

**UNIVERSITY OF MASSACHUSETTS
AMHERST•BOSTON•DARTMOUTH•LOWELL•MEDICAL SCHOOL•UMASSONLINE**

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

**Wednesday, September 6, 2017; 8:00 a.m.
Boston Room
One Beacon Street – 32nd Floor
Boston, Massachusetts**

Committee Members Present: Chair Peters; Vice Chair Burns; Trustees Epstein, Milkowski and Yu

Committee Members Absent: Trustee Fubini

University Administration: President Meehan; Vice President Pagnam, Chancellors Subbaswamy, Mills, Johnson, Moloney and Collins; Vice Chancellors Leto, Duffy, Medina, Feudo and Hayes

Documents Used: -Meeting Minutes: September 17, 2016
-FY2017 Quarterly Fundraising Reports (4th Quarter)
-Constituent Relationship Management System (CRM)

Chair Peters convened the meeting at 8:03 a.m. and stated that the Committee had been provided with draft minutes of the September 7, 2016 meeting. Chair Peters asked for any corrections. With no corrections, the minutes were approved.

Reports:

Chair's Report

Chair Peters provided an overview of the day's agenda and welcomed new members of the Advancement Committee: student Trustees Gray Milkowski from UMass Boston and Camilla Yu from the Medical School. He also welcomed UMass Boston's Interim Chancellor Barry Mills and Chancellor Johnson from the Dartmouth campus to their first advancement meeting.

Chair Peter then reported that system-wide, new commitments increased 9% over FY16, from \$117.1 million to \$127.6 million. However, the University was unable to surpass its top funding year, which was \$129.5 million in FY15. The Medical School's new pledges grew from \$21 million in FY16 to nearly \$30 million in FY17. The Lowell campus has reached a new high for total commitments but has been relatively flat for the last three years; a plan must be determined to move beyond the low \$20 million range. The Dartmouth campus welcomed its new Chancellor and the Committee is excited to hear his fresh ideas for fundraising at the campus. The Boston campus, in its time of transition, has been able to maintain its alumni giving totals, but there is a steady decline in total commitments over the last five years. The Amherst campus recorded its most successful year to-date, driven by sizable increases in new cash gifts and new gifts-in-kind.

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However, there has been a notable decline in new pledges from \$18 million last year to \$10 million in FY17.

Chair Peters stated that the fundraising reports to the UMass Advancement Committee rely heavily on reporting standards developed by the Council for Advancement and support of education and is adapted by UMass.

President's Report

President Meehan also welcomed the new student Trustees and Chancellors to their first advancement meeting. He reiterated Chair Peters' remarks regarding the increase in system-wide fundraising totals but noted that there is significant room for improvement.

President Meehan stated that in supporting the University's bottom line and endowment, fundraising successes are key metrics by which the University is measured by both bond rating agencies and rankings organizations. He stated that the campuses are facing common underlying challenges and suggested that the University find more varied ways to engage the alumni to break the alumni donor count plateau; increase the number of friends and organizations to continuously build the pipeline of future donors; seek and prioritize qualified major gift prospects; and address the lack of growth in the percentage of fundraising dollars directed to the endowment.

President Meehan reported that efforts have begun on several initiatives to incorporate the 12 key characteristics of the nation's most successful fundraising universities into the culture and practices of the five UMass campuses. By mid-October, each campus will have developed five-year advancement plans; and quarterly meetings on strategy and tactics between the campuses and the system office will track fundraising progress. He also reported that the second year of the University's system-wide advancement professional development initiative will build on progress made from the previous year ultimately drawing staff from across the system to UMass specific seminars on current best practices in advancement. Advancement efforts system-wide will continue with alumni outreach in regions outside of New England.

President Meehan noted two upcoming receptions in Tampa and Miami. Planning for additional receptions are underway.

Vice President's Report

Vice President Pagnam joined Chair Peters and President Meehan in welcoming the Committee members.

Vice President Pagnam noted that the numbers in the Advancement report distributed to the Committee were not final, as several gifts were being reviewed to determine if they qualify as gifts. He then reported that the University recorded an increase of \$10 million in new commitments in FY17 over what was achieved in FY16. Most of the growth was due to gifts-in-kind. New pledges, the most significant metric tracked by the Advancement Office, was up \$600,000 and cash was up \$1.4 million.

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Vice President Pagnam focused on what the University needs to improve its numbers. He highlighted the key things to focus on in connection to the 12 Characteristics:

- Number of qualified major gift prospects.
- Amount and quality of alumni engagement.
- Percentage of new commitments contributed by alumni.
- Percentage of new commitments designed for endowment.

Vice President Pagnam stated that this year each of the five campuses experienced a common theme—not enough inclined individual donors to support the University needs and growth. He stated that the University needs to improve identifying and cultivating major gift prospects—particularly from within the alumni. Vice President Pagnam discussed a key element to rectifying the shortage of qualified prospects is for major gift officers through generating more activity.

Vice President Pagnam reported that the Advancement Office has been tracking the percentage of new commitments that are designated for endowment. There has been discussion of the need to move the percentage dedicated to the endowment to 20 percent. This year, only 13% of what was raised was designated for endowment.

Vice President Pagnam reported that while alumni rolls are increasing, the number of alumni donors and dollars has remained relatively flat. The annual giving programs provide an opportunity to increase current and future support by retaining first-time donors. Alumni engagement programming could be beneficial from expanded content and quantity. He stated that it is imperative to assess how the campuses communicate with their alumni. Advancement Officers are evaluating how often the University is communicating with its alumni and what information they are provided with gains their attention and interest.

The campus five-year plans will not only allow the campuses to set a number for what they project they will raise during FY22, but it will detail the steps they intend to take in order to insure success. Vice President Pagnam emphasized that the road maps will be essential to fully taking advantage of the various opportunities that will contribute to their attainable goals.

Vice President Pagnam reviewed the Advancement event schedule for the fall and noted that the Foundation Investment Committee would be reporting preliminary results for FY17 at its quarterly meeting on September 7th.

Discussion Items:

The Vice Chancellors provided the **Quarterly Fundraising Reports** and **Highlights of the FY17 Advancement Plans**. The Vice Chancellors briefly summarized fundraising activities and other development efforts on their campuses and reported on what their focus entails for the FY18 Plans. Reports were provided by Vice Chancellor Leto from Amherst; Interim Vice Chancellor Duffy from Boston; Vice Chancellor Medina from Dartmouth; Vice Chancellor Feudo from Lowell; and Associate Vice Chancellor Hayes from the Medical School.

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Sandy Fisher, Associate Vice President for Advancement Information Services reported on the **Constituent Relationship Management (CRM) System**. She provided the background and insight on how CRM evolved and how the product offerings in the market have been adjusting with advances in technology, and what UMass is considering going forward. Ms. Fisher also provided an update on the CRM system.

The time was 9:26 a.m.

Christina Kelley
Assistant Secretary to the Board of Trustees