

April 11, 1997

MEMORANDUM

TO: The External Affairs Committee:

Henry L. Valentine, II, Chair
John P. Ackerly, III
Charles M. Caravati, Jr., M.D.
T. Keister Greer
Elsie Goodwyn Holland
Terence P. Ross
Albert H. Small
Elizabeth A. Twohy
Hovey S. Dabney, Ex Officio

and

The Remaining Members of the Board:

Franklin K. Birckhead	Kristine L. LaLonde
Champ Clark	C. Wilson McNeely, III
William G. Crutchfield, Jr.	Walter F. Walker
William H. Goodwin, Jr.	James C. Wheat, III

FROM: Alexander G. Gilliam, Jr.

SUBJECT: Minutes of the Meeting of the External Affairs
Committee on April 11, 1997

The External Affairs Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 9:40 a.m., Friday, April 11, 1997, in the East Oval Room of the Rotunda; Henry L. Valentine, II, Chair, presided. John P. Ackerly, III, Charles M. Caravati, Jr., T. Keister Greer, Mrs. Elsie Goodwyn Holland, Terence P. Ross, Albert H. Small, Ms. Elizabeth A. Twohy, and Hovey S. Dabney, Rector, were present. Also present were Franklin K. Birckhead, Champ Clark, William G. Crutchfield, Jr., William H. Goodwin, Jr., C. Wilson McNeely, III, Walter F. Walker, James C. Wheat, III, and Charles F. Irons; as well as John T. Casteen, III, Paul J. Forch, Alexander G. Gilliam, Jr., Robert D. Sweeney, Leonard W. Sandridge, Jr., Ernest H. Ern, Robert W. Cantrell, Peter W. Low, Ms. Polley Ann McClure, John B.

Syer, Jr., Ms. Susan Barr, Don Hasseltine, Wayne Cozart, and Ms. Jeanne Flippo Bailes.

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

Mr. Sweeney gave a general report on the progress of the Campaign, referring members to material distributed previously to them. Progress is measured, he said, in two ways: the actual progress of the Campaign and cash flow generated by the Campaign. Using the cash flow of FY1992 as a base, the amount generated that year was \$50m. In FY1995 the total was \$78m; in FY1996 it was \$100m. A goal is to maintain the annual cash flow at around \$100m.

The average amount raised per month in the last few months has been \$7m. If the Campaign continues at a rate no higher than this, the total projected amount raised should be \$700m-\$800m.

The regional campaigns continue to be significant sources of donations. The New York Campaign, not surprisingly, has raised the largest amount so far - \$74m. To date, about \$200m has been raised in Virginia; of this, the largest amount has come from Richmond - \$50m.

The volunteer leadership, Mr. Sweeney stressed, has been of the greatest importance to the Campaign and will continue to be so.

Mr. Sweeney then introduced Mr. Syer, Director of the Alumni Association, and Mr. Wayne Cozart, who is in charge of planning reunions at Alumni Hall, and asked them to report on the reunion program. Mr. Cozart handed around examples of the information packets that have been mailed out to alumni planning to come back to the reunions in June, and he described some of the events planned for Reunion Weekend. Some 3500 to 4000 alumni and guests are expected at the reunions, a record number. Mr. Cozart told the Committee, too, that this year for the first time there will be fifth year reunions of classes.

Mr. Sweeney said that an unexpected vacancy on the Development Office staff gave him the opportunity to hire, for six months, Mr. Don Hasseltine, who is well known in the development community for his work on Annual Giving at Georgetown University. Mr. Hasseltine has left Georgetown to matriculate in the University for work on a doctorate. Mr. Hasseltine was engaged to do a thorough study of the University's Annual Giving programs and to recommend changes he saw as necessary. Mr.

Sweeney introduced him to the Committee and asked him to report on his findings.

Mr. Hasseltine told the Committee there is great potential for Annual Giving at the University, both as part of the Capital Campaign and for the future in general. He said Annual Giving here began 60 years ago when \$32,000 was raised from 2800 donors; the current figure is \$14m from 35,000 donors. There are now, he said, about 20 staff people across the University working on Annual Giving.

Mr. Hasseltine said there is no effective overall planning at the University for Annual Giving; some school development offices - e.g., Law and Darden - do a very good job, others don't have enough experience. He also said that mailings should be standardized and coordinated. He told the Committee that as a result of discussions he has had with Mr. Sweeney and Mr. Fitzgerald, he would propose six steps to encourage a strong Annual Giving program: (1) Develop a University-wide Annual Giving goal; (2) set up a coordinated planning process; (3) develop an 18 month marketing program for the Rotunda Society (Rotunda Society members are those donors who give at least \$2,500 annually); (4) institute a standardized monthly reporting program for the University and for each unit; (5) establish a University-wide advisory board for Annual Giving; and (6) increase staffing and resources for Annual Giving.

Mr. Hasseltine said, too, that it is important to encourage more unrestricted gifts. Finally, he told the Committee that he thinks Annual Giving can grow substantially in the next five to ten years.

Mr. Sweeney asked Mr. Ern, Senior Vice President, and Ms. Susan Barr of the Development Office to report on the Faculty and Staff Campaign.

Mr. Ern and Ms. Barr said that planning for the Faculty and Staff Campaign began in January, 1996 on the theme of "For Our Future." A University-wide steering committee was formed and it has provided active direction for the Campaign. While individual schools may select giving opportunities, a University-wide giving opportunity, the Faculty and Staff Undergraduate Scholarship, has been established; the Scholarship will provide financial aid for children of faculty and staff. Mr. Ern said the President has announced that the University will match employees' gifts to this fund, dollar for dollar, up to \$100,000. Ms. Barr told the Committee that three school campaigns have been completed and others are in various stages of progress; all should be done by

the fall. Both Ms. Barr and Mr. Ern emphasized that the goal of the Faculty and Staff Campaign is participation and not a set monetary goal.

- - - - -

On motion, the meeting was adjourned at 10:30 a.m.

AGG:jb

Copies to: Mr. John T. Casteen, III
Mr. Paul J. Forch
Dr. Robert W. Cantrell
Mr. Peter W. Low
Mr. Leonard W. Sandridge
Mr. Robert D. Sweeney
Mr. Ernest H. Ern
Mr. William W. Harmon
Ms. Colette Capone
Ms. Polley Ann McClure
Dr. Don E. Detmer
Mr. Terry Holland
Mr. L. Jay Lemons
Ms. Louise Dudley