Thank you for your presentation at the University Advancement PEC Open Hearing that took place on Wednesday, March 12, 2008. The achievements accomplished in the past year and the plans for continued growth in all areas of University Advancement (UA) are impressive.

The University Advancement Division has continued to produce concrete results even with limited resources and despite changes in leadership over the last year, and are poised well for continued growth in most areas. We were impressed to hear that UA has exceeded dollars raised last year.

Based on the presentation, information provided and our discussions, the UAPEC would like to make the following recommendations to University Advancement for consideration. They are not in priority order.

1. Reinvest Portion of Funds Donated Back into UA Activities – UA has shown that general fund resources committed to this division by the campus are among the lowest in the CSU system, in both dollars as well as percentage of overall budget. This trend does not appear likely to turn around in the near future, in light of the university’s existing structural deficit and proposed state budget cuts. It is recommended that UA establish a philanthropic foundation and/or fee policy (similar to other CSUs) that would allow a percentage of funds raised to be reinvested in UA activities that have delivered the highest return on investment.

2. Centralize University Communications Efforts – The Office of University Communications and Public Affairs (UCPA) has done an outstanding job of media relations since our new President arrived and the momentum should continue along with other efforts to build our reputation and brand. While the office has also begun to develop strategic branding, marketing and web plans for the university, efforts in these areas have been limited due to a lack of staff resources, no existing budget for university communications, and changes in UA management during the past year. In addition, other university divisions, colleges and departments outside of UA have more robust marketing, advertising and printing budgets. It has been shown that CSUDH marketing and advertising efforts across the campus are taking place in silos, without an overarching strategic vision and direction.
In addition, the open search for a VP for Enrollment Management includes an enrollment marketing aspect. It is highly recommended that UA/UCPA work closely with the President and cabinet to consolidate and centralize responsibility and budgets for university communications during the strategic planning and reorganization processes that will take place in the coming fiscal year to develop an organizational structure and line of reporting that will enable the University to better accomplish strategic communications goals.

3. Increase Alumni Relations Outreach to Students – UA stands poised to create a new Alumni Association that will serve alumni and the university better than in the past. Of concern is that current students are not being connected with or encouraged to maintain a relationship with the university upon their departure at graduation. Additional efforts must be made to reach out to students, while they are here, and educate them about their importance as alumni and mentors so that their connection to the university continues seamlessly after graduation and as they move into their professional lives.

4. UA Outreach to Faculty, Staff and Students – UA has improved efforts to connect with student groups and other campus offices to assist with their advancement related activities. In addition, the division has made a good start towards creating a “culture of philanthropy” through its efforts to encourage the campus community to participate in the faculty and staff scholarship fund, the Loker recognition donor wall and other giving opportunities. It is recommended that UA continue monthly meetings with Deans, new employee orientations, speaking to classes and student groups, to enhance campus understanding of UA services and work being done by the division and to continue to encourage campus philanthropy.

5. Use Benchmarking and Data to Assess UA Efforts – UAPEC was impressed with the establishment of benchmarks and statistics that provide insight into overall UA funding, media relations, and community/government outreach, but we encourage University Advancement to use benchmarking against other institutions, in addition to ourselves, as an ongoing method of gauging productivity and growth. UA should also look at ways to more fully utilize the new Donor Perfect database and provide more detailed performance data.

6. Continue to Leverage Relationship between AEG & CSUDH – UA and the university has made advances in leveraging the partnership between the campus and the Home Depot Center, by providing an administrative liaison to the student interns in the AEG/CSUDH marketing program, web magazine coverage of the David Beckham arrival to the Galaxy in July 2007, and President García’s appointment to the Chivas board. Continued efforts should be made to leverage this relationship fully for campus exposure or other financial and non-financial benefits. We again encourage University Advancement to take the lead in establishing greater interaction with AEG and HDC so that our campus benefits from this unique partnership.

7. Promote “Self Help” Communications Resources – UAPEC was encouraged by the “points of pride” messages, fact sheets, and other materials being developed by UA. We recommend that UA more actively promote and make those resources widely available to campus constituents, in order to bring consistency to university messaging and communications, and so the campus understands that UA is a great resource for their communications efforts. Our website should show images and video of students talking to experts in their field about what they need to be successful.
The budget priorities presented by the Interim Vice President, which include a second web development professional and advancement services manager, as well as the non-staffing needs such as updated hardware and software, are sound and certainly appropriate based on the desired results of the campus community.

Thank you again for the opportunity to review the activities of University Advancement and if you have any questions don’t hesitate to ask.
DIVISION OF UNIVERSITY ADVANCEMENT
PROGRAM EFFECTIVENESS AND BUDGET REVIEW PROCESS
For Fiscal Year 2007-08
DIVISION OF UNIVERSITY ADVANCEMENT
PROGRAM EFFECTIVENESS AND BUDGET REVIEW PROCESS
For Fiscal Year 2007-08

1. **Mission Statement:** The Division of University Advancement supports, encourages, and promotes the academic mission and vision of CSUDH by interacting with alumni, friends, and the greater community. Our goal is to engage and connect these constituents with the university to garner support and secure resources that will enhance CSUDH’s unique place in higher education.

2. **Goals**
   - To enhance the on-campus communication so UA is seen as a resource and we are able to create a stronger culture of philanthropy.
   - Enhance the relationship between AEG and CSUDH.
   - Develop new systems for benchmarking so we can measure growth on all areas of advancement operations. From dollars/donors to media releases/stories.
   - Develop, implement, monitor and continuously improve systems, reporting mechanism and data infrastructure to support University Advancement and its customers’ initiatives and operations.
   - To establish and maintain a sustainable and comprehensive development program for the enhancement and enrichment of CSUDH.
   - Build upon the existing alumni relations program, making it more relevant to a larger number of CSUDH alumni. Along with this, re-build a viable and meaningful Alumni Association whose goals will be aligned with those of the University.
   - To develop and implement a strong, consistent brand for CSUDH that will appeal to our numerous constituencies.
   - To develop strategies for improving the external perceptions of and knowledge about CSUDH and to increase outreach to these constituents.
   - To establish consistent lines of communications to and with our elected and appointed officials to further the legislative priorities of CSUDH and the CSU system.

3. **Functions**
   - Advancement services, including gift receipting and stewardship
   - Development and fundraising
   - Alumni Relations
   - Communications, marketing, public affairs and media relations
   - Government and community relations

4. **Services performed to carry out function**
   - Maintain complete and accurate database of alumni and donors.
• Work to create a culture of philanthropy at CSUDH as well as communicate to the on-campus community about campus-wide successes and programs.
• Maintain benchmarks for activities within University Advancement.
• Provide proper tax receipts for donors
• Establish and maintain appropriate policies and procedures for all areas of UA.
• Provide assistance and guidance to all areas of campus regarding fund development activities, including the setting of campus priorities.
• Contact and cultivate alumni, connecting back to campus.
• Identify, cultivate, solicit and steward donors to CSUDH
• Provide professional expertise from design through editing in all areas of campus communications, both for print as well as electronic media
• Write, edit and work to place news and articles regarding people and programs of excellence at CSUDH
• Facilitate advocacy both for legislation as well as programs that will benefit CSUDH.
• Manage relationships with all external communities. This includes the philanthropic and community relations aspects of the relationship with AEG/HDC.
• Represent the campus at meetings and events.

5. Recognized measurements/benchmarks
• Accuracy of databases and ability to pull appropriate information and lists from these databases
• Giving participation rate of our alumni number of overall donors
• Dollars raised as compared to previous years
• Number of solicitations (individual as well as organizational)
• Effectiveness of communications to external stakeholders
• Number of press releases, placements in papers, etc.
• A coordinated legislative strategy that effectively connect the University with regional civic and political leadership
• Identification and development of relationships with key contacts within the South Bay.

6. Functions/services whose effectiveness was negatively impacted in 2007/08 by budget reductions or deficiencies.
• Since 1998, UA’s budget has consistently declined, even in years when other divisions saw their budgets enhanced.
• Within the CSU system, CSUDH is considered a “group 1” campus. Universities categorized within Group I generally have less than 5,000 individual donors, less than 10 full-time professional fundraisers and less than $25 million in endowment market value. These advancement programs are building infrastructure and are striving toward raising gift
commitments that are equivalent to 10 percent of the state general fund allocation.
- Across the system, Group 1 campuses receive 2.76% of the State General Fund. At CSUDH, we receive approximately 1.9% of the budget--far below the average.
- We have several needs that are substantial in advancement services, web communications as well as having resources to develop more effective communications with alumni and donors. Because we don’t have these resources, we are asking other staff to cover these duties and it is hindering their effectiveness in their regular jobs.
- It should be noted that the VP left CSUDH in September 2007 and Greg Saks, who previously served as the Associate Vice President for Development, is now serving as the Interim Vice President for University Advancement.

7. Functions/services whose effectiveness or efficiency was improved in 2007/8

- In 2007, University Advancement, with no increase in budget, hired several key staff positions. They include two development officers, a director of Communications/Public Affairs, a director of Government/Community Relations and a media relations manager. Having this team in place has made an extraordinary impact on our being able to move our advancement effort forward.
- UA made the transition to a new database system called DonorPerfect. This transition allowed us to reform the way in which we managed our gift processing and manage our data.
- We have worked to establish baseline benchmarks for areas in media relations as well as all aspects of fundraising.
- Despite abovementioned issues, aggressive and thoughtful fund raising has resulted in increased success in dollars raised as well as the number of donors.
- We are making progress with the reformation of our Alumni Association. This includes the dissolution of the old Alumni Association and thoughtfully developing a new organization.
- We have aggressively worked to develop our relationships with different members of the media. This has resulted in a significant increase in our news placements.
- We have taken advantage of our new President by creating opportunities for exposure through community events (like the MLK Parade) as well as making sure CSUDH is seen as a regional focal point (like the Chelsea Clinton visit).
- Aggressively building relationships with political leaders that can support CSUDH and our goals. This includes gaining their support for appropriations.
- We are reviewing our communications methods and designs so we can have a comprehensive audit of our points of pride and messages so we can launch ahead once we move on a new strategic plan.
• We developed several ways to enhance the communication to the campus community about the activities in which we are participating. They include holding an advancement feedback session, a member of the Advancement Team attends every New Employee Orientation to talk about our services and payroll deduction, the VP of UA has made presentations to the new faculty orientation program as well to the ASI. An e-newsletter is slated for May/June to provide a recap of the year’s activities.

• The relationship between AEG/HDC and CSUDH has had some noteworthy points of improvement over the last year (specifically related to the internship program and with Chivas USA), but because of the complexity of the relationship, an overarching approach to our partnership needs to be developed in a way that truly benefits both parties. This remains a priority moving forward.
Functions/services that, in 2007/08, would be enhanced for improved effectiveness/efficiency were additional financial resources made available –
Please note that those marked with an (A) are ones which we believe are critical at this juncture. Others could more easily be phased in over time.

<table>
<thead>
<tr>
<th>Function / Service</th>
<th>Description of Enhancement to Effectiveness/Efficiency</th>
<th>Estimate of Financial Resources Required in 2008/09 to Permit the Enhancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>An Advancement Services Manager (A)</td>
<td>Professionalize and increase effectiveness of extremely important functional areas—gift receipting, donor and alumni tracking and prospect research</td>
<td>Salary and benefits for one person</td>
</tr>
<tr>
<td>Development Officer: Annual Giving</td>
<td>Focus on this important component of Fund Development which allows us to raise operating funds as well as develop a viable prospect pool for major gifts</td>
<td>Salary and benefits for one person</td>
</tr>
<tr>
<td>Coordinator for events/stewardship</td>
<td>These two elements are vital pieces of a strong, comprehensive development program; someone focused on these would not only enhance the program but would free up fundraising staff to focus on their core mission of raising money for the university</td>
<td>Salary and benefits for one person</td>
</tr>
<tr>
<td>Scholarship Development Officer/Manager</td>
<td>Schorship are extremely important to our students (as well as to helping to increase enrollment and to enroll the best students for our campus). It is, therefore, necessary not only to raise scholarship dollars but to ensure that these dollars are getting into the hands of students and that the donors and their scholarship recipients get connected</td>
<td>Salary and benefits for one person</td>
</tr>
<tr>
<td>Development Officer</td>
<td>Fund raising is a contact sport; the more fund raisers we have—especially those focused on higher end fundraising—the more successful we will be</td>
<td>Salary and benefits for one person</td>
</tr>
<tr>
<td>Web Development Professional (A)</td>
<td>The web is our primary tool for marketing, recruitment and information about CSUDH. Currently, we have one person responsible for Web Content Management. We need a second, more design-oriented person to assist getting and keeping our website to the highest professional standard</td>
<td>Salary and benefits for one person</td>
</tr>
<tr>
<td><strong>Web Consultant (A)</strong></td>
<td>Short term web development needs, particularly as relates to an intranet site</td>
<td>Estimated cost: $30,000</td>
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<tr>
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</tr>
<tr>
<td><strong>Non-Personnel Needs</strong></td>
<td>This would allow us to begin cultivating our oldest alumni—those most likely to be larger donors.</td>
<td>Funds to convert data to a digital format; scrub and move into our donor/alumni tracking system. Cost estimate: $50,000.</td>
</tr>
<tr>
<td><strong>Growth of a planned giving program</strong></td>
<td>The development of postcards, maintenance of the planned giving website as well as an annual seminar on planned giving.</td>
<td>Estimated cost for workshops and staff development: $3,000</td>
</tr>
<tr>
<td><strong>Funds for growth of a phonathon program</strong></td>
<td>Phone programs are one of the most effective ways to feed the rest of a development program. They can provide prospects for major gifts, connections into corporations and planned giving prospects as well.</td>
<td>Estimated costs for functioning phone program: $40,000</td>
</tr>
<tr>
<td><strong>Direct Mail Program (NOTE: The most effective method for direct mail solicitations is if they are mailed regularly. If we contact someone only once a year, the likelihood of their support CSUDH is minimal. We need to make sure we are in touch at least quarterly for best results)</strong></td>
<td>As with the phone program, these types of solicitations help identify donors that feed the other areas of development. It is also a help in keeping our database clean.</td>
<td>Estimated costs for functioning direct mail program: $25,000</td>
</tr>
<tr>
<td><strong>Donor Recognition</strong></td>
<td>It is always easier to keep donors that make a new one, so it is critical that we thank those that have supported CSUDH in the past. The resources for these types of programs are not vast and will go a long way in keeping our donors from returning again and again.</td>
<td>Estimated costs for donor recognition activities: $15,000 annually</td>
</tr>
<tr>
<td><strong>Funds to produce and distribute publications about CSUDH to various constituents</strong></td>
<td>Currently, there are no print media produced for the campus, development or alumni relations that go out to our outside constituents.</td>
<td>Estimated Cost for production and mailing: Depends on number of publications, style of publication and number of copies mailed.</td>
</tr>
<tr>
<td><strong>Travel expenses to Washington, DC (A)</strong></td>
<td>to meet with House/Senate staff members, federal agencies and associations on a quarterly basis</td>
<td>$4,500 for 3 additional trips to Washington, includes airfare, hotel and meals</td>
</tr>
<tr>
<td>Description</td>
<td>Description</td>
<td>Cost</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
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<td>------------------------------------</td>
</tr>
<tr>
<td>Hardware/Software upgrades</td>
<td>Regular upgrade of technology would eliminate loss of production time brought on by technology problems and failures</td>
<td>Estimated cost is $25,000</td>
</tr>
<tr>
<td>Sponsorship of regional receptions for alumni of CSU Dominguez Hills (A)</td>
<td>To reconnect with alumni and develop new a new prospect pool.</td>
<td>$4,000 for 3 regional events.</td>
</tr>
<tr>
<td>University membership in additional chambers of commerce and sponsorship of 3-4 key chamber-related events annually.</td>
<td>To make sure that CSUDH has a presence in our various communities</td>
<td>$4,500 ($2,000 for additional sponsorships; $2,000 for membership in Greater L.A. Chamber; $500 for additional membership in smaller organizations (San Pedro, Harbor City, Lawndale))</td>
</tr>
<tr>
<td>Event: twice annual breakfast for media to meet UA staff and Deans</td>
<td>Enhance relationship with media and their understanding of University programs and people</td>
<td>$250 per event</td>
</tr>
<tr>
<td>Quarterly hard copy mailings of CSUDH material (reports, view book, brochure) to key opinion leaders</td>
<td>Increase awareness</td>
<td>$3,000 ($750 per quarter for direct mailing to up to 500 people)</td>
</tr>
</tbody>
</table>
1. **Mission Statement:** To provide and enhance external financial and human resources for the greatest needs of the CSUDH Community.

2. **Goals:**
   - Write and implement solicitation and stewardship policies and procedures
   - Develop and follow individual, department and campus master calendars that will include personal solicitations, annual fund (mailings/phonathon/email solicitations/etc.), alumni relations (events/mailings), planned giving (activities/mailings) and foundation relations (proposals/personal visits).
   - Refine system for the management and prioritization of University-wide fundraising goals.
   - Revisit/redefine the President’s Scholarship fundraising efforts.
   - Begin the exploration of a philanthropic foundation.
   - To develop and achieve data-driven goals for all areas of development.
   - Maximize benefits of DonorPerfect database by utilizing all available tools.
   - Prospect cultivation and development with DonorPerfect’s WealthScreen system.
   - Continue alumni retrieval project from microfilm records.
   - Improve and increase donor recognition events and activities.
   - Expand outreach to include all segments of the South Bay region for fundraising.
   - Upgrade and expand online giving capabilities through improved Office of Development website.
   - Provide opportunities for giving to CSUDH through bequests and other planned giving vehicles.

3. **Functions:**
   - Work with appropriate campus administrators and faculty on the acquisition of external funds for campus priorities.
   - Facilitate the management of campus fundraising priorities.
   - To serve as one of the primary ambassadors of CSUDH to different external communities.
   - Provide guidance to campus offices/groups on fundraising activities.
   - Develop connections to the local business, philanthropic and civic community that will result in external resources (financial and human).
   - Provide leadership for the development and management of a donor and alumni database.
   - Work with others in University Advancement and the CSUDH Foundation on gift processing and accounting.
   - Support Deans and others at CSUDH for the creation and management of their Advisory Boards.
   - Manage points of engagement, and subsequent cultivation, for alumni and donors of CSUDH with other areas of the campus.
   - Manage all facets of the President’s Scholarship fundraising efforts.
4. **Services performed to carry out function.** Identify if service is campus only or serves external constituents.
   - Manage the expectations and the development of campus fundraising priorities.
   - Meeting with donors and prospective donors to gauge interest and ability to support CSUDH.
   - Regularly meet with different faculty and CSUDH representatives to gain a better understanding of programs, activities, needs, etc.
   - Serve as campus representative for civic, professional and philanthropic activities within the community.
   - Facilitate alumni philanthropic interactions with the campus through the Alumni Association as well as individual contacts.
   - Contact and solicit alumni and other friends through various methods to facilitate their financial support to CSUDH.
   - Work with Deans and other campus representatives on the creation and/or management of advisory boards and individual donors.
   - Develop and manage tracking systems for alumni and donors
   - Manage all aspects of the President’s Scholarship fundraising for maximum return.
   - Create publications and brochures for the various aspects of the development and alumni program at CSUDH
   - Provide opportunities for giving to CSUDH through bequests and other planned giving vehicles.

5. **Recognized Measurements/Benchmarks:**
   - Number of contacts that take place between our campus representatives and donors/prospective donors/alumni.
   - Number of proposals (to both foundations and/or individuals) out for consideration.
   - Alumni Giving Participation Rate
   - Number of donors.
   - Dollars raised (as reviewed in different ways)

6. **Functions/services whose effectiveness was negatively impacted in 2007/08 by budget reductions or deficiencies** – describe specific functions/services and the nature of the impact(s).
   - Loss of fulltime AVP of Development (Interim VP of University Advancement) position leaves the development department short one full time fundraiser and thereby reduces our fundraising ability.
   - Inability to expand fundraising/development staff limits our ability to increase our fundraising and stewardship efforts.
   - Our not having an advancement services manager continues to be a drag on our ability to fundraise. Because one of our full-time fundraisers is also managing this area, is hugely distracting from her real job of raising money. Having the funds for this position would incredibly enhance our fundraising capacity.
7. **Functions/services whose effectiveness or efficiency was improved in 2007/08** – describe specific functions/services and the nature of the improvements(s).

- Implementation of DonorPerfect database improves donor and alumni record keeping and reporting capabilities.
- Gift processing and receipting moved from Foundation to Office of Development.
- Contracted for a limited off-campus professional phonathon campaign that has resulted in connecting with alums, increasing alum dollars raised and number of alum donors.
- Increased communication with Deans for fundraising has improved the relationship with Office of Development and resulted in more effective fundraising.
- Renewed or established new relationships with area corporations and foundations to increase support to CSUDH.
- Maximized the arrival of Dr. Garcia by introducing her to LA organizations and individuals which has increased our visibility.
- Consolidated all development staff into one office space enabling staff to work more efficiently together and has resulted in team building.
- Partial redesign of Office of Development webpage.
8. Functions/services that, in 2008/09, would be enhanced for improved effectiveness/efficiency were additional financial resources made available – describe each service/function, the nature of the enhancement(s), and the additional financial resources that are estimated to be required to permit the enhancement(s).

Noted below in priority order:

<table>
<thead>
<tr>
<th>Function / Service</th>
<th>Description of Enhancement to Effectiveness/Efficiency</th>
<th>Estimate of Financial Resources Required in 2007/08 to Permit the Enhancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dedicated Annual Giving Support</td>
<td>Singular focus will increase our ability to expand the Annual Giving program.</td>
<td>Salary and benefits for one person.</td>
</tr>
<tr>
<td>2. Dedicated Event/Stewardship Support</td>
<td>Singular focus will increase our ability to improve donor stewardship</td>
<td>Salary and benefits for one person.</td>
</tr>
<tr>
<td>3. Dedicated Scholarship Development Officer/Manager</td>
<td>Singular focus will increase our ability to improve scholarship management</td>
<td>Salary and benefits for one person.</td>
</tr>
<tr>
<td>4. Funds for the growth of a phonathon program.</td>
<td>Phone programs are one of the most effective ways to feed the rest of a development program. They can provide prospects for major gifts, connections into corporations and planned giving prospects as well.</td>
<td>Estimated costs for increasing phone program: $50,000</td>
</tr>
<tr>
<td>5. The most effective method for direct mail solicitations is if they are mailed regularly. If we contact someone only once a year, the likelihood of their support CSUDH is minimal. We need to make sure we are in touch at least quarterly for best results.</td>
<td>As with the phone program, these types of solicitations help identify donors that feed the other areas of development. It is also a help in keeping our database clean.</td>
<td>Estimated costs for functioning direct mail program: $45,000.</td>
</tr>
<tr>
<td>6. Additional resources are necessary for events/activities that clearly thank those that have been supportive to CSUDH. These recognition activities would be focused on donors that have supported CSUDH at different levels as well as those that have indicated CSUDH in their estate plans.</td>
<td>It is always easier to keep donors than find new donors, so it is critical that we thank those that have supported CSUDH in the past. The resources for these types of programs are not vast and will go a long way in keeping our donors from returning again and again.</td>
<td>Estimated costs for donor recognition activities: $25,000</td>
</tr>
<tr>
<td>7. Another Individual/Corporate Development Officer</td>
<td>Additional fundraiser will increase our ability to expand our reach to individuals and corporations.</td>
<td>Salary and benefits for one person.</td>
</tr>
</tbody>
</table>
1. Mission Statement:
The mission of CSU Dominguez Hills’ government and community relations (GCR) program is to execute a consistent and coordinated outreach strategy that provided a direct link between the University and key political and community stakeholders to successfully advance the legislative goals of the University.

2. Goals:

- To facilitate the federal appropriations process so that the legislative priorities of CSUDH can be achieved.
- To communicate to the Los Angeles and South Bay Communities that CSU Dominguez Hills is a regional asset and important economic engine.
- To establish and maintain positive working relationships with elected and appointed officials and staff members. Those that represent CSU Dominguez Hills at the city, county, state and federal levels are of particular importance.
- To raise awareness of CSU Dominguez Hills among targeted business, civic and cultural organizations in the South Bay Area.
- To facilitate board membership opportunities for faculty, staff and management with key community based organizations.
- To increase earned media coverage for the University through GCR related activities both on/off campus.
- To assist with facilitation of interaction between the University and the business community for development opportunities.
- To recruit additional alumni, volunteer and corporate representatives to advocate for the University’s legislative priorities.
- To use the e-advocacy program as a method for harnessing the volunteerism of our graduates and other supporters to voice their support of the CSU and CSUDH.

3. Functions:

- To serve as the chief point of contact to elected officials and their staff members on matters of legislative or constituent concern.
- To provide feedback and strategic council to the University President, Provost and Vice President of Academic Affairs, Vice President of Advancement, Deans and other campus personnel on matters of legislative, political or community concern.
- To provide complete range of advocacy services to the University in order to encourage elected officials to support the University’s legislative and earmark priorities.
- To interface with contract lobbyist in order to advance University’s federal agenda.
- To draft correspondence, talking points and briefing papers related to legislation.
- To initiate proactive campus meetings with elected officials and staff members.
- To recruit volunteer advocates to speak on behalf of the university’s legislative priorities.
• To serve as a liaison to area chambers of commerce and member of government relations committee.
• To collaborate with University Development to assist with facilitation of fundraising opportunities.
• To link the University to community based organizations and associations to advance issues of mutual concern.
• To use the e-advocacy program as a method for harnessing the volunteerism of our graduates and other supporters to voice their support of the CSU and CSUDH.

4. Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).
   • Serve as the lead coordinator on all system-wide CSU legislative programs.
   • Facilitate all aspects of the President’s two legislative visits to Washington DC and her annual lobbying trip to Sacramento in April.
   • Facilitate the selection as well as the management of the federal appropriations process so the goals of CSUDH are attained.
   • Serve as the CSUDH Representative in the Los Angeles and South Bay Communities. In this role, take advantage of opportunities for greater exposure of CSU Dominguez Hills.
   • Represent CSU Dominguez Hills in area Chamber of Commerce organizations as well other civic organizations.
   • Work to connect development and media opportunities with others on campus as appropriate.

5. Recognized measurements/benchmarks.
   • Have met with staff for all federal, state, county and local representatives for our region. Have arranged meetings between the President and almost all of these legislators.
   • Arranged a reception for District Directors/Chief of Staff’s for all federal and state representatives.
   • Facilitated the visits to campus by Chelsea Clinton, Lt. Governor John Garamendi, as well as hosting a candidate forum for the 55th California Assembly seat.
   • Getting up and running the e-advocacy website.
   • Wrote and distributed letters to representatives advocating for support to the CSU and CSU Dominguez Hills.
   • Participated in activities for every regional chamber of commerce.
   • Successfully managed the federal appropriations process to this point. We have made the first cut of proposals.

6. Functions/services whose effectiveness was negatively impacted in 2007/08 by budget reductions or deficiencies – describe specific functions/services and the nature of the impact(s).
   We have no budget at all for our Government and Community Relations activities. Every program in which we have participated, we have used one-time monies to support. At a point, we will simply not have the funds to carry-on the activities in which we are currently sponsoring unless we have some budget support.
7. **Functions/services whose effectiveness or efficiency was improved in 2007/08** – describe specific functions/services and the nature of the improvement(s).

- In January of 2007 the first Director of Government & Community Relations, Michael Pucci, was hired in over three years. Prior to that time the position was done by a consultant. Michael left in August and David Gamboa was hired to replace Michael. Since that time, David has aggressively marketing CSU Dominguez Hills to the local political and civic leadership. Activities include:
  - Introducing President García to almost every elected official that represents our region and service area.
  - Hosted CSU System-wide legislative activities that brought representatives from throughout the system to our campus.
  - Facilitated two lobbying trips to Washington DC to advocate for our legislative agenda.
  - Hosted a reception for District Directors/Chief of Staff’s for all regional federal, state, and county representatives.
  - The university’s contract lobbyist has been utilized more effectively and regularly.
  - Hosted several high-profile political leaders (Chelsea Clinton, Lt. Gov. Garamendi) as well as political events (forum for candidates for the 55th Assembly Seat).
  - Made e-advocacy website live. Goal to have first test by end of March.
  - University is being represented at high profile community events throughout the South Bay on a constant basis, including before chambers of commerce.
  - Personal correspondence is being directed to elected officials from President García to move forward the CSUDH agenda.
8. **Functions/services that, in 2008/09, would be enhanced for improved effectiveness / efficiency were additional financial resources made available** – describe each service/function, the nature of the enhancement(s), and the additional financial resources that are estimated to be required to permit the enhancement(s).

<table>
<thead>
<tr>
<th>Function / Service</th>
<th>Description of Enhancement to Effectiveness/Efficiency</th>
<th>Estimate of Financial Resources Required in 2006/07 to Permit the Enhancement(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel expenses to Washington, DC</td>
<td>3 trips to Washington, includes airfare, hotel and meals</td>
<td>$4,500</td>
</tr>
<tr>
<td>Sponsorship of 2-3 major regional events at CSUDH</td>
<td>To bring opinion and political leaders to campus</td>
<td>$4,000 for 3 regional events</td>
</tr>
<tr>
<td>University membership in additional chambers of commerce and sponsorship of 3-4 key chamber-related events annually.</td>
<td>To make sure that CSUDH has a presence in our various communities</td>
<td>$4,500 ($2,000 for additional sponsorships; $2,000 for membership in Greater L.A. Chamber; $500 for additional membership in smaller organizations (San Pedro, Harbor City, Lawndale)</td>
</tr>
<tr>
<td>Quarterly hard copy mailings of CSUDH material (reports, view book, brochure) to key opinion leaders</td>
<td>Increase awareness of University programs</td>
<td>$3,000 ($750 per quarter for direct mailing to up to 500 people)</td>
</tr>
</tbody>
</table>
1. **Mission Statement:**
The Office of Alumni Relations works to advance the mission of the University, promote the common interests of its students and its alumni and to serve as a liaison to the university community, alumni, current student population, faculty, staff, and the surrounding community. The office is the main coordination hub for all programs that greater alumni awareness, interest, and continually encourages, cultivates, enhances and supports alumni involvement with the University.

2. **Goals:**
   - Reconstitute an Alumni Association that is relevant and aligned with the goals of CSUDH.
   - Facilitate opportunities for alumni feedback regarding programs and activities that are of greatest interest and relevance to our alumni.
   - Create and manage all aspects of the alumni online community.
   - Facilitate the coordination of alumni involvement in the Inauguration of Dr. Garcia
   - Coordinate and host all aspects of the System wide California State University Alumni Council Conference
   - Manage local, State and regional alumni events
   - Support the efforts for the successful dissolution the current alumni association
   - Facilitate alumni focus group sessions/surveys to support the alumni restructuring process.
   - Develop a comprehensive and viable list of alumni volunteers with the potential and interest to serve on the alumni board or otherwise
   - Re-establish Affinity Partnership agreements to work under the umbrella of the Office of Alumni Relations

3. **Functions:**

   **Alumni Relations**
   - Respond to all alumni concerns
   - Maintain the master calendar for alumni events
   - Produce and distribute correspondence to advance University and Alumni interests
   - Recommend ways in which alumni may be utilized to support and enhance various on and off campus programs sponsored by University entities
   - Assist with and provides coordination of large approved university requested alumni mailings
   - Explore, review, negotiate and manage affinity benefits and discount programs
   - Ensure alumni representation at programs and events both on and off campus
   - Represent the interests of alumni on campus and in the local and surrounding communities
   - Participate and represent CSUDH in the California State University Alumni Council(CSUAC)
   - Establish various Vendor Affinity Partnerships to benefit alumni
   - Coordination of System wide CSU annual events
   - Annually maintain all legal regulations and guidelines for compliance with SB 569 Privacy Choice Act
**Alumni Association**
- Serve as the University liaison to the alumni Association
- Serve as the University’s representative on the Alumni Association Board
- Liaison to Alumni Association membership program
- Provide support for meetings of Chapter/Affinity groups
- Coordinate and maintain the Alumni Association new, renewal and lifetime membership programs
- Identify potential alumni to serve as leaders and/or volunteers for the Association

**Alumni Communications**
- Publish the E-newsletter (monthly) – *Alumni Link*
- Alumni profiles in CSUDH web magazine *Dateline*
- Coordinate Alumni awards and recognition programs
- Mailings to alumni
- Create and manage web-based alumni online community (coming soon)

**Programs and Events**
- Program/event planning and coordination
- Master calendar of alumni events
- Event communications
- Co-sponsorship of programs and events with various University events

**Networking and Partnerships**
- Career planning and services
- University colleges and organizations
- Alumni chapters and affinity groups
- Alumni volunteers
- Sponsor and Co-sponsor various receptions and mixers

**Volunteer Opportunities**
- Recruit, train and supervise alumni and student volunteers in all aspects of alumni involvement with the University
- Alumni ambassadors and speakers
- Event volunteers
- Professional mentors
- Alumni Achievers Program

**Advocacy**
- Coordinate efforts of alumni to work with university to encourage prospective students to attend CSUDH
- Recruit and assist training alumni to serve as legislative advocates for CSUDH and the CSU System on a local, State, Regional level.

4. **Services performed to carry out function. Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.)**
Since the Office of Alumni Relations must interact with students, alumni, faculty, staff and the surrounding community, the functions oftentimes are interchangeable with on and off campus constituents based on need.
5. **Recognized measurements/benchmarks:**

- Reconstitute an Alumni Association that is relevant and aligned with the goals of CSUDH.
- Facilitate opportunities for alumni feedback regarding programs and activities that are of greatest interest and relevance to our alumni. – *Focus groups and an online survey are currently*
- Create and manage all aspects of the alumni online community – *In progress*
- Facilitate the coordination of alumni involvement in the Inauguration of Dr. Garcia – *In progress*
- Coordinate and host all aspects of the system wide California State University Alumni Council Conference – *Completed*
- Manage local, State and regional alumni events – *In progress through end of fiscal year.*
- *Support the efforts for the successful dissolution the current alumni association – In progress. Expected completion by the end of the fiscal year.*
- Facilitate alumni focus group sessions/surveys to support the alumni restructuring process. *In progress. Expected completion June 2008*
- Develop a comprehensive and viable list of alumni volunteers with the potential and interest to serve on the alumni board or otherwise - *In progress. Expected completion by June 2008*
- Re-establish Affinity Partnership agreements to work under the umbrella of the Office of Alumni Relations – *Completed*

6. **Functions/services whose effectiveness was negatively impacted in 2007/08 by budget reductions or deficiencies – describe specific functions/services and the nature of the impact(s).**

All functions were affected due to budget reductions. For the last two years the Office of Alumni Relations has been in constant state of flux. This has come as a result change in two changes in the leadership of the office of University Advancement, budget reductions and the pending dissolution of the Alumni Association. Every aspect of our services has been affected. The office has been trying to provide the very basics of services.

7. **Functions/services whose effectiveness or efficiency was improved in 2007/08 – describe specific functions/services and the nature of the improvement(s).**

The office has been trying to provide the very basics of services.
8. Functions/services that, in 2008/09, would be enhanced for improved effectiveness / efficiency were additional financial resources made available – describe each service/function, the nature of the enhancement(s), and the additional financial resources that are estimated to be required to permit the enhancement(s).

Also as a result of budget cuts in 2005/06, the Alumni Relations coordinator position was eliminated. The CASE standard in the system for needed staff to effectively support an alumni University alumni base is one staff person per every 10,000 alumni. Currently we only have one person responsible for servicing over 64,000+ alumni.

<table>
<thead>
<tr>
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<th>Estimate of Financial Resources Required in 2008/09 to Permit the Enhancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing all services to all aspects of the office.</td>
<td>Reinstate the Alumni Relations Coordinator position</td>
<td>$ Salary and benefits for one full-time ASA II non-exempt employee</td>
</tr>
<tr>
<td>Assist with providing all services to all aspects of the office.</td>
<td>Reinstate a part-time Administrative Assistant position.</td>
<td>$ Salary and benefits for one part-time Admin Assistant II non-exempt employee</td>
</tr>
</tbody>
</table>
1. **Mission Statement:**
The primary mission of University Communications and Public Affairs is to represent and build public understanding, recognition and support for the University. Working in partnership with campus entities we promote the University through the delivery of consistent messages that foster and reinforce a positive image of the University and its position as an urban center for teaching and learning, research, scholarship, creative activity and service. Using communications strategies and tools that include print, web and other media, we enhance communications on campus among faculty, staff and students; serve as the primary point of contact for print and broadcast media; inform local, regional, and national audiences about the news, events, people and programs of the University; and increase the University’s national visibility.

2. **Goals:**
   - Develop a media strategy that includes guidelines for news and story coverage and the development of media lists that target the appropriate recipients for CSUDH news and events. Develop a strategy for cultivating relationships with local and national media.
   - Develop consistent messages for the campus, specific colleges, Athletics and other programs that will serve to enhance the public perception of the University, and knowledge and understanding of our academic programs.
   - Create and implement a CSUDH branding program that includes visual identity guidelines for print and web that will enhance recognition and reputation of the University.
   - Develop and begin to implement a communications plan for the CSUDH website that enhances outreach, development and academic communications needs, and creates an intranet or portal that serves internal communications needs.
   - Develop and begin to implement a communications plan for CSUDH printed marketing publications that enhances outreach, development and academic communications needs.

3. **Functions:**
   - **Public Affairs/Media Relations**
     - News coverage and feature writing for Dateline and CSUDH Newsroom
     - Media strategy and press releases
     - Media relationships and queries
     - University Messages
     - Media support for University events
   - **University Communications and Marketing**
     - Identity and branding for CSUDH
     - Marketing campaigns for campus outreach and college programs
     - Website design and content
     - Publications design and print coordination
     - Development and Alumni Relations communications
     - Photography services
     - Writing and editing services
4. **Services performed to carry out function.** Identify if service is campus only or serves external constituents (i.e. Chancellor’s Office, off-campus organizations, etc.).
   - Public Affairs/Media Relations
     - Write feature stories for Dateline and CSUDH Newsroom. Support Alumni and Development goals through strategically developing alumni, academic program, faculty and staff feature stories.
     - Write and disseminate press releases to keep the public informed about CSUDH events and news.
     - Respond to all media queries about CSUDH. Develop relationships with members of local media, hold events and news conferences that bring media to campus.
     - Develop University messages and work with colleges to develop messages and print/electronic communications for their programs.
     - Provide media support for University events by writing news releases, “Dateline” stories, creating publicity flyers or posters, arranging for info to be broadcast on electronic street sign, taking photos at events, and inviting media, alumni, and community members.
   - University Communications and Marketing
     - Develop branding guidelines and templates for CSUDH. Disseminate for use throughout campus, provide trainings, and assist campus faculty and staff in use.
     - Develop print and web marketing campaigns for campus outreach and college programs.
     - Develop branded and well-designed web templates. Provide consultation to colleges and campus departments in content development, navigation, web standards.
     - Strategize on most effective publications for campus goals. Design effective print publications.
     - Work with Development and Alumni Relations to develop effective print and web communications to assist in reaching their goals.
     - Provide photography services for campus publications, the website, events, and media.
     - Provide writing and editing services to campus. Develop editorial guidelines for campus publications. Provide editorial guidance to campus publications produced by colleges and programs.

5. **Recognized measurements/benchmarks.**
   - CSUDH news releases consistently reach targeted media to enhance public perception, and alumni and development relations.
   - Major CSUDH marketing publications and website have consistent visual branding, and messaging.
   - Top tier websites on csudh.edu use web templates that are branded, ADA compliant. Content is organized and included effective information and messaging for outreach and external audiences.

6. **Functions/services whose effectiveness was negatively impacted in 2007/08 by budget reductions or deficiencies** – describe specific functions/services and the nature of the impact(s).
   - Website: We have only one staff member providing oversight for the design and content of the CSUDH website. With only one staff member assigned to the web,
the ability to overhaul the website is limited at this time. Funding should be made available for additional web staff.

- Oversight of infrastructure and department processes has been reduced due to diminished staff resources in that area. In April 2007, we hired a temporary Admin Assistant but lost her administrative services in Nov. 2007 when she moved into the media relations position. We had developed and begun to implement a project tracking system that included an Excel database to log projects. Our ability to monitor deadlines, workloads, and campus needs has been reduced.

- University marketing and branding. Our branding and marketing initiatives and efforts are limited for several reasons: the University is getting ready to go through a strategic planning process that should be taken into consideration with any marketing plans developed; insufficient staff to work on the projects; and there is a division of the marketing efforts across divisions, with little alignment of resources towards common goals. An Enrollment VP will be hired in the coming year and that position is expected to have responsibility for enrollment marketing; a realignment of resources and goals can be expected in the future.

- Publications: In late 2006, the printed campus tabloid, “Inside Dominguez Hills,” was discontinued in order to reevaluate resources and the communications needs of the University. Currently, we are producing a weekly “Dateline” electronic magazine and make available reprints of the stories. The University needs a printed publication that is produced regularly and disseminated to internal and external constituents to get news, stories, events out to a broad audience.

7. Functions/services whose effectiveness or efficiency was improved in 2007/08 – describe specific functions/services and the nature of the improvement(s).

- Increase in media relations activities during 07-08. Activities included:
  - Hosted media breakfast to introduce Dr. Garcia to local media on Thurs. Nov. 29. Attended by 15 reporters and editors representing 13 local media outlets (newspaper and broadcast). Considerable coverage resulted from the event.

- Increase in media coverage of CSUDH events, faculty accolades or announcements
  - Wrote more than 40 press releases and Dateline stories, including Chelsea Clinton’s visit to campus and President García’s serving as Grand Marshal for the Kingdom Day parade in Los Angeles, among others.
  - Approximately 40 news articles mentioning or covering CSUDH and calendar listings for events on campus were covered in press.
  - La Opinion profiled Dr. García on Dec. 25.
  - KTLA- 5 on campus to interview Dr. Garcia regarding Gov. proposed budget cuts.
  - KNBC- 4 live broadcast of MLK Jr. Parade included coverage of Dr. García as president Jan. 21 and pre-recorded welcome message from her, which was filmed in her office.
Nightly News on campus for Chelsea Clinton visit Feb. 1. Coordinated their arrival and set up.
  o Profile of Dr. García in Hispanic Outlook in Higher Education published Feb. edition.

Media staff
  o In July 2007, we moved the Director and two writers from the UCPA staff upstairs to the University Advancement suite, so that they would be more accessible to executives and better informed of University news. This has worked out very well, in light of the many media events and coverage that has taken place this year.
  o A media relations specialist was hired in November 2007. With this position filled, the office has been better able to develop good relationships with local and national media outlets.
  o Interviewed and hired three student interns. Last semester’s intern provided photography services for Dateline stories. This semester’s interns will assist with Dateline feature writing.

Redesign of News and Dateline Website
  o Web-based news submission form, updated online experts guide and speakers bureau, redesign of Dateline/News area – in progress.

Communications Subcommittee has been formed to handle Inauguration media and communications
  o Media plan developed
  o Save the Date cards designed (two versions) and mailed out
  o Invitation and Delegate Response Card set currently being designed

CSUDH Messages
  o Over ten University “points of pride” handouts have been designed and produced for quick printing, including: campus overview, notable alumni, campus features, student demographics, multicultural programs, programs of interest, executive bios.
  o Student testimonials. Collaborated with WASC subcommittee to develop video testimonials of students.
  o Summary of rankings. Rankings from sources such as U.S. News and World Report, Diverse Issues in Higher Ed, etc. gathered and put into handout for distribution.

Image/Branding Style Guide
  o CSUDH seal and logo design in progress. Primary and secondary color palette and typography guidelines being developed.

Marketing Research
  o Director participated on EMPC subcommittee to develop student surveys that were completed by freshmen, transfer students and students who chose not to attend CSUDH.
  o Director provides administrative oversight to CSUDH/AEG Marketing Internship Program – fall semester presentation by interns included:
    - Review and summary of CSUDH marketing research conducted by consultants and recent surveys.
    - Presented “points of pride” and campus challenges gathered from various constituents on campus.
    - Review of website and made recommendations for improvements.

Outreach and University Communications
  o 60+ academic flat sheets for undergraduate programs were printed. Graduate flat sheets are still being reviewed.
- Outreach publications/collateral included enrollment banners and pocket folders.
- Four posters (Development, Communications, Govt. Relations, and Alumni Relations) prepared for WASC poster session.

- Photography and Multimedia Services
  - New/updated photography of campus buildings in progress.
  - Powerpoint prepared for WASC visit that featured campus people and programs.
  - Looping video of recent news coverage prepared for WASC poster session.

- Emergency Communications
  - UCPA staff went through Emergency preparedness training in 2007 which served them well during the “active shooter incident” that occurred on campus on 2/21/08. Media coverage of the event portrayed the University in a positive light and deficiencies in emergency procedures that came to light are being corrected.
8. **Functions/services that, in 2008/09, would be enhanced for improved effectiveness / efficiency were additional financial resources made available** – describe each service/function, the nature of the enhancement(s), and the additional financial resources that are estimated to be required to permit the enhancement(s).

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<tbody>
<tr>
<td>1. Web Editor</td>
<td>Enhance University web communications with website development, writing and editing targeted copy and messaging</td>
<td>Salary and benefits for one person.</td>
</tr>
<tr>
<td>2. Web Designer</td>
<td>Enhance University web communications with web design, graphics, and photo expertise</td>
<td>Salary and benefits for one person.</td>
</tr>
<tr>
<td>3. Administrative Assistant</td>
<td>Provide oversight of phone coverage, department processes and job tracking</td>
<td>Salary and benefits for one person.</td>
</tr>
<tr>
<td>3. News tabloid print publication</td>
<td>Enhance dissemination of University news and stories to internal and external audiences.</td>
<td>Ongoing funding for bi-monthly issue (6 times a year).</td>
</tr>
<tr>
<td>4. Hardware/Software upgrades</td>
<td>Regular upgrade of technology would eliminate loss of production time brought on by technology problems and failures</td>
<td>$25,000 for hardware and software upgrades</td>
</tr>
<tr>
<td>5. Professional Development such as conferences and seminars</td>
<td>Enhance professional skills of staff</td>
<td>$1500-2000 per conference per person $500 per local seminar</td>
</tr>
<tr>
<td>6. Event: twice annual breakfast for media to meet UA staff and Deans</td>
<td>Enhance relationship with media and their understanding of University programs and people</td>
<td>$250 per event</td>
</tr>
</tbody>
</table>