



## *Impact of Budget Reductions on the Division of University Advancement*

### Report to the Board of Trustees

Dr. Dean Van Galen, Vice President for University Advancement

June 3, 2008

#### **OVERVIEW OF THE DIVISION'S COMPOSITION**

- The Division of University Advancement is comprised of Alumni Relations, Development, Marketing Communications, and the UWF Foundation, Inc. Marketing Communications was added to the division in September 2007 (formerly in President's Division).
- University Advancement is supported through two funding sources:
  - The UWF Foundation operating budget which primarily supports select activities in fundraising, alumni relations, and the UWF Foundation business office.
  - The E&G budget supports all marketing communications functions and some of the personnel and operational cost for other areas.
- The mission of University Advancement is *to enhance the quality of a UWF education by building understanding, loyalty, and support for the University's mission among its alumni and friends, and to encourage charitable gifts in support of University priorities while providing effective stewardship of those gifts.*

#### **HOW BUDGET CUTS HAVE BEEN IMPLEMENTED**

- University Advancement has implemented three phases of budget cuts:
  - Phase 1 in December 2007 was an aggregate 2.8% reduction to the division (\$54,046). The majority of this reduction was accomplished by eliminating the data entry position in advancement services while the remaining cuts were taken from the operations budget.
  - Phase 2 in March 2008 was an aggregate 2.8% reduction (\$52,810), and was achieved through eliminating the accountant position in the Foundation office as well as reducing operations and OPS staff.
  - Phase 3 will be implemented in the budget effective July 1, and consists of an aggregate 4.51% operating reduction to the division (\$81,561). This budget cut was primarily realized by eliminating recurring funding for a graphic designer position in marketing communications and the campaign manager position in development. Also, additional reductions in operations and OPS were needed to meet the total reduction.

- Table 1 summarizes the reductions by budget category:

Table 1:  
Summary of Cumulative Budget Cuts for the Division of University Advancement

Budget Category	2007-08 Reductions and Adjustments	Phase III (July 2008) Reduction	Cumulative Reduction
Operations	(32,143 )	( 5,957)	(38,100)
OPS	(8,770 )	(3,240 )	(12,010)
Salary and Fringe	(65,943 )	(72,364 )	(138,307)
<b>Totals</b>	<b>\$ (106,856)</b>	<b>\$ (81,561)</b>	<b>\$ (188,417)</b>

## IMPACTS ON STAFFING

- Over this past year, four positions have been eliminated or reduced in University Advancement. In two of the four cases, funding for the position will be moved to non-recurring funds for a limited period of time.

## IMPACTS ON SERVICES AND MORALE

- These budget reductions will impede UWF's ability to promote the institution (due to reduction in communication), track donors, and alumni (database updates will be less timely in some cases), perform high-level stewardship of donors, and effectively solicit contributions.
- The UWF Foundation will be unable to maintain current responsibilities; therefore, accounting duties will be redistributed within the Foundation Office and other duties will be absorbed within the Division. Services to campus departments and donors may be delayed during peak operation periods.
- Marketing Communications will have decreased capacity for designing materials. Services for non-critical departmental pieces may be delayed or extended timelines will be required to produce marketing materials.
- Converting the Fountain newsletter to an online publication may result in less visibility and impede UWF's ability to inform faculty and staff of relevant University-wide news and updates.
- OPS reductions will challenge our ability to provide excellent customer service to guests and visitors. Alternative staffing will be sought for the Welcome Center from work study students, volunteers, and others within the Division.

## KEY AREAS OF CONCERN

- **SUPPORT OF FUNDRAISING FUNCTION.** Elimination of the campaign manager position and research function from the advancement services office will result in less support for fundraising. In part, this will mean that development officers may spend less time working directly with major donors and more time tending to essential events, stewardship, and research.
- **GRAPHIC DESIGN CAPABILITY.** Elimination of the graphic designer position in marketing communications will inhibit the department's ability to maintain service to campus departments and result in additional time needed to produce materials.
- **UWF FOUNDATION OPERATIONS.** Elimination of the accountant position in the UWF Foundation will result in limited capacity in the foundation business office to maintain service to campus departments and donors. As the number of endowment funds and accounts continue to grow, the department will need staff to administer these accounts. Also, new accounting standards place additional burden on the foundation business office to maintain compliance within these standards.