



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE  
APRIL 16, 2025**

**AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A. Completing the Taking the LEAD campaign
  - 1. Progress-to-date
  - 2. Student Living Space Modernization Project –fundraising update
  - 3. Named Buildings and Spaces—a review
  - 4. Key Campaign Takeaways
- B. Increasing SMCM Standing as the College of Choice
  - 1. Alumni Engagement – update by Alumni Association President Kate Fritz
  - 2. Enrollment Marketing —digital video advertising campaign

**III. ACTION ITEMS—None**

**IV. INFORMATIONAL ITEMS**

- A. Report from St. Mary's College of Maryland Vice President of Institutional Advancement
- B. Taking the LEAD Campaign Dashboard
- C. Naming Opportunities
- D. Report from St. Mary's College of Maryland Alumni Association President
- E. Minutes from January 8, 2025

**V. ADJOURNMENT**



**BOARD OF TRUSTEES**  
**INSTITUTIONAL ADVANCEMENT COMMITTEE**  
**REPORT SUMMARY**

**Date of Meeting:** April 16, 2025

**Date of Next Meeting:** TBD

**Committee Chair:** Gail Harmon

**Committee Members:** Trustee Chair John Bell '95, Vice Chair Judy Fillius '79, Carlos Alcazar, Kate Fritz '04, Elizabeth Graves '95, Kristen Greenaway, Melanie Rosalez '92, President Tuajuanda Jordan

**Staff Members:** Vice President Carolyn Curry; Andrew Cognard-Black, faculty liaison; Gretchen Phillips, staff liaison; Sarah Miller Martin

**Executive Summary:**

Institutional Advancement (IA) aligns with *The Rising Tide* and advances the College's mission by enhancing its brand and reputation, driving philanthropy, increasing alumni engagement and positioning the College as a cultural hub for the region. The Institutional Advancement Committee meeting will focus on two of the four IA goals. First, with the Taking the LEAD campaign heading to closure on June 30, 2025, progress-to-date will be reviewed along with the ways donors will be thanked and informed of the campaign's overall impact. Updates on fundraising for the student living space modernization project as well as a review of named buildings and spaces from the campaign will be shared. Discussion will center on key campaign takeaways and how to position for the future.

The second IA goal--to increase the College's position as a College of Choice—will be covered via two topics. Alumni Association President Kate Fritz will touch on the ever-growing alumni engagement. The IAC will then learn and offer thoughts about two enrollment marketing strategies underway to assist Admission meet its goals.

These agenda items collectively advance the College's reputation, strengthen its brand and engage key constituents in helping the College realize its goals.

## Taking the LEAD Campaign Dashboard

*How HIGH Can We Fly?*

As of March 31, 2025

### LEAD Campaign Overview

	CUMULATIVE METRICS
Campaign Goal	\$ 20,000,000
Total Raised to Date (Total Value of Gifts/Pledges)	\$ 22,459,925
Balance of Outstanding Pledges and Unrealized Planned Gifts	\$ 7,096,313
Percent Raised toward \$20m Goal	112.30%

	FY21-FY24 Total	FY2025 YTD (\$3M Goal)	Total Campaign
Annual Total Raised	\$ 20,281,299	\$ 2,178,625	\$ 22,459,924
Annual Total Number of Major Gift Donors (\$10,000 and up)	\$ 162	\$ 24	\$ 186
Total Value of Major Gifts (\$10,000+)	\$ 17,780,448	\$ 1,533,065	\$ 19,313,513
Number of New Pledges	88	14	102
Value of New Pledges	\$ 7,929,833	\$ 713,411	\$ 8,643,244
Number of New Planned Gifts	5	6	11
Value of New Planned Gifts	\$ 4,823,735	\$ 241,790	\$ 5,065,525

### LEAD Campaign Priorities

Total Dollars Raised	FY21-FY24 Total	FY2025 YTD	Total Campaign
LEAD General Fund	\$ 3,508,497	\$ 755,492	\$ 4,263,989
New Academic Programs— Business Administration	\$ 411,005	\$ 402,900	\$ 813,905
New Academic Programs— Marine Science	\$ 320,368	\$ 58,401	\$ 378,770
New Academic Programs— Neuroscience	\$ 52,190	\$ 1,210	\$ 53,400
New Academic Programs— Performing Arts	\$ 1,568,989	\$ 4,200	\$ 1,573,189
Enhanced Curricular Support	\$ 1,302,549	\$ 168,396	\$ 1,470,944
Residence Hall Fund	-	\$ 29,725	\$ 29,725
Co-Curricular Support	\$ 459,376	\$ -	\$ 459,376
Honors College Promise	\$ 303,004	\$ 8,048	\$ 311,052
IDEAA	\$ 6,250	\$ 14	\$ 6,264
Scholarship Support	\$ 7,546,356	\$ 306,320	\$ 7,852,676
St. Mary's Fund	\$ 824,096	\$ 76,478	\$ 900,574
Unrestricted Endowment	\$ 2,502,200	\$ 2,000	\$ 2,504,200
Other	\$ 1,476,420	\$ 365,442	\$ 1,841,862
<b>TOTAL</b>	<b>\$ 20,281,299</b>	<b>\$ 2,178,625</b>	<b>\$ 22,459,924</b>



## **TRIBUTES & NAMINGS**

July 1, 2020 – March 31, 2025

### **Debita & Anirban BASU**

Studio A – Dodge Performing Arts Center

### **John J. BELL '95**

"Bell Bridge" and Lounges – Anne Arundel Hall

### **Cindy BROYLES '79**

"Larry Vote Recital Hall" – Dodge Performing Arts Center

### **Donald R. BRYAN '73**

North Field

### **Dallas Plugge DEAN '60**

"Dallas P. Dean Learning Commons"

### **Nancy Ruyle DODGE**

"Nancy R. and Norton T. Dodge Performing Arts Center"

### **Susan Lawrence & Joseph W. DYER**

Awesome Room, reserved – Muldoon River Center

### **J. David FLYNN '93**

Center for the Study of Democracy Office Suite, Lobby & Lounge – Anne Arundel Hall

### **Laraine M. & William B. GLIDDEN**

Psychology Lounge – Goodpaster Hall

### **Bonnie M. GREEN '74**

"Bonnie M. Green Alumni Center"

### **Carrie Fulton HARRISON '01**

Piano Learning Lab – Dodge Performing Arts Center

### **Lois Romano & Sven E. HOLMES**

Hospitality Suite – Jamie L. Roberts Stadium

**Thomasina HIERS '97 & Robert JOHNSON '93**

Box Office – Dodge Performing Arts Center

**Tuajuanda C. JORDAN**

Percussion Suite – Dodge Performing Arts Center

**William E. SEALE**

“William E. Seale Rowing Center”

**Helen Mattingly & Raymond J. WERNECKE**

Classrooms 109 & 110 – Anne Arundel Hall

**Donna L. WEST '76**

Collaboration Space – Anne Arundel Hall

**John C. WOBENSMITH '93**

“The Wobensmith Family Marine Science Academic Laboratory” – Schaefer Hall



# NAMING OPPORTUNITIES

## NANCY R. AND NORTON T. DODGE PERFORMING ARTS CENTER

SPACE	\$ Value & Status
<b>CONCERT HALL</b> A 700-seat acoustically tuned facility with stage and balcony will enhance musical performances and multimedia presentations for both the campus and Southern Maryland communities.	Consultation
<b>LOBBY</b> Will allow for intermission events, receptions and other special functions when not accommodating audiences.	Consultation
<b>BOX OFFICE</b>	Named
<b>RECITAL HALL</b>	Named
<b>PRACTICE STUDIO</b>	Named
<b>THREE REHEARSAL STUDIOS/CLASSROOMS</b>	\$25k each
<b>PERCUSSION SUITE</b>	Named
<b>ELECTRONIC MUSIC LAB</b>	\$20k
<b>PIANO LEARNING LAB</b>	Named
<b>STUDIO A</b>	Named
<b>STUDIO B</b>	\$15k

## DALLAS P. DEAN LEARNING COMMONS

SPACE	\$ Value & Status
<b>STUDY COMMONS</b> Will feature open space with both individual cubbies and shared tables as well as four study rooms.	Consultation
<b>LARGE CLASSROOM/SEMINAR ROOM</b>	\$50k
<b>TWO MEDIUM CLASSROOMS/SEMINAR ROOMS</b>	\$20k each
<b>GROUP TEACHING ROOM</b>	\$10k
<b>EDUCATION CURRICULUM CENTER/LAB</b>	Named

## OTHER

SPACE	\$ Value & Status
<b>COBB HOUSE</b> Home to the Alumni Center, dedicated September 23, 2017, and headquarters for the College's Alumni Office.	Named
<b>SCHAEFER HALL/MARINE SCIENCE ACADEMIC LAB 116</b>	Named
<b>GOODPASTER HALL/PSYCHOLOGY LOUNGE 129</b>	Named
<b>NORTH FIELD</b>	Committed
<b>MULDOON RIVER CENTER/"AWESOME" ROOM</b>	Committed

(as of April 2025; subject to change)



JAMIE L. ROBERTS STADIUM

SPACE	\$ Value & Status
TWO MEN’S TEAM ROOMS	\$25k each
TWO WOMEN’S TEAM ROOMS	\$25k each
SPORTS MEDICINE ROOM	Named
OFFICIALS LOCKER ROOM	\$10k
HOSPITALITY SUITE	Named
WEST VIP BOX FACING ARTIFICIAL TURF FIELD	Named
EAST VIP BOX FACING GRASS FIELD	\$25k
WEST PRESS BOX FACING ARTIFICIAL TURF FIELD	Named
EAST PRESS BOX FACING GRASS FIELD	Named

ANNE ARUNDEL HALL

SPACE	\$ Value & Status
<b>ANNE ARUNDEL HALL</b> Reconstructed and dedicated October 15, 2016, Anne Arundel Hall encompasses three buildings: North which includes the Blackistone Room, West, and South. The South Building is occupied by Historic St. Mary’s City.	Consultation
<b>NORTH BUILDING</b> Home to International Languages & Cultures and the Center for the Study of Democracy.	\$500k
<b>NORTH 104, THE CENTER FOR THE STUDY OF DEMOCRACY OFFICE SUITE</b>	Named
<b>NORTH 109, CLASSROOM</b>	Named
<b>NORTH 110, CLASSROOM</b>	Committed
<b>NORTH 111, CLASSROOM</b>	\$25k
<b>NORTH 116, LOBBY</b>	\$10k
<b>NORTH 204, SEMINAR ROOM</b>	\$30k
<b>NORTH 225, STUDENT PROJECTS ROOM</b>	\$10k
<b>NORTH-WEST BRIDGE</b> The bridge has views toward the St. Mary’s River and Historic St. Mary’s City and below to the Gail Harmon Courtyard.	Named
<b>GAIL HARMON COURTYARD</b>	Named
<b>WEST BUILDING</b> Home to Anthropology and Museum Studies.	\$500k
<b>WEST 103, ANTHROPOLOGY LAB</b>	\$100k
<b>WEST 104, SEMINAR ROOM</b>	\$30k
<b>WEST 113, STUDENT PROJECTS ROOM</b>	\$10k
<b>WEST 115, CLASSROOM</b>	\$25k
<b>WEST 203, MUSEUM STUDIES LAB</b>	\$100k
<b>WEST 209, CLASSROOM</b>	\$25k
<b>WEST 216, COLLABORATION SPACE</b>	Named

(as of April 2025; subject to change)



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**SMCM ALUMNI ASSOCIATION REPORT**

**Date of Meeting:** April 16, 2025

**Reporter:** Kate Fritz '04, SMCM Alumni Association president

The Alumni Council had been working hard preparing for a busy season of events as the weather warms.

**Bay to Bay Service** – Throughout April, we kick off our 8<sup>th</sup> annual Bay to Bay Service Days with 14 group service events in partnership with Alumni Relations, regional alumni chapter presidents and other alumni project leaders. Alumni, students and SMCM supporters can sign up at <https://www.smcm.edu/alumni/bay-to-bay-service-days>. Trustees welcome!

**Alumni Weekend** – June 12-15 is fast approaching and registration is open. With over 1,200 alumni and family members expected, this year's celebration will include the conclusion of the Taking the LEAD campaign and a chance to bid farewell to President Jordan. Trustees welcome!

**Alumni Council Scholarship and Recognition Committees** – The groups will announce award winners in mid-April to be honored at Alumni Weekend and will announce scholarship recipients by July 1.

**Regional Chapters** – Significant progress has been made in strengthening our regional alumni chapters, one of the priorities set at the Alumni Council retreat last summer. In November, President Jordan joined the Alumni Relations and Development staff in California where twice the required signatures were obtained to submit a petition to establish a chapter. In February, the Alumni Council approved the petition, officially establishing the Southern California Regional Alumni Chapter, our first new chapter in over five years. Megan Erickson '99 was also welcomed as the new president of the Boston Regional Alumni Chapter.

**Supporting Students** – A focus of our alumni engagement is to support students. The Alumni Council, including many of its members, joined the 300 alumni this semester for the Mentor-a-Seahawk program, providing guidance to 362 students in the LEAD 112 course. This initiative continues to be a meaningful way for alumni to connect with students while supporting the College's *Rising Tide* strategic plan.





**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**INSTITUTIONAL ADVANCEMENT REPORT**

**Date of Meeting:** April 16, 2025

**Reporter:** Carolyn Curry, vice president of Institutional Advancement

Institutional Advancement (IA) is comprised of the units of development, integrated marketing and communications, alumni relations, events and conferences and the Dodge Performing Arts Center (Dodge PAC). IA's strategic focus is to ensure a strong future for St. Mary's College of Maryland in an intensely competitive environment by advancing the College's reputation and brand as the National Public Honors College, inspiring philanthropy, strengthening alumni engagement and establishing the institution as a cultural hub for the region.

IA aligned its four goals with *The Rising Tide* strategic plan through the reporting period February 2025 – May 2025 as illustrated in selected progress points.

**Fundraising for the Taking the LEAD Campaign**

**Giving to date:** As of June 2024, the Taking the LEAD campaign surpassed its \$20M goal a year ahead of schedule raising \$20,281,299. The campaign transitioned to the How High Can We Fly? phase which will conclude in June 2025, with a 2024-25 goal of \$3M. To date \$2,178,625 has been raised toward that annual goal with 87% in current funds. Overall, \$22.4 million has been raised for the campaign with 54% allocated to current funds and 46% to endowed funds. Campaign updates and impact can be tracked at [go.smcm.edu/taking-the-lead/](https://go.smcm.edu/taking-the-lead/) as well as from the campaign dashboard with the IAC materials. Among activities during the reporting period:

- *Residence Hall modernization:* A major donor-driven fundraising initiative is underway for student living space upgrades this summer in one traditional residence hall, aiming to catalyze donations in the future for others. Don Stabile, professor of the College and major donor, is helping the development team with a matching gift challenge. To date, \$529,725 in current funds has been donated.
- *Planned Giving:* About 1,000 alumni are being cultivated for planned gifts. Foundation Director Scott Raspa '86, who made the College's largest planned gift (\$4M), is collaborating on outreach with the team. Six planned gifts totaling \$241,790 have been secured in the reporting period.
- *Grants:* \$174,765 (15 entities) has been received in corporate and foundation grants and sponsorships during this reporting period, with several others under consideration or development.

**Cultivation and stewardship:** To strengthen the donor pipeline, engage alumni and offer an opportunity for alumni, parents and friends to thank President Jordan for her 11 years of leadership, the Alumni Relations and Development teams produced the following gatherings to add to the ones noted in the last reporting cycle:

- *January 16-18:* Florida was the site for four events reaching 40+ participants. The team gathered in Jacksonville, Orlando, Fort Myers and Tampa with the latter attended by President Jordan.
- *February 21-22:* Portland and Seattle were the locations for two gatherings on the West Coast, both attended by President Jordan. About 40 participants attended.
- *March 21-22:* New England was the site for three gatherings with 50+ participants. The team gathered in Portland, Maine and Newport, Rhode Island culminating in Boston with President Jordan.

Thanking donors as the Taking the LEAD campaign ends in June is a priority to maintain the momentum for future giving. The team, assisted by Campaign Steering Committee members, thanked donors April 4 at the campuswide celebration for President Jordan. Similar efforts will be undertaken at Alumni Weekend June 13-14 and during the Mulberry Music Festival June 20. At the latter, the team, along with the Campaign Steering Committee, will be hosting a pre-festival reception in honor of those who have donated \$5,000 or more over the course of the campaign.

**Related Activities:** The team assisted with the annual Awards Convocation April 11, including overseeing 36 named fund awards to 41 recipients totaling \$32,416. Among other activities:

- Organizing the annual Landers Scholars meeting for the Landers Trust on April 24 where the team presents the impact of the Landers philanthropy and Trust officials have the opportunity to meet with Scholars and connect with those who directly oversee the program.
- Accompanied 20 students in March to JP Morgan's "Morning with Morgan" program in Washington, DC organized by the Center for Professional and Career Development. JP Morgan is the investment partner with the SMCM Foundation and regularly educates students about internships and employment at its firm.
- Applied the spend rate (an all-time high of 4.95%) as set annually by the SMCM Foundation to each endowed fund inclusive of scholarships. The effort has yielded more than \$1.1M in 2025-26 from endowed scholarships for leveraging by Student Financial Assistance.

## **Increasing SMCM's Standing as the College of Choice**

**Enrollment Marketing:** The IA integrated marketing team assists in realizing Admission funnel goals through multiple and targeted communication strategies. A sampling of actions is as follows:

- *Key page views:* Traffic through March 30 to key Admission pages, including visit pages and How to Apply, compared to 2023-24: pageviews are up 32% to 277k and users are up 60% to 165k. The team recently launched an additional aggressive digital campaign through spring.
- *Out -of -state:* The team created highly targeted digital video campaigns, backed by internet, display and social media retargeting, to support Admission outreach to select out-of-state markets. During the fall portion of the campaign (November through January) analysis showed 42% of new prospects or applicants during the period had been exposed to the videos. For the spring (March through May), nearly 160,000 video impressions plus an additional 23,000 retargeting impressions were served in March alone, resulting in over 1,100 website visits. The most visited page was “Campus Visit.” Overall, pageviews of Admission-related pages by users outside Maryland are up 32% year to year.
- *Print assets:* The team is currently redoing the entire viewbook for the 2025-26 marketing cycle with input from Admission; the team is also overseeing a several day photo shoot to complement the new messaging and design. The new viewbook will set the standard for messaging and marketing updates in smaller Admission communiques produced.
- *Third party validation:* The team added to its national awards by landing four Admission-related accolades in the 40<sup>th</sup> Annual Educational Advertising Awards announced March 11. The team won golds both for its Quick Fact card and for its total digital marketing campaign for fall Admission recruitment. It also won silver for its Admission location brochure and a merit recognition for its prospective student viewbook design.

**Alumni Engagement:** Choosing to have alumni engage in strategic SMCM activities is the goal of the Alumni Relations team through bi-monthly communiques, e-newsletters and social media. Within digital media engagements, Instagram is significantly up over the same period last year with strong audience growth (+20.6% at 1,789) and higher total engagements (+126.9% at 2,632). The Alumni Relations team partnered with Development to take Seahawks on the Road (see tours noted earlier in this report). Among the results: the trip to California last semester garnered enough signatures to have a new alumni chapter formed and a new chapter president stepped up to lead the Boston Regional Alumni Chapter. Other updates include:

- *Bay to Bay Service Days (throughout April):* Kicking off with a plethora of College and county area events on April 6—in which President Jordan participated—more than 14

projects are on tap throughout Maryland, Washington, D.C., Philadelphia, Boston, New York, Seattle, among others. While final numbers will not be tallied until May, already more than double have signed up over last year (173 to date). This year, Alumni Relations partnered with the Office of Community Outreach and Engagement and the Center for Career and Professional Development to expand ways students could engage in service projects.

- *Mentor-a-Seahawk*: In connection with the Center for Career and Professional Development, Alumni Relations recruited 300 alumni mentors to date for spring whereby 362 students were matched.
- *Refer-a-Seahawk*: 40 alumni to date have referred 46 prospective students, progressing toward the FY25 goal of 67 referrals.
- *Event engagement*: Alumni Relations also co-produces with Athletics the annual Spring Break-a-Sweat (April 12) and produces Alumni Weekend June 12-15 to offer alumni chances to engage in the College and network among friends. It also celebrates soon-to-be-alumni with an Almost Alumni Cookout in May for seniors.

**Affinity Marketing:** The integrated marketing team continues to enhance SMCM's online presence by updating and creating fresh content across numerous webpages. The parent/family online newsletter has resulted in 2.5k click-throughs in the reporting period (four issues) meaning that users are clicking to related information of interest. Also of note:

- A new paid social media campaign just kicked in to boost external LEAD pageviews with initial results coming in June 2025.
- Throughout the spring, efforts will continue to purge outdated web pages and content in partnership with departments across campus as well as work on web accessibility issues.
- A new template to increase content engagement among key department pages is being tested for summer implementation.
- Each day the team produces a SMCMDaily newsletter for all faculty and staff and The Current, a web-based student communications platform. Link tracking shows clicks on faculty/staff/student emails driving to these vehicles are up approximately 13% to 2.2k click-throughs per month. Baseline traffic for The Current shows approximately 2.1k visits per month.

### **Advancing The National Public Honors College and LEAD**

The winter Mulberry Tree magazine (reaching 14,000 readers) spotlighted the Taking the LEAD fundraising campaign and the impact of donations on LEAD initiatives. It also focused on the breadth and depth of alumni engagement. Among other tactics employed in the reporting period:

- LEAD visibility: a new paid social media campaign just kicked in to boost external LEAD pageviews with initial results coming in June 2025.
- The team generated 40+ unique media stories over the reporting period (exclusive of event marketing and not including stories resent via social media); check [inside.smcm.edu/news](https://inside.smcm.edu/news) for details.
- The College's ranking achievements are leveraged across ads, social media and promotional materials. Visits to the College Rankings webpage grew by 8% in the reporting period.
- Middle States: The team assisted with publicity for the onsite accreditation visit in March as well as designed the final report for submission, posted on the website for the internal community.
- IA's video intern Anthony Lanzano '25 was recognized in March with a merit award from the 40<sup>th</sup> Annual Educational Advertising Awards for the Chiles Homesite Anthropology Excavation video in partnership with Professor of Anthropology Liza Gijanto and her students.
- IA produced on April 4 a campus wide Celebration of the Legacy of President Jordan in the Dodge PAC, complete with tributes from key campus constituencies and a video snapshot of her 11 years. A reception followed with special snacks and swag; about 400 attended.

### **Enhancing SMCM as a Cultural Hub and Sought-after Regional Resource**

In ongoing efforts to promote the Commemorative to Enslaved Peoples of Southern Maryland, pageviews are up 21% through March when compared to the same time last year. Among other initiatives:

**Events:** During the reporting period, IA marketed and supported the following events, among others, ensuring that the College's brand and image were elevated: MLK Day speaker event (350 attendees up 230% over last year), an Evening with Lucille Clifton (52 attendees), and Mark Twain event with Rainn Wilson (708 attendees up 26%). The team is also supporting the Trailblazer Dinner (April 10), the Awards Convocation (April 11), Commencement (May 10), Alumni Weekend (June 13-14) and the Mulberry Music Festival (June 20). The Events staff oversees summer conferences beginning on June 22 (eight scheduled). The team also manages the new venue scheduling system and has trained 179 users to date.

**Dodge Performing Arts Center:** In FY24, 50 events drew a total of 7,355 attendees, averaging 147 attendees per event. In FY25, 41 events drew 6,392 attendees, averaging 156 per event. The reduction in total events in FY25 has been a strategic decision to streamline programming and focus on maximizing use of the primary performance spaces---the Concert Hall and Recital Hall. This approach has improved access for the Music Department and its students while also

boosting revenue potential through increased rentals and ticketed events. Currently, the Dodge PAC's net income for FY25 stands at \$112,691, an increase of 19% over all FY24.

Since July 1, ten events have reached "sold out" status (i.e., all tickets claimed, though not actual attendance due to melt). Of these, three were paid ticketed events -- Danu, The Reagan Years and the Twain Lecture Series presents Rainn Wilson—all of which generated profits.

- *Community outreach:* The Dodge PAC is establishing itself as a premier place where artists in the community and region want to perform and where audience members want to hear them. Significantly, more artist managers are reaching out to the Dodge PAC to host their artists showing that it is being recognized as a desired venue. Also, revenue-generating partnerships with groups like Ballet Caliente, the Chesapeake Orchestra, COSMIC Symphony, and most recently St. Maries Choral Arts, transform SMCM into a regional hub.
- *Student outreach:* Keith Hinton, interim executive director of the Dodge PAC, is collaborating with the Music Department to develop students as lead technical operators for student performances and assist professional technical operators with professional events. He is also working to attract non-music students to engage in technical field areas as well.
- *Art installation:* A commissioned piece by artist Aurora Robson was dedicated in a lecture/ribbon cutting event March 26 led by Academic Affairs and made possible by the State of Maryland and the Maryland State Arts Council.
- *Integrated marketing:* A distinctive logo complementing the College logo was created for the Dodge PAC that is now featured on its website and on promotional materials. As third-party validation, the integrated marketing team won a prestigious gold award in March for the logo in the 40<sup>th</sup> Annual Educational Advertising Awards. The team also expanded the Dodge PAC website encompassing multiple pages with a more navigable layout. Year over year, the Dodge PAC home page has generated a 15% increase in pageviews.



**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE  
MINUTES**

**Date of Meeting:** January 8, 2025

**Status of Minutes:** Approved

**Institutional Advancement Committee Members Present:** Committee Chair Gail Harmon, Trustee Chair John Bell '95, Carlos Alcazar, Judith Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan, Melanie Rosalez '92

**Members Absent:** Kate Fritz '04, Kristen Greenaway

**Staff Member:** Vice President for Institutional Advancement Carolyn Curry

**Others Present:** Andrew Cognard-Black (faculty liaison), Gretchen Phillips (staff liaison), Mary Broadwater, Adrienne Dozier, David Hautanen, Sarah Miller Martin, Amir Mohammadi, Chuck Steenburgh, David Taylor

Chair Gail Harmon opened the meeting at 9:03 a.m. with a brief overview of the agenda, noting that in Kate Fritz's absence Vice President of Institutional Advancement Carolyn Curry would deliver the Alumni Association President's report. She noted that three IA goals related to fundraising, marketing and events would be reviewed with an eye toward how they were complementing the *The Rising Tide* strategic plan, how they were generating revenue and what upcoming actions would up keep the momentum for the upcoming new presidency.

**Finishing the Taking the LEAD campaign: How High Can We Fly?**

VP Curry noted the campaign had surpassed its \$20M goal last summer, reaching \$21.9M, with efforts ongoing to raise an additional \$3M by June 30, 2025, of which \$1.9M has been secured. Overall, the campaign has raised 54% in current funds and 46% in endowed funds. Of the \$1.9M raised since June 2024, 90% is in current funds and 10% in endowed funds. VP Curry acknowledged the importance of the LEAD general fund to support priority initiatives under *The Rising Tide*. Not only are campaign funds assisting with this year's strategic needs, but funds will also be earmarked to help realize *The Rising Tide* initiatives in FY26.

Major gifts are now being solicited to modernize student living spaces to help recruitment and retention. The initial project (est. \$1.6M) would modernize restroom facilities in one traditional residence hall as a kickoff to a larger plan by the College to address student housing needs more broadly. The aim is to raise the funds for one traditional hall to be worked on this summer. Don Stabile, professor of the College, is working with the development team on a challenge grant whereby he would match major gift donations. More than a dozen prospects have been approached thus far. Trustee Chair John Bell made the first donation to encourage and incentivize

others. After discussion, Chair Harmon urged Committee members to take his lead and to reach out to alumni who might understand the need; she thanked Trustees Elizabeth Grave, Melanie Rosalez and Judy Filius for doing just that.

VP Curry mentioned that while there was general enthusiasm for the project among those approached, there was some hesitancy to donate large sums until they could see how their funds played into a comprehensive College plan endorsed by the Board and the incoming president. The Alumni Council gave the project a thumbs up, indicating that they believed alumni would give to this cause in the future and offered suggestions on leveraging a competitive and targeted approach.

Alumni play a key role in growing the giving pipeline, among other student-focused initiatives. VP Curry reported that the Alumni Council surpassed its *Giving Tuesday* Alumni Challenge amount from \$30,000 to \$43,000 this year. The challenge dollars incentivized donors and helped break three records: over 4,000 gifts from 3,900 unique donors raised \$416,000. This dollar figure was further bolstered by a \$400,000 restricted gift from Bill Seale, dedicated to the professorship in business administration. IA is on the road in FY25 with President Jordan to thank alumni, parents and friends for embracing SMCM; California and Florida gatherings have recently been held with Boston next on the horizon.

Looking ahead, VP Curry explained future fundraising will be focused on donor retention, AI, mid-level donors and planned giving. A strong brand is key, and IA's integrated unit approach strengthens the College's message and reputation not only in fundraising, but in leveraging marketing assets across recruitment, events, and for internal and external outreach. Discussion ensued on what media channels worked best for fundraising.

### The College of Choice

AVP Steenburgh advised that the "College of Choice" campaign, a key second goal from *The Rising Tide* plan, has yielded impressive results. He provided insights into enrollment marketing strategies, particularly in targeting states outside of Maryland. He reviewed technological targeting techniques current being employed and data informing those decisions including demographic data from the enrollment team. The team recently created two new 30-second video spots for digital use complemented by social media campaigns on platforms like Snapchat and internet display ads, primarily for retargeting.

VP Curry advised that behavioral tracking is underway to better understand how visitors interact with the St. Mary's College website; the data is guiding page updates, layout consistency and user experience. As the College's website is its "front door," these updates aim to create a cohesive and engaging experience across all pages. She noted that total web accessibility compliance by 2027, in line with the requirements of the Americans with Disabilities Act, is another critical component of the redesign.

In November, nearly 8,000 website visits were generated, with half of the visitors engaging further by exploring pages, completing forms, or interacting with buttons. Key performance indicators, including video completion rates and click-through rates, met or exceeded industry benchmarks for engagement.



Trustee Elizabeth Graves raised a question about the role of sports recruitment in attracting out-of-state students. Vice President of Admission David Hautanen responded by elaborating on the continuing collaboration between Admission and Athletics to enhance out-of-state recruitment efforts, focusing on states like Pennsylvania, Virginia, and North Carolina, where results have shown promising increases.

Trustee Carlos Alcazar's contributions were further recognized with the success of a student-focused digital communication initiative called *The Current*, a daily feed integrating social media and other digital formats. *The Current* recently received national recognition, earning a silver and bronze award for its innovative design and usability.

### SMCM as a Regional Cultural Hub

VP Curry informed the committee that the Dodge Performing Arts Center (Dodge PAC) has been incorporated into the Institutional Advancement portfolio as part of the College's strategic vision to position itself as a regional cultural hub, aligning with goals articulated in *The Rising Tide*. In fall 2023, the Dodge PAC hosted 80 events, attracting 15,028 attendees. There were fewer events in fall 2024 due to a deliberate effort to prioritize space for academic use and student performance-based activities. This adjustment allows academic programs to better utilize the space, with 576 classes meeting in the Dodge PAC during the semester.

VP Curry advised that the Dodge PAC is making strides toward becoming a revenue-generating asset. In the previous academic year, it brought in \$126,517 through rentals and ticket sales; revenue this fall reached \$120,000, indicating significant progress. Efforts are underway to formalize ticket pricing, rental strategies and operational models to ensure sustainability.

The Dodge PAC operates with only an executive director and an assistant director, supplemented by contracted technical staff, students, and volunteers from the Arts Alliance. VP Curry stated that revenue from ticket sales has recently been reinvested into operations. The Arts Alliance plays a critical role in supporting events, which has fostered stronger community ties and increased donor interest in the Alliance.

Plans include establishing an advisory council with faculty and student representatives to enhance internal engagement and align performances with academic curricula and student interests. Surveys and feedback mechanisms are being implemented to gather insights from audiences, and a new ticketing system now provides robust data to improve marketing strategies and audience targeting. VP Curry illustrated the Dodge PAC's potential to strengthen the College's reputation as a cultural hub, enhance engagement across stakeholders and provide valuable experiences for students, faculty and the surrounding community.

Chair Harmon adjourned the meeting at 10:52 a.m.