



BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
REPORT SUMMARY

Date of Meeting: October 13, 2023

Date of Next Meeting: February 2, 2024

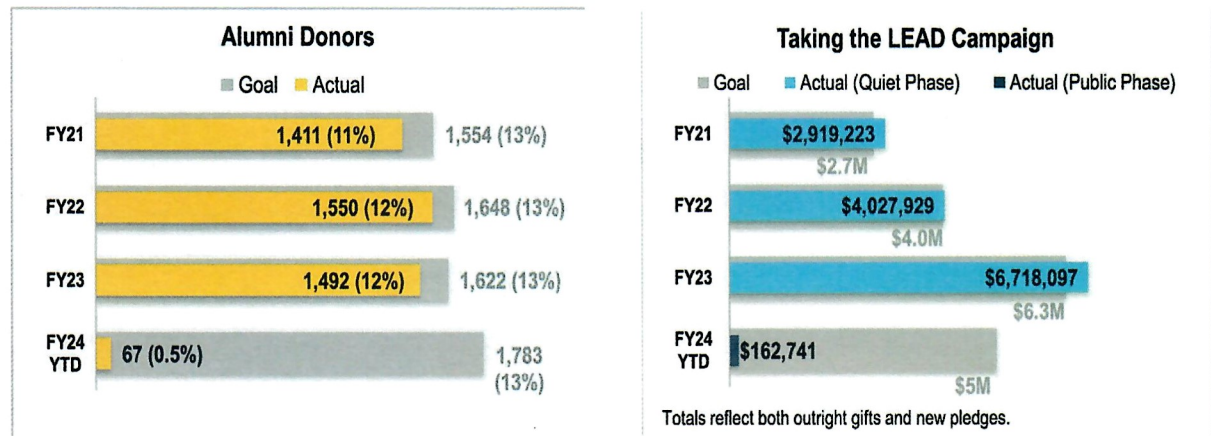
Committee Chair: Gail Harmon

Committee Members: Trustee Chair Susan Dyer, Peg Duchesne '77, Judy Fillius '79, Kate Fritz '04, Elizabeth Graves '95, Bonnie M. Green '74, Kristen Greenaway, Talib Horne '93, President Tuajuanda Jordan

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

Dashboard Metrics:

Revenue and Fundraising



Executive Summary:

Institutional Advancement (IA) aligns with the Institutional Advancement Committee's (IAC) charge to strengthen the College's brand and reputation, increase philanthropy, and engage alumni and the community.

The two graphs above are among metrics that track progress. IA focuses on building the alumni donor base. While 1,492 alumni donors gave in FY23 (12% of solicitable alumni donors), IA is stretching its goal to 1,783 (13%) in FY24 while in this public campaign phase. The Taking the LEAD campaign is tracked in the second graph which has been in its quiet phase since 2020-21 and is entering its public phase in 2023-24. To date, \$13.6M has been raised toward a \$20M goal. \$6.4M needs to be raised in this public phase over the next two years.

The IAC meeting will focus on specific strategies and progress in IA's role toward helping the College actualize "The Rising Tide" strategic plan. Reports from the Alumni Association and SMCM Foundation presidents serve to highlight each entity's role in supporting the strategic plan.

Rounding out the meeting will be an overview of the Taking the LEAD campaign. Metrics will show the results of the quiet phase, progress-to-date, the LEAD Fund and the public phase goal. Volunteer structures and key strategies will be reviewed and discussed. Specific ways Trustees can assist in the effort will also be presented.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE
OCTOBER 13, 2023**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Institutional Advancement Progress on Key Strategies for “The Rising Tide” Strategic Plan
 - B. Strategic Support
 - 1. Update from the Alumni Association President Kate Fritz ‘04
 - 2. Update from the SMC Foundation Bonnie Green ‘74
 - C. Taking the LEAD Campaign
 - 1. Progress-to-date
 - 2. The Public Phase
 - a. Volunteer Structure
 - b. Mapping to the Goal
 - 3. How Trustees Can Assist
- III. ACTION ITEMS**

None
- IV. INFORMATIONAL ITEMS**
 - A. Report from St. Mary's College Alumni Association President
 - B. Report from St. Mary's College Foundation President
 - C. Report from Institutional Advancement Vice President
 - D. Minutes from May 12, 2023
- V. ADJOURNMENT**



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

SMCM ALUMNI ASSOCIATION REPORT

Date of Meeting: October 13, 2023

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

I am excited to join the Board of Trustees as I take on the role of president of the Alumni Association and the Alumni Council for the next three years. I look forward to meeting you all and working with you as the Council continues its work to keep our incredible alumni engaged in the College.

The Council held its annual retreat August 16-18 where we focused on the following:

- A presentation by President Tujuanda Jordan on "The Rising Tide," the College's new three-year strategic plan.
- A presentation by Vice President Carolyn Curry and Director of Alumni Relations Dave Sushinsky on alumni initiatives that can assist in implementing the new strategic plan.
- A discussion by Council members regarding tactics to assist in implementing The Rising Tide initiatives presented.
- A crab feast at sunset on the waterfront to enjoy each other's company. We invited and were joined by previous Council members to keep them engaged in the Council's work.

The Council welcomed six new members representing four decades of alumni and one student member.

Our focus this year is to rebuild our regional chapters across the country, identify ways to grow the Alumni Legacy Scholarship Fund and better engage our former Council members so they will continue to support our recruiting, mentoring and fundraising initiatives.

Our fall meeting will take place on November 4 on campus with the agenda to include a discussion on Institutional Advancement's Giving Tuesday fundraising efforts, as supported and implemented by the Council.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

St. Mary's College of Maryland Foundation, Inc. Report

Date of Meeting: October 13, 2023

Reporter: Bonnie Green '74, Foundation President

The Foundation's Joint Investment Advisory Committee (JIAC) and the Foundation Board of Directors met on September 28 for their annual meetings. Among the Foundation Board items:

- Received a report from the JIAC Chair Nicole West that the Foundation's total endowment market value, as managed by J.P. Morgan, was \$36.3M net of fees as of August 31, 2023. Chair West reported that the JIAC had reviewed market trends and risks as related to the portfolio as well as had a discussion on risk/return balance related to cash, fixed income and private credit.
- Began a review in the JIAC of the existing MOU between the Foundation and the College. It was decided to review this document at least every five years. The JIAC and the full Foundation Board will be continuing their review at their November 16 meetings, and JIAC members Trustee Sven Holmes, along with Trustee Nick Abrams, will ensure it will also be reviewed by the Board of Trustees.
- Approved the JIAC members for 2023-24 as Director Nicole West (chair), Director Blu Putnam, Trustee Sven Holmes, Trustee Nick Abrams '99 and SMCM President Tuajuanda C. Jordan.
- Approved the Foundation officers for 2023-24 as Dan Schiffman '91, president; Tomi Hiers '97, vice president; Scott Raspa '86, treasurer; and Bonnie Green '74, secretary. Also approved were six candidates to engage as future Board members. The Foundation Board paid tribute to Chris Holt '86, Michael O'Brien '68, and Paul Schultheis '98 who were departing due to term limits.
- Heard a report from Executive Director Carolyn Curry on the public phase of the Taking the LEAD campaign launched September 22 in series of campus events. She reported \$13.6M had been raised to date toward the goal of \$20M, primarily from 100+ major donors. A campaign website is now live and ties to the College's new "The Rising Tide" strategic plan for which campaign donations help to fund. Executive Director Curry also highlighted the launching of an Alumni Decade Challenge spearheaded by a host of volunteer alumni ambassadors.

St. Mary's College of Maryland
FOUNDATION Inc.

- Heard updates from SMCM President Jordan on the new incoming class, the new strategic plan, the new Campus Safety Model and the campaign launch day, including the dedication of the William E. Seale Rowing Center.

President Green concluded the meeting by reminding Foundation Directors to complete an “action” form, like that completed by the Campaign Steering Committee, outlining specific ways each Board member can assist with the Taking the LEAD effort.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

INSTITUTIONAL ADVANCEMENT REPORT

Date of Meeting: October 13, 2023

Reporter: Carolyn Curry, vice president of Institutional Advancement

Institutional Advancement is comprised of the units of development, integrated marketing and communications, alumni relations and events and conferences. Its 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, and strengthening alumni and community engagement.

Institutional Advancement aligned itself with its strategic focus as tied to the new "The Rising Tide" strategic plan through the reporting period July 1, 2023 – October 2023 as illustrated in the selected progress points.

Fundraising for the Taking the LEAD Campaign

Giving to date: By June 30, 2023, \$6.7M was raised toward an annual goal of \$6.3M, the largest amount ever raised in a single year. Combined with the dollars raised since the quiet phase of the campaign began in 2020-21, a total of \$13.6M was raised toward the goal of \$20M. This amount surpassed the 65% benchmark set to move into the public phase. More than 100 major gift donors helped raise the \$13.6M for LEAD and its related initiatives. Almost \$1M was raised via Giving Tuesday donations over the three years.

Public Phase: The public phase of the Taking the LEAD Campaign was officially launched on September 22 by President Tuajuanda Jordan in her State of the College address. The delta to reach the \$20M total is \$6.4M over the next two years with the emphasis on giving to the LEAD Fund to help actualize the new strategic plan. The goal for FY24 will be \$5M. The "launch" produced by IA on September 22 included a dedication ceremony to name the William E. Seale Rowing Center, a Keep Up the Momentum campus -wide reception, a VIP donor reception to thank major donors and an evening performance by the Kelly Bell Band (which sold out) in the Dodge Performing Arts Center as a means to convey to the external community the great momentum at the College and the launch of the campaign.

Cultivation: Among the means to spread awareness, cultivate and solicit are:

- *Alumni Decade Ambassadors*—In addition to the assistance of President Jordan, the Campaign Steering Committee, Foundation Directors and Trustees, an alumni

ambassador group has been activated. Alumni representing each decade have volunteered to participate in a year-long challenge to see which decade has the highest percentage of campaign donors, the highest amount raised, and the highest percentage of gifts directly to the LEAD Fund.

- *Giving Tuesday*—A Giving Tuesday committee, led by Alumni Relations, is well into the planning and goal setting stages for November 28 with faculty, staff and student assistance this year.
- *Alumni chapter gatherings*—Large scale chapter gatherings throughout the year will bring attention to the campaign and the College's strategic plan which the campaign helps to actualize. So far this semester, events are planned for Annapolis, North Bethesda and Baltimore.
- *Event leveraging*—Just as IA did all summer by cultivating prospects during the Mulberry Music Festival and the five River Concerts, it will work with volunteers to invite prospects to events and receptions tied to the Dodge Performing Arts Center as well as to hosted events in the homes of volunteers.

Campaign assets: A campaign website was launched on September 22 to track progress, thank donors, provide examples of the impact private dollars are making, offer a case for support, and much more. In addition, social media, letters, emails, newsletters and other channels will be used to reach targeted audiences. The integrated marketing team produced a campaign video to underscore the reasons for investing in St. Mary's College of Maryland. It also created and posted a short and long version of "The Rising Tide" on the College's strategic plan website.

Increasing SMCM's standing as the College of Choice

Enrollment Marketing: The integrated marketing team supports the Admission funnel goals through strategies such as:

- *Open House marketing campaign*—Works with partner agencies by providing assets to push enrollment to Open Houses. The campaign, starting a week earlier than in FY23, includes billboards (over 5 million impressions since early September), social media channels including Meta, Snapchat, YouTube, and paid search. For the September 16 Open House, all channels saw an increase in click through rates over last year's campaign contributing to an increase in registered attendees. The integrated marketing team also runs targeted radio, newspaper and digital ads for all Open Houses.
- *Amplifying recruitment messaging*—Created 21 Admission pieces during the reporting period to attract the next class. Also working to attract military/veteran/family prospects in the local community to take advantage of our "Military Friendly" designation. Pageviews just to Admission websites are up 18% from this time last year and the average time on those sites is up 5%. Overall website pageviews are up 12% from the same time last year.

- *Recruitment video*—Created a new video for Admission to show at its events that seeks to capture the unique spirit of SMCM, LEAD and why we are a college of choice. It will debut at the October Open House.
- *Course catalog*—Spent significant time working with the Registrar to implement a new course catalog system. In addition to helping current students better understand and plan for completing their degree programs, the system will importantly give prospective students a better “inside look” at what different majors will offer them in terms of coursework and other academic opportunities.

Hawktoberfest: IA leads a cross-campus committee to create, produce and market the October 20-21 Hawktoberfest (Fall Family Weekend). Historically, current families are the primary attendees, followed by students, alumni, prospective families and faculty/staff. The event schedule reflects survey responses and input from last year’s participants. (smcm.edu/annual-events/hawktoberfest/) Featured for the first time will be a State of the College-type session by President Jordan to keep families apprised of the new strategic plan, the College’s momentum and the campaign underway. Within two weeks of opening registration (by Sept. 13), 942 participants, mostly parents/families, signed up. Last year saw a total of 1,088 parent/family participation with an overall crowd of 1,792. The event seeks to underscore that St. Mary’s College of Maryland is the “right choice.”

Mentor-a-Seahawk: Alumni volunteer to mentor CORE-P 102 students under the auspices of the Center for Career and Professional Development. Alumni Relations recruited 249 mentors in FY23 and is aiming to increase that by 5% in FY24.

Refer-a-Seahawk: Alumni Relations recruits alumni to refer prospective students to Admission. FY23 saw 27 referrals with a 22% increase slated for FY24. The Mulberry Tree magazine, social media posts, web pushes and newsletters are all currently pushing the effort.

Charity of choice: The Taking the LEAD campaign seeks to inspire multiple constituent groups to invest in St. Mary’s College of Maryland as their primary philanthropic choice. Metrics will track the % of donors in key areas.

Advancing The National Public Honors College and LEAD brand and reputation

Among the tactics integrated marketing has thus far employed:

- *Mulberry Tree magazine*—Included major features on the new strategic plan and LEAD with highlights of 10 student LEAD projects in the latest edition, circulation 17,000+.
- *Student successes and Flickr*—Regularly updating success stories and capturing photos and video vignettes for the front SMCM website to visualize the many facets of SMCM and hence its brand.

- *Brand Resource Guide*—Added new assets and providing training on how the campus community can help establish the brand.
- *Branded signage*—Assisted the Physical Plant with a comprehensive set of outdoor campus signage reflecting the brand.
- *LEAD as the focus*—Within the new recruitment and campaign videos, LEAD is prominently featured as the reason for our National Public Honors College prominence.
- *Third party validation*—Lee Capristo, director of writing and content, received the prestigious and top honor—the Award of Excellence—in the 35th annual APEX Awards for Publication Excellence. The award recognized her Mulberry Tree feature on Ramtin Arablouei '93 and is her 11th such award. With more than 45 top national marketing awards for SMCM, the third-party validation speaks to the quality of the College's messaging.

Enhancing SMCM as a sought-after regional resource

Summer Attractors: Assisted in producing and hosting 446 attendees this summer (14% increase over last summer) for conferences, camps and events outside of the Mulberry Music Festival and River Concerts. Assisted in producing and marketing the Mulberry Music Festival and five River Concerts that attracted 480 and 6,000 attendees respectively. In every instance, IA always promoted the College and its assets in the event programs and handouts.

Governor's Cup: Produced and marketed the 50th anniversary of the Governor's Cup Yacht Race in August. The event saw a 34% increase in boats racing, a 225% increase in revenue and a 32% increase in attendees over FY22. As an attractor, the Baltimore Symphony Orchestra played a free concert in the Dodge Performing Arts Center in the afternoon to a sellout crowd. Garnered more than 18 earned media stories.

Cultural Hub: In FY23, more than 21,000 attended Dodge Performing Arts Center events since its opening in September 2022. The integrated marketing team continues to use a mix of strategic and measurable advertising to extend the marketing reach and establish SMCM as a cultural hub for the region. This includes web, digital, social, print and radio mediums. For the September 12 Nina Totenberg Constitution Day event, 740 tickets were reserved with an attendance of 560, mostly external. In addition, the team has secured advertisements statewide and regionally in maps, agency yearbooks, agency directories and tourism online and print publications.

Internal Enhancements: Created an integrated calendaring system whereby scheduling of major external and internal events by the campus community can be more strategic, can be leveraged better and can avoid conflicts. Also switched to a new event management system to allow the campus community better efficiency, reliability and outcomes when seeking venues and associated production services.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

**OPEN SESSION
MINUTES**

Date of Meeting: May 12, 2023

Status of Minutes: Approved June 15, 2023

Institutional Advancement Committee Members Present: Committee Chair Gail Harmon, Alice Bonner '03, Peg Duchesne '77, Board Chair Susan Lawrence Dyer, Judith Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan

Member Absent: Glen Ives

Staff Member: Vice President for Institutional Advancement Carolyn Curry

Others Present: Sandra Abell, Nick Abrams '99, Carlos Alcazar, Betsy Barreto, Anirban Basu, John Bell '95, Mary Broadwater, Peter Bruns, Donny Bryan '73, Jeff Byrd, Andrew Cognard-Black, Paula Collins, Katie Gantz, David Hautanen, Melanie Hilley '92, Sven Holmes, Jerri Howland, Brayan Ruiz Lopez '24, Gretchen Phillips, Jesse Price '92, Paul Pusecker, Dereck Rovaris, Daniel Savelle '13, Shanen Sherrer, Chuck Steenburgh, David Taylor, Aaron Tomarchio '96, Danielle Troyan '92, Ray Wernecke, Libby Williams, John Wobensmith '93

Executive Summary

Institutional Advancement Committee Chair Gail Harmon called the meeting to order at 10:21 a.m. Participation was both in-person and via videoconference.

Discussion Items

Report of the Alumni Association

Alumni Association President Alice Bonner '03 reported that most of the FY23 Alumni Council objectives have been accomplished, including the rebuilding of regional alumni chapters; supporting the College's recruitment, mentoring, and fundraising efforts; and addressing the Alumni Association's infrastructure needs. Alumni have referred 26 prospective students thus far, recruited 239 mentors for the Mentor-a-Seahawk initiative, donated more than \$20,000 for the Giving Tuesday's Alumni Council Challenge, and recruited new leadership for the Annapolis and Baltimore chapters. Incoming Alumni Council President Kate Fritz '04 will represent the Alumni Association on the Board of Trustees as of July 1, 2023.

Report of the SMCM Foundation

Foundation Executive Director Carolyn Curry, filling in for Foundation President Bonnie Green '74, reported on the Foundation Board of Directors and Joint Investment Advisory Committee meetings on Thursday, April 27, 2023. The Foundation's endowment portfolio, as of March 31, 2023, had a market value of \$36M compared to \$34.6M in December 2022. The Board approved a strategic asset allocation to guide J.P. Morgan in its investment strategy for the portfolio.

Executive Director Curry reported to the Foundation that as of April 14, \$4,860,401 had been raised toward the annual goal of \$6.3M. Twenty-seven major gifts (\$10K+) contributed to the total. Directors have been assisting in building the prospect pipeline and cultivating donors to make the \$6.3M annual goal and beyond. Executive Director Curry also noted the Student Investment Group had been re-launched under the guidance of Professor of the College Don Stabile.

President Jordan shared with the Foundation Board an update on the new strategic plan, the Middle States Accreditation timeline, a rationale and timeline for campus Public Safety to incorporate special armed officers, and upticks in enrollment metrics.

Institutional Advancement Report

Vice President Carolyn Curry reported total FY23 giving as of May 3, 2023, is \$4.9M, the largest amount ever raised annually to date. Highlights of the quarter are two six figure gifts: one to the Seahawk Undergraduate Research Fellowship (SURF) and one to the Landers Scholars fund. The largest fundraising categories are the LEAD General Fund, the Performing Arts Fund and Scholarships. Alumni giving participation has increased from 9% to 11%. Faculty and staff giving participation is at 36%, up 3% over last year.

Integrated marketing continues to focus on assisting Admission meet enrollment goals, increasing outreach and amplifying the College's brand and reputation. Metrics for web page visits, time on task, social media and digital campaigns and ticket sales continue to show increases over last year. Since September 2022, more than 17,000 participants have attended Dodge Performing Arts Center events, with 60%+ being outside of the campus community. The team again won top national marketing honors, this time for its promotion of the Grand Opening of the Performing Arts Center and Learning Commons (Silver Award), and three gold awards for recruitment materials from the 38th Annual Educational Advertising Awards.

Strategic alumni activities and events—all experiencing participation increases in FY23—continue to engage alumni in helping to promote and leverage College initiatives including community service, brand awareness, mentorships and internships, and recruiting.

Vice President Curry provided an update on naming opportunities, indicating the status and value of opportunities on campus as well as those who now have named spaces in place.

Summary of Closed Session Held on May 12, 2023

Time: 10:42 a.m.

Location: Glendening Annex/Virtual

Purpose: To discuss the official naming of a campus building and review names of potential major gift donors

Chair Harmon asked for a motion to close the meeting. Motion to close meeting made by Judy Fillius '79 and seconded by Peg Duchesne '77

Names of members voting aye: Committee Chair Gail Harmon, Alice Bonner '03, Peg Duchesne '77, Board Chair Susan Lawrence Dyer, Judith Fillius '79, Elizabeth Graves '95, President Tuajuanda Jordan

Members Opposed: None
Abstaining: None

Statutory authority to close session: In accordance with Md. Gen. Prov. Code Ann. § 3-305 (b) to discuss the matters set forth on the closing statement, specifically: (13) To comply with a specific, constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter – which in this case is the financial information of a prospective donor that are is not subject to disclosure under the Maryland Public Information Act.

Topic Description: The Committee discussed the possible renaming of a campus building, per the process outlined in the Board of Trustees Naming Opportunities Policy – Gifts or Honorarium. It also reviewed names of prospective major gift donors.

Persons present for discussion: Committee Chair Gail Harmon, Sandra Abell, Nick Abrams '99, Carlos Alcazar, Anirban Basu, John Bell '95, Alice Bonner '03, Mary Broadwater, Peter Bruns, Donny Bryan '73, Paula Collins, Carolyn Curry, Peg Duchesne '77, Board Chair Susan Dyer, Judith Fillius '79, Elizabeth Graves '95, Melanie Hilley '92, Sven Holmes, President Tuajuanda Jordan, Jesse Price '92, David Taylor, Aaron Tomarchio '96, Danielle Troyan '92, Ray Wernecke, John Wobensmith '93

Action Taken: The Committee approved of the building naming and agreed to provide its recommendation to the Technology, Buildings, and Grounds Committee for its consideration and approval.