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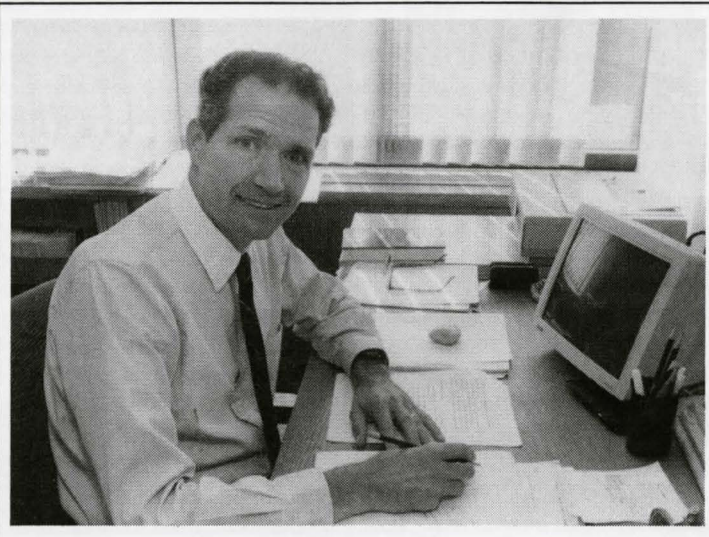
## Development Office raises new funds for UMass/Boston

*New department increases fundraising under leadership of Director Al Brill*

As everyone knows, the seemingly endless conveyor belt of negative reports concerning state-level revenue shortfalls and deficit financing creates an undesirable ripple effect on public institutions — particularly higher education.

Within this context, UMass/Boston is breaking new ground. In an effort to reduce UMB's dependency on state funding and broaden institutional support throughout different sectors, last year Chancellor Penney initiated a professionalization of the development office. Twelve months later, the results are impressive: initial funding targets for the Annual Fund and other initiatives were surpassed; UMass/Boston became more visible to outsiders as a result of special fundraising programs; funding support from UMB faculty and staff increased; the operations of the Development Office were significantly upgraded.

"It is gratifying to have the Board of Trustees affirm our efforts by increasing our develop-



*Director of Development Al Brill*

ment grant," said Vice Chancellor for External Relations Edward C. O'Malley, Jr.

Because of the unfriendly climate concerning public financing of postsecondary education, an effective development function takes on greater urgency and importance. Successful fund-

raising helps make possible greater levels of support for the University's pressing needs. For example, productive development allows the provision of additional funds for student scholarships and student retention projects. Productive fundraising also permits support for faculty research and faculty development.

Headed by Albert E. Brill, former Associate Dean of the College of Management who was appointed Director last year, the Development Office is making substantial progress toward improving its operational capabilities. According to Brill, UMass/Boston should soon be well-positioned to aggressively pursue alternative sources of support from those individuals and institutions sharing a belief in its mission. "One of our early goals has been to get basic systems in place, get our team in place," Brill explains. "Our job is building — putting the cornerstones in place for a system that will grow exponentially down the road. I'm optimistic about our ability to compete for outside private funds."

"We are on a five-year devel-

opment campaign," says Chancellor Penney. "The first year exceeded its goals and I want to give special thanks to Al Brill for his efforts. I also thank all of the UMass/Boston faculty, staff, and students who helped in the Annual Fund Drive. We're looking ahead to another successful year."

Highlights of the 1989-1990 include the following:

- Support for the Annual Fund increased by 300%, with revenues reaching \$183,740;

- Total giving by private sources—animated by a variety of initiatives from throughout the University in addition to Development Office efforts—increased to over \$620,000;

- A first time ever inside appeal to faculty and staff was conducted with net results of \$40,000;

- First time efforts to secure sizable donations from individuals were successful. Over thirty people provided support with leadership gifts at the \$1,000+ level; many of these donations were from faculty and staff;

- Several successful events were held to cultivate and recognize prospective and current donors. These events included a Chancellor's Club reception, a special viewing of the Monet exhibit at the Museum of Fine Arts, an Alumni Evening at the Boston Pops, and a number of special gatherings with prominent business executives, alumni, and community leaders.

For the first time in UMass/Boston's history, an Annual Report on Private Giving that chronicles the year's growth in income was issued this month by the Development Office. In addition to reporting on the results of the Annual Fund and other special efforts, the Report provides in-

• *continued on page 4*

## Regents' Chancellor Bromery keynotes UMB Convocation

Chancellor Randolph W. Bromery of the Board of Regents of Higher Education will be the keynote speaker at UMass/Boston's Convocation day ceremony to be held on Wednesday, September 19, 1990, it was announced by Chancellor Sherry H. Penney.

The ceremony will be held on the Plaza at the Harbor Campus, beginning at 11:30 a.m. The event marks the beginning of UMB's second quarter century of service to the Commonwealth.

"It is the only time that all members of the campus community come together in a spirit of celebration and to recognize the

accomplishments of the faculty, students and staff," said Chancellor Penney. "It is also a time to welcome new students and faculty to our campus community."

Following the formal ceremony, a luncheon will be held on the Plaza.

Chancellor Bromery agreed to his position on an interim basis when Franklyn G. Jenifer left in March to become president of Howard University. He is a tenured professor at UMass/Amherst, but most recently served for 16 months as acting president of Westfield State College.

# Charlie Titus's coaching job doesn't stop with athletes

*UMB's Athletic Director serves many roles in local community*

There aren't any days when he reports to work wondering whether he's really doing anything to help people.

By the end of each afternoon, Charlie Titus has usually answered several calls for help.

Titus, the UMass/Boston athletic director and basketball coach, might be better known in corners of Roxbury and Dorchester as a fixture of the human service sector.

Ever since he took a job in 1976 at the city's anti-poverty agency, Action for Boston Community Development, where he succeeded in pumping life into the struggling Youth Affairs Division, Titus has been a hot commodity as a leader of numerous other human service endeavors.

To hear him tell it, Titus got valuable lessons while serving as director of the ABCD Youth Division which was bobbing along with a \$1 million budget when he arrived and swimming in \$5 million and a lot of successful programs by the time he left in 1979.

ABCD was a very interesting place to work," Titus says. "At a very young age I was put in charge of a very big program. We had a number of grass roots people. There was no way I was going to walk into that kind of responsible job in the private sector.

"We spent a lot of time in Washington, D.C."

Today, Titus is reunited with an ABCD effort known as "The Club," a program aimed at setting needy Roxbury men ages 16 to 23 on a proper course. Participants have a variety of needs—some are seeking high school equivalency diplomas or are unmarried and trying to care responsibly for their infant children—and receive guidance through a mentoring arrangement which matches each with an older man of some professional stature.

"That mentor is the key to that young person's future," attests Titus, who is chairman of the board of the Roxbury-based initiative. He offers the example of the young man he himself is



*Athletic Director Charlie Titus*

mentoring as proof that the program can work.

"It's almost as if he's become part of my family," Titus says.

Yet Titus sees the value in setting modest goals. "In the human service field," he says, "you very seldom see immediate results."

Titus finds himself in special demand during these troubled times on the streets of Boston. He was recently empaneled by Mayor Raymond Flynn as a member of the newly formed "Youth Commission," a consortium of leaders sharing ideas for eliminating the rash of youth violence and promoting positive experiences for young people who don't share many. "This commission has a serious chance to have a strong impact on kids in this city," Titus says.

Titus is also a member of the Boston Parks and Recreation Commission and on the board of directors of the Roxbury Boys' and Girls' Club. Both entities, he says, have earned respect from the city's young people by showing they are serious about doing things right.

"Every time I leave a Parks

Commission meeting I feel we've accomplished a lot," Titus says.

The same might be said about the athletic facilities on the Harbor Campus.

Titus recalls when he first accepted the job as Athletic Director, several colleagues from private institutions warned against allowing the local community to use the facilities. "They'll wreck the place," he was told.

Titus rejected the advice.

"I told them, 'We're different than private schools. Everybody is going to be able to use these facilities at the same time, and it's going to work.' And I think it does. After all, the taxpayers are the people who are paying for this place. We're proud of what we've accomplished here."

On any given day, UMass/Boston's Catherine Forbes Clark Athletic Center or its surrounding fields are home to the All Dorchester Sports League, the Boys' Clubs, Dorchester House Multi-Service Center, or several other youth-service oriented outposts.

Titus's efforts on behalf of the community last year earned him the prestigious "Judge Harry

Elam Award" given by Project Commitment. Among his proudest achievements was being named one of Boston's 10 "Outstanding Young Leaders" in 1980 for his work at ABCD.

His appreciation for youth stems from his experience growing up in a Roxbury home scarce in material wealth but rich in a sense of duty. Titus had always worked in ABCD's summer jobs program.

At Boston Technical High School, Titus dreamed of being a football star until a broken foot interrupted. He switched to basketball as a sophomore and was a starting forward on the first city team to win the famed Tech Tourney at Boston Garden.

Titus accepted a basketball scholarship to St. Michael's College in bucolic Winooski, Vermont. Roxbury's busy streets must have seemed miles away.

Titus recalls being one of only three blacks in the freshman class, but he says his athletic background tumbled racial barriers. "I never experienced any racism on that campus," he says.

Titus returned summers to Roxbury to work. By the time his senior year rolled around, he was eyeing a coaching career and interviewed for an assistant's job with the new basketball coach at Georgetown, John Thompson.

Titus didn't get the job and returned to Boston, where he was soon cutting his teeth in the human service field.

Coaching, Titus says, remains a labor of love, but he's also grown fond of the administrative aspects of his career.

He doesn't aspire to lead a Top 20 power where coaches are consumed by their sport.

"If I was going to go in that direction, I'd have done it a few years ago," he says. "I had some interesting interviews a few years back at some colleges in the Midwest, but that wasn't for me. I care about athletics and athletes. It's important for me to be able to set the policy. I like what I'm doing here."

# CHANCELLOR'S COLUMN

During the colonial period in our nation's history, colleges were organized to impart knowledge to students, with the expectation that graduates would become responsible citizen, versed in the disciplines as well as possessing an understanding of moral values and their relation to society. The early American colleges were privately incorporated and often associated with a particular religious group which provided the necessary financial support.

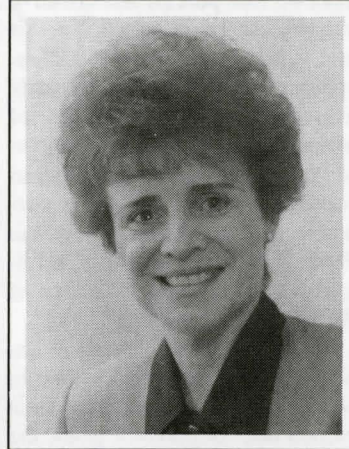
Two centuries later, another "brand" of colleges and universities emerged throughout our expanding national landscape. These institutions were creations of public governments and, by and large, were intended to help cultivate the improvement and growth of the agricultural sector. Financed by public resources, these public colleges and universities possessed missions and governance structures similar to those held by their private counterparts. To paraphrase Alexis de Tocqueville's description of the American character, higher education was one way to assure the development of those habits of the heart and mind so central to a civilized, democratic society. Indeed, the widespread perception was that support for higher education represented an investment in society's future.

Throughout the twentieth cen-

tury, this perception continued and translated into public financial commitments that varied state by state. Even as the American population moved from the farm to the factory, from rural settings to urban environments, the belief in the importance of higher education to the health of the polity was sustained. Unfortunately, this belief has become somewhat battered in the last few years — especially in Massachusetts. This is partly due to the growing paucity of fiscal resources and partly due to the failure of those of us within the academy to educate the general public and the press about what we do and how we do it.

One consequence, as we have witnessed over the past many months, is continued erosion of public support, which makes our reliance on public funding more precarious than ever. UMass/Boston, as have other institutions, has had to tighten its belt while continuing to insure the long-term vitality and continued development of the campus as a major public urban university.

In recognition of this state of affairs, last year we launched a five-year development campaign that is aimed at reducing our dependence on state funding and significantly expanding alternative, private sources of support. Under the fine direction of our Director



of Development, Al Brill, the campaign has been auspicious: revenues from the Annual Fund Drive climbed to over \$183,000 from \$53,000 in just one year; more contributions have been received from a broader base of individuals and institutions, thus enabling us to exceed our fundraising goals; and opportunities have been created to get our message across to a variety of publics.

These successes have made it possible to allocate additional funds for student scholarships and student retention projects as well as to faculty research and development efforts.

Because of these successes, I want to give special thanks to Al Brill for his efforts as well as to all of the UMass/Boston faculty, staff, and students who helped in the Annual Fund Drive. We are looking forward to another successful year, with part of the Fund Drive commencing in the Fall. There will be a number of fundraising activities geared to different donors occurring throughout the year. Members of the campus community who are interested in helping with this year's efforts should contact the Development Office for information on how to do so.

There is much work to do. In the last two years, UMass/Boston has moved from being a state supported institution to a state assisted institution. In Fiscal Year 1989, state appropriations constituted 70% of our total revenues. In FY91, state appropriations constituted 55%; if the current

proposed 4% across-the-board reduction is implemented, the percentage will drop to 53% of total revenues.

We have, however, shown that we can rise to the challenge. We anticipate receiving a grant for over \$600,000 for our Urban Harbors Program as well as an additional \$3 million endowment made to the University for activities carried out by the McCormack Institute. We recently received notice from the U.S. Department of Education that our proposal for graduate science-related education has been funded in the amount of \$105,000. Added to this is the continued funding of the Urban Scholars Program in the amount of \$267,000. We hope to continue to secure outside monies to provide support for programs that can no longer rely on state financing.

In this era of uncertainty and scarcity, I cannot overstate the importance and relevance of development efforts — which include annual giving, capital campaigns, alumni relations, and donor cultivation — to our institutional mission. In contrast to the tradition of the past three hundred years, discontent over American higher education, both public and private, has increased within many parts of our society. Within Congress and state legislatures, within the academy and outside it, there is a rising clamor of concern about how well we are able to carry out our primary task of teaching and research.

In addition to raising dollars, the development function has the added benefit of forcing us to make our case and convincing a potential donor of its validity. As Henry Rosovsky, former Dean of Harvard's Faculty of Arts and Sciences writes in *The University: An Owner's Manual*, "asking for money is an excellent way to test the free market, a most effective method of surveying the feelings and priorities of any constituency. 'Development' is a form of education for the giver and receiver."

Amen.

## Dr. Christine Armett-Kibel named Associate Provost/Academic Affairs

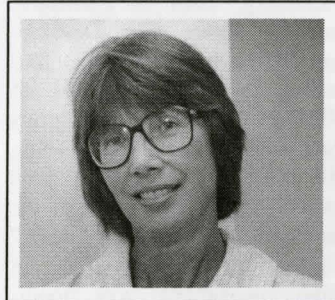
Dr. Christine Armett-Kibel has been appointed Associate Provost for Academic Affairs at UMass/Boston.

Dr. Armett-Kibel will have special responsibilities in the areas of science and technology.

A specialist in the field of micro-neuroanatomy, Dr. Armett-Kibel has published widely in the major journals of her field.

"UMass/Boston will benefit from her vigorous and sensitive style as she undertakes a new role of leadership in our academic endeavors," said Provost Leverett J. Zompa.

She received her Ph.D. in



Physiology from the University of London in 1961 and as been a member of the Biology Department in UMB's College of Arts and Sciences since 1968. She served as Chair of the Biology Department from 1985 to 1989.

# Development Office finds success in raising funds for UMB

• *continued from page 1*  
 mation on other successful fundraising projects, including those carried out by WUMB radio, the Athletic Department, Gerontology Alumni, and the College of Management.

## OFFICE OPERATIONS

Most of these positive achievements would not have been possible without the reorganization and installation of management systems in the Development Office. Given the heavy reliance on state funding at UMass/Boston and other state organizations, institutional fundraising historically has not been a priority. When they did occur, fundraising efforts were sporadic and not very profitable.

In the 1990s, institutions can no longer afford to be passive on the fundraising front. Competition for scarce resources requires sophisticated and persuasive measures. A professional team and information systems need to be in

place so that prompt and effective support can be provided. To this end, the Development Office appointed Susan Davis, formerly associated with the College of Management, as the new Director of the Annual Fund. Also hired to coordinate efforts soliciting corporate and foundation grants was Frank Fletcher, previously affiliated with the National Alliance of Business and the United Way.

One change Brill intends to implement this year is the manner in which the phonathon campaign is carried out. In previous years, the phonathon received relatively little attention; last year it was expanded to involve 120 volunteers from among alumni, faculty, staff, and students. As a result, pledges were much higher and actual receipts doubled. This year, Brill will adopt a system similar to the one used by UMass/Amherst: there will be year-round telephone solicitations conducted by people who are

trained and paid to do so. Because of this training and financial incentive, Brill expects that phonathon revenues will double. Students and others who are interested in participating in the phonathon campaign should contact Susan Davis in the Development Office.

In addition to hiring professional staff, the Development Office has installed a computer information system that makes possible a comprehensive data base on donors and prospects. "The new system is an important component of Development and Alumni Affairs office operations," says Brill. "Without it, we simply would not be able to maintain even steady-state operations."

Because fundraising also is a form of communication about an institution's mission and purpose, effective development requires a coherent and consistent message of what the institution is all about. Multiple messages from multiple parties directed to a potential donor invites confusion and inequities. To alleviate these, Chancellor Penney has designated the Development Office as the single conduit for all solicitations made to outside funding sources. Fundraising policy and procedures currently are being formulated and will be disseminated throughout the University community in the near future.

## FUTURE PLANS

While the dark cloud of recession may cast shadows on future fundraising, Brill is optimistic about the future. The Development Office has set a total fundraising target for 1990-91 at \$500,000. Although reaching this target will involve a lot of work, Brill believes "we have a good product to sell, even though the times are beginning to look sour."

There are several areas in which fundraising will occur. One involves support from members of the UMass/Boston community. According to Brill, generous donations made by the UMB community "send a message that we believe in ourselves."

Another front concerns alumni.

"The Annual Fund is the cornerstone of any development effort," Brill continues. "Joe O'Brien [Director of Alumni Affairs] is invaluable to us in this regard." In addition to the Annual Fund, alumni serve as prospective contributors through various planned giving arrangements. Planned giving is a form of deferred giving through structured agreements that typically involve a donor's capital assets or estate. The Development Office hopes to hire a planned giving officer on a part-time basis to assist with planned giving efforts. "With time, this planned giving operation will become an important and rewarding revenue source for the University," says Brill.

A third fundraising area pertains to foundation and corporate giving. Throughout the year, Frank Fletcher will be conducting a major corporate campaign for unrestricted contributions to UMass/Boston from regional firms both large and small. In addition to these activities, Fletcher stands ready to assist University program directors in looking for foundation and corporate grants, in accordance with the new guidelines.

Finally, there will be a series of special events throughout the year to promote UMass/Boston and cultivate potential donors. Currently being planned is a major event celebrating the arts at UMB.

## THE QUEST FOR SELF-SUFFICIENCY

While total independence from state coffers is unlikely, UMass/Boston remains cognizant of the need to become less reliant on state sources and more entrepreneurial in resource acquisition. In addition to the alternative revenue sources cultivated by the Development Office, the Office of Grants and Contracts, under the jurisdiction of Dean Fuad Safwat, provides assistance in obtaining government grants. With their combined objectives and professional capabilities, the quest for greater levels of institutional self-sufficiency seems promising.

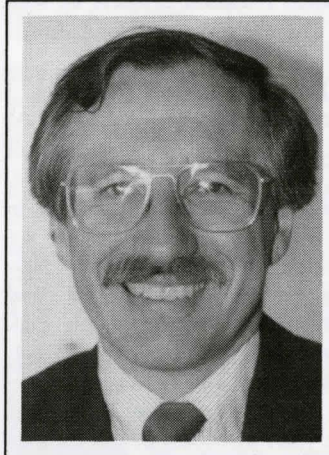
## Dr. Peter Langer appointed director of University Advising Center

Peter Langer has been appointed Director of UMass/Boston's University Advising Center, it was announced by Provost Leverett J. Zompa.

The newly-created center will assume responsibility for all general education academic advising on the Harbor Campus. It also will oversee career counseling, placement testing and new student orientation. The center will be opened formally later this year.

Dr. Langer has been in the Office of Policy Research and Planning since 1986. He also is the evaluator for the Boston Compact it's commitment of local colleges and universities to increase the enrollment and graduation rates of Boston Public School graduates.

Dr. Langer received his B.A. in Sociology, Phi Beta Kappa, from the University of Connecticut in 1968. After serving in the Peace Corps in Brazil, he attended the University of Chi-



cago, receiving his M.A. in 1974 and his Ph.D. in sociology there in 1977.

He previously served on the faculty of the University of Michigan and Boston University, where he co-directed a Ph.D. Program in applied social science. His academic specialties include urban and community studies, community redevelopment and evaluation research methods.