



Tapping Into the
Power of Top
Performing Boards

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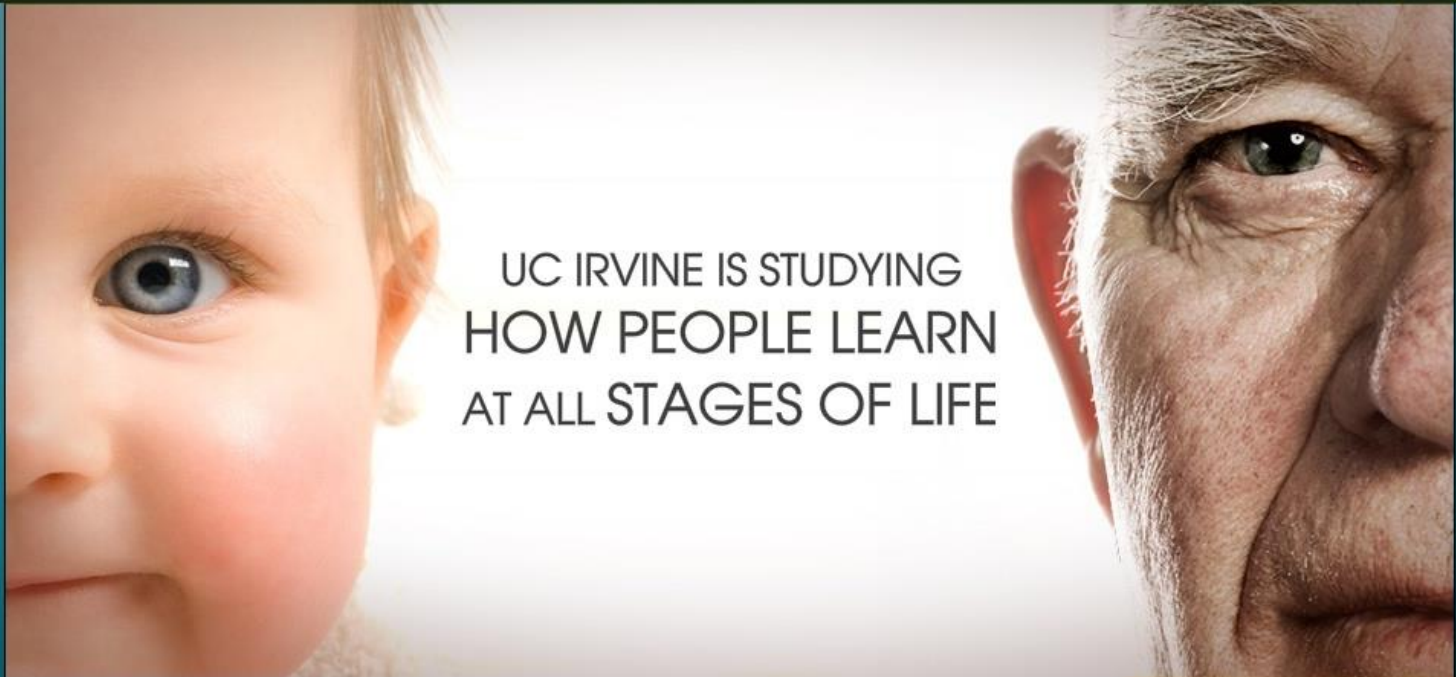


Assistant Vice Chancellor at the University of California, Irvine

Directed the marketing of a \$1 billion comprehensive campaign for the university

...now at \$900+ million.

>whew<



UC IRVINE IS STUDYING HOW PEOPLE LEARN AT ALL STAGES OF LIFE

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THE FUTURE *of* **DISCOVERY & LEARNING**

UC Irvine is studying how people learn at all stages of life. That's important in the classroom. It's also important to our parents and grandparents as they struggle with memory problems. We're finding better ways to teach and better ways to help people remember life's most precious memories.

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AS SEEN ON:

AS SEEN ON:



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SHAPE THE **FUTURE** WITH US



We dream big at the University of California, Irvine. We've always chosen to direct the power of research, scholarship and teaching towards finding real answers to the world's toughest problems. Today, let us renew that vision with you.



Fresno State



UC Merced



UC Office of the President



State Center Community Colleges

Mennonite Health Services

Goals for today



- Better understand major donors
- Learn ways to foster major gifts from boards, committees and advisory groups
- Learn a self-evaluation technique to effectively engage boards

What we need



- Major donors who can and will give
- Focus more time, energy and resources on donors who are at the top of the donor pyramid

Typical Development Activities



- Annual Fund
- Corporate Gifts
- Foundations
- Special Events
- Major Gifts
- Alumni Appeals
- Planned Giving (Bequests, Trusts)
- Social Media
- Product Sales

Consider Giving Patterns



Individual Gifts	\$143.71 Billion	75.6%
Bequests	\$ 15.61 Billion	8.2%
Foundations	\$ 19.81 Billion	10.4%
Corporations	\$ 11.02 Billion	5.8%

The UC Irvine Study



- We surveyed the top foundation leaders
- Conducted through The Association of Governing Boards, CASE and development consultants
- Test -- 600

Top Ten Attributes of Top-Performing Boards



1. Exceptional university leadership
2. Passionate, committed volunteers
3. Clear sense of responsibilities
4. Enterprising, effective professional staff
5. In touch with academic enterprise



Attributes of Top-Performing Boards



6. Commitment to diversity
7. Inspired case for private support
8. Rich, deep culture of philanthropy
9. Rigorous performance culture
10. Commitment to strategic planning



Goal



To develop a self-evaluation tool to use in evaluating our board compared to other top-performing boards.



“The Discussion”



- ❑ Spark “real” discussion with board leaders
- ❑ Set realistic goals for philanthropy
- ❑ Encourage thinking about their own giving



What are the attributes of top performing boards?



It depends

Is your board?



- Advisory
- Advocacy
- Philanthropic
- Governing
- All of the Above
- Other



Is your board?



- Mature
- Emerging
- Start-up

Top Public & UC Universities

Draft – 5/13/2009
For discussion purposes

	Dependent	Inter-dependent	Independent
Mature	<p>Primary institution provides office space, staff and other support</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;"> <p>UC Berkeley</p> <p>Founded, Age: 1869, 140 Fnd. Founded: 1948, 60 CAE: \$285M Endowment: \$2.9 B [1]</p> </div> <div style="border: 1px solid black; padding: 2px;"> <p>UCLA</p> <p>Founded, Age: 1919, 90 Fnd. Founded: 1966, 43 CAE: \$456 M Endowment: \$2.3 B [3]</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 2px;"> <p>UC Davis</p> <p>Founded, Age: 1908, 101 Fnd. Founded: 1959, 50 CAE: \$100 M Endowment: \$652 M [2]</p> </div> <div style="border: 1px solid black; padding: 2px;"> <p>UC San Diego</p> <p>Founded, Age: 1960, 49 Fnd. Founded: 1972, 37 CAE: \$121 M Endowment: \$522 M [7]</p> </div> </div>	<p>Receives some free in-kind benefits such as office space or services of university employees</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;"> <p>U Washington</p> <p>Founded, Age: 1861, 148 Fnd. Founded: 1988, 21 CAE: \$300 M Endowment: \$2 B [11]</p> </div> <div style="border: 1px solid black; padding: 2px;"> <p>U. Florida</p> <p>Founded, Age: 1853, 156 Fnd. Founded: 1934, 75 CAE: \$206M Endowment: \$1.25B [17]</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 2px;"> <p>U. Iowa</p> <p>Founded, Age: 1847, 162 Fnd. Founded: 1956, 53 CAE: \$123M Endowment: \$882M [28]</p> </div> <div style="border: 1px solid black; padding: 2px;"> <p>U. Illinois</p> <p>Founded, Age: 1868, 141 Fnd. Founded: 1935, 74 CAE: \$135 M Endowment: \$1 B [10]</p> </div> </div> <p style="text-align: center;">Annual fundraising is > \$100M and the endowment is >\$500M.</p>	<p>Reimburses the university for the use of resources and operates with autonomy</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;"> <p>U. Wisconsin</p> <p>Founded, Age: 1848, 161 Fnd. Founded: 1945, 64 CAE: \$325 M Endowment: \$1.9 B [7]</p> </div> <div style="border: 1px solid black; padding: 2px;"> <p>Texas A&M</p> <p>Founded, Age: 1876, 133 Fnd. Founded: 1953, 56 CAE: \$206 M Endowment: \$4.8 B [24]</p> </div> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> <p>Georgia Tech</p> <p>Founded, Age: 1885, 124 Fnd. Founded: 1932 CAE: \$117 M Endowment: \$1.6 B [7]</p> </div>
	Emerging	<div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <p>UCSB</p> <p>Founded, Age: 1944, 65 Fnd. Founded: 1973, 36 CAE: \$90 M Endowment: \$191 M [12]</p> </div> <div style="border: 1px solid black; padding: 2px;"> <p>UC Irvine</p> <p>Founded, Age: 1965, 44 Fnd. Founded: 1967, 42 CAE: \$92.6 M Endowment: \$250 M [12]</p> </div>	<div style="border: 1px solid black; padding: 2px;"> <p>William & Mary</p> <p>Founded, Age: 1693, 316 Fnd. Founded: _____ CAE: \$34 M Endowment: \$580 M [6]</p> </div> <p style="text-align: center;">Annual fundraising is >\$25M and < \$100 M. Endowment is > \$100M and < \$500M.</p>
Start-up	<div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <p>UC Santa Cruz</p> <p>Founded, Age: 1965, 44 Fnd. Founded: 1974, 35 CAE: \$27 M Endowment: \$ 116 M [25]</p> </div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <p>UC Merced</p> <p>Founded, Age: 2003, 6 Fnd. Founded: 2000, 9 CAE: \$11 M Endowment: \$25 M</p> </div> <div style="border: 1px solid black; padding: 2px;"> <p>UC Riverside</p> <p>Founded, Age: 1954, 55 Fnd. Founded: 1977, 32 CAE: \$21 M Endowment: \$123 M [4]</p> </div> <p style="text-align: center;">Annual fundraising up to \$25M. Endowment up to \$100M.</p>		

Multiple foundations: U. of Virginia [2] UNC-Chapel Hill [5] No foundation: U. Michigan [4]

Attributes of Top-Performing Boards

ATTRIBUTE	YOUR CHOICE FOR MOST IMPORTANT CHARACTERISTIC OF THIS ATTRIBUTE	YOUR BOARD'S SCORE (1 to 5)
1. Exceptional leadership		
2. Passionate, committed volunteer leaders		
3. Clear sense of responsibilities	<i>Optimal board</i>	<i>Your board</i>
4. Enterprising, effective professional staff		
5. In touch with the academic enterprise		
6. Commitment to diversity		
7. Inspired case for private support		
8. Culture of philanthropy		
9. Rigorous performance culture		
10. Commitment to strategic planning		

Sample Attribute:

1. Exceptional university leadership



The optimal chancellor/president would exhibit the following leadership characteristics:

1. Visionary
2. Inclusive – builds relationships – consensus builder
3. Focused – sense of urgency
4. Inspiring – communicator
5. Commitment to excellence – high standards

PARKING LOT

- Humble
- Sense of humor
- Patience
- Dynamic
- Embracing
- Long-term view
- Belief in partnerships

2. Passionate, committed volunteers

The optimal board member would ...

- Provide philanthropic leadership
- Enthusiastically support the mission & vision
- Ensure ethical integrity
- Support the executive director
- Enhance the organization's public standing



3. Clear sense of responsibilities



The optimal board would ...

- Set and clarify the mission and purpose of the board
- Support the executive director
- Provide input on programs
- Ensure good management
- Relate organization to community and community to organization

4. Enterprising & effective professional staff



The optimal professional staff member is ...

- Invested in the organization
- Value-based and principle-centered
- Performance-driven
- Comfortable both leading teams and being a team member
- Inspirational



5. In touch with the mission



The optimal board would ...

- Be aware of programs and ensure that priorities are being met
- Engage with major constituencies (in concert with the director)
- Ensure mission accuracy
- Remain informed about issues and challenges
- Participate in the strategic planning process

6. Commitment to diversity



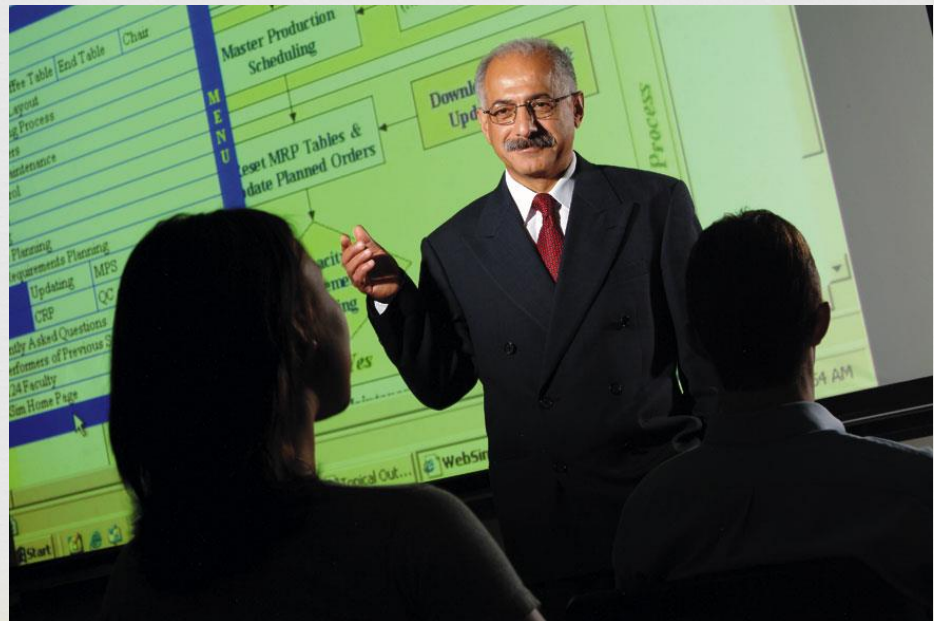
The optimal board would ...

- Have leadership, membership, and professional staff reflecting the diversity of the organization and the community
- Produce an annual report that highlights diversity
- Feature board presentations and events that strategically incorporate diversity
- Offer diversity training for managers and staff
- Create programs and awards that recognize and celebrate diversity

7. Inspired case for private support

The ideal case for private support would be ...

- Visionary and bold
- Unique and distinctive
- Inspirational
- Impactful
- Believable



8. Culture of philanthropy



The optimal board would have ...

- Philanthropy as a core part of its mission
- Board members providing philanthropic leadership
- Consecutive years of philanthropic success (long history)
- Full range of giving programs (events, legacy, etc.)
- Broad-based constituent giving



9. Rigorous performance culture



The optimal board would ...

- Focus on continuous improvement and metrics
- Commit to fact-based analysis and decision-making
- Challenge existing ideas
- Be willing to learn from peers (best practices)
- Have a vital sense of urgency

10. Commitment to strategic planning



- ❑ Approves and embraces the planning process
- ❑ Ensures that all constituencies are involved and fairly heard
- ❑ Ensures a balance among scale and scope, innovation and constraints
- ❑ Gives permission to eliminate, cut back or say no
- ❑ Contributes to envisioning and prioritizing as well as succession planning

Attributes of Top-Performing Boards

ATTRIBUTE	YOUR CHOICE FOR MOST IMPORTANT CHARACTERISTIC OF THIS ATTRIBUTE	YOUR BOARD'S SCORE [1 to 5]
1. Exceptional leadership		
2. Passionate, committed volunteer leaders		
3. Enterprising, effective professional staff		
4. Inspired case for private support		
5. Rich, deep culture of philanthropy		
6. Rigorous performance culture		
7. Commitment to strategic planning		
8. Clear sense of responsibilities		
9. In touch with the academic enterprise		
10. Commitment to diversity		

TOTAL: _____

Attributes of Top-Performing Boards

ATTRIBUTE	YOUR CHOICE FOR MOST IMPORTANT CHARACTERISTIC OF THIS ATTRIBUTE	YOUR BOARD'S SCORE (1 to 5)
1. Exceptional leadership	<i>Inspiring -- communicator</i>	3
2. Passionate, committed volunteer leaders	<i>Provide philanthropic leadership</i>	3
3. Clear sense of responsibilities	<i>Set and clarify mission/purpose</i>	2
4. Enterprising, effective professional staff	<i>Comfortable with leading teams and being a team member</i>	4
5. In touch with the academic enterprise	<i>Informed about issues & challenges</i>	2
6. Commitment to diversity	<i>Leadership, membership and professional staff reflect the diversity of the campus & community</i>	2
7. Inspired case for private support	<i>Unique & distinctive</i>	5
8. Culture of philanthropy	<i>Consecutive years of philanthropic success</i>	2
9. Rigorous performance culture	<i>Focus on continuous improvement metrics</i>	3
10. Commitment to strategic planning	<i>Approve and embrace the planning process</i>	3

50-40: Top-performing 39-30: Exceeding expectations 29-20: Meets expectations 19-10: Improvement needed

TOTAL: 29