

## External Relations, Development and Communications

### Vision

Within ten years, alumni pride in Maryland will match that in the nation's best public research universities and the results of our fundraising efforts, including both current-use support and endowment, will be critically important factors in the University's capacity to invest in excellence and innovation. At that time the marketing and communications program will have been instrumental in raising public awareness of the vital importance of the university to the well being of the State and its citizens, in elevating the University's academic reputation, and in achieving recognition for Maryland, regionally, nationally, and internationally, as a distinctively innovative, entrepreneurial, and engaged University and as one of the world's preeminent institutions of higher learning.

### Goals

1. Exceed the \$1 billion goal of the Great Expectations campaign before its scheduled 12/31/2011 conclusion. With a clear focus on the University's strategic initiatives, build a fundraising program capable of generating increased gift support following the campaign.
2. By 2013, with the deployment of an enhanced fundraising budget based on industry standards, reach the steady state annual fundraising total of \$160 million, up from \$75 million in 2000. By 2018, reach an annual total of \$225 million.
3. By 2018, build the University's endowment from the current level of \$420 million to more than \$1.2 billion.
4. Elevate the University's academic reputation and achieve greater recognition of its preeminence and distinctive qualities based on the quality of its faculty, undergraduates and graduate students, research, and academic programs. The University's enhanced reputation will be reflected in higher quality student applicant pools; improvement in rankings and positions nationally and internationally; increased media coverage; growing pride in the institution among faculty, staff, students, and alumni; and broader financial support and volunteer involvement of alumni.
5. Elevate public awareness of the importance of the University to the economic and social well-being of the state and its citizens, as measured by 1) periodic opinion and attitudinal surveys of stakeholder groups and 2) adherence in the state supported operating and capital budgets to the legislatively mandated goals of support for the USM Flagship Institution.
6. By 2018 increase the number of annual contributors from the current 40,000 to 80,000, achieve an alumni annual giving participation rate of 25%, and boost the number of dues-paying members of the Alumni Association from 30,000 to 50,000.

### Strategies

To reflect its vision, fulfill its mission, remain true to its values, and achieve its goals, the University Relations Division has established the following priorities:

1. Sustain and strengthen a **Leadership Gifts** (gifts of \$1 million and above) effort, one that is high-reaching, entrepreneurial and creative, and dedicated to building lasting, productive, and customer-oriented relationships with top prospective donors.

2. Explore the **innovative use of Foundation resources** in support of important institutional priorities, while assuring fiscal responsibility. Examples might be to combine a dedicated gift with Foundation resources in support of affordable housing for faculty and senior staff hires or investment in quality real estate projects on Route 1.
3. Establish a **Marketing and Communications Planning and Policy Council**, including senior university leaders, to work cooperatively across the University, and especially with the deans and major program directors, to develop compelling messages concerning the achievements and stature of the institution. The Council will work to ensure that our **print and electronic communications** adhere to common, high-quality design standards and convey these messages in a consistent and complementary manner.
4. Prepare a **long-term marketing, communications, and branding plan** for the University by June 2008. This will be established based on the stakeholder survey currently being conducted, will reflect and draw upon the University's new strategic plan, and will require energetic and coordinated action across the University. It is anticipated that the plan will focus on three major themes: Maryland's high and rising academic stature; the University's regional, national, and international impact, and as a preeminent public research university, the enormous value it provides to the state; and the growing allegiance of our alumni and their pride in and support of Maryland. For each theme, there will be a specific set of metrics to guide our actions and by which our success will be measured.
5. Vigorously **exploit emerging technologies** that allow more effective fundraising, alumni relations, and communications activities at relatively low cost.
6. **Strengthen and focus our media relations efforts** in order to secure more feature and sustained coverage on Maryland's core activity and major initiatives. Support and coordinate school and college media relations so that their efforts reinforce the university's messages.
7. **Continue to support Maryland Day**, possibly developing special annual themes highlighting important strengths, such as the international focus, the Green Campus, and public health and wellness.
8. Implement a **giving participation campaign** to double the number of annual donors and increase the number of Alumni Association members by 60%. Following upon the marketing campaign, the program to increase giving participation will be a five-year effort. The expertise of alumni who are leaders in the fields of marketing, sales, and consumer behavior will be tapped. The campaign will employ a wide variety of promotional and communications tactics, and will use challenge and matching gifts and other incentives to encourage new and renewed giving. To build participation consistently over the longer term, promote a culture among current students that values pride in the University, life-long allegiance and involvement, and a commitment to sustaining Maryland's excellence through volunteer service and philanthropy.