

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT  
REPORT SUMMARY**

**Date of Meeting:** October 14, 2016

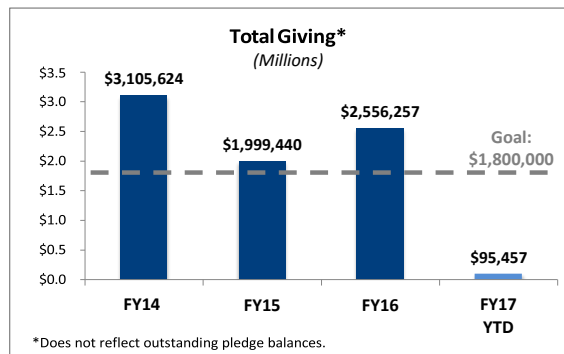
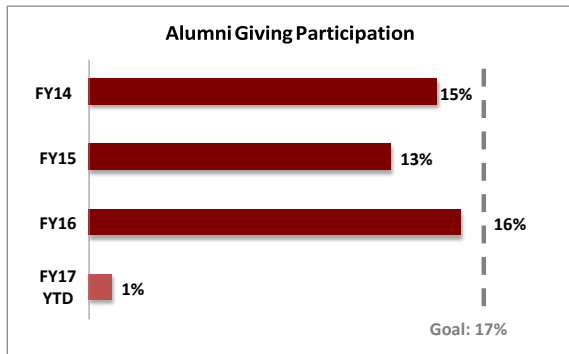
**Date of Next Meeting:** January 27, 2016

**Committee Chair:** Gail Harmon

**Committee Members:** Cindy Broyles, Peg Duchesne, Elizabeth Graves, Danielle Troyan, Dr. Tuajuanda Jordan, Judge Sven Holmes, Harry Weitzel, Allan Wagaman

**Staff Member:** Carolyn Curry

**Dashboard Metrics:**



\*Does not reflect outstanding pledge balances.  
Note: FY14-16 total annual giving averaged \$1.5 million yearly. The actuals shown are higher as they include one-time only estate gifts (FY14) and capital campaign donations (FY15, FY16) of more than \$300,000.

**Executive Summary:**

The Committee will review the 2016-2017 Institutional Advancement five strategic goals centering on fundraising, recruitment assistance, image, engagement and infrastructure. The focus will be on the following:

1. Key Development strategies including reaching \$1.8 million in annual giving for 2016-17; annual giving for student success (including internships), academic enrichment, scholarships and the St. Mary's Fund; Giving Tuesday; and enhanced donor relations.
2. Key Integrated Marketing strategies including recruitment marketing (in-state, out-of-state, transfer and international cohorts); image building; and website and social media enhancements
3. Key Alumni Relations strategies including reaching an alumni participation rate of 17%; database enhancements through the conversion to a new Advancement Services module; recruitment assistance; and engagement activities such as Bay-to-Bay in April, micro-internships, and Bookbag to Briefcase.



The Committee will review the current dashboard that includes total giving for fundraising (goal of \$1.8 million) and the alumni participation rate (goal of 17%). Development ended the 2015-16 year by finishing the \$2.5 million building campaign, securing the largest gift in SMCM history--\$2.2 million for the Jamie L. Roberts Stadium, and reaching a 16% alumni participation rate (surpassing goal of 15%). The Building Challenge Campaign saw the highest number of donors giving—a record 2,829. The 2015-16 total giving was \$2.55 million with total fundraising for the annual cycle, including pledges, at \$4.3 million thanks to the Robert Family donation.

The SMCM Foundation, Inc.'s current investment portfolio with JP Morgan (as of August 31, 2016) is \$29.3M.

The Committee will culminate the meeting with a discussion on ways the Board of Trustees can contribute to meeting the goals discussed, particularly in fundraising.

**Action Item(s) related to specific strategic plan goals as appropriate:**

No action items.

**Committee Action Taken/Action in Progress:**

**Recommendation to the Board:**

**INSTITUTIONAL ADVANCEMENT COMMITTEE**

**MEETING OF OCTOBER 14, 2016**

**AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A. Review 2016-17 Institutional Advancement Goals ([Attachment #1](#))
- B. Review Development key strategies
- C. Review Integrated Marketing key strategies
- D. Review Alumni Relations key strategies
- E. Review of Board's dashboard
- F. Update from SMCM Foundation, Inc.
- G. Discuss Board's role in reaching goals

**III. ACTION ITEMS**

- A. Approval of the Minutes dated April 25, 2016 ([Attachment #2](#))
- B. Approval of the Minutes dated June 9, 2016 ([Attachment #3](#))

**IV. INFORMATION ITEMS**

- A. Calendar of Key Events Related to Institutional Advancement ([Attachment #4](#))

The Committee does not expect any portion of this meeting will be closed.

# INSTITUTIONAL ADVANCEMENT

## *2016-2017 GOALS AND OBJECTIVES*

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**THIS PLAN INTEGRATES THE UNITS OF DEVELOPMENT \* ALUMNI RELATIONS \* EVENTS AND CONFERENCES\* INTEGRATED MARKETING \* COMMUNITY RELATIONS**

**IT DIRECTLY ALIGNS WITH THE COLLEGE'S NEW STRATEGIC PLAN**

### GOAL 1

**Expand philanthropic support for the College by raising \$1.8M in the 2016-17 annual giving cycle.**

- 1.1 Develop an annual fundraising strategy anchored to the College's strategic needs as articulated in *A Time for Rebirth: The Strategic Plan 2016-2019*.
- 1.2 Increase major gifts by 18%.
- 1.3 Improve the giving rates among employees (55%) and alumni (17%).
- 1.4 Promote naming opportunities.
- 1.5 Build and execute a corporate and foundation plan as well as a sponsorship plan.
- 1.6 Continue to grow the endowment through the SMCM Foundation.
- 1.7 Strengthen donor relations and stewardship to retain donors.
- 1.8 Cultivate a spirit of philanthropy among current students.

### GOAL 2

**Generate prospective student interest and affinity to help meet or exceed enrollment goals.**

2.1 Create and implement an enrollment marketing plan that consists of a suite of multi-tiered, multi-channeled communications to help reach recruitment goals for in-state, transfer, out-of-state and international populations.

*The plan will encompass these sub-objectives:*

2.1.1 Develop an online strategy using marketing best practices; expand the use of social media platforms, particularly with transfer and first-generation students.

2.1.2 Create alumni networks to augment out-of-state recruiting in key territories.

**2.1.3** Identify key markets for message penetration in collaboration with Admissions.

**2.2** Promote existing College programming of events and forums to augment the recruitment and retention messages to students, with the goal of showcasing an enriched college experience within and beyond the classrooms.

### **Goal 3**

#### **Enhance the College's visibility, reputation and influence.**

**3.1** Launch the Integrated Marketing Council (IMC), a broad-based campus group, to work on the College's market positioning and core messages.

**3.2** Continue to grow SMCM's statewide and national academic reputation through stories of faculty, student, alumni and staff accomplishments that can be utilized internally and externally.

**3.3** Create and implement SMCM's internal communications channels and processes that share news, official information, progress on the Strategic Plan, and key messages to employees; create a parallel system for students.

**3.4** Create and implement marketing platforms that leverage messaging across web, print, campus events and ceremonies, advertising and social media channels.

**3.5** Protect and promote the College's reputation through proactive issues management.

**3.6** Promote the President's leadership engagement on behalf of the College on the local, regional and national fronts.

### **GOAL 4**

#### **Broaden and deepen constituent engagement with the College.**

**4.1** Cultivate and grow the College's most valuable strategic relationships among business, community, educational, cultural and decision leaders and groups.

**4.2** Increase outreach and engagement efforts in diverse communities.

**4.3** Develop revenue and sponsorship opportunities to support events and programs that strategically engage key constituents, enhance the College's reputation, and exemplify the College's service to the community.

**4.4** Partner with the Alumni Council and alumni to strengthen alumni engagement; partner to identify strategic collaborative efforts in recruitment, webcasting, career development, fundraising, and in expanding Bay to Bay.

**4.5** Explore methods to launch a parent relations program that provides meaningful information and ways for families to connect with the College.

## **GOAL 5**

**Build the infrastructure necessary to ensure adequate Institutional Advancement tools and systems are in place to leverage opportunities and optimize effectiveness at all levels.**

**5.1** Establish baseline metrics related to objectives and related tactics.

**5.2** Implement the Advancement Services *Raiser's Edge* system to enhance core technology and data capabilities in development and alumni relations and also to streamline operations.

**5.3** Continue to develop the infrastructure and resources needed for the next major comprehensive campaign.

**5.4** Provide opportunities for the Institutional Advancement staff to keep current on trends and skills needed to effectively reach constituents in the ever-changing communications and fundraising marketplace.

**5.5** Continue to evaluate for improved processes and ROIs.

**BOARD OF TRUSTEES**

**INSTITUTIONAL ADVANCEMENT COMMITTEE**

**MINUTES**

**Date of Meeting:** April 25, 2016

**Status of Minutes:** DRAFT

**Committee Members Present:** Cindy Broyles '79, Katharine Russell (*by teleconference*), Danielle Troyan '92 (*by teleconference*), Gail Harmon (*by teleconference*), Harry Weitzel

**Committee Members Absent:** None.

**Others Present:** President Tuajuanda Jordan, Carolyn Curry, Allison Boyle (*by teleconference*), David Sushinsky, Alan Wagaman, Erin Millar (*by teleconference*), Chip Jackson, Laraine Glidden, Michael Wick, Ledesa Eddins, Kathy Grimes, Kelley Hernandez, Vera Damanka '17, Sandy Abell

**Executive Summary:**

Chairperson's Report

Chair Cindy Broyles called the meeting to order at 1:37 p.m.

Trustee Katharine Russell motioned to approve the minutes from the January 29, 2016 meeting; Ms. Danielle Troyan seconded. The minutes were approved as submitted.

Naming Opportunities Policy – Gifts or Honorarium:

Chair Broyles referenced the proposed Naming Opportunities Policy – Gifts or Honorarium (Attachment #2). The Development Committee has been working with Executive Director and VP Carolyn Curry to revise the current policy which was last reviewed in May 2003. The revised policy has thus far been reviewed and approved by the Board of Trustees' Building and Grounds Committee, the St. Mary's College of Maryland Foundation Board of Directors, and reviewed for legal sufficiency by the Office of the Attorney General. Ms. Russell moved to approve the Naming Opportunities Policy – Gifts or Honorarium as submitted. Ms. Troyan seconded. All were in favor. The policy will now be forwarded to the full Board of Trustees for review and approval.

Naming Guidelines for the President and Guidelines for Endowment Funding Levels:

At its last Committee meeting, the Committee requested that Vice President Carolyn Curry provide guidelines for the President to have when naming spaces other than whole buildings and to also include suggestions for endowment funding levels. The purpose was to ensure the Committee that such criterion was in place in addition to the Board's Naming Opportunities Policy. VP Curry presented both documents – Naming Guidelines for the President and

# ST MARY'S

## COLLEGE of MARYLAND

*The Public Honors College*

Guidelines for Endowment Funding Levels (Attachments #3 and #4). Chair Broyles noted that the framework of both of these guidelines follows best practices and will provide relevant guidance for President Jordan.

VP Curry advised that the policies of 19 different institutions were considered to inform the guidelines. Upon review of the two sets of draft guidelines, Chair Broyles moved to endorse them; Ms. Troyan seconded. Motion carried.

### Vice President of Institutional Advancement Report:

VP Carolyn Curry gave an overview of Institutional Advancement's FY16 progress on strategic goals and metrics as of April 18, 2016. Of note, FY16 Total Giving has reached \$1.4 M toward an annual goal of \$2.2M. Additional year-to-date metrics included a 14% alumni participation rate (goal of 15%), 37% faculty/staff participation rate (goal of 70%), 84% Trustee and Foundation Board participation rate (goal of 100%), and a slight decrease in the endowment market value (\$30.3M in September 2015 compared to \$28M as of March 31, 2016).

VP Curry reviewed fundraising tactics underway including the implementation of an Advancement Services module, the hiring of a Director of Corporate and Foundation Relations and an upcoming fund and friend raising reception hosted by Trustee Molly Mahoney Matthews, with co-hosts Ann McDaniel and Sven Holmes.

VP Curry also highlighted several tactics for increasing alumni participation including a short "All 4 St. Mary's" giving campaign in May and a Zero Class Reunion.

David Sushinsky, director of Alumni Relations, reviewed progress-to-date on Alumni Relations goals and metrics. The goals included: 1) strengthening engagement, 2) partnering with the Alumni Council to reach fundraising goals, and 3) creating a more efficient infrastructure. Selected tactics included assisting with President Jordan's on-the-road tours, developing social media volunteers, helping to launch the successful Bay-to-Bay Service Day April 23, and producing Alumni Weekend June 9-12 and the Golden & Beyond Reunion. Alumni mentoring will be strengthened through the "Bookbag to Briefcase" program, new micro-internship job shadowing, and the Life Fair. Alumni Relations also has a vastly improved communications system and will be involved in the conversion of data to a new system in the fall.

Chair Broyles applauded the work of the unit, its integration with Institutional Advancement and its important work with the Alumni Council. Ms. Troyan commented that alumni, through the leadership of Allan Wagaman and many others on the Council, are importantly engaged in helping to raise the alumni participation rate and the number of donations to the College.

### Foundation Report:

SMCM Foundation Board President Harry Weitzel provided an update from the April 19 Joint Investment Advisory Committee (JIAC) and Foundation Board meetings. He noted that a



thorough analysis was presented on how the Foundation's spend rate for FY17 was obtained. The Foundation has also significantly amended its Bylaws as part of a best practice review and is currently reviewing its Investment Policy with JIAC. Mr. Weitzel encouraged the Development Committee to share names with him of any prospective directors so the Foundation Board can be increased.

**Action Item(s):**

Approve the Naming Opportunities Policy to then present it to the full Board of Trustees on May 13, 2016.

The Naming Opportunities Policy was last reviewed in May 2003. The rationale for a new policy is that the former policy is outdated, and this policy is meant to supersede it and replace the old one. The College is in the midst of a building campaign, and a policy reflective of best practices is needed for donors. The current proposal updates the policy in light of best practices, clearly delineates the Board's authority, provides clearer processes, and provides guidelines for the naming of buildings and facilities.

**Committee Action Taken/Action in Progress:**

The Development Committee approved the Naming Opportunities Policy at its meeting April 25, 2016. In addition, the Building and Grounds Committee, at its meeting on April 19, 2016, also approved the Policy since this Committee is part of the official process. The Foundation Board of Directors also reviewed the Policy at its February 26, 2016 meeting as a matter of information.

**Recommendation to the Board:**

The Development Committee recommended approval of the Naming Opportunities Policy by the Board of Trustees at its meeting on May 13, 2016.

Meeting adjourned at 2:26 p.m.



**BOARD OF TRUSTEES**  
**DEVELOPMENT COMMITTEE**  
**MINUTES**

**Date of Meeting:** June 9, 2016

**Committee Members Present:** Chair Cindy Broyles '79, Gail Harmon, Katharine Russell, Danielle Troyan '92

**Committee Members Absent:** N/A

**Others Present:** Larry Leak '76, Mike O'Brien '68, Donny Bryan '73, Peg Duchesne '77, Tuajuanda Jordan, Carolyn Curry, Chip Jackson, Kathy Grimes, Anna Yates

**Executive Summary:**

Committee Chair Broyles '79 called a special meeting of the Development Committee to order at 2:17 p.m.

Discussion was held regarding the naming of the College's new athletic stadium per the Board's Naming Opportunities Policy. The naming of the stadium would be in honor of Jamie L. Roberts, a St. Mary's College class of 2011 economics major and three-sport star athlete who tragically lost her life at age 24 in June 2014. The Roberts Family donated a \$2.2 million gift to the College, a portion which would go to complete the \$2.5 Million Capital Building Challenge currently underway.

It was noted that there will be additional naming opportunities for stadium components, such as: locker rooms, workout rooms, et al.

The naming was approved by the Development Committee and forwarded to the Buildings and Grounds Committee, in accordance with the Naming Opportunities Policy, for its approval.

The Development Committee reconvened at 2:25 p.m. and received notification from the Buildings and Grounds Committee of its approval of the action item. In accordance with the Naming Opportunities Policy, the action item was forwarded to the Executive Committee for approval.

**Action Item II.A.: Naming of the New Athletic Stadium**

The Committee recommended the naming of the College's new athletic stadium, to be built as a component of the College's \$2.5 million capital campaign, the *Jamie L. Roberts Stadium*.



**Committee Action Taken/Action in Progress:**

The proposed action item was approved by the Development Committee at its June 9, 2016 meeting.

**Recommendation to the Board:**

The Development Committee recommends approval of this action item by the Executive Committee of the Board of Trustees during its June 9, 2016 special meeting.

The meeting adjourned 2:27 p.m.

## Selected Events – Institutional Advancement 2016-2017

<b>Details</b>	<b>Event</b>
October 15, 2016, 1:15 PM Anne Arundel Hall Courtyard	<b>Dedication ceremony for Anne Arundel Hall</b>
October 25, 2016, 7:30 PM St. Mary's Hall	<b>A Lecture by John Callahan, "Consciousness, Consciousness, Consciousness. And with consciousness, a more refined conscientiousness: Ralph Ellison in Our Turbulent American Times."</b>
November 15, 2016, 5:30-8:30 PM Pennsylvania Academy of Fine Arts	<b>President's Tour to Philadelphia</b> Remarks at 6:30 PM, reception at 7 PM
November 29, 2016	<b>Giving Tuesday</b>
December 9, 2016, 4:00 PM St. Mary's Hall	G.F. Handel's <b>"The Messiah"</b> concert
Winter Break (times & locations TBD)	<b>Microinternships</b> 30 finalized sites for Winter Break
January 12-14, 2017 Schaefer Hall; Daugherty-Palmer Commons	<b>Bookbag-to-Briefcase: Senior Transition Conference</b> Seminars in Schaefer Hall; Alumni Networking Reception on Saturday, January 14, 4-5 PM in Daugherty-Palmer Commons
January 16, 2017, 7:00 AM Campus Center Great Room	<b>Southern Maryland Martin Luther King, Jr. Prayer Breakfast</b>
March 1, 2017, 3:00-8:00 PM Various locations (Blackistone Room, Campus Center 205)	<b>The Lucille Clifton Legacy Award Celebration</b> 3:00 conversations in Blackistone Room; 5:30 dinner in Campus Center 205; reading, reception and presentation of award (time and location TBD)
March 2, 2017, 1:00-4:30 PM MPOARC Arena	<b>LIFE Fair</b>
March 7, 2017, 7:00-10:00 PM Michael P. O'Brien Athletic and Recreation Center	<b>Walter Mosley Event</b> 7:00 VIP reception; 8:00 keynote and Q&A, 9:30 book signing
April 21, 2017, 7:30 PM Michael P. O'Brien Athletic and Recreation Center	<b>Twain Lecture</b> - speaker Scott Dikkers, founding editor of Onion.com
April 22, 2017 (times & locations TBD)	<b>Bay-to-Bay Service Day</b>
May 5, 2017, time TBD St. Mary's Hall and Lawn	<b>Donor appreciation event</b>
May 13, 2017, 10:00 AM Townhouse Greens	<b>Commencement</b>
June 8-11, 2017 Locations campus-wide	<b>Alumni Weekend</b>
June 19-23, 2017	<b>Chesapeake Writers Conference</b>