



BOARD OF TRUSTEES

Institutional Advancement

Minutes

September 27, 2016

Institutional Advancement Committee members in attendance: Committee Chair Johnson, Trustees Queenin and Landrau. Also in attendance, full Board Chair Steven P. Marcus as Ex Officio and voting member of the Committee.

Committee member excused absences: Trustees Trafford, Hill, Hagan, and Committee Secretary Martin.

No trustee guests were present.

Dr. Ramon S. Torrecilha, President of Westfield State University was also present.

The meeting was called to order by Committee Chair Johnson at 3:30 PM.

Committee Chair Johnson moved forward to agenda item Approval of Minutes.

MOTION was made by Trustee Queenin to approve the minutes of the April 6, 2016 meeting. This motion was seconded by Trustee Landrau. There was no discussion and the vote was unanimous to approve the minutes.

Committee Chair Johnson gave the floor to Dr. Erica Broman, Vice President of Institutional Advancement. Dr. Broman discussed the name change from Advancement, Alumni and University Relations to Institutional Advancement. She explained this shortens the name and now, the title aligns with other universities under the umbrella of advancement.

Alumni Relations remains with Institutional Advancement.

President Torrecilha asked if there has been any feedback on the name change. Dr. Broman stated that the feedback has been positive.

Committee Chair Johnson asked if there was any further discussion or questions. There was none.

Dr. Broman advanced to the next agenda item of Alumni Website Upgrade. She stated that this objective has been accomplished and went live early in July. The site is now more responsive and in a friendlier format. It is anticipated that the number of visitors will increase. She said that it is important to align content in order to drive more people to the site. Improvements to the website now make the site more user friendly which appeals to younger alums.

The new website, due to its complicated nature, was not designed in-house. It was noticed that this site now has the same “feel” as the university website which provides consistency between the sites.

Presently, the Foundation pays for the Alumni website, but at some point, the possibility of the Alumni site going under the University will be explored.

Regarding fiscal matters. Dr. Broman explained that in the past, reports were received on a quarterly basis instead of monthly, and this can be a challenge. A change to monthly reports is an improvement.

Committee Chair Johnson asked if there was any further discussion or comments on this agenda item. Hearing none, Dr. Broman addressed Assessment of Summer Activities.

Dr. Broman explained that there were a number of activities/events already in process when she joined Westfield State University; for example, the Clambake on the Cape. The purpose of such events is not just about revenue but also to continue relationships with people who are already engaged as well as bring in those who have not been engaged in the past. As an example, Dr. Broman used the Clambake on the Cape. She will seek out emeriti faculty located on the Cape and invite them to the event. Dr. Broman sees this event as a tremendous opportunity. This year’s Clambake attracted 313 people.

There was no additional discussion or questions on this agenda item. Committee Chair Johnson moved forward to the Foundation Disbursement Schedule in Response to letter April 15, 2016.

Committee Chair Johnson explained the memorandum of agreement (or MOA) between Trustees and the Foundation Board. This memorandum specifies the requirement that a letter be transferred between the President and Chairman of the Foundation board regarding the request for specific funds for specific purposes. It is the responsibility of the Foundation to respond to this request.

Referring to the MOA, Dr. Broman stated that \$200,000 will be transferred from the Foundation to Westfield State University for the following requests: \$108,000 Science Center; \$35,000 for the library; and a \$55,000 commitment for music use at the Dower Center.

Trustee Queenin left the room at 3:46 PM.

Committee Chair Johnson explained the MOA process used and that the process has been in place two years. There is an initial letter, then discussion, then a final letter. He recommended

some type of language in the letter regarding that awards are made based on “available appropriations.”

This memorandum is seen as a vehicle that has enhanced communication between the Foundation and the institution. It gives definition between the two entities while getting everyone on the same page.

Dr. Broman pointed out that facility grants or SMART grants are not committed to in the letter.

General opinion was that the Memorandum did not require updating at this time.

Trustee Queenin returned to the room at 3:51 PM.

Committee Chair Johnson asked if there was any further discussion or any questions. Hearing none, he moved to agenda item, the Advancement Committee Charter and handed out to trustees section 9 of the Trustee Bylaws, Section 9, Advancement, Alumni and University Relations Committee.

He stated that earlier in the year, the bylaws were reviewed and compared to the bylaws at other universities. Committee Chair Johnson and Trustee Martin worked on the charters of the committees. It was suggested that the trustees look over the committee charters and bring forward their input. The process is that whatever comes out of committee goes to the Executive Committee then to the full board.

Committee Chair Johnson asked if there was any further discussion or questions.

There was further discussion regarding how to increase support and giving. At the foundation level, directors sign a commitment to give and perhaps this will be something to look at for the board.

Committee Chair Johnson reminded the committee that it is the Governor’s office that determines who will be a trustee and when prospective trustees ask the Governor’s office what the financial expectations will be, they are told none. Perhaps this needs to be changed.

President Torrecilha agreed and stressed that if the chairs of all nine boards communicated this to Boston, perhaps a change will take place.

The discussion continued as to the giving by faculty, and Dr. Broman responded that faculty does give. She emphasized the importance of a “culture of philanthropy.” President Torrecilha added that members of Cabinet give as well.

There was no further discussion and the Committee Chair moved to wealth screening. Dr. Broman referenced the September 19, 2016 memo of Kelly Galanis, Associate Director of Advancement regarding wealth screening. Dr. Broman stressed the importance of the wealth screening tools. These tools are helpful in that a donor can be researched not only as to his/her affinity for giving but wealth as well. In this way, an “informed ask” can be constructed.

It was noted that this level of information was not available before; the tools needed to obtain this level of information cost about \$12,000.

Connecting with donors was revisited. President Torrecilha stated that another way to establish this connection is by making sure every student has a good experience at Westfield State University and by promoting the WSU brand. He said that part of this brand is that as a student of WSU, you are a special person.

One method discussed was if a parent graduated from WSU and now, a son or daughter is graduating, perhaps honor both at a graduation ceremony such as the giving of a special pin, or a special reception or special seating. This type of activity may encourage contributions.

Regarding the Raiser's Edge program used, it was asked if this was the best program available. Dr. Broman said that in her opinion it is, but it does have a steep learning curve to it. At present, it is being used at approximately 15 percent. Dr. Broman continued that Blackbaud makes Raiser's Edge and that Kelly Galanis is conducting trainings to ensure people know how to use it.

Chair Marcus requested that wealth screening be placed on the agenda to be shared with other board members and others agreed.

Committee Chair Johnson asked if there was any further discussion or comments. Hearing none, the agenda moved to the Mini Campaign.

Dr. Broman stated that when she got to WSU, there was no capital campaign for the Science Center but now Institutional Advancement has gone out and promoted the center. Funds raised will go to new equipment. This will give students the opportunity to work with equipment they will use in the workplace. A verbal commitment was received of \$50,000 from John Lane and Sons. With assistance from Trustee Queenin, a request was made to Elm Electric. Dr. Broman has spoken to United Bank regarding a \$50,000 grant, and probably \$25,000 will be realized. It was recognized that once the building is open, some leverage is lost; therefore, the opening was pushed back to December. She presented the "proposal" handout and stated that this is a standard proposal but can be customized depending on the entity that will be receiving it.

President Torrecilha stressed the importance of trustees communicating with prospective donors and helping to cultivate giving. He addressed the naming of the new building and explained that according to the Commonwealth, a building cannot be named for less than a million dollars and that this is too low. He stated that there have been conversations of naming the building after Nettie Stevens, an early American geneticist. Stevens graduated from Westfield Normal School, Stanford, and Bryn Mawr. He pointed out that Stanford and Bryn Mawr haven't recognized Dr. Stevens. President Torrecilha said that it doesn't need to be the Nettie Stevens building forever; maybe 10, 15 years.

Dr. Broman explained that it takes time to cultivate a donation of a million, two million dollars.

Dr. Broman said that the value of naming the Science Center after Nettie Stevens is that it would give some level of national recognition and would raise the visibility of WSU in the region, state and even garner national attention. The naming of the building can be done at any time.

Dr. Broman also welcomed the trustees' assistance in soliciting donations. Committee Chair Johnson recommended that Dr. Broman bring this request to the full board. He then asked if there was any further discussion or questions on this topic. Hearing none, the agenda item Development of Office Protocols was addressed.

Dr. Broman said a great deal of work has been going on behind the scenes in building a strong advancement structure. Through Raiser's Edge, weekly cash receipts are tracked; who gave, what they gave, and comparing to last year's giving. This information reveals trends and where there is "traction." Dr. Broman also stated that increasing the frequency of acknowledgment of donations has also taken place.

Dr. Broman issued the Foundation's Annual Report in which donors are named. She expressed confidence in the accuracy of the report and that the report gives donors recognition and provides transparency. She continued that stewardship reports are prepared for endowed donors and that anyone establishing a scholarship will get a copy of this report. This is another opportunity for transparency and provides donors with information as to how resources are being used.

President Torrecilha pointed out that none of these procedures were in place before and that an incredible amount of work has been accomplished in a short period of time.

Committee Chair Johnson asked if Dr. Broman has had an opportunity to review policies. Dr. Broman responded that she has reviewed policies and feels that the university has the important ones. She said it will be helpful to know the department and people better before moving forward with any work on the policies. She said that policies are approved by the Foundation board, but there are some policies such as the gift acceptance policy that is tied to Administration and Finance (Vice President Taksar), and there must be a conversation in this instance. This would be followed by presentation to the trustees.

There was no further discussion or questions on this agenda item, and Dr. Broman continued with the Hiring of New Positions.

Dr. Broman explained that the Staff Assistant Annual Fund Coordinator position attracted a strong group of applicants. Regarding the Major Gift position, this search committee meets for the first time tomorrow (September 28, 2016). She said that between the two positions, there are 27 applications and maybe half of them might be qualified for consideration. Higher education experience in this Major Gift position is important. She said that the idea of telecommuting is being brought up by candidates, particularly those from the eastern part of

the state. Dr. Broman stated that in this scenario, there needs to be documented results and accountability.

Trustee Queenin stated that “out of the box thinking” is necessary to attract quality applicants, particularly from eastern Massachusetts where many WSU students come from.

Dr. Broman said that she will have people on board in November. However, space is needed on campus and that notice has been given at The Tavern location. President Torrecilha said that 14 spaces are needed for Advancement, and this is a challenge on the main campus.

Committee Chair Johnson asked if there was anything else for the committee to hear and/or consider.

Dr. Broman reminded the committee of the Phone-a-thon effort that will be in the spring which will use Westfield State students to do the calling.

Committee Chair Johnson asked if anyone had anything else. There was nothing further, and he requested that someone make the motion to adjourn.

Trustee Queenin made the Motion to adjourn and Trustee Landrau seconded that Motion. The vote was unanimous to adjourn the meeting. The meeting adjourned at 5:02 PM.

Attachments presented at this meeting:

1. Draft—Advancement Committee Charter
2. Board of Trustees Bylaws, Section 9, Advancement, Alumni and University Relations Committee, Membership and Responsibilities
3. Wealth Screening Memorandum dated September 19, 2016
4. Science Center Proposal—Mini Campaign
5. Westfield State Foundation, Inc. 2016 Annual Report