

**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT**

REPORT SUMMARY

Date of Meeting: May 7, 2018

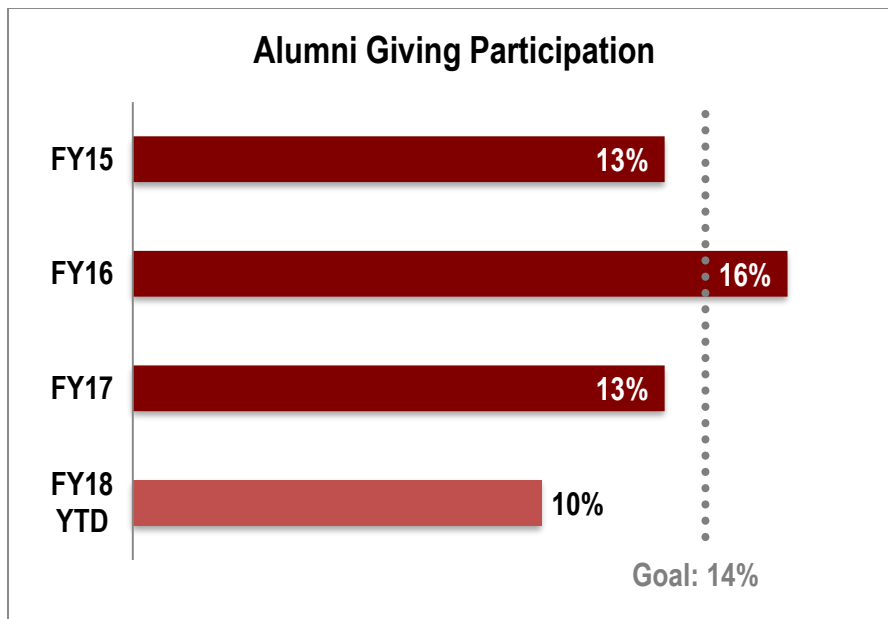
Date of Next Meeting: TBD

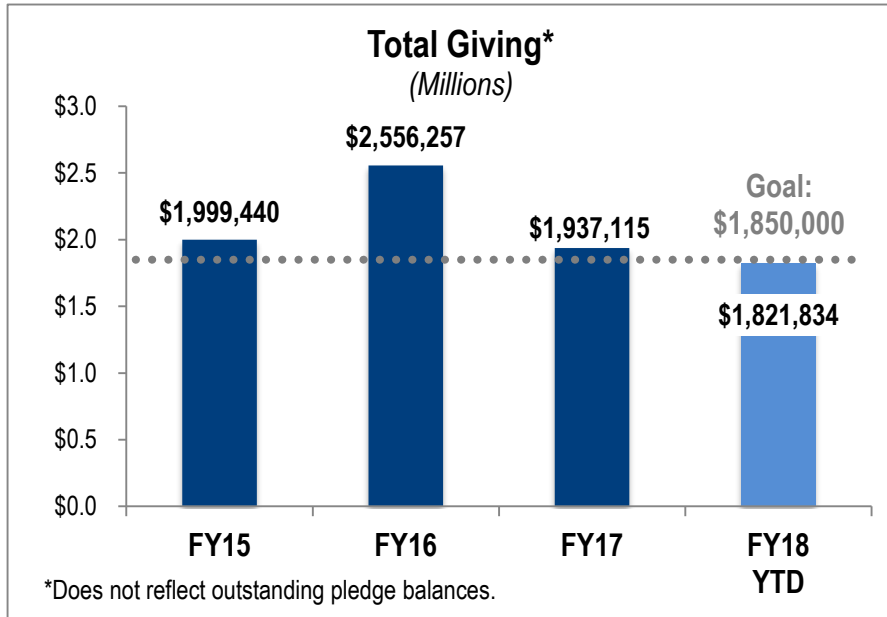
Committee Chair: Gail Harmon

Committee Members: Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Sven Holmes, Dr. Tuajuanda Jordan, Jack Saum '89, Danielle Troyan '92, Allan Wagaman '06

Staff Member: Carolyn Curry

Dashboard Metrics as of April 11, 2018:





Note: FY15 and FY16 totals include donations to the capital building campaign.

Executive Summary:

The Institutional Advancement (IA) Committee will review progress-to-date on IA goals in fundraising, engagement and integrated marketing. In Development, among the metrics to be shared: total fundraising since April 11 is \$1.82M toward a goal of \$1.85M; total alumni participation is 10% toward a goal of 14%; and faculty and staff participation is 45% toward a goal of 48%.

Foundation President Jack Saum will share that St. Mary's College of Maryland Foundation, Inc.'s endowment portfolio, as reported at the April 19, 2018 Foundation and JIAC meetings, is \$31.8M as of March 31. The College's procurement office will be issuing an RFP for an investment manager in May. The manager chosen by August will oversee both the Foundation endowment portfolio and the College's quasi-endowment/endowment portfolio, albeit separately per the respective investment policies. The Joint Investment Advisory Committee will oversee the recommendation process. During the summer, the Foundation Directors will also be working on creating goals and metrics to accompany the Foundation's new vision, mission and core value statements.

An update on integrated marketing efforts will include increased earned media, enrollment initiatives, increases in social and digital media, and the launch of the College's internal communications system for students, faculty and staff—InsideSMCM.

Alumni Association President Allan Wagaman will report on increased alumni engagement including more than 250 participants for the recent April 21-22 Bay to Bay Service Days in 14 locations across the nation and more than 650 registered for the June 7-10 Alumni Weekend. The Alumni Council's focus is to enhance chapter engagement; chapters are working on late summer/fall new graduate outreach events.



Chair Gail Harmon will conclude with the Board's role in reaching IA goals and work being done over the summer toward this end.

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

N/A

Committee Action Taken/Action in Progress:

N/A

Recommendation to the Board:

N/A

INSTITUTIONAL ADVANCEMENT COMMITTEE

MEETING OF MAY 7, 2018

AGENDA

I. CALL TO ORDER

II. DISCUSSION ITEMS

1. Progress to Date on FY18 Goals – Supporting Honors College 2.0 Development
 - a. FY18 fundraising results to date ([Attachment #1](#))
 - b. Update from the St. Mary's College of Maryland Foundation President ([Attachment #2](#))
 - i. Endowment investment results and RFP for investment manager
 - ii. Strategic planning update
2. Integrated Marketing
 - a. Key strategies to date update
 - b. Honors College 2.0 image work update
3. Alumni Engagement
 - a. Alumni metrics--update
 - b. Update from St. Mary's College of Maryland Alumni Association President ([Attachment #3](#))
- B. Board's role in reaching IA goals

III. ACTION ITEMS

There are no action items.

IV. INFORMATIONAL ITEMS

- A. Minutes dated February 2, 2018 ([Attachment #4](#))
- B. Calendar of Events ([Attachment #5](#))

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

FY18 Institutional Advancement (IA) Progress-to-Date on Goals Highlights for the Institutional Advancement (IA) Committee – May 7, 2018

1. Expand philanthropic support for the College by raising at least \$1.85 million in the 2017-2018 giving cycle

- Raised \$1.82M fiscal year-to-date (YTD) with Other Restricted (academic program, athletics) and Named Scholarships categories garnering the most donations at 52.4% and 31.3% respectively.
- Achieved a 10% alumni participation fiscal YTD toward a goal of 14%, and a 48% alumni retention rate fiscal YTD toward a goal of 55%.
- Submitted 21 foundation and corporate proposals; awarded \$272,950 fiscal YTD with seven still under consideration.
- Raised four new planned gifts (\$650,000 value) and two annuities in the reporting period, with five more in development.
- Developed a vision, mission and core values with the SMCM Foundation. Completing an assessment on the capacity to fundraise to better inform goals and metrics work over the summer; all will be tied to the College's strategic focus.
- Launched the Landers Scholars, courtesy of the Arthur E. Landers Jr. and Hilda C. Landers Charitable Trust. The new scholarship program provides full financial support and mentoring to four underrepresented and/or first generation students per year beginning in fall 2018.

2. Support Enrollment Management in reaching in-state, out-of-state and transfer goals

- Produced 10 testimonial videos in the reporting period to enhance web pages and messaging.
- Assisted in strengthening social media platforms (see Goal 3) by helping Admissions with student takeovers, Facebook live videos (Friday FAQs), and Student STOP ("man on the street") videos.
- Created six collateral pieces, with companion web or e-versions as needed, for Admissions communication. Also continuing to build awareness and interaction through digital marketing in recruitment areas; 90% of video ad impressions were viewed in full and digital ad click through rate increased since February from slightly below average to above average.

3. Enhance the College's image and constituent engagement

- Launched *InsideSMCM*, an internal newsletter communicate that goes out twice daily to students, faculty and staff. The communicate features employee and student announcements, events, current calendar items, and other “one stop shop” features. The system was created by the IA web team with input from students and employees as well as information gleaned from other institutions. It will continue to add features based on suggestions and serve as a place to collect and distribute stories that illustrate brand messaging. *InsideSMCM* also houses the new College External Speaker Guidelines which can now be completed online.
- Worked with a marketing firm to complete qualitative and quantitative research; the firm is now working with the College to develop brand messaging and an enrollment communications flow for fall.
- Saw 85% increase in success stories publicized when compared with fiscal YTD last year.
- Saw 8% Facebook, 13% Twitter, 68% Instagram, 78% Snapchat and 9% LinkedIn increases in followers when comparing fiscal YTD; also measured 8% more new visits to the homepage compared to last year at this time.
- Produced and marketed, through Alumni Relations, the annual Bay to Bay service projects April 21-22. Alumni registered projects in 14 sites across the U.S. (up two from 2017). More than 130 alumni, 65 students and 90 friends participated; a marketing piece picturing the action in all locations is being produced by IA.
- Producing and marketing the annual Alumni Weekend June 8-10 with more than 700 registrants YTD. The event will feature the popular Donor Wall, which lists alumni who have given back to the College since July 1, 2017.
- Assisted in marketing and producing 24 events in the reporting period; four events – guest speaker Kathleen Parker, the Presidential Lecture Series featuring David Sanger, Office of the President guest speaker Ed Gillespie, and the Mark Twain Lecture Series – required attendee registration, for which we averaged 160 for the first three events and 960 for the last.



MARY'S COLLEGE OF MARYLAND FOUNDATION, INC.

Date of Meeting: April 19, 2018

Reporter: Jack Saum '89, President, St. Mary's College of Maryland Foundation, Inc.

Executive Summary:

The St. Mary's College of Maryland Foundation Board of Directors and the Foundation's Joint Investment Advisory Committee (JIAC) met April 19, 2018.

Michael Garvey, J.P. Morgan's asset manager, gave an overview of the current market climate and reviewed the endowment portfolio with JIAC which stands at \$31.8 million as of 3/31/18. The portfolio returned +5.7% for FY18 year-to-date, compared to the composite benchmark which returned +6.0%, and showed a net gain of \$1.84M. Vice President Chip Jackson reported on the separate College quasi-endowment/endowment fund now at \$3.8M.

The College procurement office will be issuing in May an RFP for a new investment manager. The RFP will be for one manager to oversee the Foundation's and the College's endowment portfolios, albeit separately based on their investment guidelines. The selection committee – the JIAC – is scheduled to recommend a vendor in August to be in place by January 2019.

As the Foundation President, I had three goals for this year: 1) establish a vision, mission and core values; 2) establish goals and metrics based on an assessment of the College's capacity to fundraise; and 3) grow the St. Mary's Fund to assist the President with Honors College 2.0. To these ends, the Foundation Board recently approved a vision, mission and core values that I shared with the Institutional Advancement Committee in February. The Foundation will work this summer to establish a proposed set of goals and metrics in collaboration with President Jordan; we will be pleased to share them with this committee for input. To inform this work, the Foundation Executive Director commissioned a firm to perform an assessment of the College's capacity to fundraise. We will review the short-term and long-term suggestions made as they relate to our mission and vision to grow our ability to raise private dollars to impact the College's strategic path. Finally, regarding the third goal, we have begun to grow the St. Mary's Fund—it is now 46% higher than last year.

The Board approved a budget for FY19 and received a report showing a 33.8% increase to the College over last year in endowment funds due to the set spending rate.

The Executive Director shared several fundraising metrics: total giving as of April 11, 2018 is \$1.82M toward a goal of \$1.85M; total alumni participation is 10% toward of goal of 14%; and alumni retention is at 48% toward a goal of 55%. The largest areas of giving are in "other restricted" funds such as academic and athletic programs (52.4%) and "named scholarships" (31.3%).

The Foundation paid tribute to Director Bonnie Green, whose term is ending this year, for her tireless guidance, mentorship and commitment to the Foundation; she truly is a catalyst in our progress.



ST. MARY'S COLLEGE OF MARYLAND ALUMNI ASSOCIATION

Date of Meeting: May 7, 2018

Reporter: Allan Wagaman, President, Alumni Association

Executive Summary:

The Alumni Council is wrapping up its efforts for FY18 and looking ahead to FY19. The summer is our peak event season, and our chapters are hard at work planning and initiating events. More than 200 alumni and students participated in Spring-Break-A-Sweat, which connects current student athletes in volleyball, field hockey, men's and women's basketball, and men's and women's soccer to alumni who also played.

The 3rd Annual Bay to Bay Service Day program was held on April 21-22, 2018. We featured a total of 14 project sites this year and seven satellite sites where individual alumni gave back to their communities. More than 200 alumni, students, and friends of the College participated.

Alumni Weekend 2018 registration is open, and more than 650 attendees are signed up for the festivities planned for June 7-10, 2018. This event continues to show strong demand, and we look forward to welcoming the alumni community back to campus.

One of our goals for this year has been to place increased emphasis on our chapters and their events and to place additional emphasis on our chapters as a key engagement tool. We have had several changes in chapter leadership, and the Office of Alumni Relations has increased the support it is providing to our chapters. All of these changes are presenting the Alumni Association with new opportunities. This summer, we are working with our geographic chapters to host "Welcome to the City" events to help the Class of 2018 settle into their new locations. These events will help our most recent graduates solidify and increase their professional and social networks as they begin to establish themselves.

The Alumni Council's Recognition Committee has deliberated on the nominees for the Outstanding Young Alumni Award, Society of Distinguished Alumni Award, and the Honorary Alumni Award. Winners are in the process of being notified and announcements are pending. The winners will be recognized at Alumni Weekend.

Over the next year, the Alumni Council will work on institutionalizing and solidifying the changes that have been made this year. Additionally, we will partner with other campus organizations to support efforts to increase the name recognition and presence of St. Mary's College of Maryland in various geographic regions.

On behalf of the Alumni Council and the Alumni Association, thank you to the Board of Trustees and College administration for your support as our alumni continue their work to enhance the value and reputation of a St. Mary's College of Maryland education.



BOARD OF TRUSTEES

INSTITUTIONAL ADVANCEMENT COMMITTEE

MINUTES

Date of Meeting: February 2, 2018

Status of Minutes: Approved

Committee Members Present: Gail Harmon, Trustee Chairman Sven Holmes, Dr. Tuajuanda Jordan, Cindy Broyles `79, Peg Duchesne `77 (by teleconference), Elizabeth Graves `95, Danielle Troyan `92, Allan Wagaman `06, Jack Saum `89

Others Present: Carolyn Curry, John Bell `95, Peter Bruns, Susan Dyer, Sharon Phillips `18, Lawrence MacCurtain `11, Michael Bruckler, Chip Jackson, David Hautanen, Leonard Brown, Kortet Mensah, Al Hovland, Jim Cranmer, Anna Yates, Cynthia Gross, Todd Mattingly, Justin Hoobler `19, Ed Siriano, Sandra Abell

Executive Summary:

Committee Chair Gail Harmon called the meeting to order at 11:17 a.m. and reviewed the order of business.

DISCUSSION ITEMS

A. Institutional Advancement Progress-to-Date on FY18 Goals – Supporting Honors College 2.0

Vice President Carolyn Curry presented an overview of Institutional Advancement FY18 key goals and progress-to-date. (*For the complete report, see Attachment #1.*)

1. Development

a. FY18 fundraising results to date and success strategies

- Notable achievements included \$1.7M total giving FY18 year-to-date as of January 15, 2018 toward the goal of \$1.85M; at this time last year, only \$800K had been raised. A breakdown of giving so far shows 52.79% to “other restricted,” revealing strong donor preference for giving to athletics and specific departments, another 31.16% to “named scholarships,” and 10% to the St. Mary’s Fund, an increase from 6% at the same time last year. Other metrics include 13% raised for the endowment, while 87% has been designated for current use. Fifteen major gifts are included in this cycle’s total giving.

- Major Gifts Officer Lawrence MacCurtain '11 provided an overview of the St. Mary's College's planned giving program formalized in FY16. The program leverages a variety of asset types such as cash, traditional securities, EFTs/index funds, donor advised funds, charitable gift annuities, life insurance and real estate. Among key strategies: individually tailoring gifts toward donor affinity, blending gifts, marketing, consistent donor education, and rebranding the Mulberry Tree Society into a cohort of planned giving donors. FY18 year-to-date brokered gifts received total \$650K (exceeding goal of \$500K) and realized gifts of \$185K (liquidated by an estate after death).

Looking ahead planned giving will: 1) promote blended gifts (combined endowed and current funds) which allow a donor to witness the impact of a gift during his/her lifetime, and 2) leverage planned giving to direct estate gifts to the endowment, thus growing the corpus. The Committee was assured that planned gifts are customizable and can be directed toward specific areas of affinity. Ms. Peg Duchesne noted that many years ago, she named St. Mary's College in her will, and she will talk offline with Mr. MacCurtain about her planned gift. Dr. Jordan thanked Mr. MacCurtain for the great job he has been doing with the planned giving program, for his continued development, and for the multitude of relationships he continues to cultivate, particularly with senior citizens.

- A diagram of the Jamie L. Roberts Stadium was presented, and communications will commence on naming opportunities pending Board of Trustee approval of the design.
- Institutional Advancement continues to support admissions marketing efforts. Ninety-six percent more success stories have been publicized through media channels as compared with this time last year. All fundraising pages are being revamped to reflect consistent messaging and the impact of donor giving.

b. Update from the St. Mary's College of Maryland Foundation, Inc. President

- Endowment investment results and RFP for investment manager** – Foundation President Jack Saum '89 reported the Joint Investment Advisory Committee (JIAC) met on November 14, 2017. The endowment portfolio had a market value of \$32.1M as of 9/30/17 with a return of +9.9% during the first 9 months of calendar year 2017 (compared to composite benchmark of +10.5%). The JIAC has provided feedback on the draft College Endowment Investment Policy currently under review by the FIA committee. This spring, the Foundation and the College will put out a joint RFP for an investment manager to oversee both the Foundation's endowment portfolio and the College's endowment/quasi-endowment portfolio. Each portfolio, while

managed by the same investment firm, will be managed separately according to the investment policies of each entity.

- ii. **Strategic planning and collaboration** – Mr. Saum explained that the Foundation is focusing on three areas: a) creating a strategic mission, vision, and set of core values and goals that align with the College; b) undertaking a development assessment to strengthen the fundraising infrastructure and provide robust plans for growth; and c) strengthening the St. Mary's Fund to assist the College with needs for Honors College 2.0. Work is currently underway to craft a mission, vision and set of core values for the Foundation. Mr. Saum shared a draft with Committee members encouraging feedback. He explained the Foundation would then be working on goals and metrics to align with Dr. Jordan and the Board of Trustees' strategic initiatives. As a key element in goal setting, Vice President Carolyn Curry has engaged a firm to conduct an external assessment of the College's capacity to fundraise. The report will outline short- and long-term strategies to grow the capacity to raise more private dollars.

Mr. Saum reported he recently had a collaborative meeting with Chair Harmon, wherein there was mutual agreement regarding the importance of the Board of Trustees and the Foundation Board of Directors to work together on strategies to provide the substantial resources needed to advance the College.

Discussion ensued among Committee members regarding the St. Mary's Fund, including the need for a strong, consistent message and evidence of the Fund's impact. Ms. Harmon underscored the importance of "seeing" the components of the St. Mary's Fund and other funds through better storytelling. Dr. Jordan stated that leadership changes and other internal upheaval have contributed to the lag in growing the St. Mary's Fund. There was mutual agreement that the Board of Trustees and the Foundation Board must work together to make this fund a priority and to make asks.

Discussion continued about finding new ways in which to honor donors, how to share their stories about why they give, and in publicizing gifts as an incentive to other community members—the latter of which Ms. Cynthia Broyles gave an example of a board-sponsored event she had attended.

VP Curry noted that in follow-up to a suggestion at the last Institutional Advancement Committee meeting, donors who give less than \$100 will be acknowledged in the College's future annual reports.

2. Integrated Marketing

- a. **Honors College 2.0 image work update by Creative Communications Associates** – The consulting firm Creative Communications Associates (CCA) is partnering with the College to strengthen enrollment marketing as well as the College's brand as it seeks to integrate components of Honors College 2.0. Ed Siriano '86, the firm's president, reviewed several strategies currently underway in his work with Admissions and the IA integrated marketing team. Strategies include qualitative and quantitative research ongoing through March with prospective students, parents, employers, alumni, current students, faculty and staff. The research will then inform new messages to build a stronger brand. Also being implemented now is a strong admissions communication workflow to high school sophomores and juniors to better impact the enrollment funnel for the future cycle.

3. Alumni Engagement

- a. **Alumni participation rate strategies** – VP Curry reported an alumni participation rate year-to-date of 9% (toward a 14% goal), which was bolstered by a 6% increase generated during the *Giving Tuesday* campaign; the alumni retention rate stands at 42% (toward 55% goal).
- b. **Update from St. Mary's College of Maryland Alumni Association President** – Alumni Association President Allan Wagaman reported on various initiatives undertaken to enhance alumni engagement and increase the impact of the alumni community at St. Mary's College, which include the following:
 - New emphasis on alumni chapters and some chapter leadership changes
 - More engagement at Hawktoberfest at Family Weekend in October that saw a record number of parents and had well over 1,000 visitors
 - Success of the *Giving Tuesday's* \$10,000 challenge spearheaded by the Alumni Council that engaged more than 20 student organizations across campus, playing a large role in historic results with more than 1,400 donors contributing a total of \$242,488
 - Increased support of the College's micro-internship program over the winter break by providing approximately 85 micro-internships, a 50% growth over last year.
 - A *Thank You* to the College for hiring an associate director of Alumni Relations, which has brought about significant improvements in office operations and service. Mr. Wagaman thanked President Tuajuanda Jordan for her role in filling this position. President Jordan expressed her appreciation to Mr. Wagaman for his strong leadership, and Chair Harmon remarked that he has done a great job of creating excitement among alumni.

B. Board's Role in Reaching IA Goals

Ms. Curry highlighted the Board of Trustees' role in reaching goals, including its current FY18 year-to-date giving of \$72,015, *Giving Tuesday* participation by 14 members, assistance by five members in thanking donors, entertaining/receptions by three members, acting as social media ambassadors by two, mentoring provided by four members, and sharing of expertise by seven members.

Ms. Harmon reminded the Committee of upcoming events of interest on the calendar provided, including the May 4 annual thank you to donors. She also reminded the Committee that the approved minutes dated October 20, 2017 were included in the meeting materials.

The meeting adjourned at 12:11 p.m.

St. Mary's College of Maryland
2017-2018 Selected Calendar of Events

<i>Date</i>	<i>Event</i>	<i>Time</i>	<i>Location</i>
Friday, May 11	St. Mary's College of Maryland Board of Trustees meeting	TBA	Glendening Annex
Saturday, May 12	Commencement <i>Wanda Queen Draper, executive director of the Reginald F. Lewis Museum of Maryland African-American History and Culture, will deliver the commencement address.</i>	10 AM	Townhouse Green
Thursday, June 7 - Sunday, June 10	Alumni Weekend	Various	Campus-wide
Each Friday, June 22 – July 20, with the final concert on Saturday, July 21.	19th Annual River Concert Series	7 PM	Townhouse Green
Sunday, June 24 - Saturday, June 30	7th Annual Chesapeake Writers' Conference	Various	St. Mary's College campus
Friday, August 3 - Sunday, August 5	45th Governor's Cup Yacht Race	Various	Annapolis, MD to St. Mary's College of Maryland

For more information and a complete list of St. Mary's College of Maryland events and series, please visit our website at www.smcm.edu/events/calendar/.