

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOOUTH•LOWELL•WORCESTER

**MINUTES OF THE MEETING OF THE
ADVANCEMENT COMMITTEE**

**Tuesday, November 20, 2007; 10:00 a.m.
Amherst Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts**

Committee Members Present: Chair Lawton; Trustees Beatrice, DiBiaggio, Endich, King-Shaw, Kulenovic, MacAfee and Nath; Chair Tocco, Vice Chair Manning

University Administration: President Wilson; Vice President Smith; Chancellors Motley, MacCormack and Collins; Associate Chancellor Moloney; Ms. Granese, Associate Vice President for Marketing; Ms. Owen, Business Analyst

Advancement Staff: Mr. Tammerk, Interim Vice Chancellor for University Advancement, UMASS Amherst; Mr. Byers, Vice Chancellor for Institutional Advancement, UMASS Boston; Mr. Wolfman, Vice Chancellor for Institutional Advancement, UMASS Dartmouth Foundation; Mr. Andriolo, Associate Director of Advancement, UMASS Lowell; Mr. Pagnam, Vice Chancellor for Development, UMASS Memorial Foundation

Faculty Representatives: Professors May, UMASS Amherst; Ms. Gibbs, Librarian, UMASS Dartmouth

Chair Lawton convened the meeting at 10:15 a.m. He indicated that the campuses are off to a great start and thanked them for their hard work. He also thanked Chairman Tocco, President Wilson, the Chancellors and Vice Chancellors, and members of the President's Office staff including the Vice Chancellors and Vice President Smith and her staff. They have been an enormous help with the challenges that we had to encounter this year.

The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee.**

It was moved, seconded and

VOTED: To approve the minutes of the August 29, 2007 meeting of the Committee.

The next item was the **President's Report.** President Wilson thanked Chair Lawton for his leadership of the Committee and the Trustees for their support and many contributions to the University. He also thanked the Chancellors and Vice Chancellors for Development for the

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critical roles they play in helping the University to realize its many goals and objectives for the present and future of the University.

President Wilson indicated that we take great pride in the University and in the alumni community, and are very optimistic about the ability of all of the campuses to reach their full potential in fundraising. We must forge lifelong relationships with our alumni, and need their support and the support of many others to help the University claim its rightful place as a world-class research University, developing strategic communications and programs that work to highlight for our alumni all of the best aspects and achievements of our campuses. A culture of collaboration is also an absolute necessity to realize every one of our goals. This group has made good progress on this front and expressed confidence that we will continue to make progress and to achieve even greater heights as a result.

The University's endowment continues to grow thanks to the efforts of the development teams across the five campuses and the team at the UMASS Foundation. As of September 30, the University's endowment stood at almost \$358M thanks to the good work of the Trustees in enacting the Quasi-Endowment Policy and the good work of the UMASS Foundation Investment Committee, whose performance over the past year was 14.59%. In this last quarter the endowment investment return was 1.96%. The UMASS Foundation hired one additional International Equity Manager, and our asset allocation remains on target with domestic equities at about 23%, international equities at about 17%, and fixed income at about 31%.

Under the **Chair's Report**, Chair Lawton reported on some of the major initiatives and collaboration undertaken by the campuses.

As reported at the last meeting, members of the Advancement offices have contributed revisions to the Guidelines on University Advancement Data, which has been prepared pursuant to the Trustees adopting Doc. T07-024 on Coordinated Constituent Relations Management. First level guidelines have been completed with input from Advancement leaders at each campus and the next phase of the document is to be completed with input from the Vice Chancellors just after the Thanksgiving holiday.

Chair Lawton reminded the Committee that discussions are underway about moving the data systems from five instances on three separate platforms to a single instance on a single platform. This is an enabling tool for better coordination. Fundraising will continue to be campus-led and campus-managed. However, the University needs a better process for coordinating fundraising tasks to dual-degree holders, multi-campus families, non-alumni donors, and corporations and foundations, and is in the process of working collaboratively with campus leadership to develop guidelines aimed at managing those issues. As Trustee DiBiaggio mentioned at the last meeting, fundraising has been modest at best, and it is incumbent upon us to look at the best practices and the best policies and then adopt them to drive our fundraising to a successful conclusion. The

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goal is to elevate development efforts across all campuses and to provide greater support and accountability for those efforts.

There was a brief presentation on our Online Community which will be presented to our alumni at the Boston, Dartmouth, Lowell, and Worcester campuses early in 2008. This project will help us follow and report good news about the University to our alumni. The Committee heard from members of the Marketing Team on progress that is being made in our coordinated effort to develop marketing strategies for the campuses and the overall University that support our strategic goals. President Wilson reported on some great news about the University's endowment, which has seen great growth due to investment performance and the Quasi-Endowment Policy implemented by the Trustees last year.

The Trustees' Office sent out the screening forms to respond to Chairman Tocco's call to action about getting Trustees to strengthen their relationships and advancing fundraising efforts. This is going to take a large effort by the President's Office and the Trustees.

Chair Lawton then indicated that when looking at best practices employed by some of the leading universities and their success with advancement efforts there is a disconnect between the University and its alumni, and it is incumbent upon us to reach out and bring the alumni back into advancement efforts. A student alumni association is one of the best practices (that has been) employed by leading universities in this effort. After talks with Trustee Nath, Chair Lawton indicated that he and Vice President Smith look forward to further discussions and input from Trustee Nath and the Vice Chancellors on the matter of cultivating a student alumni association. This initiative will be a challenge for the University but it is critical so that we do not lose our alumni.

Chair Lawton thanked everyone involved with the many initiatives for their professionalism, collegiality, and tireless work. We are positioning the University for every future success. He also underscored the Trustees' commitment to supporting the important Advancement initiatives for all of the campuses. We will continue to develop policy initiatives that present opportunities to make the best use of our limited resources, drive increased participation and donations by alumni and friends, and improve perceptions about the University. Whether we are talking about operational changes or participation challenges, we want to aim at what is good for the University for the long term.

President Wilson then announced that Trustee Ruben King-Shaw and his wife, Patricia, have committed and paid the first installment on a six figure gift to support international experiences to students on the five campuses. President Wilson thanked Trustee King-Shaw for his gift.

Under the **Vice President's Report**, Vice President Smith indicated that that she reported at the last meeting of the Committee that Harris Connect was selected as the preferred vendor for the Online Community. The Boston Dartmouth Lowell Worcester campuses will be sharing portals, which will allow for cross-campus searching and will also allow for interaction with the

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Amherst campus. Vice President Smith acknowledged the many contributions of Associate Vice President Granese, Sandy Owen, Business Analyst, Joe DeMedeiros on behalf of both the Dartmouth and Boston campuses, Diana Tsotis, and Diane Earl and Deme Gys from Lowell, and Deb Masloski and her team from the Amherst campus for staying in touch about their project.

Associate Vice President Granese and Ms. Owens then provided a brief illustration of the collaborative online shared portal. After the illustration there was a brief discussion about an e-commerce function which would be great for alums, especially for this holiday buying season; unique login information; a section that will have information and news about the University; online giving information; and confidentiality concerns.

Associate Vice President Granese briefly reported on her work with the campuses on improving the University's marketing efforts. She has been working with the campuses to develop strategic marketing that would benefit each campus. We have engaged a couple of consultants to assist each campus in strategic marketing. Chair Tocco indicated that it is important to have a discussion on marketing branding.

Vice President Smith then reported that we have gathered five full years of data from the campuses and can look at historic performance on both new gift activity and cash collection. This is the first stage of what will be a deeper analysis that can help to inform where additional investment in staff or other programmatic areas might yield increased philanthropic dollars in the long term. We will also be working on reports that track activity across the campuses and assess how activities are affecting performance.

The campuses have put forth a placeholder goal for FY08 of \$84M. Some of the programs are in the process of identifying performance goals other than dollars that will shore up fundraising performance long-term. Vice President Smith clarified that the Hoff gift which was announced at the last meeting is truly a gift to each of the five campuses. Each of the five campuses will record their proportional amount to their budget totals.

There was a question about the lower goals set for the Worcester campus. Vice Chancellor Pagnam from the Worcester campus reported that last year's achievement was just over \$35 million. There were two campaigns in the last eight years, and we have taken our eye off the ball of trying to develop prospects, and do not have a foundation of prospects. We want to change the culture at the Worcester campus. We have to reach out to a larger constituency. The goal over the next 30 months is to build the current prospect base to 1500. The campus is \$10 million below last year. Overall, we have not done a very good job communicating to a patient pool and broader community as far as what we are doing and the value of what the institution has to offer.

Chair Tocco had a question about the fundraising relationship between the Medical School and the Hospital. Chancellor Collins responded that it was complicated and it is something that we will be talking about next week at the Administration and Finance Committee meeting; Worcester is an academic medical center that includes a medical school. We have to get to a

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point where everybody understands that this development situation is extremely complicated given the nature of the relationships that exist between the two entities. It has nothing to do with relevant staff, just with the complexity of what occurred in the late 90s.

Chair Tocco talked again about putting a task force together through this Committee focusing on student giving. Trustee Nath and the student Trustees should take a look at how to get the students on the campuses into the alumni system.

Chair Lawton indicated that he and Vice President Smith have talked to some of the Vice Chancellors about this. The Medical School is unique and just doesn't have that many alumni to reach out to so it is all Foundation grants. Their challenge is much different than the challenges that face Amherst. We need to get the incoming freshmen to become a part of a Student Alumni Association. There is a huge disconnect with alumni once they graduate. In addition to technology and being able to honor the efficiency of development, is really about bringing our alumni back into the campuses to give.

Trustee King-Shaw indicated that one way to connect to a giving program is through your class officers' structures. Many colleges raise money through their class gifts. Chair Lawton noted that the Online Community is another tool for those alumni, and that we are headed in the right direction. As a Committee we need to look at how to get alumni to become involved once they graduate.

The Advancement Officers then reported on the **Campus Fundraising Reports**. They commented on their performance to date and their goals for the year.

Vice Chancellor Tammerk from the Amherst campus reported that they are off to their strongest fundraising year in five years. There is still a lot of work to do with major gifts, and there are matters that need addressing and resolution. He expressed confidence that they will be able to meet and make their goal. The goal established given the transition year and the leadership is to be 6% over last year's actions.

Vice Chancellor Tammerk made a comparison with the prior year period; activity is based on solicitations activity for each quarter; every year is going to be a little stronger.

Vice Chancellor Byers from the Boston campus reported that the Boston campus had a very good start this fiscal year; the goal of \$13.5 million will be an increase of 17% over FY07. This is a 13% increase over the final amount raised in FY07. The amount raised in the first quarter was approximately \$1M over last year. Looking ahead to the rest of the year, the campus has started closing some gifts in the second quarter, at least a \$100,000 gift, maybe two possible \$50,000 gifts, several \$25,000 gifts, and a verbal commitment which the campus expects to receive in December.

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Vice Chancellor Wolfman from the Dartmouth campus reported that their goal is a more ambitious goal and they are in the final planning stages of the strategic planning process. The campus had a very productive first quarter. There are several gifts in the pipeline which will be announced after the close of the calendar year. This will put the campus close to 50% of goal. The solid leadership of the Deans is part of the strategic planning process.

In the first quarter, the Dartmouth campus has had the best numbers in our five year history. The campus is in the final stages of the campaign, and the numbers are very much like the Worcester numbers, which is why a higher or more ambitious goal was not posted. The campus is in the final planning stages of the strategic planning process which will then give a wish list or items that will make up the next comprehensive campaign for the campus. The first quarter was very productive, and our second quarter is really where most of the activity and the performance are measured; there are several gifts in the pipeline which will be announced after the close of the calendar year. This will put the campus close to 50% of goal. It is an uneven process but the Dartmouth campus has solid leadership and a fresh crop of Dean's which are part of the strategic planning process.

Mr. Andriolo from the Lowell reported that their endowment has grown significantly over the last couple years. The Foundation provides quarterly one-page reports that detail financial performance, which can secure another large commitment from a donor because they know that the money is being well invested. The Foundation Investment Committee deserves a lot of credit. The Lowell campus has enjoyed its best first-quarter; a 400% increase from last year at this time.

Mr. Andriolo reported that Charlie Hoff asked him to reiterate his thanks for the great job by the whole campus surrounding his donation. He was particularly touched by everyone who attended his lunch, and he hopes for long-term relationships with other Chancellors. The Lowell campus received several large gift commitments; one of them was a \$500,000 endowment, which has established a fellowship program. A \$300,000 pledge for the engineering program was received; and two big opportunities are coming up: the Chancellor's Inauguration in the spring and the highly publicized emerging technologies building, which will provide several naming opportunities.

Chair Lawton thanked the Vice Chancellors for their hard work and indicated that the Committee wants to become actively engaged in facing the challenges that lie ahead.

The meeting adjourned at 11:29 a.m.

Zunilka Barrett
Assistant Secretary to the Board