

April 5, 2001

MEMORANDUM

TO: The External Affairs Committee:

Timothy B. Robertson, Chair
Thomas J. Bliley, Jr.
Charles M. Caravati, Jr., M.D.
Elsie Goodwyn Holland
Gordon F. Rainey, Jr.
Terence P. Ross
John P. Ackerly, III, Ex Officio

and

The Remaining Members of the Board:

William G. Crutchfield, Jr.	Stephen S. Phelan, Jr.
Thomas F. Farrell, II	Thomas A. Saunders, III
Charles L. Glazer	Elizabeth A. Twohy
William H. Goodwin, Jr.	Benjamin P.A. Warthen
T. Keister Greer	Joseph E. Wolfe

FROM: Alexander G. Gilliam, Jr.

SUBJECT: Minutes of the Meeting of the External Affairs
Committee on April 5, 2001

The External Affairs Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 4:55 p.m., Thursday, April 5, 2001, in the Board Room of the Rotunda; Timothy B. Robertson, Chair, presided. Charles M. Caravati, Jr., M.D., Mrs. Elsie Goodwyn Holland, Gordon F. Rainey, Jr., Terence P. Ross, and John P. Ackerly, III, Rector, were present.

Also present were William G. Crutchfield, Jr., Charles L. Glazer, William H. Goodwin, Jr., Ms. Elizabeth A. Twohy, Thomas F. Farrell, II, Thomas A. Saunders, III, Benjamin P.A. Warthen, Joseph E. Wolfe, and Stephen S. Phelan, Jr.

Present as well were John T. Casteen, III, Leonard W. Sandridge, Alexander G. Gilliam, Jr., Paul J. Forch, Robert D. Sweeney, Peter W. Low, Ms. Colette Sheehy, Robert E. Reynolds, M.D., Gene D. Block, John B. Syer, George E. Culbertson, and Ms. Jeanne Flippo Bailes.

The Chair asked Mr. Sweeney, Vice President for Development, to present the Agenda.

Before analyzing the final "numbers" for the Capital Campaign, Mr. Sweeney said the heart of the Campaign really was the involvement and commitment of the people involved, particularly the volunteer leadership. He asked Mr. Saunders, Co-Chair of the Campaign, who was attending his first Board Committee meeting as a new Member of the Board of Visitors, if he wished to comment.

After a few remarks on the work done by Mr. Joshua Darden, the first Chair of the Campaign, in organizing the Campaign, Mr. Saunders asked permission to read a letter composed by him and his Co-Chair, Mr. Edward Mitchell, paying tribute to the work done by the President on the Campaign (a copy of this letter is appended as Attachment A.)

Mr. Sweeney then gave a final report on the Campaign. There have been fourteen billion dollar campaigns among educational institutions, five of them public universities. The University ranked eighth in the amount of money raised - \$1.4 billion (selected tables from Mr. Sweeney's report are appended as Attachment B). Among the fourteen, the University ranked sixth in campaign giving per alumnus and seventh in campaign giving per student.

Reviewing the history of the Campaign, Mr. Sweeney reminded the Committee that in 1991, the Pre-Campaign Plan set a goal of \$250 million; by 1993, this had been raised to \$500 million. In mid-1995, prior to the Kickoff, the goal had been raised to \$700 and by the Kickoff in October of that year, it was \$750 million. In February, 1998, this

was increased to \$1 billion, and by the end of the Campaign on December 31st, 2000, \$1.43 billion had been raised. Of this total, \$1,209,384,797 was in gifts and pledges and \$218,527,725 was in future support.

Mr. Sweeney said there were 209 gifts to the Campaign of \$1 million or more, many from donors who had not been identified at the beginning of the Campaign as potential donors.

Fifteen schools and units of the University established goals for the Campaign; all of these goals were met and many goals were revised. Of the revised goals, on average each met their new goals by 157%, often two or three times the original goal.

Nonetheless, most of the money raised went for specific areas and only some \$48 million was raised for unrestricted endowment. This, Mr. Sweeney said, is typical of most capital campaigns.

Continuing his report, Mr. Sweeney said 508,580 gifts were received from 142,327 donors, who gave an average of \$2,808. Gifts from alumni constituted 45% of the total and gifts from friends 21%. Foundations contributed 17% and corporations 12%. Of the Campaign total, 52% was in cash, 15% in pledges and another 15% in future support. The remainder was divided among gifts in kind, private grants and planned gifts. He then charted the progress of the Campaign from the inception of the planning phase in 1992-93 to the completion at the end of December, dividing these totals into commitments, future support and cash flow.

Three "giving societies" were apparent in the Campaign: the Rotunda Society, made up of donors of amounts between \$2,500 and \$100,000, numbered 5,514; they gave \$62.3 million. There were 1,413 members of the Lawn Society (who each gave \$100,000 or more) whose gifts totaled \$521 million. The 1,144 members of the Cornerstone Society have indicated bequests of \$312 million.

Mr. Sweeney concluded his remarks by presenting the senior development officers of each of the University foundations, as well as other senior development officers, and asked that his report be received by the Committee as a joint report from all of them.

The President then presented replicas of the original keys of the Rotunda to the Chair and to Mr. Greer - *in absentia* - for their roles in the Campaign.

Mr. Sweeney spoke to the significant role played in development by the Alumni Association, and he asked Mr. Syer, the Director of the Alumni Association, to report on the Reunions scheduled for June as well as a series of regional "e-summits" planned across the country over the next few months.

Mr. Syer reported on recent successes of the Reunions program and on plans for the forthcoming Reunions, which will more or less follow the successful format of Reunions of the last few years.

He said it has become apparent that alumni are interested in chapter programs that are more meaningful than sports nights, and the Alumni Association is attempting to meet this demand. An example is a series of regional e-summits which will mimic the e-summit held at the University last year. The first of these will be held in Atlanta in early May.

The Rector told Mr. Syer he knew he spoke on behalf of the entire Board when he thanked and congratulated him for the success of the Reunions program.

Mr. Sweeney spoke briefly of plans to more effectively communicate the University's points of view and news to its constituents. Better use is to be made of the web and a new on-line publication, "UVa Top News Daily," will be launched this spring.

The Chair extended his thanks to Mr. Sweeney for his leadership in the Capital Campaign.

On motion, the meeting was adjourned at 5:50 p.m.

AGG:lah

Copies to:	Mr. John T. Casteen, III	Mr. William W. Harmon
	Mr. Gene D. Block	Mr. Terry Holland
	Dr. Robert W. Cantrell	Mr. Peter W. Low
	Mr. George E. Culbertson	Dr. Robert E. Reynolds
	Ms. Louise Dudley	Mr. Leonard W. Sandridge
	Mr. Paul J. Forch	Ms. Colette Sheehy
	Mr. Robert D. Sweeney	Ms. Sasha L. Wilson

Dear Friends of the University of Virginia:

The University of Virginia has completed one of the most successful campaigns in the history of higher education, raising \$1.43 billion in philanthropic support. Widely acknowledged as a new standard for fund raising by a public institution, the campaign will be of immeasurable benefit to students and faculty in this generation and those to come. This result could not have been achieved without the full backing of the Board of Visitors and especially the inspirational leadership of the University's president, John T. Casteen III. On behalf of the Campaign Executive Committee, we call on all members of the University community to join us in thanking President Casteen for the extraordinary role he played in the success of the campaign, which in turn has led to an unprecedented enhancement of the University's reputation.

From the initial planning to the official conclusion on December 31, 2000, the campaign was a decade-long endeavor. John Casteen stayed with it every step of the way, never wavering in his commitment to its ambitious goals. In addition to his unflagging energy, he brought to this effort an incomparable ability to articulate a vision for the University

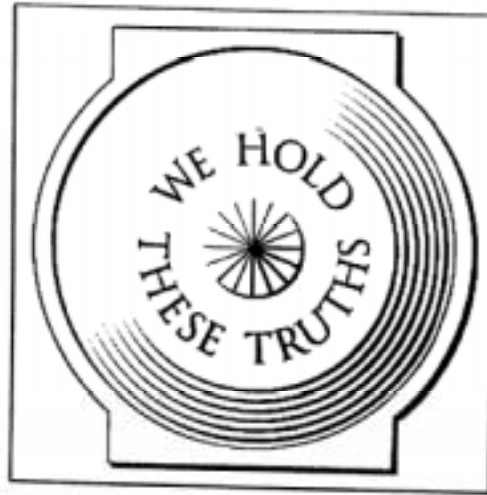
and to persuade others to share his aspirations for its future.
Our campaign had the right message – and the right
messenger.

Drawing on a deep reservoir of good will in favorable economic
times, the campaign had the wind at its back, but the
president's tenacity and hard work carried it to a level far
beyond anyone's expectations. The success of this campaign
has put the University in a position to determine its own
destiny, and for this we owe John Casteen an enormous debt.

Sincerely,

Edward C. Mitchell, Jr.
Campaign Co-chairman

Thomas A. Saunders III
Campaign Co-chairman



CAMPAIGN *for the*
UNIVERSITY *of* VIRGINIA

Billion Dollar Campaigns

1. Columbia	\$2.8 B (2000)
2. Harvard	\$2.6 B (1999)
3. Yale	\$1.7 B (1997)
4. Cornell	\$1.5 B (1995)
5. Johns Hopkins	\$1.5 B (2000)
6. Illinois system	\$1.5 B (2000)
7. Berkeley	\$1.4 B (2000)

Billion Dollar Campaigns

8.	VIRGINIA	\$1.4 B (2000)
9.	Pennsylvania	\$1.4 B (1994)
10.	Michigan	\$1.4 B (1997)
11.	Stanford	\$1.3 B (1992)
12.	NYU	\$1.3 B (2000)
13.	Ohio State	\$1.2 B (2000)
14.	Notre Dame	\$1.0 B (2000)

Campaign Giving per Alumnus

1. Johns Hopkins	\$15,500
2. Columbia	\$14,500
3. Yale	\$14,500
4. Harvard	\$10,300
5. Notre Dame	\$10,300
6. <i>Virginia</i>	<i>\$9,700</i>
7. Cornell	\$9,500

Campaign Giving per Alumnus

8. Stanford	\$8,000
9. Pennsylvania	\$6,500
10. Berkeley	\$4,500
11. Ohio State	\$3,800
12. Michigan	\$3,800
13. Illinois system	\$3,500
14. NYU	\$3,400

Campaign Giving Per Student

1. Yale	\$153,000
2. Harvard	\$140,000
3. Columbia	\$132,000
4. Stanford	\$ 96,000
5. Notre Dame	\$ 94,000
6. Johns Hopkins	\$ 83,000
7. Virginia	\$ 77,000

Campaign Giving Per Student

8. Cornell	\$ 73,000
9. Pennsylvania	\$ 62,000
10. Berkeley	\$ 45,000
11. NYU	\$ 35,000
12. Michigan	\$ 27,000
13. Illinois system	\$ 23,000
14. Ohio State	\$ 22,000

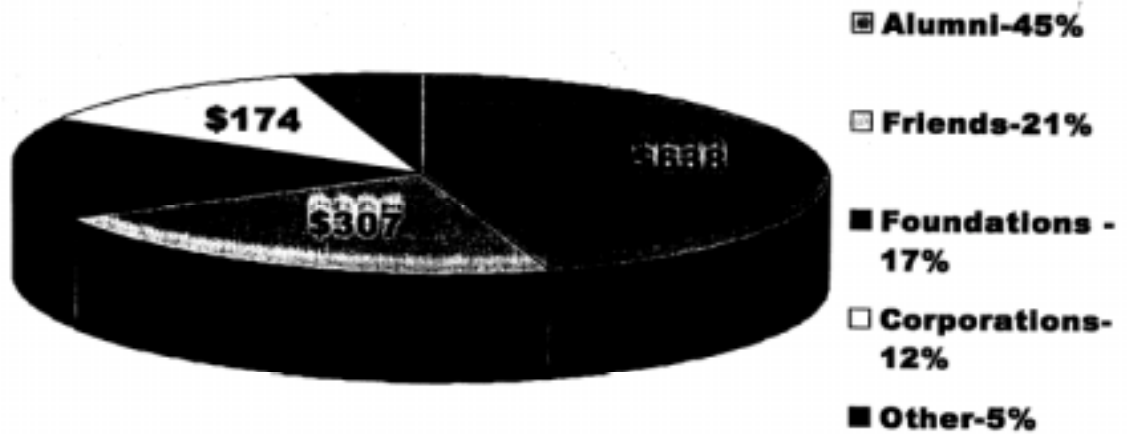
Campaign Progress Overview

- ***Gifts / Pledges: \$1,209,384,797***
- ***Future Support: \$218,527,725***
- ***Total: \$1,427,912,522***
- ***Percentage of Goal: 142.79%***

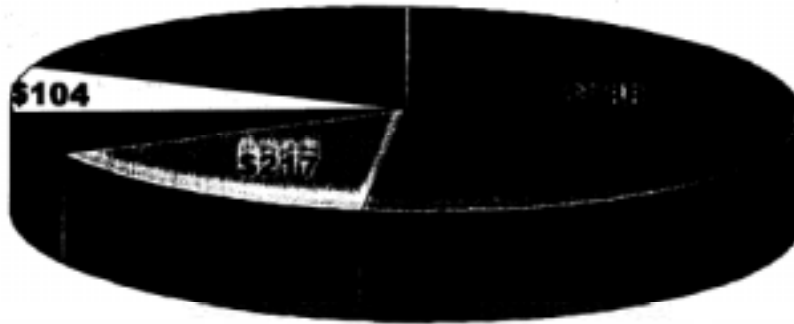
Donor Gift Analysis

- ***Number of Gifts Received:***
508,580
- ***Number of Donors:*** **142,327**
- ***Average Gift Size:*** **\$2,808**
- ***Number of Multiple Donors:***
107,149

Campaign Progress by Source (in millions)



Campaign Progress by Type (in millions)



■ **Cash-52%**

□ **Pledges-15%**

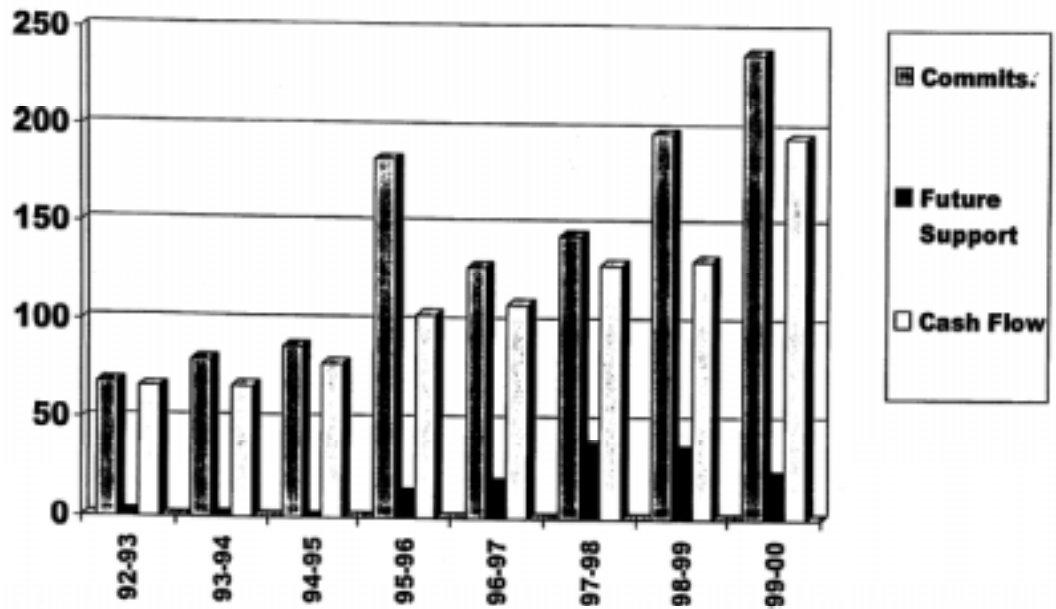
■ **Gifts in Kind-6%**

□ **Private Grants-8%**

■ **Planned Gifts-4%**

■ **Future Support-15%**

Changes, 1992-2000



Giving Societies

- ***Rotunda Society -***
5,514 have given \$62.3 M
- ***Cornerstone Society -***
1,144 have given \$312 M
- ***Lawn Society -*** increased from
340 to 1,413, totaling \$521 M