



**USM BOARD OF REGENTS  
ADVANCEMENT COMMITTEE  
USM Office – Chancellors CR  
February 8, 2017**

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**MINUTES: Public Session**

A meeting of the Board of Regents Committee on Advancement was held at the University System of Maryland office on February 8, 2017 at 11:00 a.m. In attendance were: Regents Barry Gossett, Louis Pope, Brandon Enriquez, Jim Brady, Chancellor Robert Caret, and Elena Langrill (Office of the Attorney General). Via teleconference were Regents D'Ana Johnson, James Holzapfel and Linda Gooden. In attendance from USM institutions: Jayme Block (SU), Doug Dalzell (Coppin), Chris Wilson (UMCES), Mike King (UMCP), Thomas Sullivan (UMB), John Short (FSU), Kim Dumpson (UMES), Greg Simmons (UMBC), Cathy Sweet (UMUC), Yvette Caldwell (BSU), Theresa Silanskis (UB), and via teleconference was Richee Smith Andrews (USG). From the USM office: Vice Chancellor Leonard Raley, Associate Vice Chancellor Marianne Horrigan, Pam Purcell, Director of Planned Giving, Janice Doyle, Chief of Staff & Secretary to the BOR, Gina Hossick, and Mike Lurie.

Chairman Gossett called the meeting to order at 11:05 a.m.

**1. Presentation on Campaign Readiness, Endowment and the Regents Role in a Successful Campaign**

Bill McGoldrick, founding principal of the consulting firm Washburn & McGoldrick, LLC, gave a discussion on effective campaigns, endowment building, and the Regents role in a successful campaign.

Campaign Readiness

Mr. McGoldrick noted that the four “Ps” of a campaign were purpose, prospects, planning, and performance, and that committed volunteer and institutional leadership were essential. The essential questions that must be addressed during a campaign are:

1. Is there a vision and plans, and does anyone outside the university know about them? Communication to external audience is often lacking; we assume that our prospects and donors know about our aspirations and needs.
2. Are goals exciting, compelling, and urgent? Too many campaign plans look like boilerplate.
3. Is senior administration capable, enthusiastic, and committed? A president should be devoting 40% of his or her effort to fundraising; deans, 25-30%. Staff, however, must ensure that leadership time is used wisely.
4. Are there enough prospects?

5. Are there strongly committed volunteer leaders? A strong and philanthropic volunteer board is critical – it will likely account for 30% of your campaign goal.
6. Are communication efforts consistent and engaging? Too many donors feel that stewardship efforts extend for only a few years and then fade away.
7. Is your advancement staff as good as you think it is? Are they excited and eager? Are there enough of them? Are they getting good training?
8. Are there enough resources to run the campaign? There is a pandemic of underinvestment in advancement, especially at public universities.

### **Endowment Building**

The USM is a full generation behind many of its peers in endowment building, in large part because it has not consistently invested in building a culture of philanthropy over time.

Raising endowment funds is a communications issue before it is a fundraising issue. We need to educate donors about the value of endowment and the difference it makes.

### **Regents' Role**

Although the Regents are a politically appointed board, whose primary focus may not be on fundraising, they still have an important role to play:

1. They can help to create policies that encourage philanthropy on campus.
2. They can reinforce fundraising as a priority for the presidents and help ensure that resources are available to reach fundraising potential across the USM.
3. They can understand the vision of USM and each institution and be fluent in articulating philanthropic priorities; they can commit to being personally active in helping campaigns success. They can ask how to be helpful.
4. They can give – not just to fulfill an expectation of giving – but with your heart to a campus or project that is meaningful to you.

## **2. Fundraising**

### **Status of campaign planning (information)**

Vice Chancellor Leonard Raley reported that all institutions are actively planning their campaigns, with public announcements ranging from the fall of 2017 to 2021. Some campuses are planning public campaign announcements or conclusions around significant anniversaries; others will be making decisions on public announcements in the coming months, allowing time for new leadership to assess and plan appropriately.

### **Year-to-date fundraising report FY17-December**

USM institutions are at about 60% toward the \$300 million goal for the year as of December 31, with many campuses showing strong results this year. Several vice presidents reported on significant gifts at their institutions.

### **3. Review of Policies**

The Committee reviewed and recommended approval of two policies related to fundraising:

#### **IX-3.00 - Policy on Private Fundraising and Stewardship**

This policy was last updated in 1990. The revised policy overall better reflects how the fundraising programs at the USM and its institutions operate: fundraising takes place at the campus level, while the USM office generally takes a support and coordinating role. The revised policy also places more emphasis on the relationship between affiliated foundations and fundraising activities, as well as on best stewardship practices.

#### **IX.-5.00 – Policy on Ethical Practices in Charitable Giving**

This policy was last updated in 1994. The new policy adapts guidelines from the Council for Advancement and Support of Education. It significantly expands our responsibilities in the areas of public trust, confidentiality, stewardship and disclosure.

### **4. Reconvene to closed session**

Regent Gossett read the “Convening Closed Session” statement citing the topics for the closed session and the relevant statutory authority for closing the meeting under in §3-305 of the Open Meetings Act.

(Regent Gossett moved recommendation, seconded by Regent Pope, unanimously approved.)

The meeting adjourned at 11:50 a.m.