

## ABSTRACT: 2017 ELAM Institutional Action Project Symposium

**Project Title:** Transformational Philanthropy

**Name and Institution:** Ming Guo, M.D., Ph.D., David Geffen School of Medicine at UCLA

**Mentor:** Kelsey Martin, M.D., Ph.D. Dean, David Geffen School of Medicine at UCLA

**Background & Significance:** Financial resources are crucial for fulfilling missions at academic institutions. With declining federal funding and an uncertain healthcare climate, there is an urgent need to identify strategies to foster sizable philanthropy. Recent sizable gifts include \$500 million to UCSF, Chan--Zuckerberg's \$3 billion pledge, \$600 million to the Biohub in the Bay Area, and \$115 million to support Caltech Neuroscience. These gifts will help recruit faculty and students, and fund "high risk, high reward" research. They have the potential to substantially transform academic institutions.

**Purpose/Objectives:** Evaluate current philanthropic activities and infrastructure at UCLA Health. Identify effective and efficient strategies for capturing sizable philanthropic gifts to promote missions at UCLA SOM.

### Methods/Approach:

(1) Face---to---face interviewing leaders, faculty, staff and donors at UCLA Health and non---health (College, School of Engineering, School of Management & Athletics). Interviewees include Chancellor, Vice Chancellors, provost, deans, hospital CEO, leaders in development, frontline and supporting development officers, leaders in Alumni Association and Communications & Media Relations, faculty, research theme leaders and department chairs, UCLA Foundations and major donors. 40 plus one---hour face---to---face interviews and sometimes follow up meetings were conducted.

(2) Phone interviewing development leaders in other academic institutions.

(3) Attending events – Women Philanthropy meetings and board meetings.

(4) Reviewing financial data at UCLA and comparative institutional philanthropy data provided by Association of American Medical Colleges (AAMC).

(5) Reading books and online materials.

### Outcomes and Evaluation Strategy:

- UCLA Health leaders to direct strategically guided, multi---units, priority---based fundraising in addition to support of traditional grateful patient based fundraising.
- Develop effective strategies for emerging opportunities. These include venture philanthropy, international donors, particularly those from Asian countries and young entrepreneurs, particularly those in technological sectors. Recognize roles of women as a fast---rising force in philanthropy.
- Educate stakeholders about the dual aspects of art (emotional, intangible aspect) and science (business aspect) of fundraising.
- Increase budget guided by cost per dollar raised (CPDR), ideally to 10% for public institutions.
- Address intersection of HIPAA compliance/ data security and fundraising efficiency.
- Establish broad based Biomedical Alumni Association to engage prior trainees including medical students, graduate students, house staffs and postdocs. Prior faculty who left for other institutions should also be included.
- Strengthen Communications to align with strategic priorities and increase visibility of SOM. Articulate "big ideas" to capture the imagination of the public.
- Develop better tracking metrics for development officers – encouraging more interactions with faculty, identification of new prospects and strengthening stewardship.
- Educate faculty to take a more active role in identifying new prospects and be better storytellers of their work to general public.
- Create "Strategic Council for Philanthropy" to assist key UCLA Health leaders to develop a strong and integrated set of directions for fundraising and help transform the fundraising culture. This will also encourage collaboration and diffuse territorial conflicts intrinsically present among various units. The Council should include key academic leaders, development leaders and major theme leaders.



# Transformational Philanthropy

Ming Guo, M.D., Ph.D.



P. Gene & Elaine Smith Chair in Alzheimer's Disease Research, Professor of Neurology & Pharmacology

Mentor: Kelsey Martin, M.D., Ph.D., Dean

UCLA David Geffen School of Medicine, Los Angeles, CA 90095

## Background & Significance

- Financial resources are crucial for fulfilling missions at academic institutions.
- With declining federal funding and an uncertain healthcare climate, there is an urgent need to identify strategies to foster sizable philanthropy.
- These gifts will help recruit faculty and students, and fund "high risk, high reward" research. They have the potential to substantially transform academic institutions.

## Purpose & Objectives

Evaluate current philanthropic activities and infrastructure at UCLA Health. Identify effective and efficient strategies for capturing sizable philanthropic gifts to promote missions at UCLA.

## Questions Asked

What are the sizable gifts in recent years?  
 What are the key donor groups to capture?  
 What are the emerging trends for philanthropy?  
 What are the business metrics to assess overall budgetary investment for development?  
 What are the multiple ways of fundraising?  
 How do we optimize ancillary support for development?  
 How do we overcome territorial competition among groups?  
 What are the effective strategies to capture sizable gifts?  
 How do we engage faculty and diffuse tension between development officers & faculty?

## Methods & Approach



(1) Face-to-face interviews of leaders, faculty, staff and donors at UCLA Health and non-health (College, School of Engineering, School of Management & Athletics). Interviewees include Chancellor, Vice Chancellors, provost, deans, hospital CEO, leaders in development, frontline and supporting development officers, leaders in Alumni Association and Communications & Media Relations, faculty, research theme leaders and department chairs, UCLA Foundations and major donors. 40 plus one-hour face-to-face interviews and sometimes follow up meetings were conducted.

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## Outcomes/Evaluations

- Recognize recent sizable gifts which include \$500 million to UCSF, \$3 billion Chan-Zuckerberg's pledge, \$600 million to the Biohub in the Bay Area, \$115 million to support Caltech Neuroscience.
- Key donor groups are grateful patients, alumni & others.
- Emerging opportunities – Venture philanthropy, Asians & others international donors, young entrepreneurs, particularly those from in technology sectors, and women as a fast-rising force.
- Budget should be guided by cost per dollar raised (CPDR), ideally ~10% for public institutions.
- Alumni Association & Communications are crucial parts of development.
- Strategically guided, multi-units, integrated approach leads to sizable gifts.
- UCLA employs multiple strategies including centennial campaign, crowd funding, donor-advised fund, corporate fund and venture capital fund.

## Future Directions

- UCLA Health leaders to direct strategically guided, multi-units, priority-based fundraising in addition to support of traditional grateful patient based fundraising.
- Create "Strategic Council for Philanthropy" to assist key UCLA Health leaders in developing a strong and integrated set of directions. This will encourage collaboration and diffuse territorial conflicts intrinsically present among various units.
- Establish broad-based Biomedical Alumni Association to engage prior trainees (medical students, graduate students, house staffs & postdocs).
- Strengthen Communications to align with strategic priorities & increase visibility of SOM. Articulate "big ideas" to capture the imagination of the public.
- Develop effective strategies for emerging opportunities.
- Develop better tracking metrics for development officers – encouraging more interactions with faculty, identification of new prospects & strengthening stewardship.
- Educate faculty to take a more active role in identifying new donors and be better storytellers of their work to general public.