

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

Date of Meeting: October 18, 2019

Date of Next Meeting: January 31, 2020

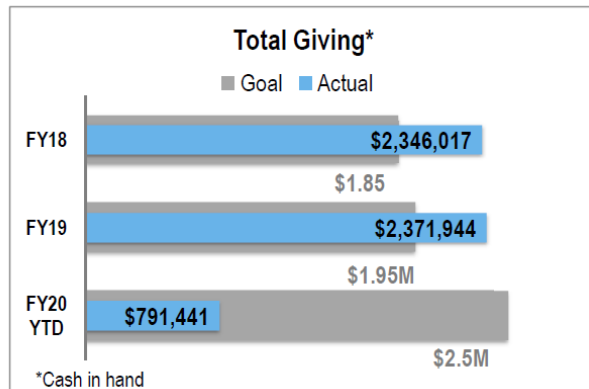
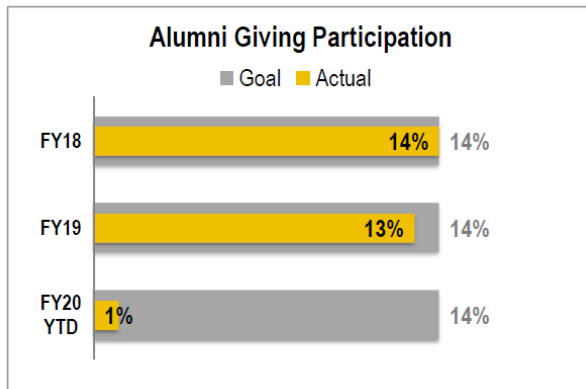
Committee Chair: Gail Harmon

Committee Members: Trustee Chair Lex Birney, Paula Collins, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan, Jack Saum '89, Allan Wagaman '06

Staff Member: Vice President Carolyn Curry

Dashboard Metrics:

October 2019 Revenue and Fundraising



Executive Summary:

Institutional Advancement (IA) units align with the Institutional Advancement Committee's charge by strengthening the College brand and reputation, philanthropy, and alumni and community engagement. The two graphs above outline two of several goals toward that end. The IA report (*Attachment #1*) outlines more selected strategies that also drive results in these areas.

A major focus of the IA development team's work in FY20 will be to map a comprehensive campaign over several years, tied to the College's strategic needs. The improvements in College branding, marketing, fundraising and constituent engagement translate to campaign assets to integrate as the campaign develops.



The purpose of the IAC meeting will be to start the process for a campaign feasibility study. A critical step, which the IAC will begin in this meeting, is to identify the specific needs the campaign should address before testing their feasibility among donors and the market environment.



**INSTITUTIONAL ADVANCEMENT COMMITTEE
MEETING OF OCTOBER 18, 2019**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Development (*Attachment #1*)
 - 1. FY20 fundraising progress to date
 - 2. Planning for a comprehensive campaign
 - a. Identifying campaign priorities
- III. ACTION ITEMS**

There are no action items.
- IV. INFORMATION ITEMS**
 - A. Minutes (Meeting of April 29, 2019) (*Attachment #2*)
 - B. Report by St. Mary's College of Maryland Foundation President (*Attachment #3*)
 - C. Report by St. Mary's College of Maryland Alumni Association President (*Attachment #4*)
- V. Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) for the purposes set forth on the closing statement.**

A portion of this meeting will be held in closed session.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

OCTOBER 18, 2019

INSTITUTIONAL ADVANCEMENT REPORT

Institutional Advancement (IA) units align with the Institutional Advancement Committee's charge by strengthening the College's brand and reputation, by fundraising, and by alumni and community engagement.

The following are among related examples:

Philanthropy

The FY19 giving cycle closed out with \$2.4 million raised (cash-in hand) as compared to \$2.3 million in FY18. Total fundraising (including pledges) was \$2.7 million as compared to \$2.4 million in FY18. Giving categories included restricted gifts (academics, athletics, Center for the Study of Democracy, etc.) at 42%, scholarships 38%, Learning through Experiential and Applied Discovery (LEAD) 10% and the St. Mary's Fund 10%. The number of major gift donors increased by 50% and 21 new major gift prospects were added to the pipeline (90% increase). Increasing the number of major gift donors, pipeline prospects and giving to LEAD and the St. Mary's Fund assist in preparing for a major campaign.

Among other metrics tracked, the FY19 alumni participation rate reached 13%, 34 donors shy of the 14% goal. That percentage is still above national public institution averages (5-7%) and within private averages (13-15%). Alumni retention hit 61%, surpassing the 55% goal.

The FY20 annual goal is \$2.5 million cash-in-hand with about \$800,000 raised to date. A mini-campaign for the athletics Seahawk Fund led up to the September Jamie L. Roberts Stadium Dedication, with \$110,300 raised to date for seats, lockers and named spaces.

A focus of the team's FY20 work is the planning of a major comprehensive campaign to span over several years.

Branding and Reputation Building

After a year of building and honing a new brand internally, IA's integrated marketing team launched it externally to prospective students and parents in late summer, in partnership with the College's marketing consultants. The unit continues to directly support enrollment in reaching its goals with newly branded and targeted print pieces, digital ads, radio, videos, web landing pages, and social media, which are all tracked for impact. It created, for example, a marketing campaign on multiple platforms for the Admissions September Open House that helped realize an increase. Open House promotions on Facebook alone increased by 750%, and email marketing to selected



100,000 homes drove 1,324 new users to our website. In addition, while helping recruit, billboards and digital ads in Maryland are helping to lift the College's name recognition. Notably, the brand work has garnered five national awards for SMCM since Fall 2018.

Messaging for the LEAD initiative rests on specially created web pages and includes a LEAD video and testimonials. Revamping of the Career Development Center's website is currently underway to better reflect LEAD initiatives and increase traffic.

Partnering with Business and Finance, IA co-led the Jamie L. Roberts Stadium Dedication on September 7, 2019. More than 1,000 campus and community members attended. The event also established new community ties, marketed the concept of facility rental and use, pushed out information about the construction of the new education building and auditorium, and offered an opportunity to capture this asset by video for student recruitment.

Integrated throughout campus events, all external community promotions, fundraising, *The Mulberry Tree*, and alumni initiatives, the new brand is prominent and visible.

Alumni and Community Engagement

SMCM now has more than 3,300 alumni directly engaged in helping the College achieve its strategic priorities, a metric now tracking nationally.

The Alumni Relations unit led the creation of an alumni referral system to recruit students in partnership with the Alumni Council and Enrollment Management. The team researched best practices across colleges and worked with its partners to build a customized system just launched.

Alumni Weekend in June 2019, produced by IA, exceeded 1,200 attendees and served to nurture alumni connectivity to SMCM. Highlighting the new brand, raising funds for key priorities, and capturing testimonials for marketing were among activities complementing the event.

Job-IQ, a new web-based professional career curriculum, is under the auspices of the Career Development Center as a LEAD component. The Alumni Relations unit is partnering to identify and vet more than 150 alumni to serve as student career mentors, a unique feature of this product.

The unit led the production of Hawktoberfest on October 4-5 with a record-breaking crowd of 1,400+ parents, current students and alumni. More than 900 were family members. New this year was a means to promote LEAD through an alumni-student-faculty career networking session, as well as an opportunity for parents to meet geographically and have access to campus leaders.

Up next: *Giving Tuesday* on December 3 touches alumni, students, faculty, staff, parents and friends in and out of Maryland. The online giving campaign directly correlates to meeting alumni participation and retention rates.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

MINUTES

Date of Meeting: April 29, 2019

Status of Minutes: Approved

Institutional Advancement Committee Members Present: Committee Chair Gail Harmon, Cindy Broyles '79, Peg Duchesne '77, Elizabeth Graves '95, Board Chair Sven Holmes, President Tuajuanda Jordan, Danielle Troyan '92, Allan Wagaman '06

Committee Members Absent: None

Staff Member: Carolyn Curry

Others Present: Sandra Abell, Allison Boyle, Barrett Emerick, David Hautanen, Jack Saum '89, Kelly Schroeder, Doria Stitts, Mike Wick, Anna Yates

Executive Summary

Institutional Advancement Committee (IAC) Chair Gail Harmon called the meeting to order at 5:13 p.m.

As a testament to the real value of a St. Mary's College education, Chair Harmon encouraged everyone to read the spring 2019 *Mulberry Tree* magazine article about Trustee and alumna Elizabeth Graves '95, editor-in-chief of *Martha Stewart Living*. Ms. Harmon also recognized outgoing Trustee Cindy Broyles '79 as a strategic and impactful member of the IAC and highlighted some of Ms. Broyles' many contributions to the College, including membership in the President's Circle for lifetime giving of more than \$500,000.

Development Update

Vice President for Institutional Advancement Carolyn Curry outlined fundraising progress to date including total cash-in-hand of \$1.9M. Among other metrics, about 6% has been allocated to the Learning through Experiential and Applied Discovery (LEAD) initiative and 35% to scholarships. The alumni participation rate stands at 9% (1,038 donors) toward a goal of 14% (1,587 donors). The number of major gifts (\$10,000+) stands at 37, already surpassing the FY19 goal of 33.

Ms. Curry noted that the Landers Trust Challenge—\$1M if the College raises \$600,000 in four years—is underway, with Foundation members actively identifying and soliciting potential donors. The dollars raised will allow, in perpetuity, four students per year to receive full rides. Students must be of high financial need and can be first generation and/or underrepresented students. Trustees are welcome to contact her if interested. Ms. Curry also announced the Jamie L. Roberts Stadium dedication is scheduled for Saturday, September 7, 2019 and that a mini-campaign focused on selling named seats, lockers and spaces was launched on April 2 to benefit the athletics Seahawk Fund.

Board Assistance in Reaching Goals

Chair Harmon listed 10 ways in which Board of Trustee members have specifically contributed to fundraising goals, which included six Trustees making a major gift, 19 Trustees donating a total of \$113k to date, and 18 Trustees contributing a total a \$22k on *Giving Tuesday*. She thanked the seven Trustees who have opened doors to major donor prospects and encouraged all to keep this high on their radar.

SMCM Foundation President Report

Foundation President Jack Saum '89 directed IAC members to his full report provided in the meeting packets. For the record, the Foundation endowment portfolio stands at \$31.97M as of March 31, 2019. Mr. Saum explained the Foundation's Joint Investment Advisory Committee (JIAC) will be analyzing several allocation investment proposals over the summer that aim to strengthen the portfolio, especially in down cycles.

Mr. Saum said that fundraising growth with respect to major gifts is an encouraging sign, as the focus for FY20 will be to plan a multi-year comprehensive campaign around the College's strategic priorities. He urged Trustees to help nominate candidates for Foundation Director seats, since several Directors will be rotating off the Board soon. With a multi-year campaign being planned, he emphasized the importance to attract candidates with expertise in fundraising and resources for large gifts.

Alumni Relations Update

Trustee and Alumni Association President Allan Wagaman referred to his report in the IAC packet which outlines six major events to date and five upcoming events, including the Alumni Weekend. He asked IAC members to especially take note of the award winners to be presented over Alumni Weekend and encouraged Trustees to attend. He said the Alumni Council is actively seeking chapter presidents in Boston and Philadelphia. Research is currently underway to identify other potential locations that might support a chapter, including Raleigh-Durham, southern California, and Seattle or Portland.

Integrated Marketing Update

VP Curry explained the integrated marketing unit has been focused on weaving the new brand identity across all communication platforms thanks to a recently completed new brand style guide. The current focus is to work in partnership with Creative Communications Associates (CCA) and Admissions to launch the new brand and messaging externally in August 2019, which includes completing recruiting print materials such as view books, along with digital and video photography and related web work, in the next few months for launch. Several examples were presented. Ms. Curry also apprised IAC of five national awards the College has won for marketing.

Board Chair Sven Holmes inquired if budget controls are in place to manage the costs associated with ongoing engagement with CCA; VP Curry assured that the current scope of work is clearly defined and that deliverables and related work are tightly monitored.



Special Information

Chair Harmon encouraged IAC members to attend the annual Donor Appreciation Reception on June 14, which precedes a new concert event created by Dr. Jordan—The Mulberry Music Festival, Act I—on the same evening. Further, she encouraged members to introduce new people to the College by inviting them to the River Concert Series and the Development unit's hospitalities.

Action Items

There were no action items.

The meeting adjourned at 6:09 p.m.



ST. MARY'S COLLEGE OF MARYLAND FOUNDATION, INC. REPORT

Dates of Meeting: September 26, 2019

Reporter: Jack Saum '89, president of the St. Mary's College of Maryland Foundation

Executive Summary:

At its September 26 annual meeting, the Board of Directors elected its slate of officers for 2019-2020: Jack Saum, president; Chris Holt, vice president; Nick Abrams, treasurer; and Susan Paul, secretary. It renewed three Directors for their second three-year terms: Nick Abrams, Chris Holt and Paul Schultheis. The Board approved two new Directors for three-year terms: Bonnie Green and Nicole West. Director Harry Weitzel was the recipient of the Foundation's first Director Emeritus status. Both Mr. Weitzel and Peter Green are outgoing due to term limits and were accordingly lauded for their efforts.

Mike O'Brien, chair of the Foundation's Joint Advisory Investment Committee (JIAC), was re-elected as chair for 2019-2020. Rounding out the JIAC this term are Mr. O'Brien and Nick Abrams (from the Foundation), Danielle Troyan and Donny Bryan (from the Board of Trustees) and President Tuajuanda Jordan.

Michael Garvey from J.P. Morgan reported to the JIAC that the Foundation's endowment portfolio market value was \$33,010,056. The JIAC spent time discussing several portfolio allocation proposals by J.P. Morgan. The JIAC proposed, and the Foundation approved, an allocation model that would give J.P. Morgan the flexibility to better change the endowment's allocations in response to uncertain market conditions.

Foundation President Saum reviewed year two (2019-2020) of the Foundation's strategic plan, which calls for the focus on planning a comprehensive campaign, collaborating with President Jordan and the Board of Trustees to define funding priorities, expanding the Board of Directors, continuing to ensure the financial integrity of fundraising, and growing the endowment. Foundation Executive Director Carolyn Curry reviewed a set of 2018-2019 metrics, including \$2.4 million raised cash-in-hand, total fundraising activity of \$2.7 million and an increase in major gift donors by 50%. All exceeded set goals. Primary giving categories were restricted gifts (academics, athletics, etc.) 42%, scholarships 38%, LEAD 10% and St. Mary's Fund 10%.

Board of Trustees Chair Lex Birney joined President Jordan at the meeting and presented an overview of the Board's focus and priorities. Dr. Jordan addressed the Foundation on enrollment, budget challenges, strategic priorities and needs. She underscored the need for a comprehensive campaign and the role Directors should play.



Mr. Saum summed up the current Foundation focus: align campaign fundraising to priority needs of the College; engage in a feasibility study to test priorities and a campaign amount; map a campaign; and continue to grow major gift fundraising.



ST. MARY'S COLLEGE OF MARYLAND ALUMNI ASSOCIATION

Date of Meeting: October 18, 2019

Reporter: Allan Wagaman, President, Alumni Association

Executive Summary:

The Alumni Association has continued our focus on engagement by hosting and supporting numerous successful events in the last few months. The first Senior Week Barbeque at the Alumni Center was held in May and was well attended by graduating seniors. Alumni Weekend attendance was also strong, with approximately 1,250 registrants. Other events include Governor's Cup, the Baltimore Metropolitan Chapter's Orioles Game and a Social at the Baltimore Sailing Center.

The Jamie L. Roberts Stadium dedication and celebration was held on September 7, 2019 and was well attended by alumni, students, and friends of the College. The ceremony was an excellent tribute to an outstanding alumna – thank you to everyone who attended and who helped to put the ceremony together.

The major fall alumni program, Hawktoberfest at Family Weekend, was held from October 4-5, 2019 and was the largest yet with nearly 1,400 alumni, parents, students, and family members registered. The Alumni Council worked closely with the Office of Alumni Relations and the Career Development Center to recruit alumni to attend the Alumni-Student Reception on October 5. This new event is designed to provide career networking opportunities and advice for current St. Mary's College students and help to enable the Honors College Promise.

Giving Tuesday 2019 is coming up on December 3, 2019 and the Alumni Council has again stepped forward to support the Alumni Council Challenge. As in past years, student clubs and organizations and varsity athletics teams will have the opportunity to create 60-second or less videos and compete for prizes ranging from \$250-\$3,000 for receiving the most votes on Giving Tuesday, along with Blue Ribbon Bonuses ranging from \$250-\$3,000 that will be awarded by the Alumni Council to the best videos. The Alumni Council has contributed more than \$22,000 for this Challenge, with 100% of the membership pledging support.

The Alumni Council is working with the Office of Alumni Relations and the Admissions Office to implement an Admissions Referral Program to foster referrals of prospective students by alumni. As the program nears launch, we will work closely with the College to market the program to alumni. We will engage our Chapter Presidents in targeted marketing efforts through their chapter organizations as well as supporting marketing efforts to the overall alumni community.