

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

**Wednesday, September 3, 2008; 10:00 a.m.
Lowell/Dartmouth Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts**

Committee Members Present: Chair Lawton; Trustees DiBiaggio, Endich, Gerson, Koffman and MacAfee; Chairman Manning

Committee Member Absent: Trustees Kulenovic and Tocco; Vice Chairman Karam

University Administration: President Wilson; Vice President Smith; Chancellors Holub, Motley, MacCormack, Meehan and Collins

Advancement Staff: Ms. Thompson, Executive Director of Advancement, UMass Amherst; Mr. Byers, Vice Chancellor for Institutional Advancement, UMass Boston; Mr. Wolfman, Vice Chancellor for Institutional Advancement, UMass Dartmouth Foundation; Mr. Eatough Assistant Vice Chancellor for Institutional Advancement, UMass Dartmouth Foundation; 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 10:10 a.m. and asked for a motion to approve the **Minutes of the Prior Meeting of the Committee.** It was moved, seconded and

VOTED: To approve the minutes of the May 28, 2008 meeting of the Committee.

Under the **Chair's Report**, Chair Lawton thanked the Governance Committee along with Chairman Manning and President Wilson for re-appointing him as Chair of the Committee. He also recognized Vice President Smith on behalf of the Board. Without the knowledge and resources she brings to the Committee and all of the campuses we would not have accomplished what we have to date.

Chair Lawton commended the Quasi-Endowment Policy adopted by the Board. The University's endowment was \$358 million at the end of last year, thanks to the good work of the UMass Foundation Investment Committee in spite of tough economic times.

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With regard to the CRM, UITS staff is still in the process of conversion. Ultimately, the data from the five campuses will be unified on a single platform. It is expected that there will be better coordination in fundraising led by the campus team once the conversion is complete.

The online community continues to grow at the Boston, Dartmouth, Lowell and Worcester campuses. They have done a great job. The campuses are also working together on joint regional alumni events. The online community is a great resource for the University and all of its alumni. The Amherst campus has also done a great job with the demonstration of their online community and their alumni magazine. The Foundation is working with the campuses to improve and enhance what is done on a day-to-day basis.

Last year's fundraising goal of \$84 million was achieved thanks to the work of all the development teams. This year's fundraising goal is over \$100 million. We have to keep our eyes on how the constituencies vary for the campuses and how to best compliment and enhance the campus programs. Discussions are underway on how to add to the role of Trustees helping to engage major donors for the campuses. This would help to identify the prospect pools for the campuses.

Former Trustee Bharath Nath chaired the Student Alumni Task Force which studied the role that students and alumni play in fundraising. One initiative underway is a Student Trustee Alumni Speaker series. President Wilson has made resources available for each of the student Trustees to work with their campus advancement teams to bring an alumni speaker to their campuses along with a reception for students and alumni.

The next item was the **President's Report**. President Wilson thanked Chair Lawton for his enthusiastic support and commitment to the advancement efforts. Chair Lawton joins us today as Chair of the Trustee Committee on Advancement beginning his third year in that position. He also expressed his support of the Student Trustee Alumni Speaker series.

President Wilson welcomed the new members of the leadership team Chancellor Holub and Executive Vice Chancellor Tom Milligan from the Amherst campus.

Fundraising achievement at the end of Fiscal Year 2008 across the campuses stood at \$94,212,266 dollars against an annual goal of \$84.3 million dollars. This is 3.6% percent over last year's achievement and the increase was driven overall by a 14% increase in giving from alumni and a 22% percent increase in gifts from organizations. President Wilson congratulated the Chancellors and their teams for their commitment to and focus on improving fundraising. All of the campuses are making terrific progress.

UMass Amherst raised \$33.5 million in Fiscal Year 2008. They are to be congratulated for a year-end performance of 10% over goal and for raising 36% percent of the University's total new commitments recorded.

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UMass Worcester raised \$23.7 million in Fiscal Year 2008. This was its best year ever for new cash gifts. The team at the Medical School did a terrific job of capturing new donors making outright cash gifts to the School. Their ongoing challenge and goal will be to retain those donors and inspire repeat gifts and multi-year pledges.

UMass Boston raised \$16.8 million in Fiscal Year 2008, surpassing its goal by 29% percent and nearly doubled giving from corporations and foundations.

UMass Lowell raised \$13.3 million in Fiscal Year 2008, registering an extraordinary increase in alumni giving of almost 225% percent and surpassed its total annual goal by 60% percent.

Raising \$6.9 million in fiscal year 2008, UMass Dartmouth increased the number of donors to the campus by 39% this year, and inspired two significant gifts from national foundations.

Forging life-long relationships with our alumni is a priority that will ensure the future strength of the University. We will hear from each of our campuses about their planned programming for the year.

The Endowment investment performance for the year registered a positive growth of just under 1% percent (0.91%) despite the capital markets strongly negative and volatile environment. The Market Value of the UMass Foundation as of June 30, 2008 is \$362,234,420. The UMass Foundation Investment Committee chaired by UMass Lowell alumnus Roy Zuckerberg has done an extremely good job. The Committee members, who are mostly UMass alumni, have worked tirelessly to protect and grow our endowment and we owe them a debt of gratitude for their efforts.

The turn in the markets has been painful to the entire country, but the Committee's good work has spared us the worst effects thus far. We are exceedingly grateful for the continued generosity of our donors to the University, who continue to support our students and faculty on each of our five campuses. Their generosity drives the growth of the corpus of our endowment.

Asset Allocation which remains on target: Domestic Equities, 18%; International Equities, 12%; Fixed Income, 34%; Alternative Investments, 32%; and Cash Equivalents, 4%.

Under the **Vice President's Report**, Vice President Smith reported that the campuses have put forth a combined preliminary goal of \$95.7 million for this year, a 13% increase over previous years. Placeholder goals will be discussed at the next meeting of the Committee.

Representatives from each of the campuses convened for two days this summer for planning and professional development activities. During that time the Vice Chancellors discussed goals for development programs and will determine what we hope to track in the coming year. It was agreed that the campuses will work together to establish metrics and reports in addition to

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fundraising achievement to be used to track and report progress. Reports will be shared with the Committee as they become available.

The Lowell campus is working on a pilot project to look at projections. An update will be provided at the next meeting of the Committee; we are looking more closely at suspects and prospects development and management.

Vice President Smith announced that next Tuesday the Vice Chancellors will have their first meeting for the speaker series that President Wilson has agreed to support; the UMass Night at the Pops event will be held on May 7, 2009.

Vice President Smith thanked the Vice Chancellor for a great job. It has been a terrific year given that there are leadership transitions underway at several campuses, and two of the program leaders have just arrived on their campuses this month.

The Advancement Officers then reported on the **Year-to-Date Fundraising Results**. They commented on their performance to date and their goals for the year.

UMass Worcester (Vice Chancellor Pagnam)

- From a cash standpoint, it was a very good year. While short of the goal of \$25 million funds raised increased for the Medical School.
- The overall gift income for the school reached the highest point for the year and overall cash increased \$4 million over previous years. This demonstrates the new found ability to reach out to national foundations.
- A two day retreat was held in August. We are pushing for other metrics in terms of how we should be evaluated.
- A goal was put in place last year to identify and raise the donor pool from under 100 to 500. UMass Worcester fell short by 28 and had 472 identified prospects at the end of June. The goal is to increase the 472 prospects to 1200 this year. It takes a lot of work getting a prospect to become a donor.
- Last year UMass Worcester had a very robust year with alumni activity. For the first time in four years an alumni reunion took place; an annual report was produced; and the Dean was introduced at various alumni/parent events across the state.
- Beyond the alumni constituency UMass Worcester has a friends constituency, which is a significant amount in the greater Worcester area. We continue to work to raise the school's profile.

UMass Amherst (Ms. Thompson, Executive Director of Advancement)

- It was a great year with great success. The campus raised 17.5% more than last year.
- With Chancellor Holub joining the campus we hope for him to meet our many donors and prospects.

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- In terms of donor count, this was the best donor count ever with 35,000 alumni, friends and organization. The number of donors increases with each year.
- The Annual Fund is 11% over last year and has a better trajectory every year. The number of donors the Annual Fund attracts is over 30,000 this year, the highest ever.
- Annual donor commitment is \$105, the highest ever.
- The campus continues to build on fundraising growth.
- The Alumni Association is very committed to doing more activities to engage students and alumni.
- The online community has 20,000 members.
- In terms of communications: the Alumni Magazine was distributed and an online giving initiative was conducted at the end of the fiscal year.

Chair Lawton asked if there are suggestions or questions on how the Board can help the campus. Ms. Thompson indicated that having Trustees involved and actually engaging with alumni, donors, and prospects would be a great initiative.

Trustee DiBiaggio asked what is done on the campus in term of cultivating students still enrolled. Ms. Thompson indicated that the Alumni Association conducts a number of activities for the students. A juniors' class campaign is held every year; this year the campaign raised \$30,000. The network with alumni and students is part of the Alumni Association.

UMass Boston (Vice Chancellor Byers)

- This was a good year, the Boston campus finished at \$16.81 million, a 41% increase over FY07.
- As President Wilson indicated during his presentation, there was a significant increase in corporate foundation donations highlighted by a \$2.1 million gift. A lot of time has been invested in increasing the number of proposals that go out to foundations nationally.
- Two new societies have been established: the Chancellors Council and the Founders Circle. We are focused on annual gifts of \$1,000 or more and lifetime giving of \$250,000 or more. There has been a 60% increase in donations of \$1,000 or more.
- UMass Boston has begun to identify donors at the \$10,000, \$25,000 and \$50,000 levels.
- A number of donor events were held in Florida, New York City and Los Angeles. Further events will be held this year again in Florida, New York, California and Washington, DC.
- The campus began to work with student organizations, informing them more about development. Last year the Boston campus began a yearbook pick up party in which 75 people attended.
- This was a busy week welcoming students to the new academic year – a 'stand up and stand out' event was held; have begun to use student callers ambassadors around the campus.
- UMass Boston secured a place as one of the beneficiaries of the Boston Marathon

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Chair Lawton noted that the Boston campus was raising \$4.6 million and \$5.4 million in 2004-2005. He commended the campus for raising \$16.81 million in FY08.

UMass Dartmouth (Vice Chancellor Wolfman)

- This was a fantastic year. The Dartmouth campus raised \$2 million back in 2004, and raised almost \$7 million in FY08.
- A culture of philanthropy has been created in southeastern Massachusetts where the community understands and appreciates the role of the University and the importance of private support for public higher education.
- The campus had two major significant gifts from national foundations. One gift was in support of the library, which was also a split gift for scholarship endowment; the second gift is to support the Center for Indic Studies. There will be a concession of additional contributions with this gift from individuals aware of the Center and the campus activities in support of what is now a growing area of national pride for the immigrant community.
- UMass Dartmouth been successful in fostering the culture of philanthropy through campaign, project safe activity, a campaign for our library. The campaign allows us to engage donors at very high levels and major gift activity. The first \$1 million gift provided \$750,000 towards the library campaign and \$250,000 towards scholarships for students.
- Another campaign is underway for an addition to the business school. We have a \$3 million commitment which is one part gift one part challenge which creates a framework for fundraising. The business school addition will launch later this fall.
- We are very optimistic that UMass Dartmouth is coming of age in its relationship with its alumni and its community. The types of projects that draw international and unique foundation gifts to the campus are being developed.

Vice Chancellor Wolfman announced that his role in the Advancement Office will be changing to tend to family matters; Assistant Vice Chancellor Michael Eatough will assume more of the day-to-day activities.

Chancellor MacCormack expressed her appreciation to Vice Chancellor Wolfman for his work. While the Dartmouth campus faces continuing challenges she is very grateful for Vice Chancellor Wolfman's ability to move the campus to being able to launch fundraising campaigns. She also expressed her appreciation of Assistant Vice Chancellor Eatough for agreeing to expand his role.

UMass Lowell (Chancellor Meehan)

- The Lowell campus had a good year with the announcement of the closing of its largest gift of the year from Charlie Hoff. The gift made possible the expansion of the largest scholarship program in the history of the University. Over \$3 million in support will be directed to all the campuses.

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- The campus also closed two new \$1 million endowed professorships which will take advantage of the Nantucket Match Program. Two more \$1 million endowed professorships are expected to be closed in October.
- Most endowment funds that were created throughout the course of the year were closed.
- The Lowell campus increased by over 100% the number of faculty and staff contributions. Executive Vice Chancellor Jackie Maloney established a \$25,000 scholarship endowment; Cathy Carter, Dean of the Business School committed \$50,000 to the endowment; and Chancellor Meehan also committed \$50,000.
- UMass Lowell has more than doubled the number of individual endowment funds. The campus has 243 endowment funds largely because of the PHEEIP program which is extremely important to the campus.
- Around the year 2000 Lowell's advancement office had 22 full-time staff members. Today that number is down to 10 full-time staff members. As the campus deals with fiscal realities it has to double the number of staff to avoid future problems.
- Vice President Smith was helpful in the search of the new Vice Chancellor of Advancement. David Whalen will begin at UMass Lowell on September 9. He is an experienced nonprofit professional with 20 years in the business.
- Chancellor Meehan is enthusiastic about building a team at UMass Lowell, but enough resources are needed.
- In addition to that will be looking at students - considering parent letter contribution, only 37% of monies come from the state. Have to market the fact that we have to rely on private funds. Looking at other events to raise funds.
- New traditions are being established at UMass Lowell. The commencement dinner held this year will become an annual event.

Trustee DiBiaggio indicated that the development of stretched goals is an important point to consider in fundraising. President Wilson indicated that we have to plan for a year in which our growth, excellence, distinction and ability to go beyond will depend on what we are able to do in the area of fundraising, philanthropy, enrollment management, UMass Online, intellectual property and so forth. This is going to be a year where advancement has to be made in those other areas.

Professor May raised a question about the importance of talking about infrastructure supporting the fundraising efforts and what the plans are to get that to where it needs to be. Chair Lawton indicated that we are trying and are increasing alumni participation. The Amherst and Lowell campuses are increasing their numbers in part because of the online community and better communications. The purpose of the mentoring program on the campuses and Trustee involvement is to help with the major donors on each one of the campuses. The goal is to get Trustees involved and bring back alumni to the campuses.

Chair Lawton then welcomed new student Trustees Kristin Gerson, from the Worcester campus and David Koffman from the Lowell campus to the Committee.

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Trustee Koffman indicated that the importance of enhancing the student experience needs to be stressed for the long-term goal of fundraising. Chair Lawton indicated that the study conducted by the Student Alumni Task Force Task Force showed that the student experience is critical to developing a life-long relationship.

Trustee DiBiaggio indicated that it must be conveyed to the entire Board that its participation in the fundraising process is important. Chair Lawton and Vice President Smith will work with the Trustees and Chancellors.

The meeting adjourned at 11:09 a.m.

Zunilka Barrett
Assistant Secretary to the Board