

Development Office

Peer Review Group:

Professor P. Kennedy, Professor of Microelectronic Engineering, UCC (Chair)
Ms. K. Neville, Administrative Officer, Dental School & Hospital, UCC
Mr. A. Lomax, Senior Consultant, Oxford Philanthropic Ltd., UK.

Brief Description of conduct of Site Visit:

The site visit was conducted over 2 days from 1st – 2nd May 2001 and included meetings with

- i) Head and staff of the unit as a group and individually,
- ii) Representatives of the academic staff,
- iii) Representatives of donors to the university,
- iv) Mr. M. F. Kelleher, Secretary & Bursar/VP for Finance & Administration,
- v) Mr. M. O'Sullivan, VP for Planning, Communications & Development,
- vi) Professor M. A. Moran, Registrar & VP for Academic Affairs.

An exit presentation of the principal findings of the Peer Review Group was made to all the staff of the Development Office on the afternoon of the second day.

Description of Development Office

Director: Dr. Jean Law

Acting Head of Unit at the time of the Review: Mr. Cal Healy

No. of Staff: 4 full-time permanent staff, 5 full-time contract staff and 3 part-time contract staff

Location of Unit: Glenlee House, Western Road

Functions of Unit:

- Fundraising;
- To support the mission of the university and the early implementation of its plans;
- To build a structure organisation which can exploit more fully the potential of the philanthropic market and enhance the Foundation Office's position as Ireland's leading University Foundation;
- To develop long lasting and beneficial relationships with its Alumni.

Mission Statement

"To raise the support, funding and advice necessary to make UCC an internationally recognised world class university, and in pursuit of that goal to enable the implementation of its development plans to meet the economic, cultural and social needs of a modern civil society."

Aims & Objectives

- To support the University on raising funds for development enabling the University become a University of excellence.
- To achieve targets set out in each of the 4 sectors: Individual Sector, Corporate Sector, Trusts & Foundations Sector, and Alumni Sector.
- To develop and strengthen links between the University and the wider community including the corporate and alumni sectors.
- To value, maintain and strengthen existing donor relationships and introduce good stewardship programmes.
- To be responsive to society, graduates, academic and business needs.

General Comment on Quality Review

In the opinion of the review group, the materials provided by the department gave a fair and balanced view of a unit, which is undergoing a process of change. The most important operational issues were covered in the report and these were explored thoroughly by the members of the Peer Review Group in consultation with the key stakeholders. Some issues related to the strategic function of the Development Office were not explicitly highlighted in the Self-Assessment Report. These issues arose during discussions with management of the University but are not referred to in detail in the report of the review group. The Peer Review Group acknowledged the efforts of the Development Office team and expressed their gratitude for the frankness with which all parties shared their concerns and their suggestions on how they could improve the service of the office.

Progress on Recommendations for Improvement

Recommendations of PRG	Recommendation by QPC	Follow-up Report – Oct. 02
<p><u>Leadership</u> The Development Strategy of the University must be communicated clearly to the DO and its client groups. A presentation on the Development strategy should be made to the Development office by senior management of the university. The strategy should also be communicated to all internal constituencies.</p>	<p>Endorsed and recommended action by VP Planning, Communications & Development. Suggested that the Development Office should make presentations to university bodies, e.g. GB, Academic Council, Deans Council and EMG, faculties as to activities and function of the DO in UCC.</p>	<p>The QPC had endorsed the recommendation and recommended action by the VP Planning, Communications & Development. This has been done. Presentations have been made by the Director of Development to all faculties and to the Council of Deans. It is hoped to make a presentation to the GB in the near future. The Director will present a report on progress over the past year at the end of the first year of the Director's appointment. This report will be disseminated widely, including via Communiqué, and departmental newsletter.</p>
<p><u>Leadership</u> The post of Director of Development should be filled as a matter of urgency.</p>	<p>Action on this has already taken place. A Director has been appointed and it is hoped will take up office in the autumn.</p>	<p>The new Director took up appointment in October 2001.</p>
<p><u>Communications</u> <u>DO & Officers of the University</u> - Communication and reporting lines between the Office and the Officers of the University should be clarified. - The budget of the Office should be devolved. - Fundraising successes should be celebrated. - External publicity efforts should be integrated at College level.</p>	<p>These recommendations should be considered by the staff of the DO and appropriate actions taken</p>	<ul style="list-style-type: none"> - Communication and reporting lines have been clarified. The Director communicates and reports directly to both the President and the VP for Planning, Communications & Development. - Budget has been devolved and transparency is improving but is not yet complete. - Fundraising successes: DO are working on this. A newsletter has been developed and will be widely circulated in Autumn 2002. It is planned to increase action in this area in the coming

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		<p>year.</p> <ul style="list-style-type: none"> - The DO and the OPA work more closely on issues relating to communicating with donors, with graduates and on events for both parties as well as on aspects of the Graduate Review. A generic presentation on UCC for potential donors would be of great benefit. Preparation of this is not solely within the province of the DO.
<p><u>Communications</u> <u>Academic</u></p> <ul style="list-style-type: none"> - Once the Development strategy of the University has been agreed, the Development Office should be proactive in communicating this within the university. - The complementary roles of academics and the Development Office professionals in fundraising should be formulated under a negotiated code of conduct. - There should be regular communication between academics and the Development Office on donor interaction. 	<p>These recommendations are for action by the staff of the DO. It was commented that better communications and interactions with the academic community are desirable.</p>	<ul style="list-style-type: none"> - The QPC had endorsed the recommendations and commented that better communications and interactions with the academic community are desirable. - These recommendations have all been acted upon and are essentially implemented. A code of conduct has been developed and there is great improvement in communication and interaction levels. It is difficult to judge success. The DO is informing all staff of procedures. - There is still a long way to go on this issue. It is imperative that there in a centralised approach by UCC to potential donors.
<p><u>Communications</u> <u>Donor care</u></p> <ul style="list-style-type: none"> - Formal structures for follow-up with donors should be initiated. - A formal programme of donor recognition is essential. 	<p>Endorsed recommendation. Appropriate action should be considered by the staff of the DO and taken.</p>	<p>Action on this underway on a number of aspects, e.g. donors are invited to events, donors are being formally thanked, formal contracts with donors have been set up between the donor and CUF, and between CUF and the recipient in UCC.</p> <p>The lines of acknowledgement have been clarified.</p>
<p><u>Communications</u> <u>Alumni</u></p> <p>The effectiveness of communications with alumni should be measured</p>	<p>It is for the staff DO to suggest how effectiveness of communications might be measured. Suggested the DO look at this recommendation closely.</p>	<p>Communications with alumni have improved. More alumni events are taking place. The Alumni Office is working closely with the Alumni Board listening to the needs and demands of graduates. The Director of Development is holding discussions with the Office of Public Affairs and Deans of faculties as to the best means of communicating with graduates particularly through faculty specific newsletters to</p>

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		graduates.
<p><u>Systems</u> The team needs to devise pro-forma for the production of proposals and reports to achieve consistency of presentation and to avoid duplication of work.</p> <p>Best practice office procedures should be agreed and implemented by the team.</p>	<p>Endorsed recommendation. Appropriate action should be considered by the staff of the DO and taken</p>	<p>DO now provides guidance and templates for the format of proposals and works closely with proposers.</p> <p>This has taken place.</p>
<p><u>Staff</u> The roles and responsibilities of staff members should be clarified to improve their effectiveness.</p> <p>A training needs analysis should be performed and appropriate training provided, where required.</p>	<p>Endorsed and welcomed. Appropriate action should be taken by staff of DO and Director, when appointed</p>	<p>This had been completed. Every staff member now has a job description which has been agreed with the individual. Task sharing has been clarified and there is total clarity within the unit as to the role of each staff member. This has been documented and agreed with all the staff.</p> <p>The Department of HR has conducted a college-wide training needs analysis and the staff of the DO have contributed to this.</p>

Other developments/improvements

- Members of the board of the CUF and the Cork Board of the CUF are re-energised and working closely with staff of the DO on raising support for UCC's strategic plans for development.
- Streamlined approach to the business of development at UCC is now in place
- Clear communication lines between the DO, the Offices of the President and VP Planning, Communications and Development are in place as well as with other offices whose work contributes in some way to that of Development at UCC