### Strategic Direction - 9

**ADVOCACY**

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Human Resource Requirement</th>
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</thead>
<tbody>
<tr>
<td>9.1 Assess what resources will be available to develop a comprehensive state-wide (and beyond) communications and advocacy program</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>System Staff</td>
<td>8</td>
</tr>
<tr>
<td>9.2A Create a campaign focused on the value of a baccalaureate and graduate degrees to the individual and to the state of Maine. Highlight opportunities available in Maine through our public universities</td>
<td>Medium</td>
<td>Medium $400,000 to $800,000/Year</td>
<td>1. Low - begin spring 06, and 2. run annually for 5 yrs</td>
<td>Medium</td>
<td>System and campus PR Staff plus presidents</td>
<td>1</td>
</tr>
<tr>
<td>9.2B Establish the Public Universities of Maine brand. Consider changing the collective label to the Public Universities of Maine, or Maine’s Public Universities. This goal emerged from the Marketing Committee as well</td>
<td>as above</td>
<td>as above</td>
<td>as above</td>
<td>as above</td>
<td>as above</td>
<td>1</td>
</tr>
<tr>
<td>9.2C Build a sense of “public ownership” of Maine’s Public Universities</td>
<td>as above</td>
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### Strategic Direction - 9

**ADVOCACY**

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

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<tbody>
<tr>
<td>9.2D Promote the quality aspects emerging through all elements of the System Strategic Plan</td>
<td>Low - Little employee investment (1-10 employees)</td>
<td>Low - Less than $250,000</td>
<td>Low - 2007</td>
<td>Low - Staff empowered to make decisions</td>
<td>Person(s) responsible to lead implementation of recommendation</td>
<td>1</td>
</tr>
<tr>
<td>9.2E Help employers to understand the important role their public universities plan in educating the future workforce of Maine</td>
<td>Medium - Moderate employee investment (10-25 employees)</td>
<td>Medium - $250,000 to $1 million</td>
<td>Medium - 2008-2011</td>
<td>Medium - Chancellor and multi-campus administration involvement</td>
<td>System PR Staff and Campus CAO's</td>
<td>1</td>
</tr>
<tr>
<td>9.3 Update the central website to provide a complete inventory of institutions and academic programs available. Generate attractive printed materials with this same information</td>
<td>High - Significant employee investment (More than 25 employees)</td>
<td>High - $1 million and above</td>
<td>High - 2012 and later</td>
<td>High - Legislature, Board, Chancellor and Presidential involvement</td>
<td>System PR Staff and Campus CAO's</td>
<td>7</td>
</tr>
<tr>
<td>9.4 Create a television campaign that depicts and promotes the “open doors” and the high quality of Maine’s Public Universities. Through visitor’s Centers and other mechanisms, make people feel the same way about Maine’s Public Universities as they do about their local high schools</td>
<td>Low - Little employee investment (1-10 employees)</td>
<td>Low - Less than $250,000</td>
<td>Low- in progress</td>
<td>Medium</td>
<td>System and Campus PR Staffs plus presidents</td>
<td>3</td>
</tr>
</tbody>
</table>
### Strategic Direction - 9

**ADVOCACY**

<table>
<thead>
<tr>
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<tr>
<td><strong>Create an “Aspirations” Recruiting Campaign focused on the value of higher education (through Maine’s Public Universities) as an outreach to: Middle School Students, High Schools Students including both “college bound” and those not so certain, and a component encouraging current undergraduate students to consider graduate programs. Another video could highlight the many exciting summer programs and camps (sports, culture and so on) that take place on our campuses</strong></td>
<td>Low - Little employee investment (1-10 employees)</td>
<td>Low - Less than $250,000</td>
<td>Low - 2007</td>
<td>Low - Staff empowered to make decisions</td>
<td>System and Campus PR Staffs plus presidents</td>
<td>4</td>
</tr>
<tr>
<td><strong>Conduct market research to verify where we are and where we want to be every two years. The information obtained would be used to guide the various campaigns detailed above</strong></td>
<td>Low</td>
<td>Low</td>
<td>2. Ongoing Annually</td>
<td>Medium</td>
<td>System and Campus PR Staffs plus presidents and Chancellor</td>
<td>2</td>
</tr>
<tr>
<td><strong>Profile outstanding faculty at Maine’s Public Universities</strong></td>
<td>Low</td>
<td>Low</td>
<td>2. Ongoing</td>
<td>Low</td>
<td>Campus and System PR Staffs</td>
<td>13</td>
</tr>
</tbody>
</table>

**Final Report - Strategic Direction 9**

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.
### Strategic Direction - 9

**ADVOCACY**

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

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<tr>
<td>9.8 Explore other media such as signage on trucks, buses and public transportation</td>
<td>Low - Little employee investment (1-10 employees)</td>
<td>Low - Less than $250,000</td>
<td>Low - 2007</td>
<td>Low - Staff empowered to make decisions</td>
<td>Campus and System PR Staffs</td>
<td>Medium</td>
</tr>
<tr>
<td>9.9 Consider a focused campaign for Maine’s Public Universities targeted to corporations and foundations that may operate in state but have headquarters elsewhere</td>
<td>Medium - Moderate employee investment (10-25 employees)</td>
<td>Medium - $250,000 to $1 million</td>
<td>Medium - 2008-2011</td>
<td>Medium - Chancellor and multi-campus administration involvement</td>
<td>Campus Development Staffs plus Presidents and Chancellor</td>
<td>Medium</td>
</tr>
<tr>
<td>9.10 Launch an information/awareness campaign highlighting the importance of charitable giving to public higher education. This might involve testimonials from donors at all levels and from all institutions</td>
<td>High - Significant employee investment (More than 25 employees)</td>
<td>High - $1 million and above</td>
<td>High - 2012 and later</td>
<td>High - Legislature, Board, Chancellor and Presidential involvement</td>
<td>Campus Dev and PR Staffs, System PR Staff, Presidents and Chancellor</td>
<td>Medium</td>
</tr>
<tr>
<td>9.11 Provide the support needed to upgrade the current donor database management system to a usable system</td>
<td>Medium - Staff empowered to make decisions</td>
<td>Medium - Meetings in Progress</td>
<td>Medium - 2012 and later</td>
<td>Medium - Legislation, Board, Chancellor and Presidential involvement</td>
<td>Development Staffs plus Presidents and Chancellor/CFO</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

### Recommendations

<table>
<thead>
<tr>
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<th>Time Frame</th>
<th>Complexity of Implementation</th>
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<tbody>
<tr>
<td>Employee numbers, levels, expertise and time commitment required to implement recommendation</td>
<td>Amount of money required to implement recommendation</td>
<td>Length of time required to implement recommendation</td>
<td>Level and complexity of bureaucracy required to implement recommendation</td>
<td>Person(s) responsible to lead implementation of recommendation</td>
<td>Rank in order of importance</td>
</tr>
<tr>
<td>Low - Little employee investment (1-10 employees)</td>
<td>Low - Less than $250,000</td>
<td>Low - 2007</td>
<td>Low - Staff empowered to make decisions</td>
<td>Low - System President and Chancellor</td>
<td>10</td>
</tr>
<tr>
<td>Medium - Moderate employee investment (10-25 employees)</td>
<td>Medium - $250,000 to $1 million</td>
<td>Medium - 2008-2011</td>
<td>Medium - Chancellor and multi-campus administration involvement</td>
<td>Medium - Chancellor and President</td>
<td>12</td>
</tr>
<tr>
<td>High - Significant employee investment (More than 25 employees)</td>
<td>High - $1 million and above</td>
<td>High - 2012 and later</td>
<td>High - Legislature, Board, Chancellor and Presidential involvement</td>
<td>High - System President and Chancellor</td>
<td>15</td>
</tr>
</tbody>
</table>

### Specific Recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Human Resource Requirement</th>
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<tr>
<td>9.12 Support ongoing campus efforts: Insure that the central website is up to date and effective for donors; Market the existing Charitable Gift Annuity Program more aggressively and more routinely; Facilitate professional development for fund raising personnel</td>
<td>Medium Low 1. Low and 2. Ongoing</td>
<td>Low</td>
<td>Low</td>
<td>Low - System President and Chancellor</td>
<td>Low - System President and Chancellor</td>
<td>10</td>
</tr>
<tr>
<td>9.13 Host a senior level Development Advisory Council to meet periodically with System Staff personnel. They could explore opportunities for collaboration and cooperation as well as mutual support, in areas such as training and professional development</td>
<td>Medium Low 1. Low and 2. Ongoing</td>
<td>Low</td>
<td>Low</td>
<td>Low - System President and Chancellor</td>
<td>Low - System President and Chancellor</td>
<td>12</td>
</tr>
<tr>
<td>9.14 Develop a small campaign targeted to a few major firms in or out of state that may wish to support all of Maine’s public Universities</td>
<td>Medium Low 1. Low and 2. Ongoing</td>
<td>Low</td>
<td>Low</td>
<td>Low - System President and Chancellor</td>
<td>Low - System President and Chancellor</td>
<td>15</td>
</tr>
<tr>
<td>9.2 Purchase and implement an Advocacy Network</td>
<td>Medium Low $65,000-$100,000</td>
<td>1. Low and 2. Ongoing</td>
<td>Medium</td>
<td>Medium - System President and Chancellor</td>
<td>Medium - System President and Chancellor</td>
<td>8</td>
</tr>
</tbody>
</table>
9.1 ASSESSMENT TEMPLATE

**Recommendation**

- Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.1 Assess what resources will be available to develop a comprehensive state-wide (and beyond) communications and advocacy program

**Performance Metric Questions**

- Do we have an inventory of data availability and financial resources which can be allocated to support the attainment of these objectives?

Assessment:
### Strategic Direction 9

**Advocacy**

#### 9.2A ASSESSMENT TEMPLATE

**Recommendation**

- Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

**9.2A Create a campaign focused on the value of a baccalaureate and graduate degrees to the individual and to the state of Maine. Highlight opportunities available in Maine through our public universities**

<table>
<thead>
<tr>
<th>Performance Metric Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>► Can we conduct Market Research to assess the level of name recognition for the System Campuses and monitor changes in the level of recognition due to our visibility campaign?</td>
</tr>
<tr>
<td>► Are we measuring through Admissions Processes, changes in Inquiries, Applications and Enrollments as a result of Visibility Campaign?</td>
</tr>
<tr>
<td>► Can we document increased enrollments from the areas to which the Visibility Campaign was targeted?</td>
</tr>
<tr>
<td>► Are we backing up our research with Phone Surveys? Focus groups on campus?</td>
</tr>
</tbody>
</table>

**Assessment:**
9.2B Establish the Public Universities of Maine brand. Consider changing the collective label to the Public Universities of Maine, or Maine’s Public Universities. This goal emerged from the Marketing Committee as well.

Recommendation

Performance Metric Questions

- These are all part of 9.2A Campaign

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Strategic Direction 9
Advocacy
9.2C ASSESSMENT TEMPLATE

Development a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.2C Build a sense of “public ownership” of Maine’s Public Universities

Performance Metric Questions

- These are all part of 9.2A Campaign

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Strategic Direction 9
Advocacy
9.2D ASSESSMENT TEMPLATE

Recommendation

 ► Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.2D Promote the quality aspects emerging through all elements of the System Strategic Plan

Performance Metric Questions

 ► These are all part of 9.2A Campaign

 ►

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Strategic Direction 9
Advocacy
9.2E ASSESSMENT TEMPLATE

► Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.2E Help employers to understand the important role their public universities plan in educating the future workforce of Maine

Recommendation

Performance Metric Questions

► These are all part of 9.2A Campaign

►

►

►

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►
Strategic Direction 9
Advocacy
9.3 ASSESSMENT TEMPLATE

- Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.3 Update the central website to provide a complete inventory of institutions and academic programs available. Generate attractive printed materials with this same information.

Performance Metric Questions

- Has the Site been Updated and is it Operating to our Satisfaction?

- Are we measuring Hits? By Campus?

- Are we monitoring increased Inquiries, Applications and Enrollments attributable to the Sites?
### Strategic Direction 9
**Advocacy**

#### 9.4 ASSESSMENT TEMPLATE

- **Recommendation**

  ```
  Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.
  
  9.4 Create a television campaign that depicts and promotes the “open doors” and the high quality of Maine’s Public Universities. Through visitor’s Centers and other mechanisms, make people feel the same way about Maine’s Public Universities as they do about their local high schools.
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<tbody>
<tr>
<td>Are we Assessing Public Awareness and Name Recognition through Professional Market Research?</td>
</tr>
<tr>
<td>Are we monitoring Increases in Inquiries, Applications and Enrollments attributable to the Television Campaign?</td>
</tr>
<tr>
<td>Are we monitoring increases in College Going Rates in general for the state of Maine, and are we assessing our fair share of changes?</td>
</tr>
<tr>
<td>Are we monitoring on each campus changes in enrollments attributed by students to the Television Campaign?</td>
</tr>
<tr>
<td>Are we utilizing the feedback from Market Research to refine and redirect the Campaign as the Data Suggest?</td>
</tr>
<tr>
<td>Are we seeing an increase in private philanthropic support to our institutions and similar public support for appropriations and bond issues supporting Maine’s Public Universities?</td>
</tr>
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</table>
Strategic Direction 9
Advocacy
9.5 ASSESSMENT TEMPLATE

Recommendation

- Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.5 Create an “Aspirations” Recruiting Campaign focused on the value of higher education (through Maine’s Public Universities) as an outreach to: Middle School Students, High Schools Students including both “college bound” and those not so certain, and a component encouraging current undergraduate students to consider graduate programs. Another video could highlight the many exciting summer programs and camps (sports, culture and so on) that take place on our campuses.

Performance Metric Questions

- Are we measuring and monitoring student Inquiries, Applications and Enrollments at all postsecondary education and our market share of those going on to higher education?

- Are we conducting Market Research and Monitoring changes in Inquiries, Applications and Enrollments at member universities from the areas where the Campaign is targeted?

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Strategic Direction 9
Advocacy
9.6 ASSESSMENT TEMPLATE

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.6 Conduct market research to verify where we are and where we want to be every two years. The information obtained would be used to guide the various campaigns detailed above.

Performance Metric Questions

Are we making proper use of Market Research to design, guide, monitor and evaluate Visibility, Recruiting, Television and other Campaigns as appropriate?

>
Strategic Direction 9
Advocacy
9.7 ASSESSMENT TEMPLATE

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.7 Profile outstanding faculty at Maine’s Public Universities

Performance Metric Questions

► Are we using Market Research to monitor the impact of these profiles?

► Are we Insuring that all System Universities are appropriately represented?
Strategic Direction 9

9.8 ASSESSMENT TEMPLATE

Advocacy

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.8 Explore other media such as signage on trucks, buses and public transportation

Performance Metric Questions

- Are we utilizing appropriate Market Research to determine the best outlets to reach our target markets (high school students, non-traditional students, guidance counselors and other "influencers")?
- Are we experimenting with "outside the box" channels for reaching our markets? Are we evaluating the success of every channel utilizing appropriate market research?
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Strategic Direction 9
Advocacy
9.9 ASSESSMENT TEMPLATE

Recommendation

- Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine's public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.9 Consider a focused campaign for Maine’s Public Universities targeted to corporations and foundations that may operate in state but have headquarters elsewhere.

Performance Metric Questions

- Are we working with Senior Development Personnel and Presidents to determine whether a significant market exists for state-wide or national firms that might prefer a single gift to assist all seven campuses?

- Have we assessed the potential for gifts from these sources?

- Should we consider a formal "Feasibility Study" to assess the size and scope of this market?
Strategic Direction 9
Advocacy
9.10 ASSESSMENT TEMPLATE

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.10 Launch an information/awareness campaign highlighting the importance of charitable giving to public higher education. This might involve testimonials from donors at all levels and from all institutions.

Performance Metric Questions

- Have we utilized appropriate market research to determine how best to reach the market of potential donors?

- Are we monitoring increases in giving at all seven institutions and can we identify new or increased donors who attribute their gifts to such a campaign?
Strategic Direction 9
Advocacy
9.11 ASSESSMENT TEMPLATE

- Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.11 Provide the support needed to upgrade the current donor data base management system to a usable system

Performance Metric Questions

- Have we reviewed the market to determine best candidates to provide truly state-of-the-art donor software?

- Have we invited the top firms to submit proposals and present demonstrations to Development Personnel?

- Have we evaluated Candidates and Reviewed Capability, Costs, and Track Record?
Strategic Direction 9
Advocacy
9.12 ASSESSMENT TEMPLATE

- Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.12 Support ongoing campus efforts: Insure that the central website is up to date and effective for donors; Market the existing Charitable Gift Annuity Program more aggressively and more routinely; Facilitate professional development for fund raising personnel

Performance Metric Questions

- Is the central website up to date and is it designed to provide useful and easy updates to campus sites?
- Are materials and websites geared to facilitate direct contact with individual campuses as quickly and as easily as possible?
- Do marketing efforts for programs like Charitable Gift Annuities focus on gifts to individual campuses?
- Are we tracking hits on the system site to monitor transition to the campuses? Do we see increasing numbers? Are campuses experiencing increased use of their sites through this vehicle?
- Are we monitoring numbers of Gift Annuities, and are they increasing?
- Are Fund-Raising Activities on all Campuses achieving greater success each year? Can we bring in outside speakers and host workshops to assist all as we did for Academic Advising?
Strategic Direction 9  
Advocacy  
9.13 ASSESSMENT TEMPLATE

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.13 Host a senior level Development Advisory Council to meet periodically with System Staff personnel. They could explore opportunities for collaboration and cooperation as well as mutual support, in areas such as training and professional development.

Performance Metric Questions

- Do Senior Advancement/Development Officers meet routinely through System sponsored events? How frequently?

- Have we canvassed Senior Development Officers and Presidents to assess their needs in Development support?

- Are system efforts in Advancement supporting/supplementing the work of Development Professionals on campus? To what extent?
Strategic Direction 9
Advocacy
9.14 ASSESSMENT TEMPLATE

¶ Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine’s public universities; and enhance the universities’ individual and collective appeal, reputation, financial resources, and public support.

9.14 Develop a small campaign targeted to a few major firms in or out of state that may wish to support all of Maine’s public Universities

Performance Metric Questions

¶ Have Presidents and Chief Development Officers identified any prospects for such a campaign? Are such campaigns conducted in other states? How successful are they?

¶ Before raising the funds, has an agreed upon formula for distribution been established? Does it include equal shares, shares based on size (enrollment) or a combination of both?

¶ Does the projected size of the Campaign justify the effort? How will equitable participation by all personnel including presidents be determined and monitored?

¶ This comment pertains to Objective 9.15 Advocacy Network - Are we assessing legislative response to higher education needs? Is the climate improving? Are Bond Issues Successful? Are appropriations increasing?