

UIC Office of Development Strategic Plan

June 2006

Executive Summary

The Office of Development will be a consistent and valued source of significant resources for the campus, and will be recognized as the best team for development professionals seeking a premier professional experience. We will embody our team intentions: Big, Bold, Fast, Innovative, Empowered and Collaborative.

The Office of Development shares in the campus mission of providing the broadest access to the highest levels of intellectual excellence. The Office of Development's mission is to secure private gifts for UIC by strategically cultivating meaningful relationships with and soliciting donations from targeted individuals and organizations. We support university leaders, faculty, and students by matching donor interests with campus mission and priorities and collaborating to identify new partnerships. The Office of Development carefully stewards all resources entrusted to the University by donors.

This strategic plan attends to the development needs and objectives of the UIC campus. This plan was created by the Office of Development, which serves all the campus units except the College of Medicine and the University of Illinois Medical Center. The plans of the separate development office for those two units are incorporated into those units' plans. However, implicit in all our work is the collegial partnership we share with the Office of Medical Advancement.

The Office of Development will facilitate the acquisition of ever-increasing resources for the University and will be the catalyst that sparks ideas into reality. We will continually expand the number of relationships we maintain with philanthropists and encourage these individuals and organizations to commit to greater levels of giving to UIC. UIC will be a priority destination for alumni, non alumni, corporation and foundation philanthropists. We will create and nurture a culture of philanthropy at UIC.

In order to achieve this vision, the Office of Development must overcome both internal and external factors and threats, including the fierce competition for philanthropic support in Chicago and our underdeveloped constituency. However, we have a lot to offer our donors – they have the ability to make a great impact at UIC.

Subsequently, the following nine goals have been identified from our strategic planning process to enable us to fulfill our mission and realize our vision:

1. Develop and implement fundraising and communication strategies for the campus, emphasizing college and unit programmatic priorities.
2. Partner with leadership to identify and secure principal (\$5 million +) and transformational (\$20 million +) gifts that match donor interest with campus priorities.
3. Strengthen and expand campus major and planned giving programs to achieve consistent and sustainable growth in major and deferred gifts (\$25,000+) from individuals.
4. Develop and implement a comprehensive annual fund program that will increase

- both gift revenues and participation from alumni and friends.
5. Develop and implement a comprehensive corporate and foundation relations program that maximizes the philanthropic potential from this community that is available to us as Chicago's major public university.
 6. Create a campus-wide stewardship program that provides consistent and appropriate recognition and stewardship to donors across all donation levels and designations.
 7. Implement a development program that will empower campus leadership, deans, faculty and staff to play a productive role in fundraising.
 8. Leverage the current campaign to transform UIC, and to ensure that the fundraising performance achieved during the campaign can be sustained well beyond the campaign.
 9. Institute a performance management and professional development system that will deliver an improved program for recruitment, training and retention for development staff - thereby enhancing individual and organizational productivity in building relationships and securing financial support from alumni and friends.

Specific actions that need to be taken in order to achieve these goals have been identified.

Although the needed resources and the strategy to procure those resources are still being determined, a series of metric tools have been developed in order to monitor and evaluate the implementation of the plan. These tools will provide for appropriate accountability and allow for adjustments in the plan when necessary.

We strongly believe that the UIC Office of Development will become the premier development program within urban public higher education. Our loyal alumni, friends and donors will help get us there.

Section 1: Purpose

Mission

The Office of Development secures private gifts for UIC by strategically cultivating meaningful relationships with and soliciting donations from targeted individuals and organizations. We support university leaders, faculty, and students by matching donor interests with campus mission and priorities and collaborating to identify new partnerships. The Office of Development carefully stewards all resources entrusted to the University by donors.

Vision

The Office of Development will facilitate the acquisition of ever-increasing resources for the University and will be the catalyst that sparks ideas into reality. We will continually expand the number of relationships we maintain with philanthropists and encourage these individuals and organizations to commit to greater levels of giving to UIC. UIC will be a priority destination for alumni, non alumni, corporation and foundation philanthropists. We will create and nurture a culture of philanthropy at UIC.

Guiding Values

Our work is driven by the mission, vision and values of UIC.

We exemplify the utmost integrity, honesty and reliability in all of our actions.

We are donor-centered, treating our friends and supporters with the respect and courtesy they deserve.

We value relationships with our campus colleagues, donors and other partners, and believe that these connections are essential to achieving UIC's vision.

We invest in the growth and development of our team, both for the enrichment of our program and for their own professional growth.

Mandates Impacting the Office of Development

As a unit of the University of Illinois at Chicago, the Office of Development is subject to the same overall set of mandates as the campus and the University as a whole. However, as a fundraising office for the campus, we fall into a combination of two sectors, public higher education and nonprofit, and therefore our office is also required to follow additional formal and informal parameters.

We are expected to follow a defined standard of ethics and legal requirements. The University of Illinois Foundation ensures we adhere to the state and/or federal statutory regulations impacting our office operations. Examples of these regulations include:

- Title 26; IRS 501(c)(3)
- Governmental Accounting Standards Board (GASB)
- Illinois Legislative Audit Commission Guidelines
- Uniform Management of Institutional Funds Act
- Illinois Legislative Audit Commission Guidelines

In some cases, best practice implementation may also have a bearing on adherence to regulation, that does not legally apply, but that may enhance performance if adopted.

Most industry segments have identified or created common standards or recognized best practices and/or measures of comparison that are focused on improving performance, reducing risk and increasing the chance for successful goal achievement and service deployment to the end user, customer or constituent, and this is certainly true for both the public higher education and the nonprofit sectors. Examples of industry standards impacting development community operations include:

- Association of Fundraising Professionals (AFP): Code of Ethics
- Council for Advancement and Support of Education (CASE): Management and Reporting Standards
- CASE: Donor Bill of Rights
- CASE: Principles of Practice for Fund Raising Professionals at Educational Institutions
- The National Committee on Planned Giving
- American Council on Gift Annuities
- Council for Aid to Education/Voluntary Support of Education

Section 2: Strategy

Statement of Strategic Intent

The Office of Development will be a consistent and valued source of significant resources for the campus, and will be recognized as the best team for development professionals seeking a premier professional experience. We will embody our team intentions: Big, Bold, Fast, Innovative, Empowered and Collaborative.

External

BIG – UIC will experience exponential “bottom line” philanthropic growth through audacious goals and enhanced expectations. New fundraising records will be set in terms of total dollars raised and percentage of participation from alumni and other constituents, especially as compared to peer institutions.

BOLD – The Campaign will secure unprecedented investment from public-private partnerships resulting in a tremendous impact on the City of Chicago and the entire metro region via the “Great Cities” program.

FAST – The time is now to make this happen. UIC is the right school at the right time in the right place. There is a very real sense of urgency to make this happen quickly and to fast track the campaign.

Internal

INNOVATIVE – In order to accomplish the external vision for the campaign, the UIC development office will encourage and promote innovation and creativity in terms of overall campaign systems and processes. New advancement and philanthropic models for urban higher education will be created as a result of this campaign.

EMPOWERED – The UIC Development staff will be empowered to drive the campaign’s success. As a result, UIC will become “the place” to work for development professionals in Chicago and the Midwest because of the “fun” work environment and all the ways the University’s leadership communicates the value and importance of the development team.

COLLABORATIVE – The development leadership of UIC will put in place an organizational structure and systems which will foster collaboration, collegiality and a true team approach. There will be a shared mission and vision among and between the University’s Administration, Volunteer Leadership and Development Team.

Environmental Assessment

Both external and internal environmental factors will have a great impact on the creation and execution of our strategic plan. We will examine these factors and how they will affect the Office of Development at UIC.

1. Chicago is a major philanthropic market, making competition for gifts, volunteers and development staff fierce

Almost every characteristic of Chicago, from the labor market to the cultural amenities to its sheer size and diversity, both poses challenges for UIC and presents us with great opportunities.

Chicago is the financial and cultural capital of the Midwest. It is home to the headquarters of 34 Fortune 500 corporations. But it is also home to nearly 50 colleges and universities, along with hundreds of causes and organizations that rely on fundraising in order to exist.

The philanthropic leadership of the City of Chicago is often captured by many other outstanding causes and prestigious organizations and has been engaged for years. For example, the boards of the Lyric Opera or Chicago Symphony Orchestra and the numerous Visiting Committees and Advisory Councils at the University of Chicago and Northwestern University provide prestigious opportunities for involvement in the community.

There are also many campaigns currently underway in the greater Chicago area:

Institution	Goal
University of Chicago	\$2,000,000,000
Rush University Medical Center	\$300,000,000
Northwestern Memorial Hospital	\$150,000,000
Lincoln Park Zoo	\$125,000,000
Chicago Botanic Garden	\$100,000,000
Greater Chicago Food Depository	\$30,000,000
North Park University	\$26,000,000
Chicago Historical Society	\$22,000,000
Morton Arboretum	\$18,000,000
The Muntu Performing Arts Center	\$15,000,000
Chicago Community Ventures	\$10,000,000
Valparaiso University's School of Law	\$10,000,000

Our sister campus in Urbana is increasing their effort to secure greater support from Chicago philanthropists therefore increasing our competition for gifts in our own market.

There are 25 universities currently in billion dollar or greater campaigns. The number of non-profit organizations with development staff continues to grow as indicated by the growth of Association of Fundraising Professionals (AFP) membership, to 26,000 members in 171 chapters nationally. According to the Council for Advancement and Support of Education (CASE) in their Fiscal Year 2004 report, "Voluntary Support of Education":

- Approximately one-fourth of all gifts to higher education come from corporations; this common pool of prospects will become more competitive.
- Foundations account for another one-fourth of giving to higher education, and this common pool is also increasingly competitive.
- There is a growing national shortage of qualified development officers. As more organizations expand their fundraising missions, the challenges of attracting and retaining talent will increase.

2. The economic outlook in Chicago, the state of Illinois and the nation will impact giving

Bentz Whaley Flessner—a nationally recognized fundraising consulting firm, offering consulting services in areas including campaign counsel, feasibility studies, development audits and technology systems audits—periodically conducts assessments of key factors and trends impacting private support. In some of the firm's most recent studies conducted in 2005, BWF found that the rate of growth in overall giving will continue to be shaped by the nation's economy and, specifically by growth in the stock market. Further, Bentz Whaley Flessner found that giving from friends, corporations and foundations will constitute a majority of the gifts to higher education.

The economic future appears solid but unspectacular for the state of Illinois. Today, the State has almost 10,000 households with million dollar taxable incomes and 18,000 households with taxable incomes of \$500,000 to \$999,999.

3. The need for private gift support will grow and the demand will shift from funding extras to funding basics

Based on fiscal trends in the State and the nation, one consequence of the current and probable future fiscal environment is that UIC will progressively adopt many of the strategies of private institutions. We are a state-assisted, not a state-supported institution.

It is expected that the University's budget will continue to shift away from state support toward a larger percentage from tuition and private gift support. Consequently, development efforts are growing in importance. As tuition increases, additional need-based scholarships will become more important as we work to assure access for all highly qualified students. Further, total actual gifts and gift pledges counted in a

campaign or year-to-year will be only one measure of private gift support success as the University looks for hard dollars for specific buildings, endowments and program subsidies. As the fundraising efforts shift from the “margin of excellence” to also supporting core budget needs, the sophistication and intensity of fundraising efforts must grow. The challenge from a fundraising standpoint will be to assure donors that they are not being asked to fill the role that is the responsibility of the state of Illinois.

4. Our constituency is underdeveloped

Our first generation graduates value opportunity afforded them by their UIC education. However, these graduates are disproportionately young and now just reaching their prime giving years.

Competitive/Benchmark Analysis

Urban 13

The first group used for analysis is the Urban 13, comprised of 21 major urban institutions.

City College of New York
Cleveland State University
Florida Agricultural & Mechanical University
Georgia State University
IUPU, Indianapolis
Portland State University
Temple University
University of Alabama at Birmingham
University of Cincinnati
University of Houston

University of Illinois at Chicago
University of Massachusetts at Boston
University of Memphis
University of Missouri-St. Louis
University of Missouri-Kansas City
University of New Orleans
University of Pittsburgh
University of Toledo
University of Wisconsin-Milwaukee
Virginia Commonwealth University
Wayne State University

Peer List

The second group we have termed our “Peer Group” in that it is composed of major urban state-assisted research universities with medical schools.

IUPU, Indianapolis
Ohio State University*
State University of New York-Buffalo
Temple University
University of Alabama-Birmingham
University of California-Los Angeles*
University of California-San Diego
University of California-San Francisco

University of Cincinnati
University of Louisville
University of Maryland-Baltimore
University of Minnesota*
University of Pittsburgh
University of South Florida
University of Washington*
Wayne State University

The universities that are followed by an asterisk in the Peer List are those we have categorized as being aspirational for the UIC Office of Development.

Not all of the universities listed above have submitted information to the Voluntary Support of Education Survey conducted by the Council for Aid to Education and therefore they were not included in the benchmarking. Those that were included are in bold face type.

There are many parameters that can be used in comparisons of UIC with the groups. The most important to the Office of Development are alumni participation, major giving, corporate giving and foundation giving. These benchmarking graphs are included in Appendix A.

Overall, the picture that emerges of the UIC Office of Development from these group comparisons and from other data is:

- Our annual giving program has not previously had a clear strategic focus. However, basic programmatic and staffing-related expansion and changes made this past year have already generated significant improvement and we will continue to improve. Although our alumni participation was low in FY 2004 when evaluated against our comparison groups, the number of alumni donors as a percentage of those who had been solicited had increased to 8.2% from 6.9% the previous fiscal year. In 2005, it has risen to 13.6% (above average in the Urban 13 and exactly at the average of the Peer comparison groups). It is anticipated that improved and more productive cross-campus strategies will be implemented to continue our rise in total dollars raised and number of donors.
- Our major giving program has benefited from several large gifts in 2004. We ranked “Best in Class” in the largest individual gift received as well as three largest individual gift total in the Urban 13 comparison group and average when compared to our Peer list.
- Our corporate and foundation giving falls in the middle of the pack among the Urban 13 but far below average when compared to our Peers. In 2005, the corporate and foundation relations program was re-established. With a stronger focus now on this area, we expect to not only improve, but optimize our program.

Strengths, Weaknesses, Opportunities and Threats Analysis

Strengths:

- Strong, established campus leadership
- Growing campus commitment to fundraising
- Unique and powerful
- Compelling, well developed case
- Proximity to and good connections with Chicago, a major philanthropic market
- Staff growing, committed, and capable
- Interdisciplinary collaboration
- A history of making the most of a little
- Continued improvement of quality on many fronts
- Strong track record of growth and enhancement of campus and neighborhood
- First generation graduates value opportunity afforded them by UIC education
- The Jane Addams legacy, i.e. service to the underserved and the Great Cities commitment
- Campus readiness, e.g. 2010 strategic thinking, campaign planning
- Increased focus on promoting UIC as a destination will raise our visibility with donors

Weaknesses:

- No strong marketing program
- Development program is young
- Alumni constituency is disproportionately young
- Alumni constituency not well cultivated as friends or as donors
- Very few shared experiences among alumni; harder to develop sense of community because commuter students
- Have not maximized on-campus relationships
- Students often experienced poor service, although this is improving in many areas
- We are unknown in high-end philanthropy world
- Haven't turned many high-end suspects into prospects
- The elite do not come to us for healthcare
- Alumni relations not sufficiently resourced, either centrally or in units
- Data mining possibilities within the FACTS system are not tapped
- Insufficient alumni staff to meet requests for "distance" or affiliate programs
- Range of maturity among colleges, particularly east side vs. west side
- Our brand has changed several times and includes a "shotgun" merger that is not fully embraced by alumni
- Few visible reminders of campus history and growth on either side of campus
- Low UIAA membership rate means many alumni don't hear from us regularly or at all, and/or we are not offering them what they want
- Insufficient volunteer engagement at campus level and on foundation board

- Disconnect with system (dependant on resources that we don't control and do not have proximity to)

Opportunities:

- Have a lot to offer donors – they can make a big mark here with a gift that might not attract the same notice at other mature universities
- Prospect pool not tapped out
- Non-alumni donor market
- Plenty of room for growth in grateful patient medical fundraising
- Lots of high-end suspects
- Alumni from east campus reaching maturity in careers and philanthropy
- Large international alumni group that hasn't been tapped (e.g. Chinese executive MBAs)
- Good relationships already built by faculty with funding community
- Alumni are primarily local, and thus easily accessible
- Can embrace Navy Pier alumni as they are now in their prime giving years
- Students have strong work ethic, setting stage for engaging them to participate in meaningful ways as alumni
- Become the best development program among public urban research universities
- Diversity among alumni and students offers opportunity for innovative approaches to pioneer development and alumni programs focused on cultural traditions
- Embrace the idea of being an “edgy” campus rather than a “traditional” campus
- Closer relationship between development and alumni relations office
- Offer donors opportunity to invest in something much broader than academic enterprise
- Global connections – turning these connections into philanthropy
- Capture entrepreneurial spirit of UIC
- Create linkage with governmental affairs department to create new relationships
- Increased focus on promoting UIC as a destination will raise our visibility with donors

Threats:

- Numerous fundraising competitors in Chicago area
- Other universities better established, both generally and in fundraising
- A large city produces a lot of “noise”; hard to get attention for our programs/events
- Shrinking resources, in general and in advancement program
- Dilution of messages by conforming to overall themes
- Erosion of key faculty (they play a role in external visibility and image and in attracting funds)
- Persistence of the perception of “Circle Campus” as inferior to the “real” U of I at UC

- Public perception that we are state funded

Strategic Goals and Thrusts

Our overarching goal is to support UIC's mission by establishing the premier development program within urban public higher education. Individual goals to support this greater accomplishment are:

1. Develop and implement fundraising and communication strategies for the campus, emphasizing college and unit programmatic priorities.
 - a. Derive priorities, messages and strategies from college and unit strategic plans and develop for each unit an advancement plan that incorporates the unit's unique characteristics
 - b. Develop simple, clear consistent messages regarding the campaign and disseminate them widely
 - c. Strengthen opportunities for high level volunteer engagement through refinement of existing advisory committees or creation of new committees
 - d. Provide training to campus leadership, development staff and volunteers on effective fundraising, marketing and communications
 - e. Identify cross campus priorities through the Chancellor, Provost and others on the academic leadership team
 - f. Adapt and apply appropriate "best practice" strategies from other AAU and peer university fundraising and marketing programs
 - g. Leverage University of Illinois Foundation resources to advance UIC development, marketing and communications strategies
 - h. Enhance partnership with Public Affairs and Alumni Relations to ensure coordination and effectiveness of advancement activities
2. Partner with leadership to identify and secure principal (\$5 million +) and transformational (\$20 million +) gifts that match donor interest with campus priorities
 - a. Engage the University President and campus Chancellor in campus-based strategies for prospects with the highest giving potential
 - b. Identify, cultivate and solicit new constituencies that include influential and wealthy members of the Chicago civic and business communities
 - c. Leverage existing networks of campus leadership, deans, and leadership donors to introduce new principal gift suspects to UIC
 - d. Involve the University of Illinois Foundation board of directors (the University's highest level volunteer board) in identifying and engaging individuals of wealth with UIC campus leadership
3. Strengthen and expand campus major and planned giving programs to achieve consistent and sustainable growth in major and deferred gifts (\$25,000+) from individuals for university/campus priorities.

- a. Significantly increase the identification, cultivation, solicitation and stewardship of major and planned gifts to support college, unit, and cross campus funding priorities
 - b. Utilize analysis based on research and referrals to broaden major and planned giving prospect pools
 - c. Engage the President, Chancellor, deans and other senior faculty leadership in cultivation, solicitation and stewardship activities
 - d. Create and engage groups of affluent and influential volunteers in the process of securing major and planned gifts
 - e. Promote major and planned giving fundraising priorities and opportunities to prospects through effective communications strategies
 - f. Coordinate stewardship activities to reflect major and planned giving donor interests
 - g. Collaborate with University of Illinois Foundation staff for technical assistance and resources to support major and planned giving activities
 - h. Hire and retain development staff who bring experience in major and planned giving fundraising
 - i. Ask current donors to increase to and prospective donors to make major gifts when it is appropriate
 - j. Promote UIC as a destination
4. Develop and implement a comprehensive annual fund program that will increase both gift revenues and participation from alumni and friends.
- a. Maximize return on investment of existing resources which underwrite the annual fund (Do what we current do, better, so we reap greater return on each dollar current spent)
 - b. Develop plans with deans and directors of colleges and units to increase investment in annual fund strategies and to generate higher level returns
 - c. Connect annual fund strategies and messages to college and unit strategic plans (and overall development marketing communications strategies)
 - d. Develop an understanding of and apply best practices in annual giving from other urban universities (both public and private)
 - e. Collaborate with the University of Illinois Foundation annual giving staff to develop specialized annual giving programs for the campus and units
 - f. Coordinate annual giving donor recognition and stewardship with overall recognition and stewardship activities
 - g. Provide training to campus leadership and development staff so they can communicate importance and impact of annual giving to all prospective individual donors
 - h. Develop donor retention program directly linked with annual fund program - address retention for major/principal gift donors as well as others, emphasizing retention beyond campaign
 - i. Explore strategies for soliciting other constituents, including parents, students, faculty and staff
5. Develop and implement a comprehensive corporate and foundation relations

program that maximizes the philanthropic potential from this community that is available to us as Chicago's major public university.

- a. Develop cross-University of Illinois and cross-UIC-college initiatives to leverage multi-million dollar support from selected major foundations and corporations
 - b. Tailor corporate strategies to individual college and unit priorities and relationships, e.g. if the strategy for CBA is to target mid-size Chicago businesses for its MBA program, corporate giving strategies should reflect the college strategy
 - c. Work with individual colleges and units to identify targeted corporation and foundation prospects which can provide college or unit-specific support
 - d. Engage campaign volunteers, the UIF board of directors, and unit-focused volunteers in networking with corporate and foundation contacts
 - e. Provide training to deans and faculty on how to maximize their relationships with non-individual funders
 - f. Engage Chancellor and President in high-level relationship building with key CEOs
6. Create a campus-wide stewardship program that provides consistent and appropriate recognition and stewardship to donors across all donation levels and designations.
- a. Create stewardship and recognition practices that reflect donor interests
 - b. Develop campus-wide guidelines that ensure consistency across the program while allowing flexibility for units to tailor stewardship to their own constituencies
 - c. Establish and implement a consistent and thorough policy and practice with regard to facility, center, and institute naming
 - d. Engage president, chancellor, deans, faculty and staff in high level stewardship, particularly for major and principal gifts
 - e. Research and implement best practices
7. Implement a development program that will empower campus leadership, deans, faculty and staff to play a productive role in fundraising.
- a. Cultivate internal relationships as carefully as we cultivate external relationships
 - b. Provide excellent service, regular communications and professional expertise to our internal colleagues
 - c. Practice development from a service-provider perspective
 - d. Provide training and support for each of the groups noted above
 - e. Actively engage campus leadership, deans and selected faculty and staff in development cultivation, solicitation and stewardship activities
8. Leverage the current campaign to transform UIC, and to ensure that the fundraising performance achieved during the campaign can be sustained well beyond the campaign.
- a. Exceed the UIC campaign goal

- b. Build a fundraising infrastructure that ensures consistency and professionalism throughout all components of the program, and that offers donors a positive and productive experience
 - c. Raise UIC's profile in business and civic networks to spread the word about UIC
 - d. Engage high level volunteers effectively so their credibility and support help validate and endorse UIC, thereby attracting additional interest and support
 - e. Execute the basics of fundraising with the highest degree of professionalism and skill
 - f. Develop creative and innovate ways of expanding the University's constituencies
 - g. Link development communications and public affairs strategies
 - h. Fully engage University of Illinois Foundation resources to maximize UIC impact
 - i. Enhance all tools necessary, including prospect research, to improve estimated capacity of known donors and prospects and to identify new suspects
9. Institute a performance management and professional development system that will deliver an improved program for recruitment, training and retention for development staff - thereby enhancing individual and organizational productivity in building relationships and securing financial support from alumni and friends.
- a. Provide training and tools so individual development officers assume responsibility for managing their own performance
 - b. Provide coaching and mentoring as well as professional development opportunities for growth
 - c. Secure resources to adequately recognize and reward performance
 - d. Regularly evaluate program structure for efficiency and effectiveness, adapting our organization as our program grows
 - e. Create a culture of collaboration on advancement strategies and issues such as: communications, stewardship, prospect management, professional development, etc., thereby empowering staff and strengthening workforce

Section 3: Resources Plan for Achieving Strategic Goals

Resources Needed

To be developed.

Resource Procurement Strategy

To be developed.

Section 4: Monitoring/Evaluation of Plan Implementation and Results

Implementation Timetable with Milestones

Campaign Timeline

action	date/length
Start Date	July 1, 2003
Volunteer Leadership Forums	September/October 2006
University-Wide Public Launch	June 2007
Campus Launch	September/October 2007
Ending Date	December 31, 2011
Quite Phase	3 years, 11 months
Public Phase	4 years, 7 months

2006 Campaign Action Plan

(as developed for the University-wide development program
by the University of Illinois Foundation)

ACTIONS	deadline	responsible persons
Principal Gifts and Major gifts Prospects identified for "Asks" in 2006	March 1	Hunt, Foster-Kirk, Lowenberg, Van Hecke and unit officers
Campaign Marketing/Communications Plan finalized	March 15	Lipman Hearne, Gobberdiel, McGreevy, Hardy, Rosati
Campus priorities finalized	March 15	Hunt
Campaign volunteer structure in place for campus and units/therein	May 1	Manning, Hunt, deans and other key unit heads
Role of UIAA and campus Alumni Relations in Campaign defined	May 1	Micek, Taylor
Annual Fund programs redeveloped and implemented	July 1	Hunt, Van Hecke
Define Campaign Strategies for key regions/cities	July 1	Hunt, Lowenberg
Campaign Volunteer Leadership Forums		Hunt
<ul style="list-style-type: none"> • Materials ready • Forums held 	August 1 September 8	
Development Training Programs	Ongoing	Hunt
Public Launch Event Plan finalized	December 31	Hunt

Performance Metrics and Results

At the urging of its Board, each year the University of Illinois Foundation now compiles data elements for evaluating their return on investment across the entire development program. This exercise has helped us establish what metrics we need to look at in order to assess our own successes.

Key performance indicators will provide the framework needed to assess our performance and assist the planning process in an ongoing manner.

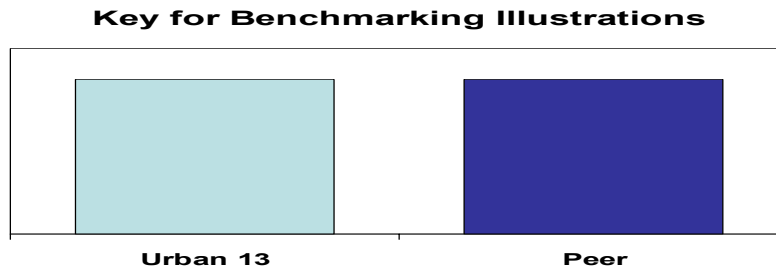
Top level performance metrics that will be tracked include:

- Total giving; by gift type, source, purpose and beneficiary
- Total Annual Fund Program
- Alumni participation rate(s) in the Annual Fund Program
- Total Corporate and Foundation giving
- Endowment growth (new gifts and investment appreciation)
- Gift proposal development and solicitation outcomes (i.e., “pipeline report”)
- Prospect contact activity (i.e., qualification, cultivation, solicitation and stewardship)
- Total expenditures on development office salaries
- Total number of people under prospect management
- Presidents Council enrollment

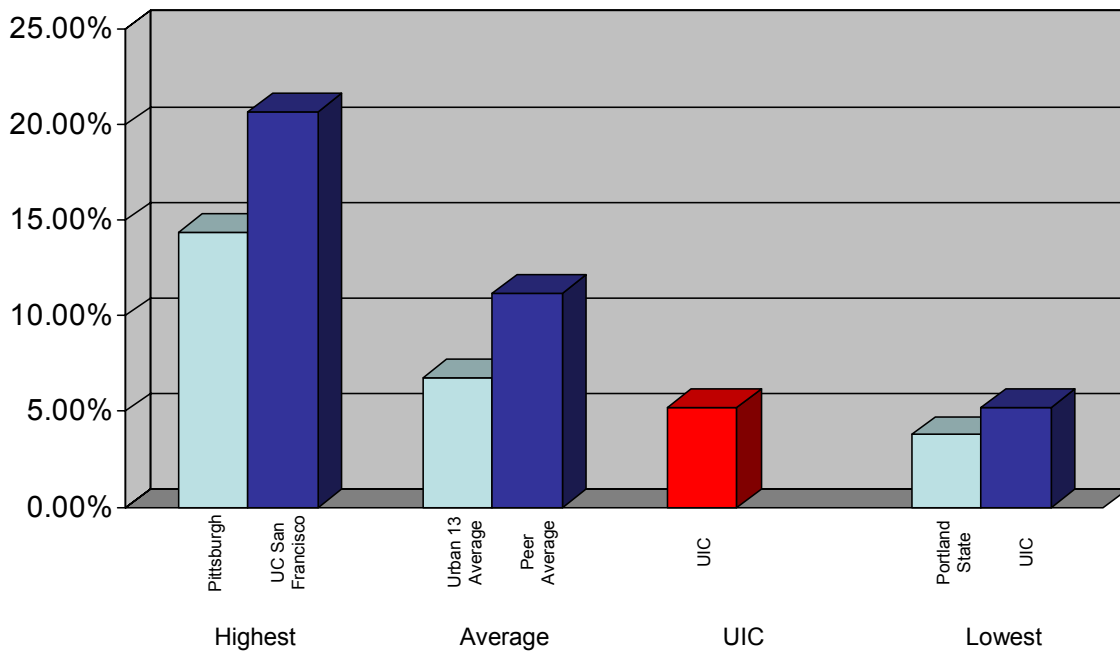
Appendix A

Competitive Analysis and Benchmarking: Illustrations

Below we give examples of some benchmarking and competitive positioning plots. The benchmarking graphs UIC's position in relation to the best in class, average and worst in class of each of the two comparison groups. A key for these illustrations is provided below.

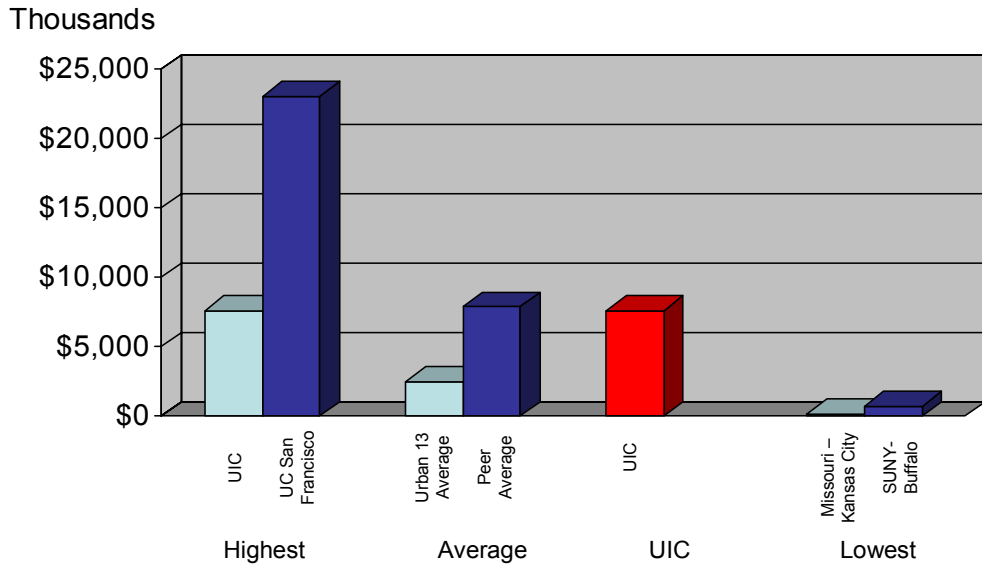


FY 2004 Alumni Participation



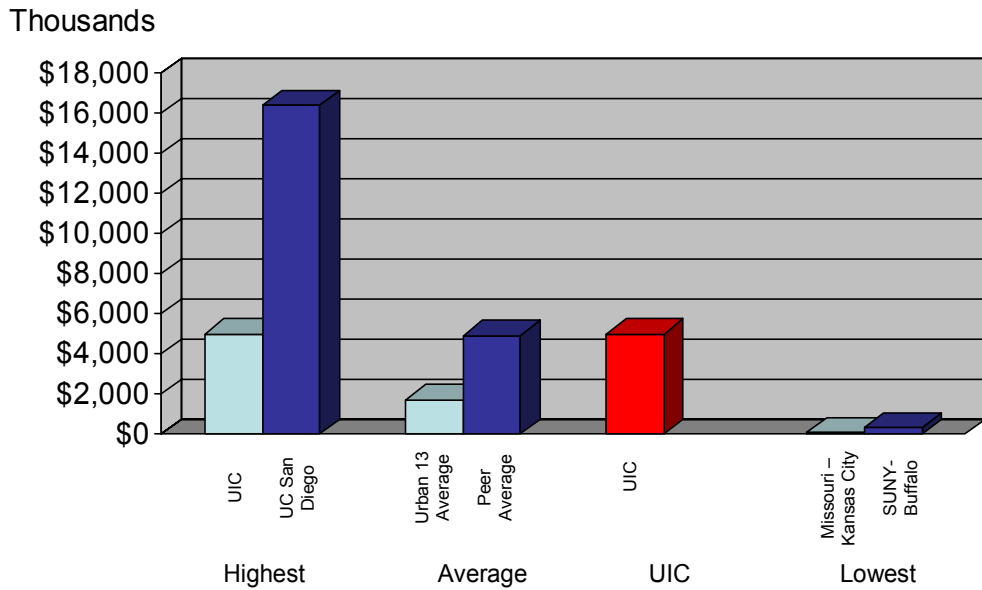
FY 2004 Major Gifts

Three largest individual gifts, total

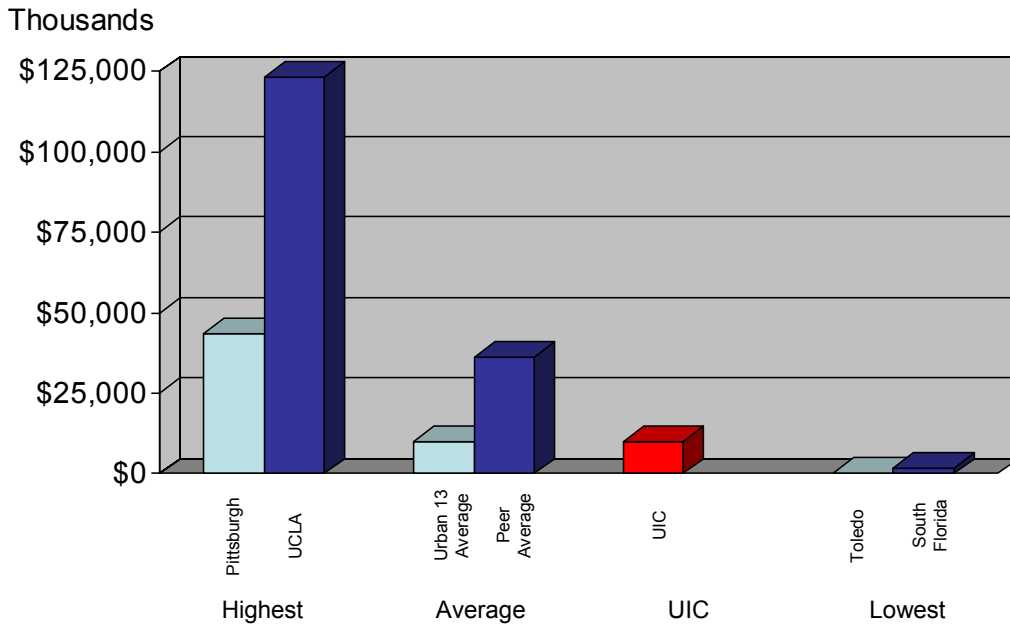


FY 2004 Major Gifts

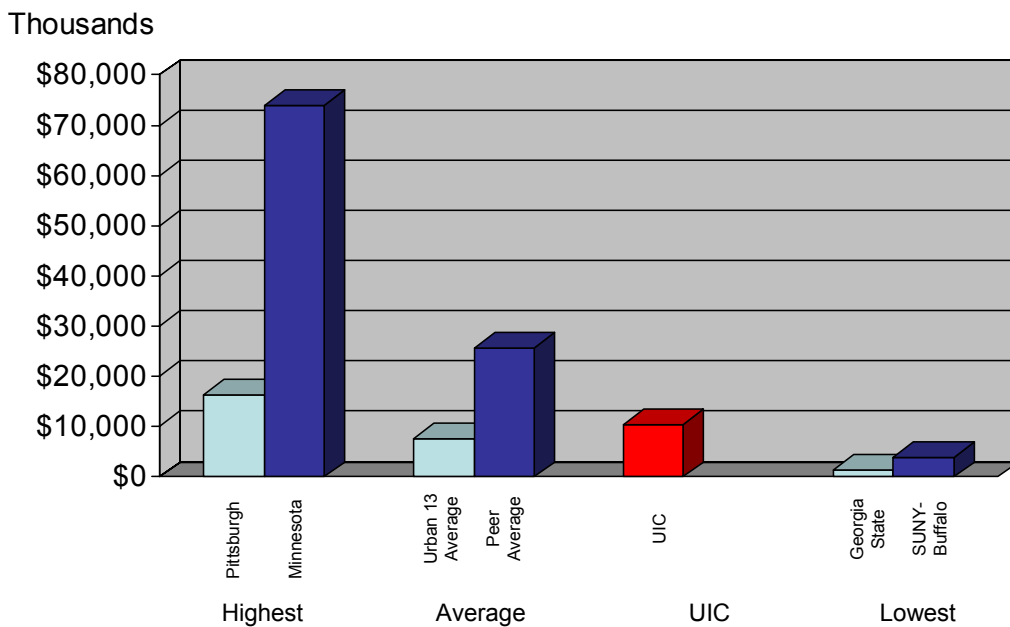
Largest individual gift



FY 2004 Foundation Giving



FY 2004 Corporate Giving



Appendix B

Campaign Priorities

Creating Brilliant Futures

UIC has identified a primary strategic intention for the next decade: to be and to be recognized as, the nation's premier urban public research university. As we work to achieve this intention, we will change countless lives, creating brilliant futures for students, faculty, community members and the world at large.

Every young person's life is changed for the better through education. For our undergraduate students, who are frequently the first in their family to attend college, the change is fundamental. Not only does the student's future change, but the prospects of the entire family are changed by the opportunities a college education affords. Our graduate students' futures are shaped by the excellent environment in which they study, an environment shaped by world class faculty scholars and access to a research program in which their intellectual development can thrive.

Faculty find at UIC a culture that encourages creativity, innovation and an entrepreneurial spirit. We have the fastest-growing academic research program in the nation. Combining this thriving academic community with a student body eager to engage in their education creates a powerful environment for faculty to create extraordinary work.

UIC is a public university in the truest sense of the word: engaged with our communities, both local and afar, to serve the public interest. Through our Great Cities Commitment we create empowering partnerships with communities to understand our world and change it for the better.

As the only comprehensive health sciences educator and care provider in Illinois, UIC plays a vital role in the health of our society. We educate professionals in every health science discipline, we provide care to tens of thousands of patients each year, and we conduct ground-breaking medical research that will improve the lives and health of our entire society.

This campaign will provide financial resources to help reach our aspirations, and to create brilliant futures for all those whose lives we touch.

The Student Experience

Through the creation of endowed scholarships and fellowships, we will provide access to an excellent education to qualified students regardless of their financial background. We will continue the transformation of our campus into a comfortable environment in

which to live and learn. We will create opportunities for our students to develop their leadership skills, prepare for their careers, and participate in the academic enterprise to the fullest extent possible.

The Creation and Dissemination of Knowledge

We will endow chairs and professorships to attract and retain the highest caliber faculty members. We will create research funds to enable their work. We will invest in the infrastructure that enables faculty to do their best work, in the classroom, in the laboratory, and in the field.

Great Cities

We will garner resources to enable our faculty, students and community partners to engage in research and to implement programs that will improve the lives of our neighbors, both near and far.

A Healthy Society

We will invest in the health of our society by funding health research across all disciplines. We will provide our patients with state of the art facilities and services. We will provide our health sciences students with access to an affordable high quality education in an environment that will prepare them for successful health careers.