

Vice Chancellor for University Advancement Peter Hayashida

Five Year Review Executive Summary

Position Description

Reporting directly to the Chancellor, the Vice Chancellor for University Advancement has operational responsibility, recommends and implements policy, budget, and personnel administration for the four major functional areas of:

- Alumni Engagement
 - UCR Alumni Association
 - Event Management & Protocol
- Advancement Administration & Finance
 - Advancement Services
 - UCR Foundation CFO
- Development
 - UC Riverside Foundation Board of Trustees
- University Communications
 - News & Information
 - Marketing & Brand Management

Essential duties and responsibilities include:

- Responsible for directing and executing an ambitious fundraising agenda and an integrated advancement program. Represents the University to a variety of external constituencies including, but not limited to, volunteers, donors, alumni, civic leaders, and media representatives.
- Serves as senior advisor to the Chancellor on a wide range of issues, including long-range planning, development and implementation of programs designed to enhance understanding of the University among public and private constituencies, development and implementation of strategies to effectively integrate the university advancement program with the institution's academic goals and activities.
- Serves as President of the UCR Foundation, developing and maintaining positive and effective working relationships with its Board of Trustees and other key volunteers involved in development, endowment management, advocacy, and community relations activities on behalf of the campus.
- Develops budgetary strategies for a division comprising multiple operating units, oversees and administers the allocation of funds within and among the units and develops mechanisms to facilitate effective financial performance and accountability.
- Develops, maintains and enhances effective working relationships, with key executive staff in the Office of the President, as well as with senior administrative and academic leadership of sister campuses.

The Vice Chancellor is a key contributor to the senior management team of the university and is responsible for providing counsel to the Chancellor and other senior administrators on the advancement of the campus vision. In addition, the Vice Chancellor has primary responsibility for building and maintaining relationships with community, business, and governmental leaders in the region.

Skills and/or experience necessary to perform this position:

- Demonstrated innovative and strategic thinking abilities to nurture current relationships while identifying and forging new collaborations.
- Proven ability to successfully plan, implement and deliver strategic results while maintaining the flexibility to respond quickly to changes in the environment.
- Proven highly effective interpersonal, leadership, consensus, and coalition-building skills.
- Demonstrated skill, knowledge and ability to raise funds through individual donors, corporations, foundations, and other means.
- Exceptional ability to motivate, inspire, and manage a diverse group of professional and administrative staff; proven ability to build effective teams.
- Ability to be astute and politically savvy, understanding strategic stewardship of high-level relationships and systems.

- Ability to effortlessly convey an infectious sense of optimism while managing the vision and purpose of the organization.
- Ability to present a passion for the promotion and attainment of UCR's mission and goals
- Excellent oral and written communication skills.
- Proven effective experience in management and development, including demonstrated skills in complex financial management, fundraising, and leadership development.
- Proven track record to lead strategic annual and long-range planning.
- Excellent analytical, planning, and process management skills.
- Demonstrated ability to operate with trust and integrity in all actions.

Key Accomplishments (2014-2019)

Examples of key accomplishments over the past five years include:

- Restructuring and realignment of University Communications to better meet campus needs & aspirations.
- Migration of UCR web sites to mobile-friendly, better featured content management platform, which yielded significant reduction in the amount of obsolete and outdated content, increased use of video and other digital engagement features, and streamlined pages across the UCR domain.
- Campus messaging project completed (brand.ucr.edu), providing a communicators toolkit that will improve the focus, clarity, and consistency of UCR engagement with stakeholders.
- Increase of 39% in social media engagement just within the past year, despite a change in the Facebook promotion algorithm that prevented many of our posts from being seen.
- Creation of a comprehensive crisis communications plan for regional and local emergencies (earthquakes, active shooters, etc.).
- Expansion of videography capacity, resulting in a 104% year-over-year increase in video views in FY1819.
- Completion of a \$1.5 million scholarship fundraising endowment campaign by the UCR Alumni Association with the support of our Alumni Engagement team.
- Overhaul of regional alumni/parent event programming content that increased individual engagement using interactive stations for guests to experience aspects of UCR.
- Increased visibility of UCR faculty members and their research at regional alumni receptions.
- Elevated philanthropic participation among UCR Alumni Association & UCR Foundation board members.
- Publicly launched Living The Promise: The Campaign for UC Riverside (LTP) on October 15, 2016.
- Began planning Student Success Initiative, that will sustain fundraising momentum after LTP is complete. Will launch publicly in 2021.
- Began planning for an early 2020 comprehensive alumni census.
- Reached \$250 million toward \$300 million goal by December 31, 2020.

Future Direction

The last strategic plan for University Advancement was developed in 2011, following the launch of UCR 2020, and was updated triennially in 2014 and 2017 to sunset in 2020. The next document will be created following the release of UCR's next strategic plan in 2020. Key goals will be:

- Continue to build UCR's national and international reputation and strengthen the brand through both earned and paid placement in prominent media across all platforms;
- Successfully close UCR's first comprehensive fundraising campaign and publicly launch a student success initiative bridging the campus to its next comprehensive campaign;
- Increase engagement of UCR's 120,000 living graduates using market research for data-driven decision making about activities, programs, and tools to maximize impact;
- Improve efficiency of operations through self-service ad-hoc database querying; development of more sophisticated tools and approaches to donor research and prospect management; and enhanced integration of data management and annual giving.