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ABSTRACT

The historical role of institutional advancement and the specific activities and trends currently affecting it are reviewed, and four strategies for advancement programs are suggested. Institutional advancement includes alumni relations, fund-raising, public relations, internal and external communications, and government relations, and its dominant concern is financial support of higher education and the institution. Changes in the perception of advancement have occurred over the last decade, and it has emerged as an essential and professional segment of university administration. Additionally, there has been increased cooperation within and among institutions with regard to advancement functions. Diverse trends are cited that have resulted in heightened interest in the management of advancement and new emphasis on the process and outcomes of advancement. Strategies for advancement programs are as follows: effective management of an institution's assets; focusing on the prestige of the institution; educational marketing; and flexible management, an eclectic approach incorporating a concept of dynamic advancement and the selected application of management principles. Centrally managed, a strategy for advancement confronts four challenges: designing quality public relations programs; restructuring activities to involve the institution's many publics; redesigning fund-raising campaigns to be cost effective and to achieve optimum results within the constraints of competition, inflation, and tax laws; and coordinating objectives, program, resources, and contacts. A bibliography is appended. (SW)

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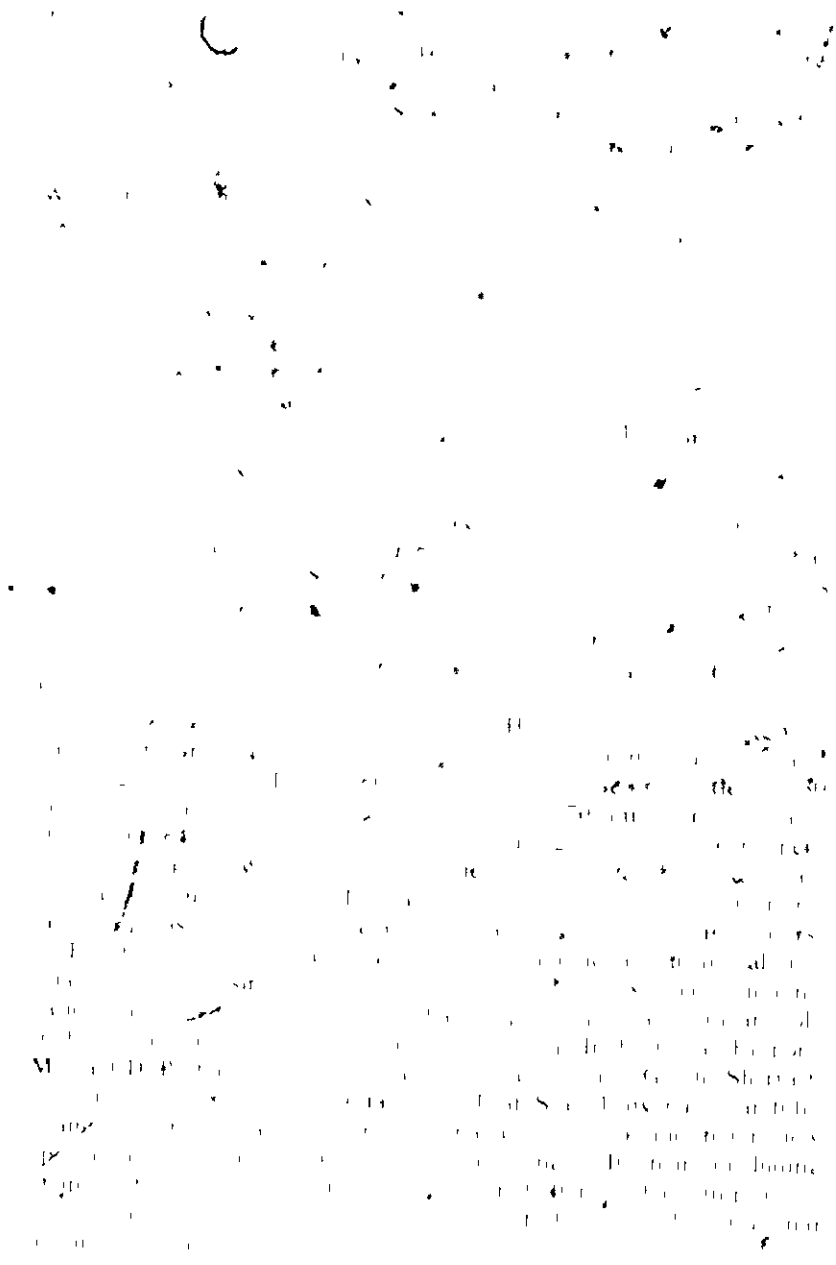

Jonathan D. Fife

Overview

A Rationale For Institutional Advancement

Operating Context: The Dynamics of a University

The results of ancillary functions

[illegible]

[illegible]

[illegible]

[illegible]

The role of constituencies

The paradox of communication

A Chronology of Institutional Advancement

First period 1636-1900

[illegible]

Second period 1900-1958 Around 1900 a handful of college presidents including Charles Van Hise at Wisconsin and Edmund James at Illinois distributed large sums to faculty members to conduct public health programs to compensate the impact some of their constituents. With few exceptions however the effort was marginal and haphazard. College presidents also sought to help the developing profession by providing their experts under indirect impulses to report to parents on [illegible] percent of [illegible] Seller 1962 p. 44. Too often the results were [illegible] and personal [illegible] College presidents [illegible] to print the [illegible] into other [illegible]

Third period 1958 1980

Current Literature on Advancement

[illegible]

Analy[illegible] [illegible] the work of [illegible] (ACPRA, 1975; [illegible] 1971, 1973, 1976, 19[illegible]; [illegible] 1975, 1976; and AWR[illegible] and 1974, 1977). The study [illegible] examin[illegible] [illegible] the [illegible] measur[illegible] design[illegible] [illegible] program [illegible] perform[illegible] in order to assist [illegible] in [illegible] appropriation of resources. R[illegible] [illegible] focused their used attention to the [illegible] of institutional advancement. There [illegible] integrat[illegible] [illegible] of the [illegible] must [illegible] design and implement [illegible] the institution is a sensor of social change [illegible] of the organization [illegible] communicator, counselor and monitor of policies and programs [illegible] the relate to the public's expectations (Jacobson 1977, p. 52). An integrated resource for advancement practitioners and for students of advancement that reinforces this concept [illegible] AWR[illegible] Handbook of [illegible] Advancement (1977). The important contributions [illegible] the functions of advancement programs with strong descriptive and analytical essays. Encyclopedic [illegible] handbook provides a wealth of practical information based on reasonable philosophical premises and examples of

The Umbrella of Institutional Advancement

Alumni relations

- [illegible] for [illegible]
- [illegible] federal pro[illegible] and higher [illegible]
- sponsoring [illegible] to nurture [illegible] of [illegible] in the institution
- [illegible] institutions con[illegible] with potential donors and [illegible] for the institution [illegible]
- advising [illegible] institutions to providing [illegible] feedback on how they [illegible] intellectual atmosphere
- [illegible] higher education [illegible] public [illegible] in [illegible] college education

[illegible]

Fund raising

Voluntary Support For Higher Education by Source

Public relations [illegible]

[illegible]

Public relations [illegible] more prudent to [illegible] institutional relations as some [illegible] responsibilities. Its operations include community relations, internal relations, media relations, public relations, and special events. It is an educating and problem-solving function that [illegible] as the hub of a [illegible] on campuses. Within this division sports [illegible] the public relations office has the objective of advancing and sustaining support for the institution through programs designed to improve public [illegible] in the institution and to promote [illegible].

Community relations [illegible] colleges and universities have [illegible] maintaining [illegible] support with local citizens. In a special issue of *CASE Current*, [illegible] on community relations, Winkler notes [illegible] more and more colleges believe they should live for and with their communities, not [illegible] them. This takes [illegible] responsibility for organizing the best possible response to the area's pressing needs (1978, p. 9).

The community relations programs are designed to reach out to the institution's various constituencies to inform as well as to listen, to serve as well as to be of service. Knowles encouraged several community relations practices. "Representation of local citizenry on the institution's governing board and participation by faculty and staff in the community's government [is] essential to good public relations" (1978, p. 34[illegible]). Aikman has suggested other community relations techniques that practitioners can implement, such as offering "the resources, people, and facilities of the institution to help solve community problems; sharing decision-making with the community; creating opportunities (not in time of crises alone) for meetings between city leaders and campus chiefs" (1978, p. 46). Campus orientation days for local citizens, speakers bureaus, facilities planning meetings, student housing discussions—these have emerged as just a few of the ways colleges and universities are cultivating public acceptance and support of their educational objectives.

The public relations office also has a duty to cultivate good relations among faculty, students, staff, and administrators. At many institutions the public relations office has the task of managing credible internal relations with what Irving Shapiro, past chairman of the board of Dupont, has called an "organizational consciousness." Quoted in a *CASE Current* special issue on internal communications, he says:

Internal and external communications

Government relations

Trend One: Teamwork

[illegible]

[illegible] AAHE-ERIC [illegible]

[illegible]

Beyond [illegible] programs [illegible] the [illegible] higher [illegible] Because the [illegible] the institution [illegible] more effective and higher education in general more accepted (AAHE-ERIC/Rowland 1977). The [illegible] of college and university advancement staffs and the professional associations of higher education are an effective [illegible]

Trend Two: Presidential leadership

Trend Three: Marketing

Trend Four Evaluation

impact analysis the [illegible]
cient and pro [illegible]
the rest [illegible]
them. This assess [illegible]
only [illegible]

Advancement [illegible]
focused [illegible]
the [illegible]
[illegible]
comes [illegible]
[illegible]
assess [illegible]

In [illegible] lines and raises issues [illegible] institutional evaluation studies. He [illegible] assessment [illegible] and [illegible] the [illegible] suggestions [illegible] advancement programs [illegible] university setting. Jacobson's model [illegible] programs (1978, pp. 17-83) [illegible] performance and [illegible] for each category. He [illegible] advancement [illegible] of the goals and [illegible] dollars compared [illegible] etc. can be specified [illegible] news, and information [illegible]. The cost [illegible] counting and budgeting add another dimension to program measurement. Zero-based budgeting [illegible] tems and decision [illegible] a function of costs. [illegible] has suggested [illegible] cost effectiveness through one procedure or another, advancement administrators ought to compare planned goals with actual results in a "performance accounting" (1977, p. 506), a process similar to Jacobson's.

The value of assessment is that comparisons can be made both within and outside the institution. Major studies across institutions (*Seeking the Competitive Dollar: College Management in the Seventies*, Leslie 1971; [illegible] and *Understanding* [illegible] *College Management* [illegible]; "Output-Input," Bacon and Leslie 1970; "Trends in Campus Advancement," Bacon and Pride 1971; *Alumni Administration at State Colleges and Universities*, Blakely 1974) have done more than analyze expenditures, study attitudes, and compare trends. They have defined measurement indicators that best reflect productivity [illegible] gift income is the [illegible] of

Trend Six: Increasing levels of advancement activity.

programs [illegible]

[illegible] Mo[illegible]

[illegible]

[illegible] experimental [illegible]

[illegible] although [illegible] 35 per[illegible]

[illegible] Carson and Wagner [illegible] Rady [illegible]

increased [illegible]

[illegible] TV

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

publicizing [illegible]

[illegible] previously [illegible]

publics of the institution [illegible]

has strengthened [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

The Present Climate

Four Strategies and Four Challenges for the Future

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