



Criteria for determining cost reductions and opportunities for revenue generation in University Advancement

Quantitative Measures

1. Number of employees in each department
 - a. Development (gift officers, advancement services, annual giving, finance, admin)
 - b. Community and Media Relations
 - c. Marketing
 - d. Government and Corporate Relations
 - e. Grants & Sponsored Projects
 - f. Alumni Relations
 - g. Osher Lifelong Learning Institute
2. Total compensation per employee
3. Source of compensation (public or private, or both)
4. Service & Supplies budget per department
5. Number of vacancies per department (and vacancy rate)
6. Revenue generated/ROI calculation

Qualitative Measures

1. Main objectives for success (key performance indicators)
 - a. Services provided
 - b. Position analysis
2. Unmet needs or demands
3. Collaboration analysis
 - a. Skills and resources that can be shared (external to Advancement unit)
 - b. Cross training
4. Resources needed to improve service delivery
5. Technology and training needs
6. Annual program and personnel evaluation process

Analysis

Benchmarking against peers

Impact of staff reduction or program elimination

Opportunities for collaboration

Process improvements

Outsourcing