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)
Institutional Advancement Strategies in Hard Times

Michael D. Richards and Gerald R. Sherratt
Institutional Advancement Strategies
In Hard Times

Michael D. Richards and Gerald R. Sherratt

Contents

1  Overview

2  A Rationale for Institutional Advancement

14  An Examination of the Advancement Umbrella

37  Strategies for Institutional Advancement

42  Bibliography
Foreword
Overview
A Rationale For Institutional Advancement

Operating Context: The Dynamics of a University
An Examination of the Advancement Umbrella

Current Literature on Advancement
The Umbrella of Institutional Advancement

Alumni relations
Voluntary Support for Higher Education by Source
Public relations. In the past, higher education institutions have been more preoccupied with the formal presentation of the institution as a whole than with any particular set of publics or potential constituencies. Now, however, the public relations function is being recognized as an important role in the development of public relations at colleges and universities. As one consultant on public relations states, "Higher education's public image is not only an asset, but an essential asset." (14)

The community relations function at a college or university has developed as a major part of the public relations program. This is particularly true at institutions which have a strong community orientation, such as many of the large universities. The community relations function at such institutions is designed to involve the institution in the community's affairs and to help the institution serve the community's needs. In many instances, the community relations function is being developed in response to the need for closer ties between the institution and the community.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

One important aspect of the community relations function is the development of a community relations program that is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution. The community relations program is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.

Community relations programs are developed to reach out to the institution's various constituencies in order to inform as well as to listen to the needs of these groups. The community relations function is designed to help the institution understand the community's needs and to provide a means for the community to communicate its needs to the institution.
Internal and external communications
impact and productivity. The rest is in
the rest is a
that I can see
only with met.
Action and failure,
be based on the

In 1971,
likes and dislikes,
universities. Here are some of the
assumptions.
the new and

In essence, such
of the growth in
costs.
ble of the costs.

of the costs.
function of costs.

Output. Based on and 1971 Trends in Compu
ment (Blalock and Prichard 1971, Loomis in 1968, and
Input (Blank 1968).

Study attitudes and
these have defined measurement
indicators that best relate production
with income in the set of
Increasing levels of advancement activity.

Violence and aggression are often observed in young students, particularly in school settings where there is a high degree of competition and pressure. Adult roles are no longer considered necessary, and an emphasis placed on the passive role of children is evident in these settings.

In conclusion, it is apparent that the influence of the public school system on the development of young individuals varies widely. The effectiveness of any educational program depends on the responsiveness of the community to the demands of the educational system. The role of the schools in promoting higher education can be further enhanced by incorporating objectives that are consistent with the goals of higher education.
Strategies for Institutional Advancement

The Present Climate
Four Strategies and Four Challenges for the Future
Bibliography

1. Women in Academe: Steps to Greater Equality
   Judith Capettini and Barbara Leininger

2. Old Expectations, New Realities: The Academic Profession Revisited
   Carl Herr and Sharron

3. Changing in Higher Education
   R. C. Cameron and Donald

4. The Three Realities of Higher Education: Responsibilities and Realities
   Kenneth P. M. Hare and William J. Overton

5. Occupational Programs at Four-Year Colleges: Issues and Issues
   G. T. Gittins and Robert E. Kerrow

6. Evaluation and Development in Administrations
   Howard E. Nyffeler

7. Academic Advocacy: Strategies Through the Eighties
   Frank A. Thomas

8. Professional Education: The Eighties: Challenges and Responses
   James A. W. and Karen Putt

9. Adult Basic Education Programs
   Marion Doherty and Peter C. Moore

10. Survival Through Interdisciplinary: Assessing the Costs and Benefits of Interdisciplinary Cooperation
    Louis D. Petersen