

## Kimberly Pulliam

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**From:** Academic Senate Chair  
**Sent:** Monday, April 25, 2016 11:25 PM  
**To:** academic-senate@ucdavis.edu  
**Cc:** Kimberly Pulliam; Edwin M Arevalo  
**Subject:** Report from Committee on Planning and Budget (CPB): Review of Office of Strategic Communications  
**Attachments:** cpb\_response\_strategic\_communications\_review\_final\_042516\_revised\_v2.pdf

Dear Colleagues:

On Friday, April 15 I asked the Committee on Planning and Budget (CPB) to perform an expedited review of resource allocations to the Office of Strategic Communications, and to report back to the Executive Council. Today the Executive Council received the attached report. As indicated, if there are any questions please contact the CPB Chair Debbie Niemeier ([dniemeier@ucdavis.edu](mailto:dniemeier@ucdavis.edu)).

Thank you,

André Knoesen  
Chair, Academic Senate  
Professor: Electrical and Computer Engineering

April 25, 2016

**André Knoesen**, Chair  
Davis Division of the Academic Senate

Dear André,

On April 14, 2016, you requested that the Committee on Budget and Planning (CPB) review expenditures within the Office of Strategic Communications (OSC). We have completed this review and provide the following observations:

- Strategic communications is an essential component of effective fundraising for today's universities. The average doctoral granting university spends around \$3.6m on marketing, with budgets ranging between \$100,000 and \$25,000,000.<sup>1</sup> Funding for slightly more than one-half of the universities of comparable size and scale had higher marketing budgets than UC Davis currently spends.
  - The current UC Davis funding level of \$4.9m (2015-16) for the OSC is appropriate to the level of enterprise the university represents. CPB was unanimous<sup>2</sup> in its belief that were the Strategic Communications Office not funded at this level, it would constitute a lack of good stewardship.
- Funding for the \$175,000 report identified in the Sacramento Bee reporting came from interest earned on the university's investment holdings. The funding for this work did not come from state General Fund allocations or from student tuition or fee revenues.<sup>3</sup>
- Funding provided to the Office of Strategic Communications appears to have been a good investment.
  - Between 2006 and 2014, the campus raised \$1.13 billion from 109,739 donors, an increase of approximately 109% over previous fundraising efforts. During the same period, OSC expenditures increased from \$2.8 million to \$4.9 million.

To conduct our review, CPB requested disclosure of yearly expenditures from 2006-07 to the 2015-16 budget year. As with our other requests, the administration was quickly forthcoming, providing budget information on April 19, 2016 that included salary, benefits, general assistance, supplies, equipment and facilities expenditures for the office. CPB requested further clarification of a number of items and further elaboration on these questions will be made available via the senate whiteboard.

Finally, it should be noted that Executive Council was briefed on our findings on April 21, 2016. If you or anyone else has any other questions, please contact me.

Sincerely,



Deb Niemeier, Chair  
Committee on Planning and Budget

Cc: Edwin Arevalo, Executive Director, Davis Division of the Academic Senate

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<sup>1</sup> Higher Ed Marketing Comes of Age: Data and insights from college marketing leaders, *Chronicle of Higher Education*, 2014

<sup>2</sup> Three members were absent from the meeting (revised 4/25/2016, Executive Council)

<sup>3</sup> Revised 4/25/2016 based on updated budget information. The memo was also slightly rearranged to improve clarity.