



BOARD OF TRUSTEES **INSTITUTIONAL ADVANCEMENT COMMITTEE** **REPORT SUMMARY**

Date of Meeting: October 15, 2021

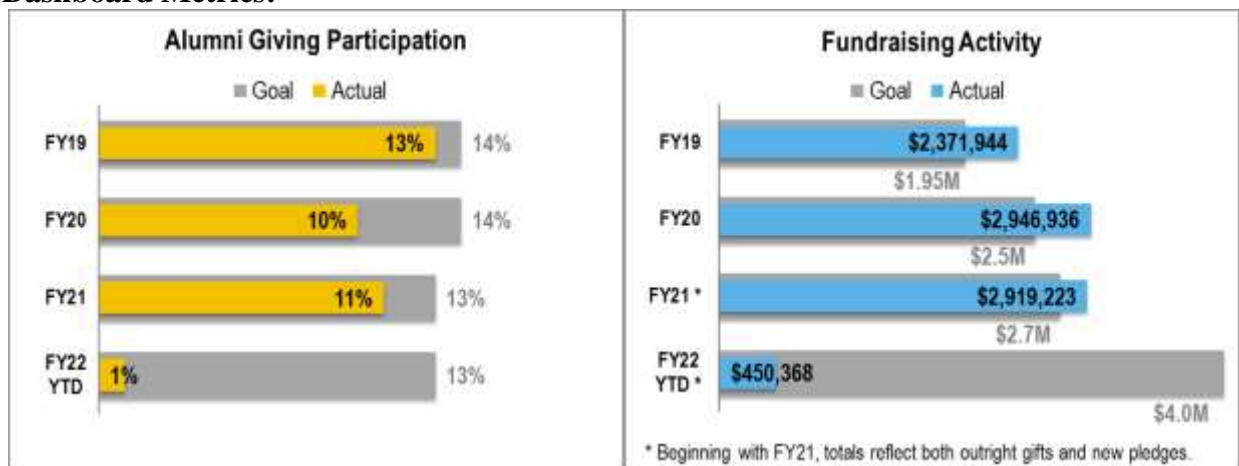
Date of Next Meeting: February 4, 2022

Committee Chair: Gail Harmon

Committee Members: Trustee Chair Susan Dyer, Alice Bonner '03, Paula Collins, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, Bonnie M. Green '74, Glen Ives, President Tuajuanda Jordan, Douglass Mayer '04

Staff Member: Vice President Carolyn Curry

Dashboard Metrics:



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 the metrics tracking progress. Total FY21 fundraising activity—defined as outright gifts and new pledges—amounted to \$2,919,223, surpassing the FY21 goal of \$2.7M. The FY22 goal is \$4M.

The Alumni Giving Participation Rate landed at 11% for FY21, less than the 13% goal. Several alumni events that impact annual fundraising were not held in FY21 due to the COVID pandemic, so while the 11% was under goal, it is respectable in the midst of a pandemic and beats the national public institution benchmarks (6-7%).

The IAC meeting packet includes progress-to date reports since May 2021 on Alumni Association activities in partnership with the IA Alumni Relations team. It also includes an SMCM Foundation



and Joint Investment Advisory Committee summary from annual meetings held September 29, 2021. Of note, the market value of the Foundation's endowment as of August 31, 2021 is \$40.1M, a 19% one-year return. This reflects a national trend, as reported by *Bloomberg*, whereby many colleges and universities saw their strongest annual performance in 35 years, attributable in part to stock prices driving high returns as well as other assets, like private equity funds, seeing increased performance.

The IAC meeting will also focus on the progress of fundraising for Learning through Experiential and Applied Discovery (LEAD) initiatives.



**INSTITUTIONAL ADVANCEMENT COMMITTEE
MEETING OF OCTOBER 15, 2021**

**OPEN SESSION
AGENDA**

- I. CALL TO ORDER**
- II. DISCUSSION ITEMS**
 - A. Update from SMCM Foundation President Bonnie M. Green '74
 - B. Update from SMCM Alumni Association President Alice Bonner '03
 - C. Update from Vice President for Institutional Advancement Carolyn Curry
- III. ACTION ITEMS**

There are no action items.
- IV. INFORMATION ITEMS**
 - A. Report from Institutional Advancement Vice President
 - B. Report from St. Mary's College of Maryland Foundation President
 - C. Report from St. Mary's College of Maryland Alumni Association President
 - D. Minutes of the May 7, 2021 Meeting
- V. Vote to close meeting in compliance with Title 10, Subtitle 3 of the General Provisions Article (the Open Meetings Act) for the purposes set forth in the closing statement.**

A portion of this meeting will be held in closed session.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

REPORT FROM INSTITUTIONAL ADVANCEMENT

Institutional Advancement Committee (IAC) Charge:

Ensure a strong future for St. Mary's College in an intensely competitive environment by promoting 21st century reputation and branding of the College, encouraging philanthropy and strengthening alumni and community relationships.

Institutional Advancement (IA) aligned with the IAC's charge throughout the reporting period May 2021 – October 2021. The following are selected progress points:

Philanthropy

For the FY21 giving cycle (July 1, 2020–June 30, 2021) a total of \$2,919,223 was raised in the midst of the pandemic, exceeding the goal of \$2.7M. The FY21 Annual Report to donors was digitally released in mid-September recognizing donors within giving ranges. Also:

- 41 major gifts (\$10,000 or above) are reflected in the FY21 total.
- \$1.3M went to scholarship support, the largest giving category.
- \$487,067 went to The Annual Fund with 48% earmarked for the strategic St. Mary's Fund.
- 2,661 donors contributed gifts, a 31% increase over the non-pandemic FY20 giving cycle.

To date (September 20, 2021), \$470,368 has been raised toward the FY22 goal of \$4M. The largest category of giving is the Learning through Experiential and Applied Learning (LEAD) Fund (\$250,025).

The Alumni Participation Rate for FY21 was 11% representing 1,411 alumni, short of the goal of 1,554 alumni representing 13%. While the FY21 results are still above the national benchmark of 6-7% for public institutions, the usual fundraising efforts that take place at Alumni Weekend and other related events did not take place due to the pandemic. The goal set for FY22 is 13% representing 1,648 alumni.

Retention of alumni donors, a key fundraising metric, fared well in FY21 in spite of the pandemic. In FY21, the alumni retention rate was 62%, exceeding the goal of 55%. The Faculty and Staff giving rate was 31% in FY21 (117 donors), short of the goal of 42% (159 donors). The FY22 goals set for both are 62% and 42% respectively.

To complement upcoming fundraising efforts, IA is leveraging its integrated marketing platforms. The fall Mulberry Tree magazine, for example, highlights donors—including a feature story on Nancy Ruyle Dodge—and includes a story on the new Marine Science degree noting funding for a research vessel. Both the College's website giving pages and its LEAD site have been retooled,



infusing more testimonials and impact stories. The Center for Professional and Career Development site is also being revamped. While the latter two sites are used in enrollment marketing, they also serve to inform major donors about investing in LEAD initiatives, including the Honors College Promise. Pageviews on the LEAD site have increased 146% from May 1–September 22, 2021 over the same period last year (6,781 vs. 2,755 views).

Looking ahead, major gift fundraising continues for LEAD gifts. Also, the FY22 Annual Fund was launched in mid-September with an annual direct mail appeal from Dr. Jordan and a mail-back appeal in the fall Mulberry Tree magazine reaching more than 16,000 recipients. The impact will be measured in a few months. Planning is underway for the annual online *Giving Tuesday* campaign slated for November 30.

Branding and Reputation Building

Enrollment Marketing

In addition to creating the annual suite of branded materials (viewbooks, travel pieces, digital ads, social pushes, etc.) to help Admission achieve its enrollment goals, the integrated marketing team created two new communiques targeting high school inquiries and acknowledging those who have received an application. Other strategies by the team implemented or underway in the reporting period that complement overarching efforts by our enrollment consultants and Admission include:

- **Deposit push** – A special digital campaign ran June – July to encourage deposits as part of the yield strategy.
- **Retargeting** – Yearlong digital message retargeting continues to keep the College top of mind for prospective students. Key pages visited have been *Apply Today*, *Plan a Visit*, *Learn More* and *Deposit Now*. From June – August, close to 2,500 people resulted in a click-through rate of 0.30% over the benchmark of 0.10%.
- **Video commercials** – To complement the work of the College's enrollment consultants, the team created new :30 commercials. One ran in the local Maryland recruiting area in late June–July, resulting in about 460,000 impressions the (times the ad was displayed before an audience) with 86% of viewers watching the full ad. Overall website traffic increased 82% during this time compared to the same period last year. Both this commercial and a second one will be running in strategic recruiting territories throughout the fall.
- **Transfer outreach** – A digital campaign targeting transfer students in June increased pageviews to the transfer web page by 111% (6,054 vs. 2,873) over the same period last year.
- **Campus visits** – A special campaign ran June and July to keep the campus visit momentum going in tandem with Open House advertising. The campaign included digital ad radio spots, Instagram promotions by students and social media. Web page views to the visit page increased 41% over last year in the same time period.



- **Social media** – Since the last report in May 2021, more branded content has been launched across all social media platforms, with a net audience growth of 54%.
- **Key pageviews** – Strategic net efforts to encourage time on the *Campus Visit* and *I'm In What's Next* web pages resulted in 41% and 56% respective increases in visits compared to last year's May through September time frame.

Amplifying the Brand

To generate and promote more student success stories externally, an online platform is helping the team promote personalized recognition stories of students to key audiences (parents, high schools, media, friends, etc.) in the students' respective zip codes. Since May 2021, about 1,000 emails were sent to students and families with a 91% open rate. Other statistics include 11 high schools, 200 media outlets tied to the student's hometown and nearly 150,000 net social media posts by recipients about their honors have been the results of this effort that will continue throughout FY22.

The team spent time this summer mapping ways to amplify the brand. Alumni in the field, including Elizabeth Graves '95, a Trustee and editor-in-chief for Martha Stewart Living & Weddings, provided instructive and insightful tips and lessons learned in rebranding. Professional development like this is continuing throughout the year. Among other initiatives:

- **Visuals** – In addition to designing and placing external billboards in Maryland with our College's consultant firm, the team has added banners and branded signage—including points of pride—across the campus and will continue to do so throughout the year.
- **Internal tools** – New tools created to assist the campus community build the brand and add to the SMCM story in the marketplace include a brand basics video (172 views since mid-July), sign and poster templates, Telling the Story workshops (8 completed in September), a story repository to help faculty, students and staff supply story ideas, a brand guideline, brand tips in the InsideSMCM twice daily newsletters, a brand ambassador network, and social media message assistance. Branded swag and messaging has been given out at key internal events including the President's State of the College and Hawktoberfest for students.
- **Earned media** – In addition to promoting College accolades and student/faculty achievements, the team has also worked to spotlight the President's thought leadership and will continue to do so in FY22. Among the more recent stories: promoting the President in two different Authority Magazine articles on STEM and diversity, promoting the President's comments in the Association for Women in Science's article on "Breaking the Color Barrier and Glass Ceiling in America," and having the President included in a Baltimore Sun story on "Women Aren't Making Progress in Landing Maryland's Top-Paying Jobs."
- **Website** – The increased brand awareness efforts have resulted in an overall pageview increase of 126% to the SMCM website from May–September 21, 2021 over the same time last year.



- **Reopening Fall 2022 site** – In order to assist with up-to-date COVID information and related campus guidelines, along with a focus on internal and external transparency, the team continually updates the new fall web site with content provided by a campus team representing multiple units.

Leveraging Events

The IA team created and executed marketing plans for key College events that not only promoted the events themselves, but were used on multiple platforms and channels to reach constituents such as prospective students and families, donors, community members, alumni, decision makers and friends to keep them engaged and informed about the SMCM experience. E-newsletters produced monthly are part of this effort, including those to the Arts Alliance, parents and alumni. Of note, the SMCM Parent Newsletter is up 31% over last year in registered recipients (3,453 to date). Among the examples of leveraged events:

- **Grad Walks and Commencement** – IA helped produce three in-person Grad Walks and a virtual Commencement ceremony in May. The Grad Walks were live-streamed for at home viewing garnering 1,892 views. The Commencement web page had close to 15,000 views compared to the FY20 views of 797. The site was widely distributed to a variety of constituents.
- **Mulberry Music Festival** – The web page shared with constituents landed 12,405 pageviews, up 2,337% (509 in 2019).
- **River Concerts** – Web pages were created and promoted by IA for the total four-concert series. IA also live-streamed each event, resulting in a 126% increase in concert pageviews over last year (15,521 vs. 5,910).
- **State of the College** – To complement the President's State of the College fall address, IA produced a themed video to show *Great Momentum* in FY21 and a picnic celebration. The President's presentation, posted on the College's website, was pushed to external constituents.
- **Hawktoberfest for Students Only** – The annual Hawktoberfest event produced by IA was cancelled due to COVID concerns when the registration reached a record 1,800+ people (900 alone in the last hours of registration). The team then shifted to a student-only event which was documented to capture student life on campus.

Looking ahead, the team is promoting and leveraging the November 8 Bradlee Lecture, the November 10 Presidential Lecture and the November 13 Sacred Journey processional to honor the Commemorative, among other events.



Alumni and Community Engagement

Event participation was up when compared with previous years. As explained, the IA team focuses, whenever possible, on increasing outreach to external audiences who might not be able to attend an event in-person. Statistics provided show increases in all events on the virtual platforms created. In-person attendance was up in events tracked. For example, there was an approximate 98% increase per each River Concert over FY19 numbers, the last time they were held in person. The Mulberry Music Festival increased about 233% over the FY19 number, the last time it was in person.

Alumni Engagement

In addition to the collaboration the Alumni Relations team has with the Alumni Council (*See the Alumni Association's report as part of IAC materials*), the team has also produced the following in the reporting period to help build and promote the College brand and reputation:

- **Social media** – Enhanced all social media platforms May–September 2021, increasing the number of posts on college and alumni-specific successes by 857% and increasing the engagement rate of alumni on social media by 49% over last year same time.
- **Job-IQ** – Assisting the Center for Professional and Career Development with the alumni mentor section of the software by solidifying membership, enhancing profiles and producing communications to keep engaged alumni informed. Close to 300 alumni are signed up for this career mentoring component.
- **Lifting the brand** – Created branded templates for members and chapters and designed swag to celebrate milestones for those submitting to The Mulberry Tree. The team is now planning *Giving Tuesday* in tandem with the rest of the IA team, and will be promoting SMCM successes through that event.



ST. MARY'S COLLEGE OF MARYLAND FOUNDATION INC. REPORT

Date of Meeting: October 15, 2021

Reporter: Bonnie M. Green '74, president of St. Mary's College of Maryland Foundation Inc.

Executive Summary:

The Foundation Board and its Joint Investment Advisory Committee (JIAC) held their annual meetings on September 29, 2021. The FY22 slate of Foundation officers are Bonnie M. Green '74, president; Paul Schultheis '98, vice president; Chris Holt '86, treasurer; and Susan Paul, secretary. New directors approved by the Foundation Board are Brittany Toscano Gore '08, Bluford Putnam and Daniel J. Schiffman '91. All will serve three-year terms beginning at the Foundation's November Board meeting.

CliftonLarsonAllen, the audit firm selected last spring via the Foundation's bid process, presented its FY21 annual audit findings. It issued an unmodified "clean" opinion. This continues the trend for "clean" opinions earned over the last several years, a tribute to the Foundation's accounting team led by Jackie Wright, director of Foundation Finance and Administration, and a validation of the Foundation's fiduciary responsibility to ethically and responsibly oversee its privately held funds.

J.P. Morgan, the Foundation's investment manager, reported to the JIAC that the market value of the Foundation's endowment portfolio as of August 31, 2021 is \$40.1M—a 19% one-year return. It reviewed the Foundation's existing private equity investments made over the last year-and-a-half. The JIAC reviewed with J.P. Morgan another investment opportunity in a private equity fund; the JIAC recommended the \$1M investment to the Foundation which subsequently approved it.

The Foundation Board considered the value of adding a third Director to JIAC; the benefit was discussed at the JIAC meeting that took place prior to the Foundation meeting. The Foundation, with the help of its financial manager and the JIAC, is moving into some nontraditional investments and has a new Director with considerable expertise in this area for which the JIAC can capitalize. The two existing Directors, the two Trustees and the College President round out the committee. The JIAC, originally created to manage both College and Foundation funds, has solely advised on the Foundation investments for a number of years.

A fundraising update was provided by Executive Director Carolyn Curry that showed the FY21 funds raised totaled \$2,919,223, surpassing the FY21 goal of \$2.7M. The FY22 goal has been set at \$4M with \$450,583 raised to date.



The Foundation paid tribute to Don McDougall '83, who has been a Foundation Director since 2015. He is rotating off the Board due to term limits. He is a member of the Founders Circle (\$100,000- \$499,000) for his continual giving in partnership with his wife Jean. Don has lent his expertise and guidance to the JIAC and to the Foundation's fundraising efforts, especially by spearheading the creation of a strategic set of metrics by which to measure progress.



ST. MARY'S COLLEGE OF MARYLAND ALUMNI ASSOCIATION

Date of Meeting: October 15, 2021

Reporter: Alice Bonner '03, president of SMCM Alumni Association

Executive Summary:

The Alumni Council met for its annual retreat on August 21, 2021 and its summer meeting on August 22, 2021. Highlights from the weekend included setting annual goals for FY22; reviewing Job-IQ enhancements and career services initiatives with Interim Executive Director Molly Mahoney-Matthews; meeting Vice President for Student Affairs Dr. Jerri Howland and learning about her vision for student activities; exploring ways to recognize Alumni Legacy Families; taking a tour of the Commemorative to the Enslaved Peoples of Southern Maryland, and holding the Council's annual crab feast at the Alumni Center. The Council appreciated Ms. Matthews' and Dr. Howland's focus on being active and visible members of the campus community and looks forward to supporting their efforts.

The Council's goals this year include, but are not limited to, better engaging former Council members; recruiting Affinity Network Chairs and launching three networks; updating the Regional Chapter Handbook; supporting Job-IQ and the Launch-a-Leader admission referral programs; recruiting two student members for the Alumni Council; and working with Institutional Advancement to surpass last year's Giving Tuesday records.

Job-IQ currently has 287 alumni signed up including 80% of the Alumni Council. This year's Launch-a-Leader program kicked off on September 15 and already generated two prospective student referrals from alumni. Now that the Council doubled the number of scholarships offered, the Alumni Legacy Scholarship currently has one 2020 scholarship recipient and two 2021 awardees.



**BOARD OF TRUSTEES
INSTITUTIONAL ADVANCEMENT COMMITTEE**

MINUTES

Date of Meeting: May 7, 2021

Status of Minutes: Approved

Institutional Advancement Committee Members Present: Committee Chair Gail Harmon, Board Chair Lex Birney, Alice Bonner '03, Paula Collins, Peg Duchesne '77, Judy Fillius '79, Elizabeth Graves '95, Bonnie M. Green '74, Glen Ives, President Tuajuanda Jordan, Doug Mayer '04

Staff Member: Vice President of Institutional Advancement Carolyn Curry

Others Present: Sandra Abell, Nick Abrams, Carlos Alcazar, Jose Ballasteros, Betsy Barreto, John Bell, Fatima Bouzid, Allison Boyle, Anne Marie Brady, Donny Bryan, Kelsey Bush, Susan Dyer, Barrett Emerick, David Hautenen, Sven Holmes, Larry Leak, Brayan Lopez, Shana Meyer, Dan Pindell, Paul Pusecker, Bill Seale, Jenny Sivak, Danielle Troyan, Harry Weitzel, Ray Wernecke, Mike Wick, Anna Yates, Derek Young

Executive Summary

Institutional Advancement Committee (IAC) Chair Gail Harmon called the meeting to order at 10:57 a.m. Chair Harmon opened the meeting by reviewing the purpose of the Committee, which is to ensure a strong future for St. Mary's College in an intensely competitive environment by promoting a 21st century reputation and branding of the College, encouraging philanthropy, and strengthening alumni and community relationships.

Update from the St. Mary's College of Maryland Foundation, Inc. President

SMCM Foundation President Bonnie M. Green '74 noted the Foundation Board and its Joint Investment Advisory Committee (JIAC) met on April 28, 2021, and that her full report is included with the IAC materials. As reported by the Foundation's investment manager, J.P. Morgan, the endowment portfolio's market value was \$36.9M as of March 31, 2021 (as compared to \$36.8M as of December 31, 2020). The Foundation is currently reviewing proposals submitted by audit firms, per its best practice of periodically seeking RFPs for annual SMCM Foundation audits. Virtual fundraising workshops were held in February and March to identify and strengthen efforts by the Board of Trustees and Foundation Board members to assist in reaching fundraising goals to help the College's LEAD initiative. Tom Daugherty '65 has been granted Director Emeritus status in honor of his many years of service to the Foundation Board.

Update from Alumni Association President

Alumni Association President Alice Bonner '03 provided an overview of Alumni Council activities and engagement efforts since January, including a successful inaugural Valumtine's 5K fundraiser in February, which raised more than \$4,000 for the Alumni Legacy Scholarship, and the Bay-Bay Service Days, which encourages alumni to get out and do some good in their local



communities per The St. Mary's Way. The Alumni Council continues to collaborate with Institutional Advancement and its Alumni Relations unit through events and programs designed to continually engage the College's alumni, as outlined in the full report in the IAC materials.

Update from Vice President for Institutional Advancement

Carolyn Curry provided an update on philanthropy, branding and reputation building, and alumni and community engagement. She reported on metrics achieved thus far in the FY21 giving cycle and the impact of that giving. Of note, the Development unit is closing in on its \$2.7M fundraising goal with \$2.4M raised thus far. Thirty-six major gifts have been raised to date, and the total number of donors is already 500 more than last year. She referred the IAC to her full report which also outlines progress in the marketing efforts for enrollment, virtual events, and COVID-19 campus updates. Institutional Advancement (IA) continues to earn validation through national news articles highlighting College accomplishments, as well as through national higher education marketing awards.

Chair Harmon congratulated IA staff for recently winning two Gold awards from the 36th Annual Educational Advertising Awards – one for the Dedication of the Commemorative to Enslaved Peoples of Southern Maryland (also selected as the Best of Show), and a second Gold award in the total fundraising/development campaign category for *Giving Tuesday 2020*. This makes 15 top national awards that the team has earned in the past two years. Chair Harmon remarked that this type of third-party validation says that our College's marketing and branding are on the right track.

Chair Harmon referenced two important informational attachments – the Board's Naming Opportunities Policy—Gifts or Honorarium, and a summary of current Naming Opportunities for the campus, which includes the Performing Arts Center and the Learning Commons building, both currently under construction. She encouraged Trustees to consider such opportunities and to especially make others in their networks knowledgeable that they exist.

The meeting adjourned at 11:22 a.m.

Action Items

There were no action items.