UCSF Campaign Planning
Dear Colleagues,

Enclosed are materials for our April 11 campaign planning meeting. Included is a slide deck for you to share with your faculty members at the meetings you will have with them. The materials outline UCSF’s financial picture, UDAR’s results, and possible campaign themes and priorities. The slide deck is a slightly modified version of the one that will be presented April 11.

Also included in this package are UDAR organization charts, campaign leadership information, campaign framework, and tools – including worksheets – to help you direct conversations around campaign themes.

I hope you find these enclosed materials helpful. I look forward to our discussions, which will provide the foundation for our campaign planning.

Campaign planning timeline

**April 11:** Discuss potential campaign themes; chairs and directors charged to discuss with their teams

**May 2:** Reconvene to review comments and ideas

**June 1:** Reconvene to finalize contributions from faculty members

Sincerely,

[Signature]

Sam
1 Campaign Planning Presentation
Campaign Planning Presentation:
Themes for a Potential UCSF Campaign

Agenda

- Current State
  - UCSF’s Financial Picture
  - UDAR: Results and Strategy

- Envisioning the Future
  - Campaign Planning

- Our Role
  - Themes and Priorities: *Topic for Today*

- Next Steps
Current State:

**UCSF Finances and Sources of Funding**

- UCSF is a $5.5B-annual enterprise, with two integrated components: Campus and UCSF Health

**Majority of revenue is from competitive, rapidly changing markets**

<table>
<thead>
<tr>
<th>60%</th>
<th>22%</th>
<th>3%</th>
<th>1%</th>
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</thead>
<tbody>
<tr>
<td>UCSF Health</td>
<td>research funded by grants and contracts</td>
<td>state funds</td>
<td>tuition</td>
</tr>
</tbody>
</table>
Current State:

UCSF’s Fundraising Results

- **$1.8 billion** raised over last 2.5 years

**Fiscal year 2015**

- **$608.8M** in cash*  
  *Cash gifts and pledge payments*

- **$686M** in new commitments**  
  **Cash gifts and new pledges**

- #4 among U.S. universities

- The only public university in the top ten
Current State:
Types of Support

Summary of Giving
Fiscal Years 2014, 2015, 2016 (through December)

Total = $1.8 billion
Current State:

What We Raise Together

- Philanthropy is a growing source of revenue, benefiting the broad UCSF community

- Of the $1.8 billion raised over past three years:
  - 70% is expendable
  - 15% is endowment
  - 15% is capital

- In FY15, philanthropy supported faculty in 91 departments and programs across the enterprise

- UDAR partnered with 150 faculty on private grants in FY15

- The Infrastructure and Operations Fund, supported by a new gift assessment established in 2014-15, contributed $18.8 million in its first year to UCSF’s Core Financial Plan, which benefits the whole university
Current State:

How UDAR Works

- Development teams organized to reflect thematic areas of focus and university priorities

- Work with patients, friends, and alumni to achieve their philanthropic goals

- Collaborate with faculty to:
  - Identify prospects
  - Assess opportunities
  - Develop strategies for individual prospects
  - Create proposals
  - Steward donors
Current State:

How UDAR Works

What UDAR does:

- Deploy development staff and resources at the intersection of university priorities and philanthropic opportunities
- Identify and engage prospective donors
- Partner with leadership, faculty, and volunteers to present a case for investment

What UDAR does not do:

- Set university priorities
- Tell donors what to give to
- Marketing and public affairs
Envisioning the Future:
Planning for a Potential UCSF Campaign

Why have a campaign?

- Catalyze planning; set university priorities
- Inspire big ideas and encourage big gifts
- Raise more money
- Raise the visibility of UCSF
- Expand base of donors and volunteers
- Identify next generation of volunteer leaders
Envisioning the Future:

**Setting Campaign Priorities**

- Several approaches to setting campaign priorities
  - By school, center, and department
  - By mission pillars: research, education, care, and service
  - By disease area
  - By cross-cutting themes

- Cross-Cutting themes
  - The recommended approach
Envisioning the Future:

**Cross-Cutting Themes**

- Working with leadership, faculty, and volunteers, identify 3-6 cross-cutting themes

- Design gift opportunities aligned with themes
  - New program support
  - Endowment
  - Buildings and equipment

- Continue to raise support for faculty and programs
  - Campaign is additive: “**and**” and not “instead of”
Envisioning the Future:

Examples of Possible Themes

- Precision Medicine/Precision Health
- Health Equity/Health Disparities
- The Next Generation of Leaders
- Innovation/Grand Challenges
Our Role:

**Evaluating and Generating Possible Themes**

An Inspiring Theme Should:

- Leverage UCSF’s distinctive strengths
- Reinforce UCSF’s leadership in advancing health worldwide
- Require philanthropy to advance innovation vs. support operations
- Contribute to the sustainability of a diverse, accessible public institution
- Require the involvement of a broad cross-section of people and programs
- Catalyze partnerships with other organizations and institutions
Our Role:

Review and Propose Possible Themes

- Goal: Involve as many of us as possible
- Review and provide feedback on the possible themes
- Propose possible themes, using the criteria as a guide for developing themes that will inspire donors
- Use the worksheets provided to develop possible themes
Our Role:

Next Steps

- [Please insert specific details here on how you want your faculty members to provide you with feedback.]
Next Steps in the Process

- Our input will be shared with Chairs and Directors at a May 2 meeting for further discussion.

- Chairs and Directors will reconvene on June 1 to finalize contributions.

- Chancellor leads creation of faculty working groups on themes.

- Potential themes reviewed by:
  - Chancellor’s Executive Cabinet
  - Volunteer Leadership and Board of Overseers

- Campaign themes and priorities finalized by December.
## Proposed Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Planned Activity</th>
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<tbody>
<tr>
<td>February 23, 2016</td>
<td>CEC meeting: Discuss campaign planning, framework</td>
</tr>
<tr>
<td>March 1, 2016</td>
<td>BOO meeting: Discuss campaign planning, begin discussing volunteer leadership</td>
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<tr>
<td>March 29, 2016</td>
<td>CEC meeting</td>
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<tr>
<td>April 11, 2016</td>
<td>C&amp;D meeting: Discuss potential campaign themes, charge to discuss with their teams</td>
</tr>
<tr>
<td>May 2, 2016</td>
<td>C&amp;D meeting: Return with comments and ideas, continue discussion</td>
</tr>
<tr>
<td>May 30, 2016</td>
<td>Memorial Day</td>
</tr>
<tr>
<td>June 1, 2016</td>
<td>C&amp;D meeting: Reconcile to finalize contributions from the faculty</td>
</tr>
<tr>
<td>June 2, 2016</td>
<td>BOO meeting: Discuss potential themes, announce volunteer campaign leadership</td>
</tr>
<tr>
<td>June 7, 2016</td>
<td>Chancellor considers appointees to working groups</td>
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<td>June 30, 2016</td>
<td>Chancellor announces appointments to working groups</td>
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<tr>
<td>August 23, 2016</td>
<td>CEC meeting: Working groups submit their proposals to CEC</td>
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<tr>
<td>September 5, 2016</td>
<td>Labor Day</td>
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<tr>
<td>September 6, 2016</td>
<td>C&amp;D meeting: Working groups report out to C&amp;D, who are charged with communicating to their teams</td>
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<td>September 8, 2016</td>
<td>BOO meeting: Update on working groups’ results</td>
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<td>October 3, 2016</td>
<td>C&amp;D meeting: Invite Working Group members to join this meeting for an update on discussions with the Board</td>
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<td>November 24-25, 2016</td>
<td>Thanksgiving holiday</td>
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<td>November 29, 2016</td>
<td>CEC meeting: Final review</td>
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<tr>
<td>December 1, 2016</td>
<td>Final campaign themes and priorities shared with UCSF community</td>
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</table>
2 Overview of UCSF Finances
UCSF Combined Enterprise Revenue Sources 2015

**Sources** | **$M** | **%**
---|---|---
UCSF Health | $3,265 | 60%
Grants and Contracts | $1,192 | 22%
Other Clinical and Educ. Activities | $263 | 5%
State Funds | $186 | 3%
Investment Income | $180 | 3%
Private Gifts* | $178 | 3%
Student Tuition and Fees Net of Scholarship Allowances | $57 | 1%
Auxiliary Enterprises | $55 | 1%
Other Revenue | $46 | 1%
State and Federal Financing Appropriations | $23 | 1%
Patent Income | $8 | 0%

**Total** | **$5,453** | **100%**

*Note: This figure does not include UCSF Foundation and endowment gift revenue, which results in the discrepancy between the $608M raised and the $178M shown above for private gifts.*
UCSF Combined Enterprise Expenses 2015

Uses | $M | %
---|---|---
Salaries and Wages | $2,585 | 49%
Employee Benefits | $755 | 14%
Other Operating Expenses | $822 | 16%
Supplies and Materials | $650 | 12%
Depreciation | $289 | 6%
Interest Expense | $83 | 2%
Utilities | $33 | 1%
Scholarships and Fellowships | $24 | 0%

Total | $5,453 | 100%

Personnel-related 63%
3 UDAR and Philanthropic Support
10 Years of Growth
Private Support to UCSF FY95-FY15

FY15: Cash $608.8M and New Commitments $686M — another UC record
# UCSF Enterprise-Wide Gift Totals

FY13-FY16 (through December) by School/Division ($ millions)

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<thead>
<tr>
<th>SCHOOL/DIVISION</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16 (AS OF 12/31/15)</th>
<th>TOTAL FY13-FY16 (AS OF 12/31/15)</th>
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<tr>
<td>Medicine</td>
<td>230.2</td>
<td>259.2</td>
<td>305.4</td>
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<td>Chancellor’s Office</td>
<td>59.9</td>
<td>86.9</td>
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<tr>
<td>Medical Center</td>
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<td>54.7</td>
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<td>Graduate Division</td>
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<td>31.5</td>
<td>5.9</td>
<td>4.6</td>
<td>43.1</td>
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<tr>
<td>Pharmacy</td>
<td>5.1</td>
<td>6.5</td>
<td>5.8</td>
<td>5.0</td>
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<tr>
<td>Dentistry</td>
<td>3.8</td>
<td>2.1</td>
<td>7.9</td>
<td>4.5</td>
<td>18.3</td>
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<tr>
<td>Nursing</td>
<td>2.2</td>
<td>4.3</td>
<td>5.1</td>
<td>3.2</td>
<td>14.8</td>
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<tr>
<td>UCSF Benioff Children’s Hospital Oakland</td>
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<td>n/a</td>
<td>0.2</td>
<td>0.3</td>
<td>0.5</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>385.8</strong></td>
<td><strong>445.2</strong></td>
<td><strong>608.9</strong></td>
<td><strong>416.6</strong></td>
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10 Years of Private Support for UC Campuses
2005–06 through 2014–15

UCSF
$608,579,601
## UDAR’s Executive Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Role and Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Arnett</td>
<td>Associate Vice Chancellor, University Development and Alumni Relations</td>
</tr>
<tr>
<td>Suzy Beemer</td>
<td>Executive Director, Corporate &amp; Foundation Relations</td>
</tr>
<tr>
<td>John Ford</td>
<td>Vice Chancellor, University Development and Alumni Relations</td>
</tr>
<tr>
<td>Erin Hickey</td>
<td>Assistant Vice Chancellor, Children’s Health</td>
</tr>
<tr>
<td>Steve Downs</td>
<td>Executive Director, Financial Services &amp; Administration</td>
</tr>
<tr>
<td>Michael Faber</td>
<td>Assistant Vice Chancellor, University Development</td>
</tr>
<tr>
<td>Jay Budner</td>
<td>Executive Director, Talent Management</td>
</tr>
<tr>
<td>Joseph Calger</td>
<td>Executive Director, Central Development Services</td>
</tr>
<tr>
<td>Michelle Clark</td>
<td>Executive Director, School Development</td>
</tr>
<tr>
<td>Daniel Riley</td>
<td>Executive Director, Gift &amp; Endowment Planning</td>
</tr>
<tr>
<td>Kerry Falvey</td>
<td>Assistant Director, University Development and Alumni Relations</td>
</tr>
<tr>
<td>Jane Goodman</td>
<td>Senior Director, Advancement Communications</td>
</tr>
<tr>
<td>Olivia Herbert</td>
<td>Executive Director, University Development</td>
</tr>
<tr>
<td>Suzanne Teer</td>
<td>Executive Director, Cancer</td>
</tr>
<tr>
<td>Larry Zeiber</td>
<td>Assistant Vice Chancellor, External Relations</td>
</tr>
<tr>
<td>Suzy Beemer</td>
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<td>Michelle Clark</td>
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<tr>
<td>Olivia Herbert</td>
<td>Executive Director, University Development</td>
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</tbody>
</table>
UDAR’s Direct Reports to VC John Ford and AVC Jennifer Arnett

John Ford
Vice Chancellor, University Development and Alumni Relations

Kerry Falvey
Assistant Director, University Development and Alumni Relations

Pat Tashima
Executive Assistant

Erin Hickey
Assistant Vice Chancellor, Children’s Health

Jennifer Arnett
Associate Vice Chancellor, University Development and Alumni Relations

Larry Zeiber
Assistant Vice Chancellor, External Relations

Steve Downs
Executive Director, Financial Services & Administration

Vacant
Director of Development, Medical Center

Michelle Clark
Executive Director, School Development

Michael Faber
Assistant Vice Chancellor, University Development

Jay Budner
Executive Director, Talent Management

Suzanne Teer
Executive Director, Cancer

Daniel Riley
Executive Director, Gift & Endowment Planning

Joseph Calger
Executive Director, Central Development Services

Suzy Beemer
Executive Director, Corporate & Foundation Relations
4 Review of Past UCSF Campaigns
Review of Past UCSF Campaigns

1990 - 1996: Strength to Strength

Chancellor: Joseph B. Martin, MD
Dates: July 1990 - July 1996 (6 Years)
Goal: $530M
Raised: $554M
Purpose: To lay the foundation for innovative research, clinical care, and community partnerships

Priorities:
- AIDS/HIV
- Aging
- Basic Science Research
- Cancer
- Children’s Health
- Genetics
- Health Sciences Education
- Neurological Science & Health
Review of Past UCSF Campaigns

1998 - 2005: Campaign for UCSF

Chancellor: J. Michael Bishop, MD
Dates: July 1998 - June 2005 (7 years)
Goal: $1.4B
Raised: $1.6B
Purpose: To provide the resources to ensure that UCSF remains at the forefront of science and health in the 21st century

Priorities:
- Capital Projects
- Preparing Tomorrow’s Scientific Leaders
- Accelerating the Pace of Scientific Discovery
- Transforming Patient Care
- Preventing Disease and Promoting Healthy Communities
5 Framework for Campaign Planning
Framework for Campaign Planning:

**Campaign Analysis**

Analyze:

- Prospect base
- Gift results
- Peer benchmarking
- UCSF-specific indicators
Framework for Campaign Planning:

**Analyze: Prospect Base**

- Number of donors over the past decade
- Number of donors who have made gifts in each of the past three years
- Number of rated donors by level (Wealth Engine ratings)
- Number of rated donors who have made gifts in the past three years
- Donor demographics
  - Age
  - Geography
Framework for Campaign Planning:

Analyze: Prospect Base

- Alumni (by School)
  - Participation rates
  - Number of rated alumni (Wealth Engine ratings)
  - Gift level relative to capacity
  - Donor progression

- Grateful Patients/Friends
  - Number of prospects
  - Number of donors
  - Time to first gift
  - Time to capacity gift
  - Type of experience relative to giving
Framework for Campaign Planning:

Analyze: Prospect Base

- Donors of $1 million+
  - In-depth analysis of giving patterns and designations
  - Assessment of current donor interests
Framework for Campaign Planning:

**Analyze: Gift Results**

- Support by source
- Support by purpose
- Support by level of restriction/level of control
- Alignment with current priorities

**Analyze: Peer Benchmarking**
Framework for Campaign Planning:

Analyze: UCSF-Specific Indicators

- General financial projections:
  - UCSF as a whole
  - Each of the Schools

- UCSF endowment

- Updated student aid requirements

- Faculty compensation
Framework for Campaign Planning:

**Leadership Structure**

- Chancellor’s Executive Cabinet (CEC)
- Chairs and Directors
- Faculty Working Groups on themes
- Volunteer leadership and Board of Overseers
Leadership Structure—a Detailed Look

Several groups of university leaders are involved in the campaign planning process. We include details on these groups below, including names of members where appropriate.

CEC—Chancellor’s Executive Cabinet

This group comprises the chancellor's direct reports, who are responsible for day-to-day operations and plans for the future of the University. They will be involved in all stages of the campaign planning process. The CEC includes:

- Sam Hawgood
- John Featherstone
- John Ford
- Barbara French
- Ruth Greenblatt
- Joseph Guglielmo

- Talmadge King
- Mark Laret
- Dan Lowenstein
- Renee Navarro
- Theresa O’Brien
- Theresa O’Lonergan

- Teresa Constantinidis
- Greta Schnetzler
- Jaime Sepulveda
- David Vlahov
- Elizabeth Watkins
- Keith Yamamoto
Chairs and Directors

Department chairs and directors of programs, institutes, and centers across the entire UCSF enterprise have been invited to attend meetings on April 11, May 2, and June 1 to share and propose ideas for possible campaign themes, and then meet with their faculty to get their input as well. The objective of these meetings is to recommend cross-cutting themes that could be used in a campaign; the goal is to engage as many faculty as possible.

Faculty Working Groups on Themes

By the end of June, the Chancellor will appoint 12-15 faculty members from all four schools to campus working groups. The working groups will evaluate potential themes by viewing them through the perspectives of education, research, and health, and they will flesh out proposed themes. The working groups will make recommendations to the CEC.

Volunteer Leadership and Board of Overseers

We will be looking to our volunteers, including members of the UCSF Board of Overseers, for leadership and for input regarding the campaign and will share
with them the feedback we get from the chairs and directors and from the CEC. Conversely, we will share volunteers’ ideas and suggestions with those other groups as well. The 2015-2016 board has the following members:

**Board of Overseers**

William E. Oberndorf  
Chair

Arthur H. Kern  
Vice Chair

Andrew Ach

Barbara Bass Bakar

Nancy Hellman Bechtle

Lynne Benioff

Tino Bernadett

William K. Bowes

T. Robert Burke

Selina Gaw Cha

William H. Davidow

Dipanjan Deb

Kenneth T. Derr

Robin Richards Donohoe

Brian Grossman

Philip Hammarskjold

Doris F. Fisher

Robert B. Friend

George Marcus

Nion McEvoy

Jason Moment

Carmen Policy

Steven Read

Jeanne Robertson

Richard M. Rosenberg

Jaclyn Safier

Amanda M. Wallis

Andrew Woeber

**Lifetime Directors**

Brook H. Byers

Ellen Magnin Newman  
Founding Chair

Diane B. Wilsey
6 Tools for Discussion
We begin this section by listing the examples of possible themes we are proposing you use as “straw man” ideas for discussions with your faculty members.

Then, we include the criteria you might use to evaluate the “straw man” ideas and consider when generating your own possible themes.

Lastly, we provide worksheets for you to copy and distribute at your meetings with faculty members, which allow them to make comments on the possible themes and answer questions on how a particular theme relates to the work in their own departments or divisions.

The final worksheet can be copied and allows your faculty members to generate or suggest their own possible themes and rate them according to the criteria provided.
Examples of Possible Themes

- Precision Medicine/Precision Health
- Health Equity/Health Disparities
- The Next Generation of Leaders
- Innovation/Grand Challenges
Evaluating and Generating Possible Themes

An Inspiring Theme Should:

- Leverage UCSF’s distinctive strengths
- Reinforce UCSF’s leadership in advancing health worldwide
- Require philanthropy to advance innovation vs. support operations
- Contribute to the sustainability of a diverse, accessible public institution
- Require the involvement of a broad cross-section of people and programs
- Catalyze partnerships with other organizations and institutions
### Potential Theme: Precision Medicine/Precision Health

Name of Department/Institute/Center:

<table>
<thead>
<tr>
<th>CRITERION</th>
<th>COMMENTS</th>
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<tbody>
<tr>
<td>Leverages UCSF's distinctive strengths to solve an issue of global concern</td>
<td></td>
</tr>
<tr>
<td>Reinforces UCSF’s leadership in advancing health worldwide</td>
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<tr>
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<tr>
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<table>
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<tr>
<th>QUESTIONS</th>
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<tbody>
<tr>
<td>Who could lead efforts in your department?</td>
</tr>
<tr>
<td>Who at UCSF should be involved outside of your department?</td>
</tr>
<tr>
<td>Who outside of UCSF (including partnerships with industry and other academic institutions) should be involved?</td>
</tr>
<tr>
<td>What resources (including staff, monetary support, and equipment) might be needed?</td>
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## Potential Theme: Health Equity/Health Disparities

Name of Department/Institute/Center:

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### Potential Theme: Health Equity/Health Disparities

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Worksheet 3
Potential Theme: The Next Generation of Leaders

Name of Department/Institute/Center:

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Potential Theme: The Next Generation of Leaders

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<th>QUESTIONS</th>
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<td>What resources (including staff, monetary support, and equipment) might be needed?</td>
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</tbody>
</table>
Worksheet 4
Potential Theme: Innovation/Grand Challenges

Name of Department/Institute/Center:

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<tr>
<th>CRITERION</th>
<th>COMMENTS</th>
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**Worksheet 4 continued**

**Potential Theme: Innovation/Grand Challenges**

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<th>QUESTIONS</th>
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<td></td>
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<tr>
<td>Who outside of UCSF (including partnerships with industry and other academic institutions) should be involved?</td>
<td></td>
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<tr>
<td>What resources (including staff, monetary support, and equipment) might be needed?</td>
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**Other Questions to Generate**

**Possible Themes**

If you had $1 million to donate, what themes would inspire you?

What is the greatest challenge facing UCSF?

What is the greatest opportunity for UCSF?
## Title of Potential Theme:

Name of Department/Institute/Center:

<table>
<thead>
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### COMMENTS

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Title of Potential Theme: ________________________
7 FAQs
What Is UDAR?

UDAR is an acronym for UCSF’s Office of University Development and Alumni Relations. UDAR comprises UCSF’s Development professionals. We partner with leadership, faculty, donors, and volunteers to define opportunities for philanthropic investment and to align those opportunities with prospective donors. We collaborate with faculty to identify prospects, assess opportunities, and develop individual strategies and proposals to engage prospects to become donors. Our primary focus is on high-value gifts—major gifts of $100,000 to $2,500,000 and principal gifts of $2,500,000 and up.

How Does UDAR Track Its Progress?

UDAR reports on its results primarily in two ways. Cash totals reflect the sum of all gifts and pledge payments—this is the sum of all the cash received for a given period. Totals for new activity, also known as attainment or accrual, reflect the sum of new cash gifts received (but not pledge payments), as well as any new pledges (commitments made but cash not yet received).

What Is the Infrastructure and Operations Fund and What Does It Support?

The Infrastructure and Operations (I&O) Fund helps defray UCSF’s costs of providing operating facilities and administrative services associated with gift-funded activities.
A portion of all non-scholarship gift and endowment income is directed to this fund. The resulting I&O income is one main contributor to UCSF’s pool of centrally managed funds, known as the Core Financial Plan (CFP).

The CFP consists of unrestricted income available to support UCSF operating and capital needs. While the CFP plays a crucial role in funding essential services for the entire university, it represented only 12% of UCSF’s total revenue in 2015. The I&O Fund, supported by a new gift assessment established in 2014-2015, contributed $18.8 million to the CFP in that first year.

Why Launch a UCSF Campaign?

Campaigns serve a variety of purposes: They require the leadership to reflect, to plan, and to prioritize; they provide an opportunity to clearly articulate goals and aspirations; and they galvanize the university’s constituents, both internal and external audiences. And, finally, if successfully executed, they increase philanthropic giving, taking gift results to a significantly higher level.

How Will This Affect Existing Fundraising Efforts?

While fundraising for faculty and programs will continue unabated during a campaign, a successful campaign would have an additive effect, increasing the amount of available funding to support UCSF’s cross-cutting priorities.
How Long Does a Campaign Usually Last?

A traditional campaign is usually three years in the planning, two years in the testing (called the “quiet phase”), and five years in a public phase. Some universities have chosen much longer timelines. We must be careful about “campaign fatigue.” At the same time, we need to get the planning, priority setting, and case for support set from the beginning, or we will handicap ourselves and limit our chances of success. That is why we are undertaking a thorough and thoughtful campaign planning process and inviting the involvement of all leadership and faculty.

Has UCSF Undertaken Campaigns in the Past?

UCSF has held two previous campus-wide campaigns: The first, called “Strength to Strength,” ran from 1990 to 1996. In 1998, we launched the second, called “The Campaign for UCSF,” which ended in 2005. Strength to Strength, which raised $554 million, had eight priority areas: AIDS/HIV, Aging, Basic Science, Cancer, Children’s Health, Genetics, Health Sciences Education, and Neurological Science and Health. Seventy-five percent of the dollars raised went to the School of Medicine and four of the campaign’s individual donors remain principal gift donors some two decades later.

The Campaign for UCSF, which raised a total of $1.6 billion, focused on five priority areas: Capital Projects, Preparing Tomorrow’s Scientific Leaders, Accelerating the Pace of Scientific Discovery, Transforming Patient Care, and Preventing Disease and Promoting Healthy Communities. More than half of the money raised fell outside of
these priority areas. Seven of the campaign’s top ten supporters remain major or principal gift donors today.

Although both campaigns surpassed their monetary goals, each tried to address too many needs, and in both cases, priorities went unfunded as a result.

**Why Do We Want Cross-Cutting Themes for a Campaign?**

There are many ways we could set campaign priorities. These include by school, center, or department; by mission pillars: research, education, patient care, and public service; by disease area; or by use of broad, cross-cutting themes. For this campaign, we believe the best approach, the most comprehensive and also the most equitable, will be to choose a handful of cross-cutting themes that encompass all areas of UCSF. This approach is not only inclusive across UCSF but also aspirational to donors, who will be motivated to give by our bold ambitions to tackle the challenges most in need of innovative solutions.