk mitigation strategy used by foundations and private donors in making funding decisions.

II. Diversity, Equity and Inclusion in Fundraising

We developed a plan for faculty-led Diversity, Equity and Inclusion (DEI) workshops with UA leadership, which will be offered in the 2024-2025 academic year. These workshops are geared to

build UA capacity to more effectively amplify scholarly excellence of scholars of color on campus. During AY23-24 we hosted a pilot workshop, entitled “Shifting the Narrative: The Impact of Strength-based Perspectives”. We will adapt the AY24-25 workshop series based on outcomes from this workshop. Specifically, future workshops will be faculty-led and be tailored for UA staff seeking actionable insights for prioritizing and elevating the perspectives and experiences of socially, culturally and economically diverse communities. Ideal UA participants are committed to identifying areas of fundraising inequity that support systemic racism and changing these fundraising structures to bolster equity and scientific excellence in our campus. Participants will explore best practices for establishing a framework for centering DEI efforts in fundraising narratives. Participants will also receive guidance in conducting asset and transformation mapping, as well as tools to assist them in framing strategic fundraising plans.

III. Key Consultations and Points of Impact

One of our Committee's goals this year was to initiate engagement with the Council of Provosts in helping them identify faculty-led projects for each of the two donor priority categories described above. We have been working with UA to provide guidance to them on how to identify faculty-led projects for which they can build an effective case of support. This includes guiding them on how to craft a compelling narrative based on assessment data that effectively backs their project priorities. Importantly, drawing on guidance from private foundations on what makes for a successful case for support, our Committee has been particularly interested in amplifying faculty-led programs with robust assessment structures demonstrating statistical impacts of success. In other words, the identified projects should be accompanied by assessment data that clearly demonstrates how the selected programs have advanced student success and/or environmental resilience and justice.

As part of our discovery process this year we asked the Council of Provosts to produce brief summaries of projects addressing the following questions: How does the project advance student success and/or environmental resilience and justice? What makes the project transformative? How are success and impact documented? How will the project inspire donors via impact stories? What are the funding needs? What will be the impact of fulfilling those funding needs? How will this create transformative change in the campus community or in the field of study? This endeavor was an incredibly valuable exercise for the collaboration in order to begin a co-creating process that we are convinced will prove key in future donor conversations. Our joint goal is to highlight and empower faculty voices and programs in the campaign. The Council of Provosts in close collaboration with CDF are interested in co-developing cases over the next year for Colleges-wide initiatives. Once we have identified the projects, we plan to invite Provost and faculty leaders to present the projects to the UA Development Team and CDF for feedback in order to develop successful cases for support.

IV. Plans for 2024-25

We plan as part of our Committee work next year to continue our fruitful collaboration with the Council of Provosts, and to extend our outreach to Center Directors in developing successful cases for support for their units. We will also have an open call for our campus community to share with both CDF and UA any faculty-led programs that are closely aligned with the Strategic Plan and donor interests identified by the Committee based on the UA survey.

Respectfully submitted,

COMMITTEE ON DEVELOPMENT AND FUNDRAISING

Shiva Abbaszadeh

Vilashini Cooppan

Sikina Jinnah

Mayanthi Fernando, *sits with*, Council of Provosts Representative

Mark Davis, *sits with*, Vice Chancellor for University Advancement

Priya Mehta, *sits with*, Associate Vice Chancellor for Development

Enrico Ramirez Ruiz, *Chair*

August 31, 2024

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 unprepared.

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.”