MEMORANDUM

TO: The Advancement and Communications Committee:

John L. Nau III, Chair
Bobbie G. Kilberg, Vice Chair
Frank B. Atkinson
A. Macdonald Caputo
Hunter E. Craig
Allison Cryor DiNardo
Marvin W. Gilliam Jr.
Victoria D. Harker
Stephen P. Long, M.D.
Helen E. Dragas, Ex Officio
Robert S. Kemp, Consulting Member
Jeffrey C. Walker, Consulting Member

and

The Remaining Members of the Board:

The Hon. Alan A. Diamonstein          Edward D. Miller, M.D.
William H. Goodwin Jr.                Timothy B. Robertson
George Keith Martin                   Linwood H. Rose
Vincent J. Mastracco Jr.              Hillary A. Hurd
                                          Leonard W. Sandridge Jr.

FROM: Susan G. Harris

RE: Minutes of the Meeting of the Advancement and Communications Committee on Tuesday, May 21, 2013

The Advancement and Communications Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 9:10 a.m., Tuesday, May 21, 2013, in the Board Room of the Rotunda; John L. Nau III, Chair, presided.
Present were Frank B. Atkinson, A. Macdonald Caputo, Hunter E. Craig, Allison Cryor DiNardo, Marvin W. Gilliam Jr., Bobbie G. Kilberg, Stephen P. Long, M.D., and Helen E. Dragas, Rector.

Mr. Robert S. Kemp, Consulting Member, was present.


Also present were Teresa A. Sullivan, John D. Simon, Patrick D. Hogan, Susan G. Harris, Paul J. Forch, Susan A. Carkeek, Steven T. DeKosky, M.D., Donna Price Henry, James L. Hilton, Patricia M. Lampkin, Colette Sheehy, Thomas C. Skalak, Robert D. Sweeney, Nancy A. Rivers, McGregor McCance, Anthony P. de Bruyn, and Debra D. Rinker.

Gordon F. Rainey Jr. was in attendance as a presenter and Everette Doffermyre was also connected via telephone.

Committee Chair Remarks

Mr. Nau welcomed Gordon Rainey, Chair of the Capital Campaign. He reminded the members that the Council of Foundations meeting is scheduled for the following week. He said the agenda will be focused on strategic planning and governance. Mr. Nau said that he and Bill Fryer plan to facilitate the discussion on governance. The meeting will be followed by Jeffersonian dinners in several of the Pavilions, with faculty and Council members. Topics of discussion planned for the dinners include flipping the classroom, limits on the global university, and the University's role in helping students begin careers versus becoming educated citizenry.

Mr. Nau said that he, Mr. Hogan, and Mr. Sweeney, are continuing work on the future of communications and fundraising at the University. They will give a report on the cost to raise a dollar in August, along with an update on the Chief Communications Officer search.

At the September meeting, they will bring the committee up-to-date on the plan for a series of post-campaign initiatives. He reminded them these initiatives are focused on support for faculty, AccessUVa, and historic restoration.

Mr. Nau said when he was enlisted as vice-chair of the Campaign, the idea that our University - with its fairly young and unsophisticated philanthropy program - could get to $3 billion was thought by many as a real stretch. By the kick-off Gala in September of 2006, $1 billion in gifts and pledges had already been raised. He said a great deal has changed since the fall of 2006 but one thing hasn’t, the passion and generosity of alumni, parents, and friends,
and the commitment and effort of the Campaign Chair, Gordon Rainey. He said Mr. Rainey is a tireless advocate for the University. He is a former Rector of the Board and has served as president of the U.Va. Alumni Association and a trustee of the Law School Foundation, among his many and varied leadership positions in service to the University. Mr. Nau said it has been an honor and a privilege to serve as Vice-Chair of the Campaign alongside Mr. Rainey and the other members of the Campaign Executive Committee. He then turned the meeting over to Gordon Rainey.

Mr. Rainey said this campaign has been successful because of the generosity and dedication of thousands of alumni, parents, and friends of the University, all over this country and abroad. He said so many people, both inside and outside of the University, have worked so hard for so long to make this campaign a success. He personally thanked John Nau and Everette Doffermyre (both vice chairs of the campaign) for their outstanding leadership. He said he most of all wanted to thank President Sullivan for her exceptional leadership, and for her development team, led by Bob Sweeney. He also thanked the University-related foundations that have made this result possible.

Mr. Rainey said in the 33 months since President Sullivan’s arrival, she has raised well over $900 million of the campaign total. With the momentum we currently have, a level of momentum unseen in many years if ever, with the significant gifts remaining in the pipeline, and with the usual outpouring of gifts we see each June, she could well become a ‘billion dollar President’ by the time the books close on the campaign. He told President Sullivan that was something she, Mr. Sweeney, and the Board should be enormously proud of.

Mr. Rainey said Mr. Doffermyre (a very busy Atlanta lawyer) organized and led a national organization that they started back in the beginning of the campaign, called NCOUR. This is an organization of alumni in all the major population centers in the country. He said this campaign would never have been successful without the leadership of Mr. Doffermyre.

Mr. Doffermyre echoed the sentiments of Mr. Rainey with regard to NCOUR. He said from the very beginning what made this group stand out was not just giving a gift, but digging in and helping with the campaign itself. He said what makes working with the University in an effort such as this so special is working with a big group of volunteers that want to be fully engaged. They helped strategize, built personal relationships with potential donors, and anything else it took to get the transaction completed. He thanked those involved with NCOUR for their help in making this such a successful campaign. He said it was an absolute honor to work alongside John Nau, Gordon Rainey, Bob Sweeney, and President Sullivan to bring this campaign to a close.

Mr. Rainey commented that the campaign was the vision of former president John Casteen, and he raised a significant portion of the money. He concluded by saying that to have had the privilege to lead
this effort has been one of the most meaningful experiences of his life. He said he would always be grateful to the Board and to the University for permitting him to serve in this role.

---

Report by the Senior Vice President for University Advancement

Mr. Sweeney began his report with a story of an incident that happened to him after returning from vacation back in the summer. He received a call from Mark Smith, Planned Giving, who said they just received a call from an attorney in Austin, Texas, and one of our Commerce alumni who works for Facebook was going to transfer $80 million the next day to the University as an unrestricted gift to jump start the campaign again. They looked up the attorney in Austin and found his picture. Mr. Sweeney said this news literally made him dance. He then called the President and she said it was unbelievable to get a gift of this size and to have it unrestricted. The next day President Sullivan called Mr. Sweeney and told him for safety’s sake to call the main switchboard number of the law firm just to make sure it was a legitimate call and transaction. Mr. Sweeney called the attorney and said he just wanted to thank him for the call and to check on the $80 million transfer, and the gentleman’s response was, “What transfer?” He said that was the moment when it felt as though they really couldn’t carry on anymore; they had done all they could for this campaign. He said it took him a couple of days, but his optimism overcame his angst and he started to think about it again and he decided that he was going to do whatever it took to get this campaign over the top. Mr. Sweeney said what it did take was a group of development officers around the Grounds that never gave up and that serve this University as a labor of love with commitment and great purpose.

Mr. Sweeney said the number of campaign gifts is still running and counting. They are currently at $3.023 billion and he is hoping he can push it to $3.1 billion by the end of June. He mentioned an “unsung hero” in this campaign, Mr. Leonard Sandridge. He said virtually every major gift had Mr. Sandridge’s fingerprints on it and that he does it in a wonderfully quiet way.

Mr. Sweeney said of the 19 schools and units at the University, 14 of them have either met or exceeded their goals and another three are well at capacity to reach the goal. Of 202,000 alumni, 46% have made a gift during this campaign. Big gifts do count: 350 donors gave the University 50% of the $3 billion, with 379 donors making gifts of $1 million or more. Mr. Sweeney said one of the things he is most proud of is that all the members of the university team: deans, development officers, etc. pulled out all the stops to get here. He said the University was the 9th university to pull off a $3 billion campaign, and the first out of the nine to announce a goal. The University is among three public universities (Michigan, UCLA, and UVA) to be able to achieve this.
Mr. Sweeney compared the alumni to those same nine institutions and we fared very well. The University of Virginia came in ahead of two private institutions (University of Pennsylvania and NYU), and when looking at gifts per alumnus, we more than doubled the gifts per alumnus compared to UCLA, NYU, and the University of Michigan.

The campaign donors total 222,452, with the average gift being $13,584; 92,504 were alumni, 2,615 were faculty and staff, and 29,075 were parent donors. Mr. Sweeney said at the end of the day it is not about money, it is about the faculty, staff, and students. Out of this campaign, we had 514 endowed scholarships, 63 endowed professorships, 97 endowed fellowships, 414 other endowments, and a total of 1,088 total new endowments.

Mr. Sweeney said they will come back to the Board during the September meeting with an overview of organizational changes within the department. They will have several retirements and some of their younger development officers are looking at higher level positions with other institutions, among other changes that occur after such a successful campaign. Mr. Sweeney wrapped up his presentation by thanking Gordon Rainey and Everett Doffermyre, and said in all of his 40 years, he has never seen a better team of leaders than this and for that he is very grateful. He also praised Mr. Casteen for laying the ground work for the campaign and having the guts to announce a $3 billion campaign. Mr. Goodwin requested that the Board in some way recognize John Casteen for his vision and hard work during the beginning stages of this campaign.

---

Annual Report on University-Related Foundations’ Compliance with Board Policy

This report was provided in written form in the committee booklet. It can also be found at the end of these minutes.

---

On motion, the meeting was adjourned at 9:50 a.m.

SGH:dr
These minutes have been posted to the University of Virginia Board of Visitors website.
http://www.virginia.edu/bov/externalminutes.html
## COMPLIANCE WITH THE POLICY ON UNIVERSITY-RELATED FOUNDATIONS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
</tbody>
</table>
## COMPLIANCE WITH THE POLICY ON UNIVERSITY-RELATED FOUNDATIONS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>✓</td>
<td>✗</td>
<td>N/A</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>6/30/12</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>12/31/11</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>9/30/12</td>
</tr>
</tbody>
</table>

Advancement and Communications Committee
May 21, 2013
7.