

**BOARD OF TRUSTEES  
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**REPORT SUMMARY**

**Date of Meeting:** January 31, 2020

**Date of Next Meeting:** TBD in May 2020

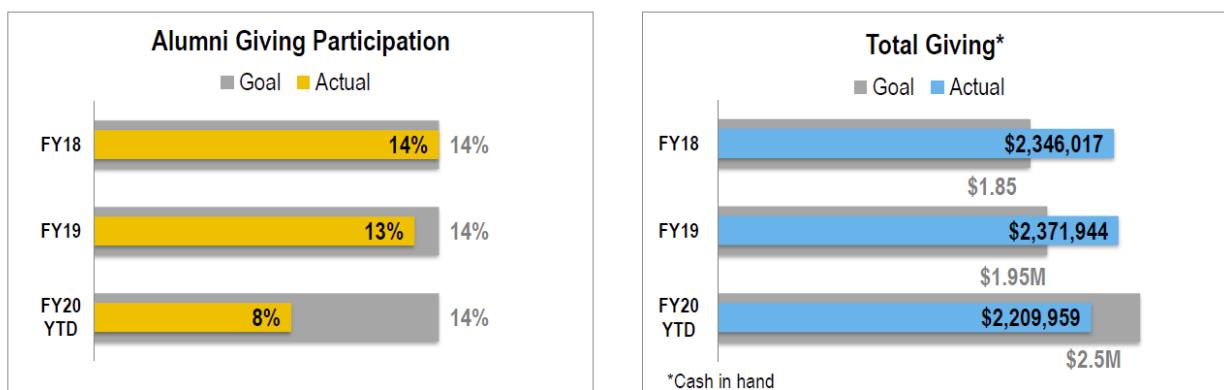
**Committee Chair:** Gail Harmon

**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:**

**Revenue and Fundraising**



**Executive Summary:**

Institutional Advancement (IA) units align with the Institutional Advancement Committee's charge to strengthen the College brand and reputation, increase philanthropy, and engage alumni and the community. The two graphs above are among several metrics tracking progress toward these ends. The IA report included in the IAC meeting packet reviews FY20 progress-to-date as do the complementary reports by the SMCM Foundation president and the Alumni Association president. All initiatives, when combined, translate to momentum to be leveraged in developing a fundraising campaign.

This IAC meeting continues the discussion and updates on campaign planning from the October meeting.



**INSTITUTIONAL ADVANCEMENT COMMITTEE  
MEETING OF JANUARY 31, 2020**

**OPEN SESSION  
AGENDA**

**I. CALL TO ORDER**

**II. DISCUSSION ITEMS**

- A. FY20 trends in fundraising
- B. Fundraising priorities

**III. ACTION ITEMS**

There are no action items.

**IV. INFORMATION ITEMS**

- A. Minutes (Meeting of October 18, 2019) ([Attachment #1](#))
- B. Report of Institutional Advancement Progress to Date ([Attachment #2](#))
- C. Report of St. Mary's College of Maryland Foundation President ([Attachment #3](#))
- D. Report of St. Mary's College of Maryland Alumni Association President  
([Attachment #4](#))

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



## BOARD OF TRUSTEES INSTITUTIONAL ADVANCEMENT COMMITTEE

### OPEN SESSION MINUTES

**Date of Meeting:** October 18, 2019

**Status of Minutes:** Approved

**Institutional Advancement Committee Members Present:** Committee Chair Gail Harmon, Paula Collins, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, Board Chair Lex Birney, President Tuajuanda Jordan, Allan Wagaman '06

**Committee Members Absent:** Jack Saum '89

**Staff Member:** Carolyn Curry

**Others Present:** Sandra Abell, Betsy Barreto, John Bell '95, Leonard Brown, Peter Bruns, Donald Bryan '73, Tayo Clyburn, Susan Dyer, Barrett Emerick, David Hautanen, Jasmine Long '21, Paul Pusecker, Karen Raley, Jenny Sivak, Danielle Troyan '92, Ray Wernecke, Mike Wick, John Wobensmith '93, Anna Yates

#### **Executive Summary**

Institutional Advancement Committee (IAC) Chair Gail Harmon called the meeting to order at 10:05 a.m.

Chair Harmon referred to the Institutional Advancement, Alumni Association and SMCM Foundation reports provided in agenda materials indicating the College's momentum with the LEAD initiative awareness, the Honors College promise, the integration of the new brand to assist enrollment, fundraising and endowment metrics, and Job-IQ. Alumni and parent engagement are at an all-time high, as recently highlighted by the 1,000+ families at Hawktoberfest. She said the current focus is to maintain this momentum as we prepare for a comprehensive fundraising campaign – the focus of this meeting.

#### **Development Update**

Vice President for Institutional Advancement Carolyn Curry outlined fundraising progress to date. Highlights included total cash-in-hand of \$791K toward the FY20 goal of \$2.5M. The alumni participation rate stands at 1% toward a goal of 14%, a number expected to jump significantly after Giving Tuesday. The number of major gifts (\$10,000+) stands at 37, already surpassing the goal of 33.

As the College begins strategizing for a comprehensive campaign, Institutional Advancement has increased its capacity to close major gifts over the last giving cycle by 50% (from 28% to 42%).

### Planning for a Comprehensive Campaign

Chair Harmon outlined campaign preparation steps as provided in a document by VP Curry. The first two steps involve a) determining the College's fundraising priorities and b) securing a campaign consultant to conduct a feasibility study. The first step is essential, in that the purpose, priorities and beneficiaries of the campaign are defined. The campaign fundraising priorities can then be tested in a feasibility study which determines the likelihood of donors giving to such areas. The feasibility study will also recommend a fundraising goal and expectations for success.

To begin the first step, Chair Harmon asked committee members to provide thoughts and advice on what the College's fundraising priorities for such a campaign should be. Among the discussion points:

- Board Chair Lex Birney proposed that fundraising could be tied to new areas of study the faculty are currently proposing, especially needs that could be funded in a relatively short time and would help the recruitment goals. He stressed the importance of keeping the focus of the campaign simple and not on a long list of the needs.
- President Jordan recommended that the College have both academic and non-academic tracks to attract diversity candidates. The College needs start-up packages for faculty, since the pay is relatively low as compared to other institutions. Funding is needed for subsidies in areas where the State of Maryland budget resources cannot keep pace with the short-term needs of the institution. Other areas she noted were paid internships and paid research projects.
- IAC member Peg Duchesne proposed that perhaps gifts in memoriam should be considered and noted an example that could be followed up.
- IAC member Elizabeth Graves suggested that perhaps the St. Mary's Fund could be broken down into sub-giving categories or areas.
- Trustee Peter Bruns proposed that gifts could be directed into a "transformation/transition" fund. He noted that such an overarching fund could better accommodate needs without being overly restrictive.
- IAC member Paula Collins said she had done some research among the College's peer institutions. Her takeaways were that our campaign should be focused and not have a long list of priorities. She noted that campaign priorities needed to have very compelling cases. She suggested we consider how to leverage significant reunion years to increase contributions.

Chair Harmon stressed the need for clarity in selecting the priorities and articulating why they are compelling and necessary. She recommended that these ideas be vetted with the campaign consultant as part of the feasibility study work.

While the discussion of the campaign to date is not been "bricks and mortar" as in a capital campaign, Chair Harmon requested that VP Paul Pusecker, in collaboration with President Jordan, identify the top five infrastructure needs for the next meeting, to be sure all aspects are being considered.

There was further discussion regarding details of running a comprehensive campaign, such as costs, campaign timelines, and Foundation safeguards for protecting donor wishes. VP Curry will update the IAC at its next meeting on progress-to-date on campaign planning.

At 10:50 a.m. Chair Harmon asked for a motion to close the session in accordance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) to discuss the College's philanthropic needs. Specifically, Trustees discussed outreach to specific prospective donors.

The closed session adjourned at 11:13 a.m., and the open session of the Institutional Advancement Committee meeting resumed.

**Action Items**

There were no action items.

The meeting adjourned at 11:14 a.m.



## **BOARD OF TRUSTEES INSTITUTIONAL ADVANCEMENT COMMITTEE**

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

The following are selected progress-to-date points since the October 2019 reporting period:

### **Philanthropy**

The FY20 giving cycle (July 1, 2019- June 30, 2020) has yielded \$2.2M cash-in-hand as of January 10, 2020 toward a goal of \$2.5M, an 83% increase over the YTD number in FY19. The breakdown of current giving is 46.5% for named scholarships, 43.9% for other restricted gifts (academics, athletics, Center for the Study of Democracy, etc.), 7.78% for the St. Mary's Fund, 1.04% for general scholarships and 0.71% for the LEAD initiative. About 24% are endowed funds. More than \$110,000 was raised for the athletics Seahawk Fund and \$122,340 has been raised toward the Landers Trust Scholars Challenge.

*Giving Tuesday*, held on December 2, 2019, raised more than \$370,000, a 32% increase over last year. More than 2,000 donors gave, a 46% increase over last year. Both metrics broke SMCM records. The event also yielded 100% Board of Trustees participation and a 69% increase in student donations.

Among other IA metrics tracked, the FY20 alumni participation rate stands at 8% representing 974 donors toward a goal of 14% (1,697 donors).

*Up next:* continuing major gift cultivation, campaign planning, and hitting alumni retention and participation rate targets through Valentine's and Graduation Day mini-campaigns.

### **Branding and Reputation Building**

Progress continued as IA worked to bring more people to the College's branded website and to increase its name recognition.

To addition to creating numerous print pieces and communiques to assist enrollment in recruitment and in pushing the Open Houses, the integrated marketing team augmented digital branded outreach in five key territories resulting in a 30% increase in impressions in the reporting period. Ninety percent of our in-house videos produced and externally utilized were viewed in full. Cinema ads in five counties resulted in nearly 253,700 impressions.

When comparing social media platform performance YTD, Facebook increased 6%, Twitter 9%, Instagram 32% and LinkedIn 4%. New users to the overall SMCM website are up 4% over last year. Stronger and more prominent calls to action on all communiques have resulted in a 39% increase to the How to Apply page over last year.

The integrated marketing team rewrote and restructured the Career Services Center webpages to better reflect the LEAD initiative, Job-IQ, navigation and key word searches. The LEAD initiative pages were also updated and linked to Career Services, Admissions and other web pages. As a result, traffic on the main LEAD webpage jumped to 1,152 page views since November, an increase of 263%.

The integrated marketing team also played an integral part in our *Giving Tuesday* success, creating and implementing all web platforms, content and design. Enhanced web strategy resulted in a 754% increase over last year in unique visitors to the *Giving Tuesday* site and a 60% increase in our social media toolkit to assist social media ambassadors leverage their own social media engagement.

IA continues to inform internal and external audiences through monthly alumni newsletters and calendar of events, monthly parent newsletters, bi-monthly Arts Alliance community newsletters, and twice daily InsideSMCM information to faculty, staff and students.

*Up next:* distribution of the winter *Mulberry Tree* magazine, promoting the April Open House, and implementing marketing plans for spring campus events (32+), including the Twain Lecture March 28.

### **Alumni and Community Engagement**

In addition to the *Giving Tuesday* constituent involvement and target marketing of events to our community, IA focuses on growing opportunities for alumni, parents and other stakeholders to engage in the College.

IA's alumni relations unit spearheaded the Hawktoberfest fall family weekend annual event October 4-5 to a record breaking crowd of nearly 1,400, an increase of 13.8% over last year. Through targeted marketing, family participation was up 31%. The event featured two new components rated "very good" or "excellent" by 92% of survey responders: roundtable opportunities to connect parents with each other and a career networking for students by alumni and faculty.

Job-IQ, a new web-based professional career curriculum under the Career Services Center, is enhanced by the alumni relations unit populating the career mentor component. The unit worked with Career Services and the product's developer, Molly Mahoney Matthews, to automate professional contacts and connect students enrolled in the program. Nearly 130 alumni mentors are fully registered as mentors, including the entire Alumni Council.

The unit assisted the Alumni Council with its Alumni Challenge during *Giving Tuesday*, creating and implementing an innovative student video contest format—with \$22,000+ in incentives donated by the Council—to raise money, involve students in philanthropy, and build brand awareness.

Alumni Relations also created a Launch a Leader referral program to assist Admission, with 16 alumni referring 17 students on the initial launch in November. IA's Seahawks Advancing Graduate Engagement (SAGE) club, now more than 30 students strong, are all paired with Alumni Council mentors and participate in a monthly professional development speaker series by IA to provide career tips and ways to help realize the College's strategic plan. SAGE members actively assist in producing *Giving Tuesday*, Hawktoberfest, the Legislative Reception in Annapolis, and Bay to Bay Service Days.

*Up next:* alumni relations and the rest of IA are producing the annual SMCM Legislative Reception in Annapolis on February 13 and planning the April Bay to Bay Service Days across the country.



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

**Date of Meeting:** November 21, 2019

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

### **Executive Summary:**

At its November 21, 2019 meeting, the Executive Committee shared its review and acceptance of the annual audit by CliftonLarsenAllen LLP—a clean audit without recommendations.

The Joint Investment Advisory Committee (JIAC) reported to the Foundation that the total market value of its endowment portfolio is \$34.7M. Of the endowment managed by J.P. Morgan (\$34.1M), the fiscal year-to-date increase in market value is \$1.2M and the overall rate of return current fiscal year-to-date is 4.6%. With analysis provided by Emeritus Director Harry Weitzel, the JIAC had a proactive, lengthy discussion on possible scenarios in the event there would be a severe market downturn. Michael Garvey from J.P. Morgan reviewed the recent asset allocation changes the Foundation made and how it allows for better flexibility in the event of uncertain market conditions. Members agreed that the discussions should continue with the full Foundation Board to consider its responsibilities and responses to prepare for such times.

The Foundation reviewed its three goals from its three-year strategic plan including growing the capacity to fundraise and adding new directors. Foundation Directors spent time reviewing steps for campaign planning, identifying major gift prospects and reviewing named space opportunities. They also reviewed key performance indicators including FY20 year-to-date total giving, and growth in major gift donors and identifying new major gift prospects.

The Foundation Board discussed the spend rate and support and service fee, approving a 5.75% rate.



## ST. MARY'S COLLEGE OF MARYLAND ALUMNI ASSOCIATION

**Date of Meeting:** January 31, 2020

**Reporter:** Allan Wagaman, President, Alumni Association

### **Executive Summary:**

The Alumni Relations unit and the Alumni Council are continuing to build upon strong alumni engagement in order to better meet alumni and College needs. The Office of Alumni Relations and Office of Admission have partnered to launch the Launch a Leader Alumni Referral Program. This program is designed to provide a formal conduit for alumni to refer prospective students to the Office of Admission. Publicity efforts for this new program will be on-going through the Spring 2020 semester and into summer 2020, leveraging alumni communications and events.

In addition to the Launch a Leader Referral Program, the Alumni Council is examining ways to leverage the Alumni Legacy Scholarship to better influence enrollment. The Council is working toward the goal of making the Alumni Legacy Scholarship an automatically-offered scholarship to all applicants to St. Mary's College of Maryland who meet the eligibility criteria. As a first step toward this goal, the Alumni Council voted to adjust the eligibility criteria for the Alumni Legacy Scholarship to make the children, grandchildren, or step-children of alumni eligible for the scholarship. Further discussions on how to utilize the Alumni Legacy Scholarship to better influence enrollment efforts starting in the Fall 2021 recruiting cohort continue.

*Giving Tuesday* continued to be phenomenally successful, surpassing all prior years with more than 2,000 donors contributing more than \$370,000. The Alumni Council was proud to participate in *Giving Tuesday* 2019 by contributing over \$22,000 to this year's Alumni Council Challenge, which is an increase over the \$17,000 contributed in 2018. The additional funds allowed for adjustments to the prize structure for this year, so that athletic teams and campus clubs/organizations were separated for the purposes of voting, with the top five vote recipients in the categories of Varsity Athletic Teams and Campus Clubs/Organizations receiving prizes of \$3,000, \$2,000, \$1,000, \$500, and \$250 respectively. Additionally, this year featured increased Alumni Council Blue Ribbon Bonus Awards, with the Alumni Council rating each video based on content, quality, and power of message with the top five rated receiving prizes of \$3,000, \$2,000, \$1,000, \$500, and \$250. The results of the 2019 Alumni Council Challenge are below:

<b>Ranking</b>	<b>Athletic Team</b>	<b>Campus Club/Organization</b>	<b>Prize</b>
1 <sup>st</sup> Place	Varsity Women's Lacrosse	Men's Rugby	\$3,000
2 <sup>nd</sup> Place	Varsity Men's Lacrosse	Women's Rugby	\$2,000
3 <sup>rd</sup> Place	Varsity Sailing	Best Buddies	\$1,000
4 <sup>th</sup> Place	Varsity Rowing	St. Mary's Ultimate Frisbee Team	\$500
5 <sup>th</sup> Place	Varsity Swimming	Burlesque	\$250

<b>Alumni Council Challenge Blue Ribbon Bonus</b>		
<b>Ranking</b>	<b>Recipient</b>	<b>Prize</b>
1 <sup>st</sup> Place	Varsity Women's Lacrosse	\$3,000
2 <sup>nd</sup> Place	Burlesque Club	\$2,000
3 <sup>rd</sup> Place	Varsity Rowing	\$1,000
4 <sup>th</sup> Place	Varsity Volleyball	\$500
5 <sup>th</sup> Place	BOSS/SMACS Club	\$250

Upcoming events of note include the Legislative Reception on February 13, 2020, Spring Break-A-Sweat on April 18, 2020, the Bay to Bay Service Day projects throughout the month of April 2020, and Alumni Weekend 2019 from June 11-14, 2020.

The Alumni Association annually offers three awards: the Society of Distinguished Alumni Award, the Outstanding Young Alumni Award, and the Honorary Alumni Award. Nominations are due by February 1, 2020 and may be submitted through the Alumni webpage. Selectees will be honored at a ceremony during Alumni Weekend.