F. Staff Organization

During the last campaign and leading up to the *Great Expectations* campaign, the University’s fundraising staff has expanded and become highly professional and effective.

The nation’s great public research universities have large, talented, and experienced advancement staffs. We will continue to build up the development program and invest in excellent staff in order to support the volunteer leadership of the campaign and sustain a fundraising program of the highest standards.

The organization and deployment of staff will be guided by five primary objectives.

1. Focus intensely and creatively on the top tier of potential campaign donors: the “top 100” and all $1 million+ prospective donors

2. Strengthen and support the development efforts of the University’s schools, colleges, and programs

3. Build up our “central” fundraising capabilities to enhance school and college programs; broaden the donor base through the Maryland Fund for Excellence, the Colonnade Society, and other campus annual giving programs; and provide specialized expertise in areas such as gift planning and corporate and foundation relations.

4. Support university-wide priorities (e.g. scholarships, undergraduate education, University Libraries, performing arts, Riggs Alumni Center)

5. Provide marketing and “infrastructure” support (e.g. information systems, research, donor relations, special events, gift processing and acknowledgment; investment management) for the entire fundraising organization

During the past eighteen months, major steps have been taken to prepare for *Great Expectations*:

A highly experienced Campaign Director & Executive Director of Development has been brought on board to provide expert campaign management.

A Leadership Gifts group has been established to ensure that our relationship-building with the top tier of prospects is highly energetic, sophisticated, creative, and coordinated. A Senior Director has been hired to lead this important effort.

An Individual Gifts team has been assembled to focus on major gifts and work with the regional volunteer groups of the National Volunteer Council.
A National Volunteer Council (NVC), with committees in five regions across the country, is being developed. A major gifts (Individual Gifts) team of eight professional staff has been recruited to work with the NVC and extend our prospective outreach to campaign contributors.

A Scholarship Program, with three professional staff, has been established to spearhead and coordinate fundraising for the campaign’s top priority. The staff will manage a comprehensive effort, encompassing “high end” donors, major gifts prospects, and grassroots contributors, to help secure $200 million or more in new scholarship support.

More than a fourteen professional staff have been recruited to strengthen the fundraising programs in particular schools and colleges including new fulltime positions in the College of Health and Human Performance and the College of Information Studies.

Three talented professionals have been recruited to the Maryland Fund for Excellence (MFE) as part of the process of rebuilding the program, which was decimated by the budget cuts of 2002 and 2003. The MFE is key to broadening the donor base and expanding the number of Colonnade Society contributors.

Staff additions have also been made in Campaign Communications, Donor Relations, Research, Human Resources, and Financial Management.

It is essential to invest in staff development. Our Human Relations unit has been charged with the tasks of developing an ongoing staff-training program and improving our staff recruitment and hiring procedures.