

# Alumni Scholarships Program: *Transforming Impact & Involvement*

UCLA Alumni Leadership Conference, December 7, 2019

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# Interactive Input Pre-Session Survey

① *With your mobile device, visit*  
<https://onlinepoll.ucla.edu/>

② *Search*  
**Alumni Scholarships Program (pre-session survey)**

③ *Password*  
**GoBruins!**

# Today's Conversation

- ▶ Alumni Scholarships Program: Supporting Students Since 1936
- ▶ Program Purpose & Goals
- ▶ Current State of Admissions & Finances at UCLA
- ▶ Impact of Volunteer Involvement
- ▶ Alumni Board Commitment to Next Generation of Leaders
- ▶ Partnerships: UCLA Enrollment Management, Alumni Networks
- ▶ Alumni Board Commitment to Alumni Network Partners: Resources and Support
- ▶ Timeline
- ▶ Questions, Impressions, Feedback (throughout and at conclusion)

# Achievers Leaders Community Builders *IMPACT*



# ▶ Alumni Scholarships Program: Supporting Students Since 1936

# 1936

## *Alumni Association Awards Two \$150 Scholarships*



# ▶ Alumni Scholarships Program Purpose & Goals



***Develop future generations  
of diverse leaders who value  
giving back, civic  
engagement, and lifelong  
engagement with UCLA***



# ► **Current State of Financial Needs & Admissions at UCLA**

# THEN AND NOW

## 1936

- **\$27** – Annual incidental fee for California residents
- **\$85** – Monthly living expenses (clothing, food, fuel, housing)
- **\$150** – Amount of original scholarship, a one-time award worth \$2,679.61 in 2018 dollars



## 2018-2019

- **\$13,285** – University fees for California residents
- **\$15,816** – Annual room and meals
- **\$6,000** – Amount of typical scholarship today paid over four years

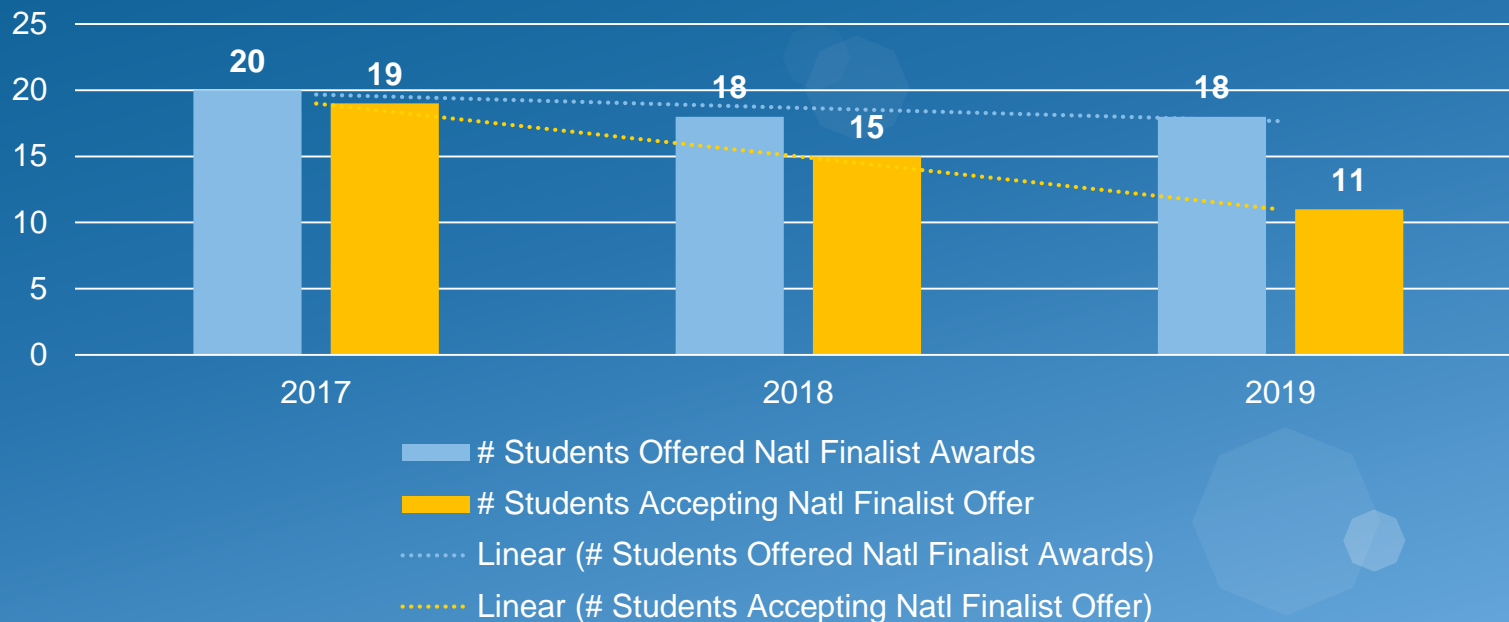


## Yield Data

# Freshman Applicants

<b>Freshman Scholarship Applications Process</b>	<b>2018</b>	<b>2019</b>	<b>Change</b>
<i>Applications Received</i>	1,868	2,609	<b>+ 40%</b>
<i>Applications Reviewed</i>	1,522	2,128	<b>+ 40%</b>
<i>Interviews Offered</i>	326	397	<b>+ 21%</b>
<i>Offers of Scholarships</i>	134	133	<b>- 1</b>
<i>Scholarships Accepted/SIR'd</i>	74	51	<b>- 31%</b>

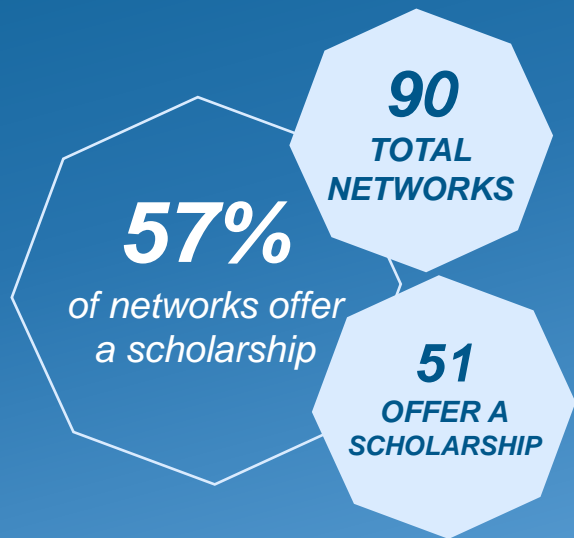
## Yield Data National Finals



# ► Impact of Volunteer Involvement

# Network-driven Scholarship Funding

***UCLA Alumni Networks take an active role in supporting future Bruins through scholarships***

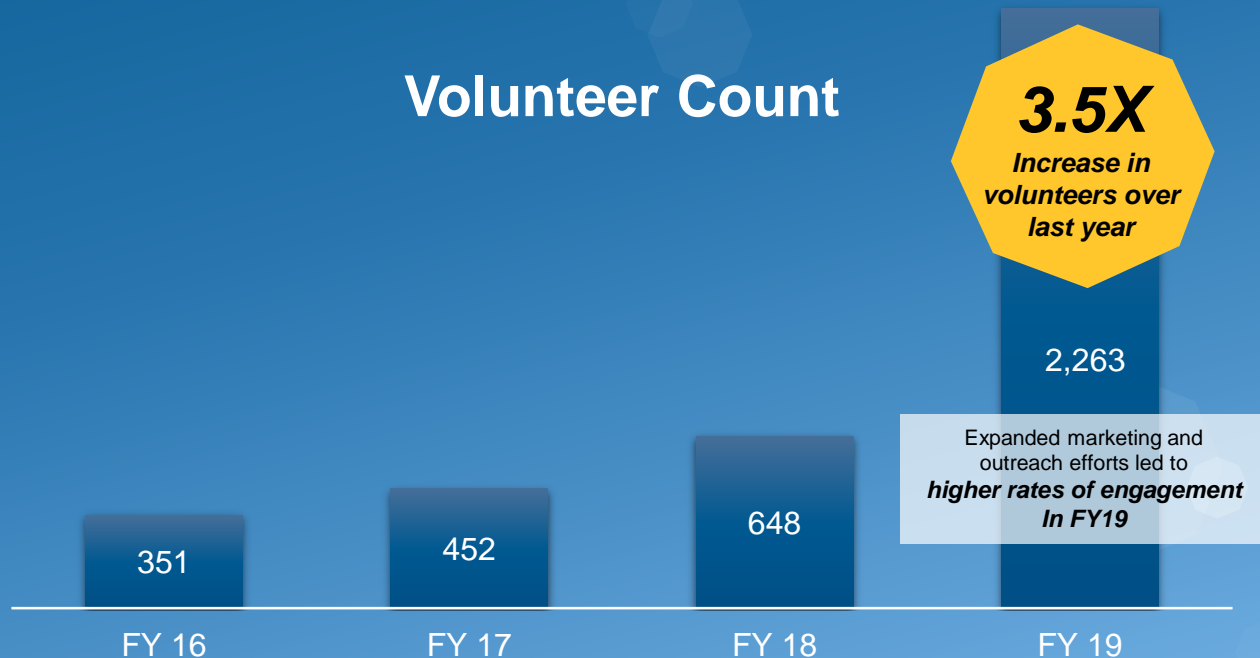


"I have been in education for over 40 years. UCLA has allowed me to be successful in my profession. Donating to UCLA is one part of being involved."

**- Karen Swanson '77**

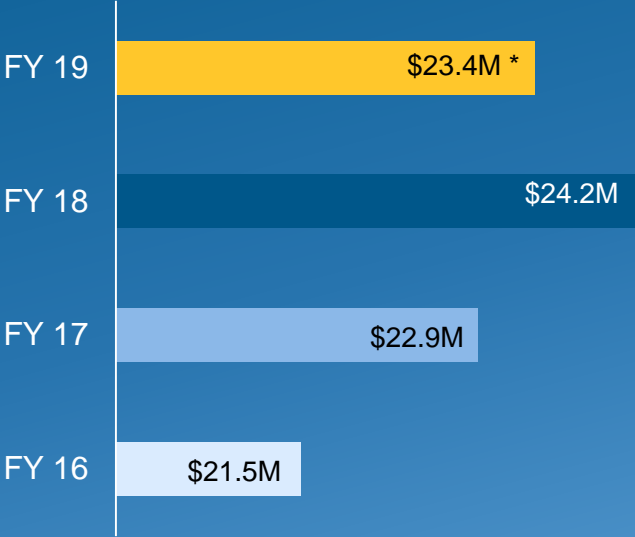
# Alumni Scholarships Volunteer Engagement

*Volunteers are actively engaged in supporting alumni scholarships*



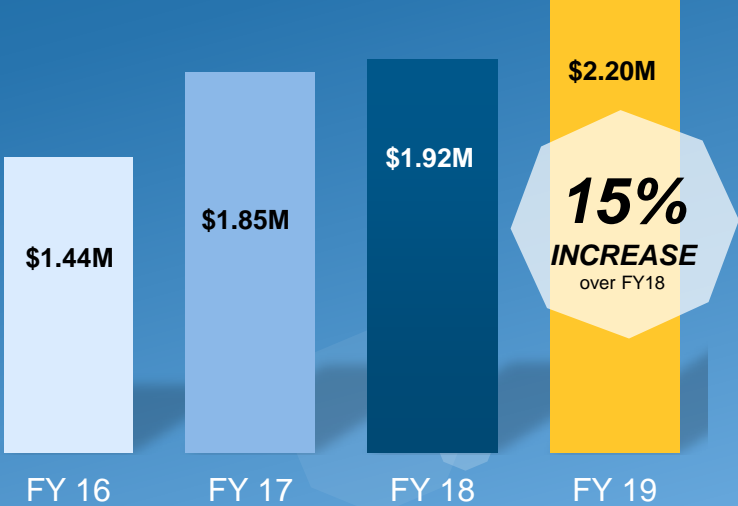
# Alumni Scholarships - Giving

## Total Dollars in Scholarship Endowment



## Endowment Ending Balance

\*FY19 Endowment ending balance went down even though there were positive investment returns, due to several funds shifting to other areas of the university, including Spirit Squad endowments, Athletics and Financial Aid.



## Total Scholarship Dollars Awarded

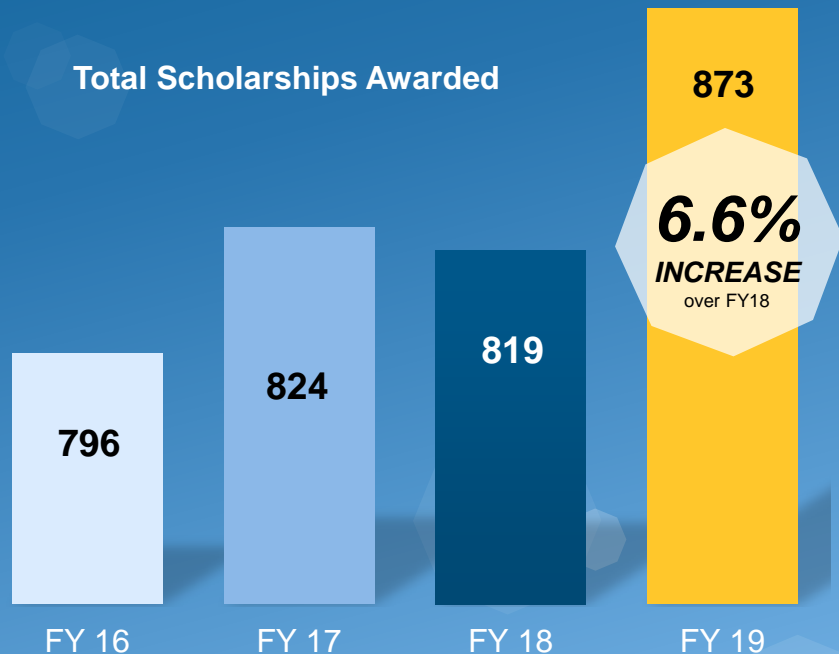


# Alumni Scholarships Awarded

"This scholarship has provided me with a ***unique opportunity to become involved with UCLA's Alumni Association*** as an undergraduate student and to get advice from alumni who were previously in my shoes."

**- Jodi Goldman '19**

Total Scholarships Awarded



# ▶ Alumni Board Commitment to Next Generation of Leaders

## Board Commitment

# Transform Alumni Scholarships

Develop an aspirational strategic plan  
that powers the Association's goal  
**to award sustainable,  
impactful scholarship  
awards for generations of  
scholars to come**

# Funding Model Projections

Scholarship Type / Funding	AY 21	AY 22	AY 23	AY 24	AY 25	AY 26	AY 27	AY 28	AY 29	AY 30	AY 31	AY 32	AY 33
<b>Freshman - 4 year</b>													
Network	6,000	9,000	12,000	15,000	18,000	21,000	24,000	27,000	30,000	33,000	36,000	39,000	42,000
# of Awards	100	90	80	75	75	75	80	90	100	110	120	130	140
Commitment Cost	600,000	810,000	960,000	1,125,000	1,350,000	1,575,000	1,920,000	2,430,000	3,000,000	3,630,000	4,320,000	5,070,000	5,880,000
<b>Transfer - 2 year</b>													
Network	3,000	4,500	6,000	7,500	9,000	10,500	12,000	13,500	15,000	16,500	18,000	19,500	21,000
# of Awards	25	25	25	25	25	25	25	25	25	25	25	25	25
Commitment Cost	75,000	112,500	150,000	187,500	225,000	262,500	300,000	337,500	375,000	412,500	450,000	487,500	525,000
<b>National Finalist - 4 year</b>													
Average Network Funding	15,000	19,000	23,000	27,000	31,000	35,000	39,000	43,000	47,000	51,000	55,000	59,000	63,000
# of Awards	12	12	12	12	12	12	12	12	12	12	12	12	12
Commitment Cost	180,000	228,000	276,000	324,000	372,000	420,000	468,000	516,000	564,000	612,000	660,000	708,000	756,000
<b>Annual Support</b>													
Networks	855,000	1,150,500	1,386,000	1,636,500	1,947,000	2,257,500	2,688,000	3,283,500	3,939,000	4,654,500	5,430,000	6,265,500	7,161,000
<b>Total Annual Commitment Cost</b>	<b>855,000</b>	<b>1,150,500</b>	<b>1,386,000</b>	<b>1,636,500</b>	<b>1,947,000</b>	<b>2,257,500</b>	<b>2,688,000</b>	<b>3,283,500</b>	<b>3,939,000</b>	<b>4,654,500</b>	<b>5,430,000</b>	<b>6,265,500</b>	<b>7,161,000</b>
Freshman Award	6,000	9,000	12,000	15,000	18,000	21,000	24,000	27,000	30,000	33,000	36,000	39,000	42,000
Transfer Award	3,000	4,500	6,000	7,500	9,000	10,500	12,000	13,500	15,000	16,500	18,000	19,500	21,000
Increase in Network Fund Support		35%	20%	18%	19%	16%	19%	22%	20%	18%	17%	15%	14%
Endowment Requirement	19,883,721	26,755,814	32,232,558	38,058,140	45,279,070	52,500,000	62,511,628	76,360,465	91,604,651	108,244,186	126,279,070	145,709,302	166,534,884

Assumptions	
Annual Increase - FR	3,000
Annual Increase - TR	1,500
Annual Increase - NF	4,000

# Projections, cont.

Scholarship Type / Funding	AY 34	AY 35	AY 36	AY 37	AY 38	AY 39	AY 40	AY 41	AY 42	AY 43	AY 44	AY 45	AY 46
<b><u>Freshman - 4 year</u></b>													
Network	45,000	48,000	51,000	54,000	57,000	60,000	63,000	66,000	69,000	72,000	75,000	78,000	81,000
# of Awards	150	150	150	150	150	150	150	150	150	150	150	150	150
Commitment Cost	6,750,000	7,200,000	7,650,000	8,100,000	8,550,000	9,000,000	9,450,000	9,900,000	10,350,000	10,800,000	11,250,000	11,700,000	12,150,000
<b><u>Transfer - 2 year</u></b>													
Network	22,500	24,000	25,500	27,000	28,500	30,000	31,500	33,000	34,500	36,000	37,500	39,000	40,500
# of Awards	25	25	25	25	25	25	25	25	25	25	25	25	25
Commitment Cost	562,500	600,000	637,500	675,000	712,500	750,000	787,500	825,000	862,500	900,000	937,500	975,000	1,012,500
<b><u>National Finalist - 4 year</u></b>													
Average Network Funding	67,000	71,000	75,000	79,000	83,000	87,000	91,000	95,000	99,000	103,000	107,000	111,000	115,000
# of Awards	12	12	12	12	12	12	12	12	12	12	12	12	12
Commitment Cost	804,000	852,000	900,000	948,000	996,000	1,044,000	1,092,000	1,140,000	1,188,000	1,236,000	1,284,000	1,332,000	1,380,000
<b><u>Annual Support</u></b>													
Networks	8,116,500	8,652,000	9,187,500	9,723,000	10,258,500	10,794,000	11,329,500	11,865,000	12,400,500	12,936,000	13,471,500	14,007,000	14,542,500
<b>Total Annual Commitment Cost</b>	<b>8,116,500</b>	<b>8,652,000</b>	<b>9,187,500</b>	<b>9,723,000</b>	<b>10,258,500</b>	<b>10,794,000</b>	<b>11,329,500</b>	<b>11,865,000</b>	<b>12,400,500</b>	<b>12,936,000</b>	<b>13,471,500</b>	<b>14,007,000</b>	<b>14,542,500</b>
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Transfer Award	22,500	24,000	25,500	27,000	28,500	30,000	31,500	33,000	34,500	36,000	37,500	39,000	40,500
Increase in Network Fund Support	13%	7%	6%	6%	6%	5%	5%	5%	5%	4%	4%	4%	4%
Endowment Requirement	188,755,814	201,209,302	213,662,791	226,116,279	238,569,767	251,023,256	263,476,744	275,930,233	288,383,721	300,837,209	313,290,698	325,744,186	338,197,674

## Current State Award Amounts

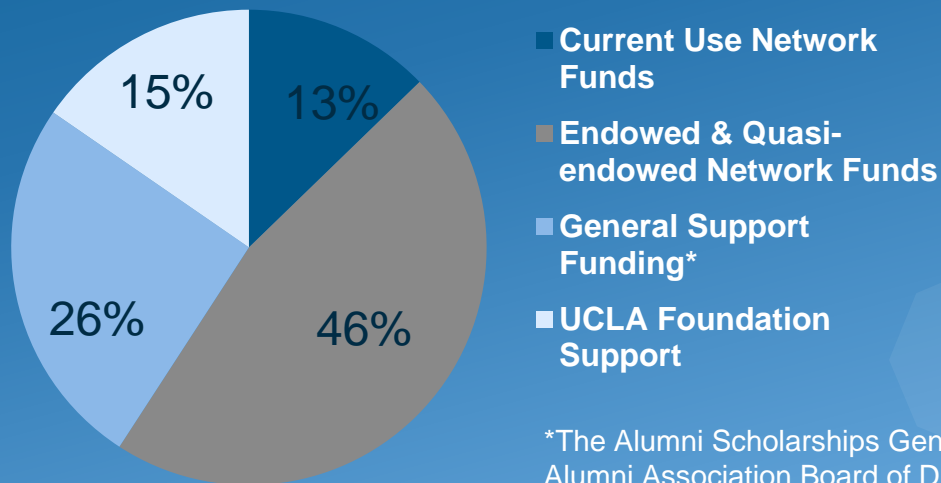
	Freshman	Transfer	National Finalist
Total Network Support Required	\$4,000	\$4,000	Varies
Total General Funding Provided	<u>\$2,000</u>	<u>\$2,000</u>	<u>None</u>
Total Award to the Scholar	\$6,000	\$6,000	

# Current State Funding Sources

In Award Year 2018-19, ASP Awarded

## \$1.3 Million

from the following sources

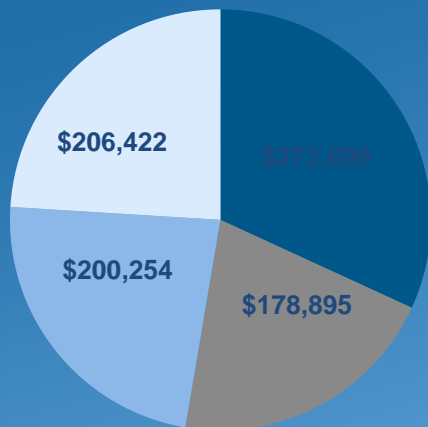


\*The Alumni Scholarships General Fund and the Alumni Association Board of Directors Scholarship Funds

# Current State Fundraising Sources

Alumni Scholars Funding Sources 2018-19

**\$859,270**



## FY 18-19 Funding Sources

- Current Use Network Gifts
- Endowed & Quasi-endowed Network Gifts
- General Support Gifts\*
- UCLA Foundation Support

\*The Alumni Scholarships General Fund and the Alumni Association Board of Directors Scholarship Funds



# Current Model Unsustainable

- ① Limited network resources
- ② Award amounts need to be materially larger (\$10,000 annually)

# Board Commitment Growing Student Support

## *Economic Model*

Determine and establish level of individual scholarship awards that create meaningful financial support beginning with the 2020-21 academic year. Build in future increases as will be projected in a budget planning model.

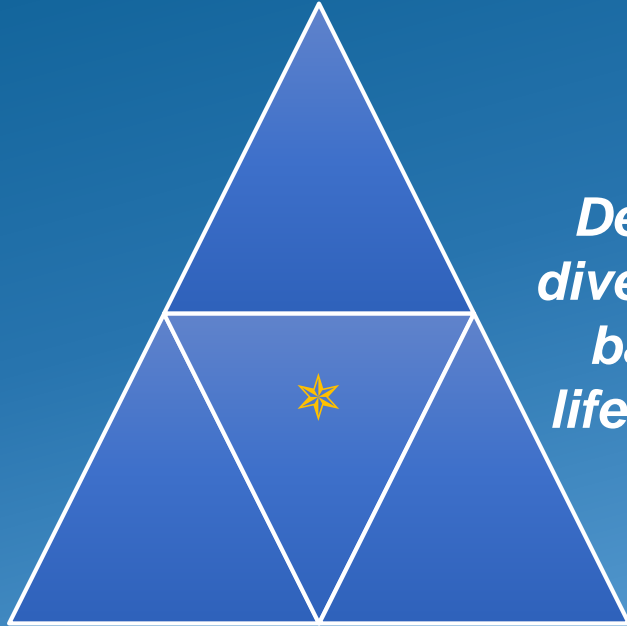
## *Funding Model*

Centralize award funds into shared pool, maximizing ability to fundraise and providing consistency for awarding; preserve characteristics of network funds and incorporate network strengths.

## *Funding Sources*

Enable Board and volunteer leaders to champion and communicate need for and impact of meaningful awards. Require Board members to raise/donate to Scholarship General Fund at personally meaningful level. Hire development officer to focus on Alumni Program fundraising, grants, corporate opportunities.

## Board Commitment “North Star”



***Develop future generations of diverse leaders who value giving back, civic engagement, and lifelong engagement with UCLA***

# ► Partnerships: UCLA Foundation, Enrollment Management & Alumni Networks

# UCLA Foundation & UCLA Investment Company Endowment & Philanthropic Partners

## UCLA Foundation

### Established in 1945 “UCLA Progress Fund”

- Created by Alumni Association leadership to focus on fundraising for scholarships
- Shared commitment to student support

### Local fiduciary control

- Engaged donor-volunteer led Board (concurrently serve on 35 boards and campaign committees across campus)
- Oversight of UCLA Investment Company
- Investment Policy Statement & payout rate

### Funds Under Management

- 3,000+
- Affiliated entities

# UCLA Investment Company

## Endowment Goals, Objectives

### Endowment Goal

Support generations of students, faculty, research, programs

### Investment Objectives

Time horizon (long haul); prudent risk



# Why Endow?

## **Income stream**

... while maintaining value of original gift

## **Reliable funding for beneficiary**

... year to year predictability

## **Donor legacy**

... preserve donor's gift intention in perpetuity

## **Campus funding**

... material impact on University budget

## Endowment Minimums

Ensure meaningful financial support to meet specific types of need

### STUDENT SUPPORT

**Postdoctoral** Fellowships: \$1 million

**Graduate** Fellowships:

- College of Letters and Science/Management/Engineering/Law/Medicine: \$350,000
- Other Professional Schools: \$250,000
- Professional Schools, partially funded: \$100,000

***Undergraduate Scholarships: \$100,000***

### FACULTY SUPPORT

**Dean's** Chair: \$5 million

**Endowed** Chair (with salary support): \$5 million

**Executive Chair in Medicine:** \$3 million

**Endowed** Chair (without salary support): \$2 million

**Endowed Administrative** Chair (Directorship): \$2 million

**Professional Development** Term Chair: \$1 million

**Recruitment/Distinguished Service/Teaching**  
Term Chair: \$500,000

**Teaching Awards:** \$250,000



# Partnership with UCLA

## Develop the Next Generation of UCLA Alumni Leadership

### **OFFICE of ENROLLMENT MANAGEMENT**

1. Select scholars
2. Set timeline

### **OFFICE of SCHOLARSHIPS & FINANCIAL AID**

1. Determine award amounts  
(consistent with gift  
agreements)

### **ALUMNI BOARD and NETWORKS**

1. Continued participation in virtual reading (due to Enrollment Management timing, no individual interviews )
2. Continued recruitment events/programs for prospective students
3. Enhanced wo/mentor programs for admitted scholars
4. Fundraise and steward donors

# ▶ Alumni Board Commitment to Alumni Network Partners: Resources & Support

# UCLA Alumni Scholarship Taskforce Focus Go-Forward Strategy & Next Steps

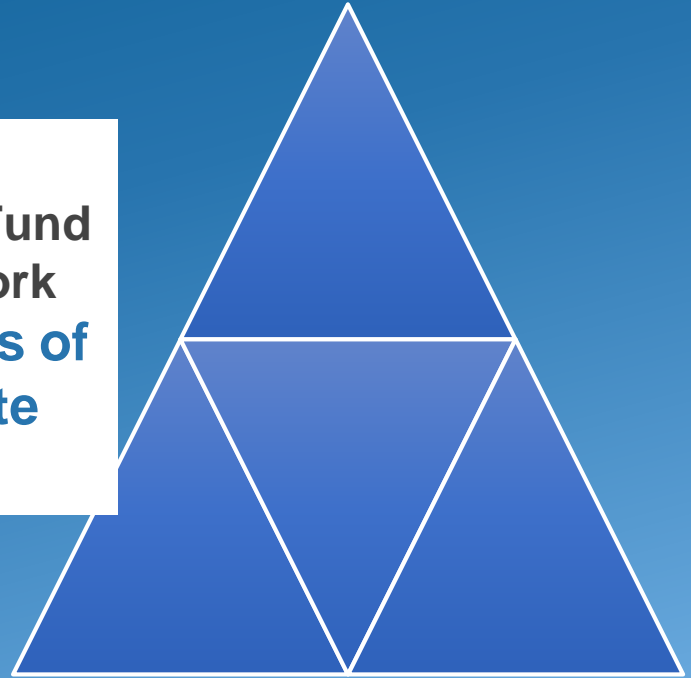


## Resources & Support

# Network Impact & Involvement

### ***Funding Model***

**Focus on fundraising for General Fund in order to further augment network funding; preserve characteristics of network funds and incorporate network strengths**



# Resources & Support

## Training Topics

- ▶ **Board on Board**
- ▶ **Defining Opportunities**
- ▶ **Cultivation and Solicitations: Art and Science of Donor Engagement**
- ▶ **Best Practices, Templates, Samples**
- ▶ **Identifying Prospects**
- ▶ **Other Giving Options**
- ▶ **Stewardship: Gift Acknowledgements, Impact Reports**
- ▶ **Partnership with Alumni Staff**
- ▶ **Data, Reports, Fundraising Reports, Donor Recognition**

# Next Steps Timeline

▶ **December 7 : update** Network leaders

▶ **January 2020 : Scholarship Fundraising and Stewardship Training**

▶ **Winter 2020 : Virtual application reading**, including Alumni Network participation; Individual interviews phased out due to yield **timing determined by Enrollment Management**; National Finalists determined by top **combined score** from virtual reading + application read score

▶ **March-April 2020 : execute plan to support Office of Enrollment Management recruitment efforts**

▶ **April-May 2020 : execute plan to support Office of Enrollment Management yield efforts**

▶ **June-August 2020 : execute plan for new scholars welcome activities**

▶ **September 2020 + : execute Network/Alumni Scholar engagement plan**

# Questions? Impressions?

# Interactive Input Post-Session Survey

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*Alumni Association Mission*  
**Enrich the Lives of Alumni and  
Involve Them in UCLA's Future**

**Thank You for Your  
Partnership!**