

ENDOWMENT CAMPAIGN



# TRANSFORMING LIVES THROUGH EXCELLENCE IN COLLEGIATE ROWING

Strategic Plan



# 1. EXECUTIVE SUMMARY

## Objective:

Establish a \$10 million endowment by 2030 to support UCLA Men's Rowing, ensuring its success, longevity, and ability to mold young men and women into leaders for generations to come. The interest income from this level of endowment would provide two-thirds of the annual expenditure and the remaining one-third would be provided by annual giving.

## Rational:

An endowment of this size will provide stability and vitality thus allowing for long-term financial planning and commitments to the team and its leaders.

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# 2. STATUS OF THE PROGRAM

Today, the UCLA Men's Rowing program is the most talked about club program in America. The 2023 Varsity Eight won the gold medal at the ACRA National Championships, earning UCLA its first-ever national title in rowing. The program reached the podium with six boats at the 2022 Western Intercollegiate Rowing Association (WIRA) Championships. The varsity four, which won the Head of the Charles in 2019, also earned the right to participate at the Henley Royal Regatta in July 2022. On top of that, the team continues to be driven by walk-ons and it graduates upwards of a dozen seniors who are primed to become leaders and change-makers in their adult lives.

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# 3. THE FRIENDS OF UCLA ROWING

Friends of UCLA Rowing (FOUR) has an ambitious, yet achievable 2030 vision for the UCLA Men's Rowing program: to be the best club program in the United States. UCLA Men's Crew has a strong history of success and is now well-positioned to continue this success into the future.



## 4. BACKGROUND OF THE ENDOWMENT CAMPAIGN

In 2022, the FOUR Board asked several members to initiate planning to establish and launch an endowment campaign for the UCLA Men's Rowing Program. This campaign is about permanently establishing the opportunity for young men and women to share life-defining experiences through the sport of rowing. The board appointed an endowment committee and during the last 18 months significant planning has occurred, much of which is outlined in the phases and stages section of this plan.

The Endowment Committee began by conducting an assessment of the collegiate rowing landscape. It carried out diligence on endowment campaigns and how to raise money for them. A case statement was prepared, and the Head Coach was consulted to understand what investments would be needed to take the program to the next level and sustain it. A target annual budget of \$600,000 was established as realistic for sustained success. An explanatory document was prepared to make the case for this level of budget.

Almost two dozen hour-long interviews took place with select friends of the program and leaders of the National Rowing program as well as prominent former coaches at the University of Washington and the University of California at Berkeley.

From those recent discussions with alumni and key figures in the U.S. rowing community, important insights were obtained.

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## 5. STRATEGIC FRAMEWORK

### A. UCLA Men's Rowing's Vision:

Be the best collegiate club rowing program in the country.

### B. FOUR's Mission:

To provide financial, organizational, and inspirational support to the UCLA Men's Rowing Team.

### C. The Endowment's Objective:

To make the program permanently funded in a fully sustainable means, offering the young men and women of the program opportunities to learn the invaluable life lessons that one experiences through rowing, especially leadership, discipline, and teamwork.

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## 6. KEY STRATEGIC DECISIONS

- Update the 2030 vision to being the best collegiate club rowing program in the country, emphasizing the team vs. FOUR, the support group.
- Prioritize the club program and the ACRA league. This is sustainable, if not the future, of the sport. The ACRA league is appropriate. We say not to "win at all costs" and to prioritize the opportunity for walk-ons to benefit from the sport's lessons.
- Use the UCLA Foundation as the financial vehicle given the significant "back office" requirements that are needed to run an endowment fund and the absence of permanent financial staff within FOUR.
- Launch a parallel dedicated annual giving campaign rather than do these sequentially, we are confident that both can be successful.

# 7. STRATEGIC INVESTMENTS TO LIFT AND SUSTAIN THE PROGRAM WITH THE VISION

The budget for the Men's program, for the last several years, has been approximately \$300,000 per year. Ten years ago, FOUR's endowment fund was \$300,000 and there was no scholarship funding. Today, we have \$800,000 in the general endowment, \$600,000 in scholarship endowments and over \$1 million in the coaching endowment received from Bob and Mary Jo Newman towards their donation of \$2.5 million. We have recently been informed of additional donations to the endowment fund that will be announced shortly.

Based on the analysis done with the coaches, the annual budget to make these strategic investments will rise to \$600,000. A \$10 million endowment, at a 4 percent annual return, will generate \$400,000 each year and help guarantee two-thirds of the funds needed to sustain the program in perpetuity. Of course, this is the goal for the future to move away from significant reliance on "annual giving". In the near and mid-term younger and middle-aged alums will still be asked to donate towards annual giving to fund a percentage of the current expenditure needs while older alums will be asked to focus on the endowment fund.

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**To reach and maintain a position as the top club university rowing program in the country, the coaching staff have identified four strategic areas in which we need to invest. The Strategic Investments are:**

- 1 The Student-Athletes**  
Reduce the out-of-pocket expenses of daily operations currently paid by the rowers and continue building the scholarships to reduce the costs of tuition and living expenses for those in need.
- 2 Coaching Leadership**  
Increase our investment in coaching leadership, including a full-time head coach supported by a full-time frosh coach to better develop our young student-athletes.
- 3 Equipment/Technology**  
Consistently provide competitive racing and training boats, oars, and equipment, replacing two boats each year.
- 4 Consistent Presence at Key Regattas**  
Consistently participate in key national and international regattas to be visible, strengthen recruiting, and maintain credibility.

Currently FOUR has nearly \$2.5 million in hand and an additional nearly \$2 million committed. Based on our expectations of direct donations, gifts of appreciated stock, IRA charitable donations and legacy gifts, we believe a significant endowment is achievable. A parallel dedicated annual giving campaign will be conducted by the current team members and focused on closing any budget gaps as the endowment fund ramps up.



## 8. TEAM GOALS

	<b>Goal 1: The Student Athletes</b>	<b>Goal 2: Coaching Leadership</b>	<b>Goal 3: Equipment and Technology</b>	<b>Goal 4: Consistent Presence at Key Regattas</b>
<b>Objectives</b>	Transport to and from Marina Del Rey	Head Coach (full time)	Competitive Racing Shells for all crews	Compete at San Diego Crew Classic
	Parking on Campus	Frosh Coach (full time)	Uniform Training Shells	Compete at WIRA Championships
	Racing Uniforms	Assistant Coaches (part time)	Competitive Oars	Compete at ACRA Championships
	Training clothes	Rigger (part time)	Ergs and Training Equipment	Compete at Head of the Charles
	Financial Aid / Scholarships	Recruiting Travel budget for Coaches	Technology assistance	Compete at Key local races
	Academic tutoring		Maintain Trailer	Compete at International regatta(s) – when merited

## 9. TEAM BUDGET - 2023 TO 2030

\$10 Million Achieved by 2030								
Expected Expenses								
Line Item	Proj 2023-2024	Proj 2024-2025	Proj 2025-2026	Proj 2026-2027	Proj 2027-2028	Proj 2028-2029	Proj 2029-2030	
	Adopted	"Target"	"Target"	"Target"	"Target"	"Target"	"Target"	"Target"
Student Athletes (scholarships)	\$ 24,000	\$ 28,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 34,000	\$ 36,000	
Coaching Leadership	\$ 213,000	\$ 225,000	\$ 230,000	\$ 235,000	\$ 240,000	\$ 245,000	\$ 250,000	
Equipment and Technology	\$ 48,000	\$ 50,000	\$ 52,000	\$ 54,000	\$ 56,000	\$ 58,000	\$ 60,000	
Regattas	\$ 123,200	\$ 125,000	\$ 130,000	\$ 135,000	\$ 140,000	\$ 145,000	\$ 150,000	
Daily Operations	\$ 81,000	\$ 83,000	\$ 85,000	\$ 87,000	\$ 89,000	\$ 91,000	\$ 93,000	
Contingency	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
<b>Total</b>	<b>\$ 499,200</b>	<b>\$ 519,000</b>	<b>\$ 535,000</b>	<b>\$ 551,000</b>	<b>\$ 567,000</b>	<b>\$ 583,000</b>	<b>\$ 599,000</b>	
Projected Income								
Line	Proj 2023-2024	Proj 2024-2025	Proj 2025-2026	Proj 2026-2027	Proj 2027-2028	Proj 2028-2029	Proj 2029-2030	
	Anticipated	"Target"	"Target"	"Target"	"Target"	"Target"	"Target"	"Target"
Total Expenses (above)	499,200	519,000	535,000	551,000	567,000	583,000	599,000	
Annual Alumni Donations (target)	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 170,000	\$ 150,000	
Annual Parents/Friends Donations	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 76,500	\$ 48,500	
Student Participation Fee (50 x 1,850)	\$ 92,500	\$ 92,500	\$ 92,500	\$ 78,500	\$ 32,500	\$ -	\$ -	
General Endowment interest	\$ 32,000	\$ 48,000	\$ 80,000	\$ 100,000	\$ 140,000	\$ 180,000	\$ 220,000	
Scholarship Endowments interest	\$ 24,000	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 34,000	\$ 38,000	
Coaching Endowment interest	\$ 48,000	\$ 60,000	\$ 72,000	\$ 80,000	\$ 100,000	\$ 120,000	\$ 140,000	
Student ACRA Participation Fee	\$ 25,200	\$ 25,200	\$ -	\$ -	\$ -	\$ -	\$ -	
Apparel purchases	\$ 15,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	
ACRA Trailer Subsidy	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	
<b>Total Income</b>	<b>\$ 499,200</b>	<b>\$ 519,200</b>	<b>\$ 535,000</b>	<b>\$ 551,000</b>	<b>\$ 567,000</b>	<b>\$ 583,000</b>	<b>\$ 599,000</b>	
Scenario Above								
	Current levels		Target levels					
General Endowment	\$ 800,000	\$ 1,200,000	\$ 2,000,000	\$ 2,500,000	\$ 3,500,000	\$ 4,500,000	\$ 5,500,000	
Scholarship Endowments	\$ 612,815	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000	\$ 850,000	\$ 950,000	
Coaching Endowment	\$ 1,200,000	\$ 1,500,000	\$ 1,800,000	\$ 2,000,000	\$ 2,500,000	\$ 3,000,000	\$ 3,500,000	
Sub-total	\$ 2,612,815	\$ 3,350,000	\$ 4,500,000	\$ 5,250,000	\$ 6,800,000	\$ 8,350,000	\$ 9,950,000	
interest at 4%	\$ 104,505	\$ 134,000	\$ 180,000	\$ 210,000	\$ 272,000	\$ 334,000	\$ 398,000	

# 10. TACTICAL EXECUTION – STARTING IN DECEMBER 2023

## **Prospect Identification and Research**

Conduct detailed research to identify potential major donors, including alumni, local businesses, and philanthropists with an interest in sports and education. Utilize existing networks of alumni and rowing community members for introductions and referrals.

## **Legacy Giving and Planned Donations**

Encourage long-term commitments through legacy giving options and planned donations. We believe this represents the greatest potential and will yield the largest portion of gifts to the endowment campaign. We will pursue a focused educational effort to ensure prospects in their 60s and 70s are aware of this option including the tax benefits to them and will make it simple to understand and easy to do, working in conjunction with professional staff at UCLA.

## **Development of Campaign Materials**

Create compelling materials, including brochures, videos, and digital content, highlighting the program's achievements, vision, and impact of the endowment. Develop a strong case statement that resonates with various donor segments.

## **One-on-One Meetings**

Schedule personal meetings with high-potential donors to discuss the campaign and explore their interests and capacity for giving.

## **Public Campaign Launch**

Organize a public launch event to announce the campaign, creating momentum and public awareness. Leverage media outlets and social media platforms for broader reach and engagement.

## **Donor Recognition and Stewardship**

Implement a donor recognition program to acknowledge contributions in meaningful ways. Develop a stewardship plan to keep donors engaged and informed about the impact of their support.

## **Alumni and Community Events**

Host special events and regattas to engage the rowing community and alumni, encouraging support and networking. Offer opportunities for donors to interact with the team and see the program's impact firsthand.

## **Corporate Partnerships and Sponsorships**

Explore corporate sponsorships and partnerships, offering visibility and branding opportunities in exchange for support. Develop tailored proposals for businesses aligned with the program's values and objectives.

## **Grant Applications**

Identify and apply for grants from foundations and organizations supporting sports and education initiatives.

## **Monitoring and Evaluation**

**Continuous Monitoring and Feedback:**  
Regularly track the campaign's progress against milestones and adjust strategies based on donor feedback and changing circumstances.

# CHARTING OUR COURSE TO SUCCESS

As we launch this strategic plan for the UCLA Men's Rowing Endowment Campaign, we stand at a pivotal juncture for our program and the young men and women who will grace our boats in the years to come. Our journey towards a \$10 million endowment by 2030 is ambitious, yet deeply rooted in the rich legacy and unyielding spirit of UCLA Men's Rowing.

The strategies outlined in this plan provide a robust framework to raising funds and investing in the future of leadership, discipline, and excellence. Each contribution, whether of time, resources, or expertise, is a testament to our shared vision of nurturing leaders who will make a meaningful impact in the world.

In rowing, as in life, we move forward by looking back, drawing strength from our storied past to build a brighter future. Let us row with vigor, steer with wisdom, and look forward with anticipation to the successes that lie ahead.

With momentum on our side and confidence in our hearts, we are ready to take on this challenge and emerge victorious. Here's to setting our sights high and achieving greatness, together.

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## HOW TO CONTRIBUTE?

There are many ways to make a gift to the endowment. Gifts of all sizes are welcome:

- **One-time gift**
- **Appreciated stock, property, and annuities**
- **Pledges over multiple years**
- **Named endowments for specified, identified purposes**
- **Estate planning**

**There are many ways to give, see them all here:**

<https://www.uclafoundation.org/Resources/WaysToGive>

If you have any questions about your support of Men's Crew, the UCLA Student Affairs Development team is available to assist. Kindly direct your inquiries to [studentaffairsdevelopment@support.ucla.edu](mailto:studentaffairsdevelopment@support.ucla.edu) or call UCLA Donor Relations at 310-794-2447.



## Endowment Campaign Committee

The Endowment Committee conducted an analysis of the collegiate rowing landscape, worked closely with the coaching staff, and includes a dream team of alumni committed to putting the program on a sustainable path for years to come. Members include:

**Mark Klein**, Chair, formerly SVP, Public Affairs, CommonSpirit Health  
**Kevin Still**, retired insurance executive and Olympic bronze medallist  
**Matt Smith**, recently retired Executive Director, World Rowing  
**Chris Hirth**, retired technology executive, former FOUR Treasurer  
**Dominic Pardini**, President of the Board, Friends of UCLA Rowing  
**Marcel Stiffey**, Head Coach, UCLA Men's Rowing  
**Natoya Miller**, Associate Director of Development, Student Affairs, UCLA

To join our community of supporters or if you have any questions, contact members of the FOUR Endowment Committee: Mark Klein at 415-699-7050, Kevin Still at 914-548-8447, Matt Smith at +39-334-737-1145 (Italy) or Chris Hirth at 818-661-7546

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## Endowment Campaign Honorary Council:

The Endowment Campaign Honorary Council provides advice and suggestions to the Endowment Campaign Committee. Members include:

**Barry Berkett**

**Bob Frassetto**

**Bob Newman**

**Sheila Parker Tolle**

**Geof Strand**

**Craig Bleeker**

**Mary Gray**

**Terry Oftedal**

**Tim Powers**

**Norm Witt**

**John Di Pol**

**Jim Jorgensen**

**Bill Palmer**

**Jim Sims**

# FOUR: FRIENDS OF UCLA ROWING

FOUR is the community of alumni, friends and family that support the UCLA Men's Rowing team, whose mission is to provide financial, organizational, and inspirational support to the program.

Learn more about the efforts of FOUR: [www.uclamensrowing.com/four](http://www.uclamensrowing.com/four)

Sign up for the Strokewatch Newsletter: <https://www.uclamensrowing.com/home>

FOUR is deeply grateful for your consideration.