

Minutes of Meeting
College Campaign Chairs' Meeting
Concurrent Session
March 28, 2008

Attending: **Bruce Miller (chair)**, Kenneth Adelberg, Iris Beckwith, Ed Beckwith, Mark Breedlove, Susan Breedlove, Bryon Deysher, James Durham, Melanie Ekdahl, Rob Fenza, Earl Harbaugh, Helen Hintz, Tom Hogan, Rod Kirsch, Dave Lieb, Paul Robertson, Peter Tombros, John Villforth, Greg Wolf and Jane Zimmerman

Welcome and introductions

Bruce Miller welcomed everybody and thanked the chairs for taking time to be at this meeting and also for all of the time they will be giving for the next six years remaining in the campaign.

Each chair introduced him or her self and provided a brief statement of their involvement in the campaign.

Bruce publicly thanked Helen Hintz for being a mentor to him and for the guidance and knowledge he learned from her during her time in the role he now plays.

Review Contents of Meeting Material

Bruce went through the handouts and briefly explained the purpose of each item in the folder. He encouraged the chairs to go through the packet on their own and to share those materials with their committees as appropriate.

Bruce informed the chairs that he is always available for any questions or concerns. He stated it best to reach him via e-mail, brm11@psu.edu, or cell phone, (239) 206-0868 and that he will try to respond within 24 hours.

Open Discussion

Bruce reiterated that the format for most meetings will be an open agenda, but that he was taking a more active role in this meeting in order to stimulate initial conversation. To that end, Bruce described the following role and responsibility of the campaign chair:

Chair – *The chair has responsibility for the successful completion of the college, campus or unit's campaign.*

The chair endorses and represents the college campus or unit's campaign goals and plans and is the primary volunteer spokesperson for the unit's campaign.

The Chair's role is to preside over meetings of the unit's volunteer committee. He/she should endeavor to work with the Director of Development and Dean/Chancellor to develop interesting and pertinent meeting agendas for the committee and the Chair must work to ensure that meetings follow the prescribed

agenda, that all in attendance have an opportunity to participate and that people are clear as to action items.

The Chair is charged with helping to motivate volunteers to action. This might be in the form of a follow-up call of congratulations once a task has been successfully completed.

The Chair should be used to assist in the cultivation, solicitation and stewardship of major donors to the campaign effort.

The Chair also serves to hold the professional staff accountable and is responsible for helping to keep the professional staff on task.

Bruce mentioned that each campaign chair is accountable for making a gift in this campaign which will serve to set an example for other volunteers, as it will be important that the volunteers be encouraged to step forward and make a stretch gift within their unit.

Jane Zimmerman suggested that the new committee chairs not be afraid to ask questions of their development staff and should feel free to guide the committee's focus in the direction they think it should go.

Bruce agreed with Jane's comments and stressed the importance of consulting with other volunteers, staff and the dean to seek their advice as well.

Bryon Deysher asked to what extent the chairs should be using the development staff in terms of directing them as chairs. He also asked what the expectations of the development staff are for the campaign.

Greg Wolf wanted to know what would be reasonable for the chairs to expect from the staff in each of their areas.

Helen Hintz answered by saying that it was the development staff's job to help the volunteers to understand their role as chair, but that it was the chair's job to help the development people understand what they expect of them and what they need in order to fulfill their expectations.

Rob Fenza provided some details about his role on previous campaigns in the College of Arts and Architecture. He suggested that the new chairs start by having a face-to-face one-on-one meeting with the dean of their college. He said it is important to get an understanding about what the dean wants to do, what he/she expects their chair to do and what their vision is for the college or unit. He also suggested that the chairs have the same meeting with the director of development. He noted that it will be slightly different for each unit and that it was vital for the chairs to get their cues from the dean and the development officer.

Bruce mentioned that the Directors of Development report to Dave Lieb, but they also work for the dean or vice president of their college or unit. He felt that it was important for the chairs to know the strengths and weaknesses of their committee members. He suggested that if a chair has a conflict with a director of development that they discuss the conflict first and if they are still not satisfied, they should discuss this with Dave and/or the dean. He further said that if the chair's plans are more aggressive than what the dean wants for the college, there was going to be an issue. Bruce explained that Liberal Arts has a very aggressive committee who wanted to do so many things, but some of their ambitions were unattainable because of staffing constraints. He said the chairs should talk with Dave Lieb if they feel their committee is not living up to their potential because of a stumbling block with a director. They need to talk with Dave, but that the dean needs to be aware of the situation as well.

Dave Lieb said that it was part of the volunteer's job to hold development staff accountable and to keep them on task. He noted that Penn State has been more successful with its fundraising efforts over the years when they have engaged the volunteers. He also said that the chairs need to challenge and push the staff. He further said that if a chair has expectations that they are not seeing from a director of development then he or she should meet with him.

Rod Kirsch echoed Dave's comments by agreeing that accountability is very important. He explained that as the chief development officer he needs to be just as accountable to the chair of the campaign, as he is to President Spanier. He also said the staff needs to be responsive to ideas and questions and a reason needs to be made when a request is refused.

Paul Robertson echoed that the involvement of the dean is very important and explained that he had a situation within his college and after talking it over with his dean, it was resolved. He said the dean was very active and completely on board with him.

James Durham asked who completes the director of development's annual performance reviews.

Dave Lieb answered the question by saying he completes the formal reviews with them, but feedback from the dean is requested. He also said that if there are any serious issues or concerns, he will have a meeting with the dean and director.

Earl Harbaugh said when he was asked to serve as chair of the College of Agriculture's college committee, he made sure his dean and development director were in agreement on the direction they were going relative to goals, etc. He referred to this relationship as a "three-legged milk stool:" the chair, the development director, the dean and at the top of the stool is the development program. He also mentioned that his college recently held a two-hour session in which he got to interact with the development staff and how important it was to have this personal relationship with them.

Ed Beckwith said it is important to have high aspirations but that it was not the job of the chair to necessarily evaluate or fire people. He recommended that staff problems be served up the chain of command.

Rob Fenza recommended that each committee plan a social event, preferably to be hosted by a committee member, with the sole purpose of having fun and getting to know each other. He explained that this interaction will make for better communication among committee members.

Rod Kirsch agreed with Fenza and said the members of the “Investing in People” committee attended a retreat in Florida about five years ago and it was a great bonding experience.

Susan BreeLove announced that the College of Education recently held a committee retreat with the staff. She said they exchanged ideas and she was better able to understand the school, the departments, what their needs and priorities were for the college by having the department heads attend. In turn, they were better able to understand their role relative to fundraising for the college.

Mark BreeLove further explained that having the faculty at this retreat was really powerful because the faculty members realized the value of fundraising and “What’s in it for me?” He said when they realized we could help them create endowments which would help to attract better graduate students and professors, they came alive with enthusiasm.

James Durham asked for advice on how to operate most effectively beyond adding additional meetings.

Mark Breedlove explained that Craig Eozzo designed a blog for their committee to use to relay information back and forth on topics and to announce important events and gifts. He said they will be demonstrating the blog at an upcoming campaign meeting.

Rob Fenza said that his committee has quarterly conference calls and that they divided their committee members into three groups: those with an interest in visual arts, those with an interest in the performing arts and those interested in the arts and architecture. Rob mentioned that the three groups work with prospects who share a common passion, and that this makes for more of a natural process when they have to request a donation.

Iris Beckwith wanted to know how donor prospects are identified especially those who are not taken by another college, since Student Affairs and several other units do not have a “traditional” alumni base.

Dave Lieb addressed her question and said that athletics and the libraries also have a similar issue because they do not have alumni, but that they have a following of people and alumni of other colleges that have an interest in athletics or the libraries. He mentioned that they use the “Prospect Management Tracking System” and that a copy of an executive summary of the “Rules of the Road” was included in the meeting packet.

He also said that the primary objective is to let the alumni know that we are respectful of who they are and the multiple interests that they have.

Dave said he has biweekly meetings where major prospects who have multiple interests are discussed. He also pointed out that a lot of discussion happens outside of the meetings, as Penn State has a very collegial staff and part of the director's annual evaluation is based on how well they collaborate and work across the University.

He mentioned that they recently finished screening nearly one million records using a very sophisticated system offered through Grenzebach Glier and Assoc. The system used publicly available information and looked at gift records to narrow down records that have been identified as having the highest potential to become major donors. He said these names are then coded as "Pipeline" and that staff currently have about 15,000 prospects in this pipeline

Rob Fenza wanted to know what techniques other committee members use to get committee members to give more than they currently are giving.

Bruce said one of the techniques Liberal Arts used to raise expectations was to increase the minimum amount to join their Development Council. He said they increased the level from \$100,000 to \$250,000 for this campaign as a way for their council members to lead by example and where possible explain their current gift is a "stretch" gift, i.e., a gift larger than originally anticipated and a sizable commitment against their capacity.

Dave Lieb said volunteers lead by example and it is important to get donors excited and to identify their passion because when you identify people's passion, they often give bigger gifts.

Bryon Deysher said that committee members need to be told up front that they are expected to make a sizable donation.

Bruce Miller said the College of the Liberal Arts created an Alumni Board of Visitors and other departmental Boards of Visitors with the criteria being a commitment of \$25,000 over five years or \$5,000 a year.

Ed Beckwith said it is important to remember that different colleges have different goals and you want people to make what is for them a "stretch gift."

Bruce thanked everybody for their comments and adjourned the meeting.

Respectfully submitted,

Melanie Ekdahl