

September 16, 2011

MEMORANDUM

TO: The External Affairs Committee:

A. Macdonald Caputo, Chair
Hunter E. Craig
Allison Cryor DiNardo
Marvin W. Gilliam Jr.
Robert D. Hardie
Mark J. Kington
John L. Nau III
Timothy B. Robertson
Edward D. Miller, M.D., Ex Officio
Helen E. Dragas, Ex Officio
Jeffrey C. Walker, Consulting Member
Gweneth L. West, Consulting Member

and

The Remaining Members of the Board:

The Hon. Alan A. Diamonstein	Stephen P. Long, M.D.
W. Heywood Fralin	George Keith Martin
Glynn D. Key	Vincent J. Mastracco Jr.
Randal J. Kirk	Jonathan B. Overdevest

FROM: Susan G. Harris

RE: Minutes of the Meeting of the External Affairs
Committee on Friday, September 16, 2011

The External Affairs Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 11:40 a.m., Friday, September 16, 2011, in the Board Room of the Rotunda; A. Macdonald Caputo, Chair, presided.

Present were Hunter E. Craig, Marvin W. Gilliam Jr., Robert D. Hardie, Mark J. Kington, John L. Nau III, Timothy B. Robertson, Edward D. Miller, M.D., and Ms. Helen E. Dragas, Rector.

Jeffrey C. Walker and Ms. Gweneth L. West, consulting members, were present as well.

Present as well were the Honorable Alan A. Diamonstein, W. Heywood Fralin, Ms. Glynn D. Key, Stephen P. Long, M.D., George Keith Martin, Vincent J. Mastracco Jr., and Jonathan B. Overdevest.

Also present were Ms. Teresa A. Sullivan, Michael Strine, J. Milton Adams, Ms. Susan G. Harris, Paul J. Forch, Ms. Susan A. Carkeek, Steven T. DeKosky, M.D., James L. Hilton, Ms. Patricia M. Lampkin, Marcus L. Martin, M.D., David J. Prior, Ms. Yoke San L. Reynolds, Ms. Colette Sheehy, Thomas C. Skalak, John D. Simon, Robert D. Sweeney, Ms. Cynthia S. Fredrick, Ms. Debra D. Rinker, and Ms. Jeanne Flippo Bailes.

Mr. Caputo introduced Mr. Jeffrey C. Walker, Chair of the Council of Foundations, to report on the activities of the Council and to give a preview of upcoming meetings. Mr. Caputo said the previous chair, Mr. Nau, made a significant contribution to the University in his role with the Council of Foundations.

Mr. Walker said Mr. Nau set up an amazing organization in the Council of Foundations. He solicited feedback from many and found that the Council of Foundations was viewed as a valuable organization. He said he supported the University's work on the internal financial model and donors want to know that there is a coherent business model at the University that is sustainable.

Mr. Walker spoke about the issues at the forefront for foundation boards and the deans. The role of Development and Public Affairs continues to be a question. Thinking through that role will be helpful in building a team that can continue to work together. He said the role of foundations is more than fundraising; the volunteers on the foundation boards want to feel that they do more than raise funds, they want to be partners with the deans. He said the Council has focused on fundraising for the College of Arts & Sciences which is not at the level it should be. The other schools understand that if the College succeeds they all succeed; if the College fails, they are dead.

Mr. Walker said the foundations want to lower the walls between academia and others, and between the foundations. They are focused on annual giving and parents. He said the message from President Sullivan was, "set your own goals, but we will hold you to those goals." It is important to establish a culture of annual giving and share ideas across the University. He said they talked about outsourcing: as an example, the School of Engineering is outsourcing fundraising functions. There are choices available to foundations for services, including from Development and Public Affairs.

Mr. Walker mentioned the plan for Jeffersonian dinners, connecting faculty with donors and students. He used David Germano as an example of a faculty member who has interesting ideas that can attract support.

Vice President's Remarks

The Chair thanked Mr. Walker for his report and introduced Mr. Robert D. Sweeney, the Senior Vice President for Development and Public Affairs, to discuss philanthropic cash flow, campaign strategy, annual giving, and the Office of Engagement.

Mr. Sweeney said a written report on naming is attached to the committee materials. The namings report is attached to these minutes.

Mr. Sweeney said he was giving his 81st report to the External Affairs Committee. The University has new leadership, but the long term people have evolved in their thinking over time as well. He said he learned from Leonard Sandridge "visionary pragmatism" -although you may have great ideas, great change often happens in incremental steps. This requires being in it for the long haul. The campaign is constant movement towards excellence. He said although he is talking about money, to most major benefactors it is not about the money, it is about the place and the promise for the future; they are thinking about the program and its ability to change the institution. He said he reports with resiliency and resolve; we will not rest until we hit the \$3 billion mark.

Mr. Sweeney reported that cash flow was \$229 million for fiscal year 2011. Alumni giving was up. The reunion program has been very successful: three classes exceeded 30% participation, and the youngest class, 2006, has achieved 21% participation. All 10 of the reunion classes exceeded their dollar goals.

In annual giving, defined as current expendable operating support, we raised \$51 million, which is a 3% increase. Annual giving is going to be the crux of raising unrestricted operating support.

Mr. Sweeney explained the achievements in the Capital Campaign and plans for the remainder of the year. He said they are soliciting 3 gifts in 9 figures, and they will hit the \$2.5 billion mark in September. He said they are determined to get to \$3 billion, and the leadership team is in place to do it.

Mr. Sweeney said the University has made an investment in an engagement program and he introduced Ms. Cynthia S. Fredrick, Associate Vice President for Engagement of Alumni, Parents & Friends, to report on the Office of Engagement.

Ms. Fredrick said alumni and parents have expressed the desire to be connected to the University, which is the reason for the creation of the Office of Engagement. The office supports both direct programs and indirect—encouraging all in the University to become engaged. Participation in engagement has doubled in the past 5 years. Each year, the office supports over 1400 events around the world. Last year, 14,000 alumni and friends participated in engagement-related programs. The majority of the programs are through the UVA Clubs, with a volunteer corps of over 2,000 persons. The interests of participants are wide and diverse, and so there are many different kinds of programs. Students are at the heart of why the office exists; students are ambassadors for the University. UVA Express is an example of the programs: engaging with and transporting international students to the University.

Group travel is a great stewardship tool, said Ms. Fredrick. There are all levels of trips to enable everyone to participate. A core value of the Office of Engagement is shared knowledge, also, sharing of data; they have conducted surveys of parents and others.

The Chair thanked Ms. Fredrick and adjourned the meeting at 12:15 p.m.

SGH:lah

These minutes have been posted to the University of Virginia Board of Visitors website.

<http://www.virginia.edu/bov/externalminutes.html>

NAMINGS REPORT

**EXTERNAL AFFAIRS COMMITTEE
UNIVERSITY OF VIRGINIA**

September 16, 2011

NAMINGS REPORT

The following naming does not require Board action; it is enumerated below as a matter of record.

William E. Pease Rehearsal Hall

(Hunter Smith Band Building)

The 4,000 square foot rehearsal room in the Hunter Smith Band Building has been named the *William E. Pease Rehearsal Hall*. William E. "Bill" Pease, a Virginia Beach native, became the first director of the Cavalier Marching Band when it was formed in 2003. Within several years, the band grew to include more than 275 enthusiastic members, providing students with unique leadership and performance opportunities. A University faculty member, Mr. Pease also directs the University's Wind Ensemble and the Cavalier Basketball Band. Using his knowledge and expertise as a musician and band director, Bill played a vital role in the design of the Hunter Smith Band Building. The band rehearsal room is named for Mr. Pease in recognition of his leadership of the Cavalier Marching Band and his commitment to enhancing band programs at the University.