

Enhancing the Relationship Between Dean and Chief Development Officer:
Building a Winning Team
D.A. Henderson and Sylvia Eggleston Wehr
March 1, 1997

- I. Introductions - More Important Than They Seem
- II. The Development Officer's Role on the Team
 - Management Structure
 - A Face to the Outside World
 - The Nature of the Outside World
 - Approaches to Relating to Diverse Audiences ✓
 - Qualifications of the Development Officer
 - Bringing Order to Chaos
- ✓ III. The Role of the Dean in Fundraising
 - ✓ The Vision Thing
 - ✓ Setting Priorities and Making the Case
 - ✓ Mutual Trust
 - ✓ Capitalizing on Opportunities
 - ✓ Constant Communication
 - ✓ Team Work with Donors
- ✓ IV. Case Examples of a Winning Combination
 - ✓ A \$7.5 Million Building Renovation and Construction Campaign
 - ✓ Finalizing a \$1.5 Million Professorship
 - ✓ A Foundation Success Story and Stewardship
- V. Question and Answer

SUGRAVE Room

11:00

• Spc story - seen

• Impressive program -

As I reviewed the packet of imp., it seems to me that every aspect of develop. has been magnificent well covered.

Our role - offering a case by.

• Offer a word of background as to where I come from and re: SPT.

^{Since 1977} I entered acad. world as a dean & approached in both roles. Needless to say, got a lot of ideas.

SPT - (founded in 1912) - one of 20 in the country ~~that~~

largest and one of the largest schools - \$17 x 10⁶ budget / ~ 200 students / 200 f.t. faculty.

Concept of develop. office barely existed - one person p.t. in a negative.

One ~~was~~ already writing down annual contrb. in 3+5 cards.

Univ. develop. - not much better - 3 people, none of whom had ever visited the school.

Prospects for development function deemed poor.

SOM - grateful patrons. -

Graduates + 1-2 yrs. ad prov

• Embodied 2 p.t. Assoc. Deans + 5 p.t. Asst. Deans.

• Organization Chart -

Cabinet style / delegation of responsibility

Building a winning team -

Promise - that the institution we have is one of excellence, doing important things and with a faculty & student body of distinction.

- that there are a substantial number of persons / institutions which for various reasons would like to be associated with that institution

- Alumni
- Relevant industries
- Wealthy citizens. i.e. variety of motivations
- Foundations.

personal ego gratification
genuine concern
(not for inst. investment people)

Need to communicate ~~and~~ ^{in some} ~~in some~~ manner to open a door, to invite potentially interested parties in and to endeavor to engage them in understanding what the school is doing and how.

∴ Need a development staff which knows the school, the faculty, the activities - good if ~~has~~ appropriate professional background (e.g. ph.D.) but ~~the~~ ^{educate}

Development officer is a key person - the interface between the school & the world.

My preference of Cabinet form of Mgmt.
Development person - a full member of the cabinet.

Research
Academics
Business
Development
Assoc. Devel. Officer

- Publicity
- Advancing Corp.
- Seminars

Cooperative Collaboration

Strategies:

- Publication - Distributed regularly and widely - magazine
note: Alumni who demand dies. ^{WALK A FINE LINE BETWEEN THE IN-HOUSE CHALLENGER AND MATTER OF SUBSTANCE - Reg. mtgs.}
- Advisory Committee - ~~specific~~ Trustees plus others.
Specifically not to raise funds.
What are the real world issues and how might the school relate to?
- Alumni - ~~Most~~ Many are only 1-2 yrs. relate to the school - as prof. home.
Meetings are professional content.
 - Weekly calendar of seminars ← set weekly
← alumni involved.
- Senior emeritus faculty.
- P.R. office - identify new developments, new faces - get the word out.
- Courses - continuing education.

Seemed to me that 10 years was needed to develop a mature prog.

Over the 14 years - school budget ↑ from \$17 to \$130 × 10⁶

Part-time degree prog. - div. L.C. / Wash. / now joint to Toronto → H.K.
Teleconferencing on the line.

U.S. News. -

BIO SKETCHES

D.A. Henderson, M.D., M.P.H.

D. A. Henderson served as Dean of the Johns Hopkins University School of Public Health for 13 years -- from 1977 to 1990. Dr. Henderson came to Johns Hopkins after directing the successful ten-year effort of the World Health Organization that ended in the eradication of smallpox.

Following the completion of his deanship, Dr. Henderson served as Associate Director for Life Sciences, Office of Science and Technology Policy under President Bush and as Deputy Assistant Secretary and Senior Science Advisor in the Department of Health and Human Services under President Clinton. He returned to the Johns Hopkins faculty in 1995 where he is Johns Hopkins University Distinguished Service Professor now working with the Departments of International Health and Epidemiology at the School of Public Health.

Dr. Henderson has been widely recognized for his work by many institutions and governments and has received the United States National Medal of Science, presented by the President of the United States and, with two colleagues, the Japan Prize. In all, 13 universities have conferred honorary degrees and 14 countries have honored him with awards and decorations.

Dr. Henderson received his bachelor's degree from Oberlin College, his medical degree from the University of Rochester School of Medicine and his master of public health from Johns Hopkins.

Sylvia Eggleston Wehr

Sylvia Eggleston Wehr is currently Associate Dean for External Affairs at the Johns Hopkins University School of Public Health with overall responsibility for development, public affairs, alumni relations and governmental affairs. She joined the School in 1985 as Director of Development. Prior to joining Johns Hopkins, Ms. Wehr was Director of Development for the University of Maryland School of Medicine and Hospital.

Ms. Wehr received her bachelor's degree from Goucher College and a masters in administration from Johns Hopkins University. She has served as President of the Junior League of Baltimore and is now Chair of the Board of Planned Parenthood of Maryland.

D. A. Henderson and Sylvia Eggleston Wehr

Dr. Henderson and Ms. Wehr worked together as dean and senior development officer for five years at the Johns Hopkins University School of Public Health. During that time, they successfully concluded a \$35 million campaign, a \$7.5 million building addition and renovation, instituted the School's bequest and planned giving program and increased corporate gifts, grants and contracts from \$100,000 a year in 1980, to over \$12 million by 1990. Overall, private giving (gifts and grants) increased from \$4 million in 1985 to \$8 million in 1991.

During their work together, they also developed a public affairs office for the School of Public Health and began the School's first external Advisory Board.

Academic Management Symposium

February 27, 1997 - March 1, 1997

ANA Hotel

Washington, D.C.

Program

Thursday, February 27, 1997

3:00-8:00 p.m.

Registration (Ballroom Foyer)

6:45 p.m.

Welcoming Remarks and Introductions (Ballroom)

Charles O. Rutledge, AACP President &

Jordan D. Johnson, Manager, Pharmacy Affairs, ZENECA Pharmaceuticals

7:00-8:00 p.m.

Keynote Address: Rethinking Our Fund Raising Strategy (Ballroom)

David R. Dunlop, Senior Development Officer, Cornell University

8:00-9:30 p.m.

Reception (Ballroom Foyer)

Friday, February 28, 1997

7:00 a.m.

Registration (Ballroom Foyer)

7:30-8:00 a.m.

Continental Breakfast (Ballroom Foyer)

8:00 a.m.

Nurturing Fund Raising for the Ultimate Gift: (Ballroom)

It takes a different kind of fund raising to encourage the largest gift of a lifetime to be given to your institution. While most methods of fund raising focus on asking, nurturing fund raising focuses on building the desire to give. This session will explore this most productive and distinctly different kind of fund raising, explain the principles and concepts upon which it is based, and tell you what it takes to be successful.

David R. Dunlop

10:00 a.m.

Break

10:30 a.m.

The Capital Campaign - Your Vision, Your Case, and Your Resources (Ballroom)

- developing the needs
- conditions for a campaign
- developing the vision into a case statement
- assessing your resources
- centralized or decentralized approach
- developing a campaign cabinet

Karen E. Osborne, The Osborne Group

12:30-2:00 p.m.

Lunch in (Colonnade)

Conducting a Capital Campaign: One Dean's Experience (Ballroom)

Louis Diamond, Dean, School of Pharmacy, University of Colorado

2:00 p.m.

What You Need to Know About Planned Giving (Ballroom)

- why planned giving
- basic terms and concepts
- how to market
- where to go for details
- recognizing opportunities in conversation
- a case study

Deborah B. Abrams, Director of Institutional Advancement, Boston College Law School

3:00 p.m.

Break

3:30 p.m.

Corporate and Foundation Fund Raising (Ballroom)

Karen E. Osborne

5:00 p.m.	Questions and Answers (Ballroom) <i>Deborah B. Abrams & Karen E. Osborne</i>
7:00-9:00 p.m.	Dinner (Ballroom)
	<u>Saturday, March 1, 1997</u>
7:00 a.m.	Registration (Ballroom Foyer)
7:30-8:00 a.m.	Continental Breakfast (Ballroom Foyer)
8:15 a.m.	Enhancing the Relationship Between Dean and Chief Development Officer: Building a Winning Team (Ballroom) <i>D. A. Henderson, Former Dean & Sylvia Eggleston-Wehr, Associate Dean for External Affairs Johns Hopkins School of Public Health</i>
9:15 a.m.	What To Do Before, During, and After the Call (Ballroom) • using donor motivation to structure the gift • request • preparing for the ask • follow-up activities • making the ask <i>Deborah B. Abrams</i>
10:30 a.m.	Break
11:00 a.m.-Noon	Elective Sessions • starting a fund raising program from the ground up (Culpepper Room) <i>Deborah B. Abrams</i> • making the most of advisory committee and volunteers (Sulgrave Room) <i>Sylvia Eggleston-Wehr & D. A. Henderson</i> • juggling your roles of academic officer and fund raiser (Executive Forum Room) <i>Ara G. Paul, Former Dean, School of Pharmacy, University of Michigan</i>
12:00-1:00 p.m.	Lunch (Colonnade)
1:00-2:00 p.m.	Elective Sessions • involving faculty in fund raising (Culpepper Room) <i>Jennifer Freeh-Watson, Development Officer & Bradley R. Williams, Associate Professor School of Pharmacy, University of Southern California</i> • a successful building campaign (Sulgrave Room) <i>Melvin H. Weinswig, Dean, School of Pharmacy, University of Wisconsin</i> • anatomy of a major gift (Executive Forum Room) <i>Joseph O. Dean, Dean, School of Pharmacy, Samford University</i>
2:00-3:00 p.m.	Conference Summary and Closing Remarks (Ballroom) <i>Ara G. Paul</i>
3:00 p.m.	Conference Adjourns

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*3/1/97 to help
Meaningful involvement
CRAI*