

UNIVERSITY OF MASSACHUSETTS
AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

Wednesday, November 28, 2012; 10:00 a.m.
Lowell/Dartmouth Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts

Committee Members Present: Chair Peters; Trustees Campbell, Carpman, Encarnacion, Geoffroy, Marvel and Xifaras

Committee Members Absent: Trustee Furman

University Administration: President Caret; Interim Executive Vice President Goodhue, UMass Foundation; Chancellors Motley, Grossman, Subbaswamy, Meehan, and Collins; Vice Chancellors Leto, Capello, Skinner, Chiu and Pagnam

Faculty Representatives: Professors Adrion and May, UMass Amherst; Paige Gibbs, UMass Dartmouth;

Documents Used: -Year-to-Date Fundraising Results, Doc. T12-092

Chair Peters convened the meeting at 10:07 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 September 5, 2012 meeting of the Committee.

Reports:

Chair's Report:

Chair Peters outlined the new format of the meetings going forward, which would include Reports from the President and Vice President, brief campus fundraising updates, and conclude with a substantive discussion on relevant Advancement topics, providing the opportunity to share challenges and opportunities across the campuses.

President's Report:

President Caret reiterated the goal of the new meeting format as an opportunity to have discussions that help support advancement across the University. He added that advancement is a critical part of the University's future and important both politically and financially. President Caret cited this year's fundraising goal of \$93 million, which was set at last year's achievement

Advancement Committee

November 28, 2012

level. He also reported that through the first quarter of FY13, \$17.5 million has been raised and that there have been approximately 12,300 gifts, over 1,000 more than last year at this time.

President Caret Pagnam briefly on the statewide bus tour in October with Chair Thomas which provided the opportunity to connect with diverse University faculty and staff across the system. He also highlighted the annual week in Florida, March 16-19th, 2013. Various alumni events have been planned, including a reception, Red Sox game, St. Patrick's Day parade and golf tournament.

President Caret reported on the hiring of Charlie Pagnam for the position of Vice President of Advancement at the system-level. Vice President Pagnam will split his time between the President's Office and the Medical School. Vice President Goodhue will stay on as the Foundation's COO and General Counsel.

Vice President's Report:

Interim Executive Vice President Goodhue reported that the database conversion project brought two additional campuses online with one remaining campus, UMass Lowell, to be completed by the end of January. He added, while there have been challenges, it is an outstanding product and there is a solid foundation for improvement.

Interim Executive Vice President Goodhue also reported the completion of the Foundation audit and commended the Foundation's CFO, Judy Murphy, for her tireless work. He noted that the Foundation's endowment surpassed \$600 million for the first time (\$609 million) and that that the return to date was 4.48 percent. The Foundation's Investment Committee is working hard to hold the gains that the endowment made during this still uncertain financial time.

Interim Executive Vice President Goodhue noted that this was his last meeting in this role and thanked President Caret and President Wilson. He commented that he enjoyed working with all of the Chancellors and felt that his biggest accomplishment was working with the Vice Chancellors and providing the opportunity for meaningful dialogue. He also thanked the Trustees Office as well as the Foundation staff.

Chair Peters added that he wanted to recognize that Trustee DiBiaggio resigned from the Board and will no longer be a part of the Committee and that he will be missed. Interim Executive Vice President Goodhue added his thanks to all of the Trustees and Chair Peters.

Discussion Items:

Year-to-Date Fundraising Results:

The Vice Chancellors from each campus briefly summarized activities on their campuses regarding fundraising, alumni and other development efforts for the first quarter of Fiscal Year 2013. Reports were provided by Vice Chancellor Leto from Amherst, Vice Chancellor Capello from Boston, Vice Chancellor Skinner from Dartmouth, Vice Chancellor Chiu from Lowell and Vice Chancellor Pagnam from Worcester.

Next Steps: A Brief Discussion on Major Challenges to Fundraising on the Campuses:

Advancement Committee
November 28, 2012

Interim Vice President Goodhue introduced the topics of the discussion: Resources, The Culture of Philanthropy, and Educating Constituents.

Vice Chancellor Leto noted the success and legacy of Midwestern and western universities in promoting giving. Vice Chacellor Leto commented that time was important and valuable and that working with students to build a culture of philanthropy was essential. Awareness must be built on campus and in the general public. Vice Chancellor Leto also added that in some states, a tax credit is available when making a donation to an institution of higher education and noted that it could be a useful tool in Massachusetts. Chancellor Grossman added that in Florida, there is a matching program. Chair Peters thought that a tax credit should be considered and perhaps advocated through the Governor and legislature. Chancellor Subbaswamy added that the lack of stability in leadership on campus has affected giving. Vice Chancellor Pagnam stated that, statewide, UMass should be discussing the value of giving, not the need for it. As successful institutions, it is a worthy investment and people want to support successful institutions. Trustee Campbell concurred that people want to identify as a supporter of a successful institution.

Trustee Carpmann commended the new advertising campaign and added that the messaging should include philanthropy. Additionally, Trustee Carpmann acknowledged the importance of the Chancellors as the face of the University but wondered about building a system-wide “surrogate desk”—to get additional high profile and influential people to substitute as the face of the University when necessary and expand the reach of the University.

President Caret noted that the television ads were created by Bob Connolly focusing on alumni that had “a-ha moments” while at the University, including Joseph Abboud and Julius Erving. He added that all of the ads were on the website and the feedback has been outstanding. Chancellor Motley commended the high visual quality of the ads.

Trustee Campbell stated that he would like to see an ad directed at students and families to convince them of the quality of the University. President Caret stated that the primary goal of the ads was to get statewide support. Trustee Campbell thought it important to build a relationship between potential students and their state university.

Vice Chancellor Cappello commented on the topic of resources and the difficulty the Boston campus has competing with private salaries. She noted that she just lost a high quality front line fundraiser. Chancellor Meehan added that in order to be the best, you have to get the very best and acknowledged that it was worth it to pay for it. Chancellor Motley noted the constant poaching within Boston. Vice Chancellor Pagnam stated that the quality of fundraising was going to be compared to the privates and that the campuses can’t afford not to invest. It is essential to have quality materials, staff messaging. Chancellor Motley noted that Vice Chancellor Cappello has convinced the other Vice Chancellors on campus of the need for investment. Vice Chancellor Chiu noted that it was important to both recruit and retain quality staff and that there needed to be creative mechanisms to keep people because the return on investment is there. Vice Chancellor Skinner commented on the intense time investments necessary for a successful hiring process.

Advancement Committee

November 28, 2012

Chancellor Meehan noted Lowell's slow movement away from unionized Advancement staff. Vice Chancellor Chiu stated the importance of not turning over any staff during a campaign. Chancellor Grossman stated that Dartmouth has three front line fundraisers and was in the process of hiring two more. Additionally, she noted that former Trustee and Chair Robert Karam is running the Charlton campaign. She commented on successful alumni events but the difficulty in cultivating the alumni because of the lack of fundraising staff. She added that the infrastructure was just not in place yet and that the Advancement Office was truly like a start-up. Dartmouth has over 50,000 alumni and only 1,800 have ever given. Vice Chancellor Pagnam noted that the campus probably needed at least 10 major gift officers.

Chair Peters commented that the Lowell campus had been in a similar position. Vice Chancellor Chiu stated that investing in operating resources was important. The campus is constantly trying to upgrade and elevate its events and that you must spend money to get the return on investment. Trustee Campbell stated that the events are important but to get contributions, it is the relationship and the quality of the individual asking for money.

Professor May suggested leveraging staff and using selective faculty as surrogates. Vice Chancellor Pagnam commented that there needed to be someone in Advancement, however, to keep the relationship going and that faculty should stay focused on their work. Professor May stated that careful and directed integration of faculty could be effective.

Chancellor Grossman stated that the quality of materials is essential and that all collaterals needed to be elevated to look like a million dollar ask. Chancellor Meehan recounted a recent dinner that Vice Chancellor Chiu had put together. Later, a donor called and wanted to give more money because of the high quality of the event. However, there are pressures coming from all over and there are no easy decisions with regard to staffing. President Caret noted that the university is very lean in some areas because things not at the core tend to go.

Chair Peters asked about an earlier allusion to the unions and inquired as to whether the Advancement Offices were burdened by unions. Vice Chancellor Skinner noted that at Dartmouth only the two front line fundraisers were not union and that there is ongoing time spent on keeping issues out of arbitration. Just recently, when promoting 100 percent participation at the office level, the issue was grieved. Chancellor Meehan noted that it was an issue on all campuses and that he publicizes who has given on campus. Chair Peters noted that during the Dartmouth Chancellor search, half of the Committee was faculty and they were very concerned with the candidate's opinions on unions. Chancellor Meehan said that having an all-union Advancement Office was an impediment to running a top-notch office. Trustee Campbell noted that there is professional staff in the Advancement Offices, and therefore there must be a structural way around an entirely unionized office. Vice Chancellor Chiu stated that anyone who reports to a Vice Chancellor is professional staff but there are some inconsistencies on campus.

Interim Executive Vice President Goodhue added that the UMass Foundation is now part of COMECC and staff can contribute. Chair Peters noted that good progress was being made towards 100 percent Trustee participation.

Advancement Committee
November 28, 2012

Chancellor Collins announced the Sherman Center opening on January 30th and added that all the government leaders in the state would be in attendance, including Governor Patrick and Lieutenant Governor Murray. Trustee Campbell stated that there had been discussion about the creation of a legislative caucus of UMass graduates and wondered if the opening might be a good forum.

Chair Peters noted the Medical School's Winter Ball on December 7th.

President Caret asked that any specific topics that the Committee would like to discuss should be forwarded to Vice President Pagnam. Chair Peters concluded the meeting by stating that a cultural change was taking place and that there was new cohesiveness and cooperation.

There being no other business the meeting adjourned at 11:36 p.m.

Kate Wilkinson
Staff Assistant