

**SPECIAL MEETING OF THE BOARD OF TRUSTEES
Including the Salem State University Foundation Board of Directors**

February 12, 2020

PRESENT: Trustees Mattera (chair), Chisholm, Contreras, DeSimone, Katzman, Lutts, Wilkens and Trustees Emeritus Scott and Segal. Also participating at the meeting were President Keenan and Board Secretary Montague and Assistant Secretary Hennessey.

ABSENT: Zahlaway-Belsito, Butts, Murphy and Russell

PRESENT FOR THE SALEM STATE FOUNDATION BOARD OF DIRECTORS: Gina Deschamps (Foundation Board President), Andrea Liftman, Annalisa DiPalma, David Surface, Donna Katzman, Fred Cavanaugh, Jacob Segal, Jeffrey Cicolini, Joanne Ricciardiello, Justin Young, Kate Reid, Kathy Skrabut, Kim Gasset-Schiller, Lou George, Paul Petrowski, and Virginia Lyons (via conference call)

EX-OFFICIO: Teri Chisholm (voting), Cheryl Crouse (non-voting), President John Keenan (voting), and Joe Wamness (voting)

FOUNDATION STAFF: Nicole Bousquet, Judy Higgins, and Hai Huynh

INSTITUTIONAL ADVANCEMENT STAFF: Taylor Dunn and Mandy Ray.

BOARD MEMBERS NOT IN ATTENDANCE: Rich Blazo.

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a special meeting in Marsh Hall, Room 210, Central Campus, Loring Avenue, Salem, Massachusetts, on February 12, 2020, with Paul Matter, Chair, presiding.

I. CALL TO ORDER – Chair Mattera called the meeting to order at 5:10pm.

Chair Mattera and Gina Deschamps, President of the Foundation Board, introduced themselves. Chair Mattera then thanked Trustee Chisholm and Kathy Skrabut, Chair of the Fundraising and Engagement Committee, for their leadership while working with Cheryl Crouse and the Institutional Advancement staff. Deschamps reported that the Foundation Board approved the cash flow budget to support the campaign plan in the last hour during the Foundation Board of Directors meeting.

Cheryl Crouse, Vice President of Institutional Advancement, thanked Chair Mattera and President Deschamps for their leadership. Crouse also recognized Trustee Chisholm and Skrabut for working together on policies and processes as well as the entire Institutional Advancement team for their work.

II. COMMUNICATION PLAN LIBRETTO PRESENTATION - Corey Cronin, Associate Vice President of Marketing and Communications, introduced Neal Kane, President, and Adrian Pio, Senior Creative Associate of Libretto. Kane explained that they are a Boston based communication firm, specializing in strategy, messaging and content. He noted that Libretto was responsible for the communications for Salem State University's last campaign, 10,000 Reasons and are very optimistic about helping Salem State with their next campaign.

As part of the presentation, Kane and Pio asked meeting attendees to participate in an activity to help further Libretto's discovery work. Kane pointed out the four campaign priorities: Financial aid, High impact retention practices, SSU BOLD, and Unrestricted Giving. He then asked everyone

in the room to write down which priority resonates with them and what the most important thing Salem State should promote over the next 18 months. At the conclusion of the activity, Kane asked if there were any questions. Being that there were no further questions, Chair Mattera moved to the next agenda item.

III. MEMO OF AGREEMENT - Crouse presented the memorandum of agreement and asked if there were any questions. None were asked.

IV. CAMPAIGN II PLAN PRESENTATION - Crouse presented the Campaign II Plan to the Foundation Board and the Board of Trustees. Crouse shared that the Steering Committee for the campaign will be comprised of 4-5 individuals representing 3-4 persons (Board of Trustee, Foundation, Alumni, Faculty, Staff, and Priorities Ad Hoc members) totaling the committee to 10-15 members. Crouse announced that the campaign co-chairs are Kim Gassett-Schiller, Elliot Katzman, Donna Katzman, Nicole Goggin, and Midge DeSimone. Crouse added that Goggin is a model graduate who creates a culture of giving. Crouse shared that we have raised \$5.4 million dollars as of February 11, 2020. Two of the largest gifts were from a Trustee (\$2.5 million) and a distribution from an estate (\$1.4 million). We have also achieved 100% participation from Board of Trustees and President's Executive Council for SSU BOLD.

Trustee Elliot Katzman asked why the steering committee did not have more than 1-2 faculty. Taylor Dunn, Director of the Campaign, responded that there would be other faculty representation specific to the priorities. Crouse also noted that she was mindful of not putting more on the faculty and will work with James (Jim) Gubbins from the MSCA to identify faculty to be part of the steering committee. Trustee Katzman would support more if the faculty would support more. He recommended having a detailed plan for each of the campaign priorities so that it would be helpful in talking to prospective donors to ensure each priority is being accomplished. He also suggested ensuring there is a concrete plan in place before raising the money. Crouse responded that they are building a case and it will be part of their work in the next six months.

Chair Mattera noted that fundraising is the means and that President Keenan and his team will need to come up with the mechanisms. We need a better and deeper infrastructure. Trustee Lutts noted that the campaign will not be done alone, as it must be done by all. He encouraged continued communication between the boards.

Chair Mattera commented that there was a good deal of concern that public funding for higher education has not increased sufficiently to meet with the needs of the students in the commonwealth. There are two ways to tackle this: the state allocating more funding or through private donations.

Jeff Cicolini, Treasurer of the Foundation Board and Chair of the Audit and Finance Committee commented that he has been treasurer for the Foundation since 2009 when he became a proud graduate of SSU. He expressed that this campaign is more of a need than a want and would allow the university to stay competitive.

Cicolini reported that his firm currently has 200 people and recently had four new hires committed from Salem State University and three interns from the university. He commented that the university continues to produce top quality candidates.

President John Keenan reported that a lot of work went into the preparation of the campaign. He thanked Chair Mattera, Trustee Chisholm, Kathy Skrabut, President Gina Deschamps, and the Foundation for their work. He believes that the Campaign and Project BOLD are the pathways to

the future. He recognized that there are certainly some challenges, but he plans to address them and speak with faculty.

Chair Mattera notes that there are two votes necessary to approve the campaign; first the Foundation then the Board.

Kathy Skrabut, Vice President of the Foundation Board and Chair of the Fundraising and Engagement Committee presented the motion, which was duly seconded by President Gina Deschamps, and unanimously passed.

Trustee Chisholm presented the recommended motion to the Board of Trustees. Trustee Katzman seconded the motion and it was unanimously,

VOTED: The president, vice president for institutional advancement, and other university personnel are authorized to do all things and take all actions deemed necessary to move forward with a comprehensive campaign to address identified funding priorities and implement campaign activity as outlined in the Campaign II plan. (IA-19-03)

* * *

V. Adjournment – There being no further business to come before the Board and on a motion duly made by Trustee Lutts and seconded by Trustee Katzman, it was unanimously

VOTED: to adjourn at 6:10 pm

Respectfully submitted,

Adjournment



John Keenan
President



Lynne Montague
Secretary to the Board of Trustees



Patricia Maguire Meservey, *President*

MEMORANDUM OF AGREEMENT

Between Salem State University and Salem State University Foundation, Inc.

This Memorandum of Agreement is made as of the 11th day of February, 2015, by and between Salem State University(the “University”), an agency of the Commonwealth of Massachusetts, and the Salem State University Foundation, Inc. (the “Foundation”), a not-for-profit charitable corporation organized and operating as such pursuant to chapters 15A, §37, and 180 of the General Laws of said Commonwealth.

WHEREAS the Foundation is organized and operated exclusively for the benefit of the University and consistently with the policies and goals of the University;

WHEREAS the Foundation plays a significant role in securing, holding, managing and disbursing moneys and other assets dedicated to the support of the University; and,

WHEREAS the University and the Foundation are desirous of recording certain understandings concerning the manner in which the Foundation and the University will coordinate, and otherwise cooperate in, efforts to raise moneys and secure other assets from private donors for the support and benefit of the University;

NOW, THEREFORE, in consideration of the foregoing premises and of the mutual covenants herein contained, the University and the Foundation hereby agree as follows.

1. Use of Name. The University and the Foundation acknowledge and agree that the University, in accordance with and subject to the provisions of chapter 15A, section 37, of the General Laws of Massachusetts, has accorded to the Foundation the right and authority to use the name of the University both in the Foundation’s own name and for the purpose of its fund-raising activities.
2. Foundation’s Mission and Purpose. The Foundation’s mission and purpose are to raise and manage private resources in support of the mission and priorities of the University as the University may determine those to be from time to time. It is the University’s and the Foundation’s expectation, therefore, that the Foundation will, consistently with the terms of this Memorandum of Agreement, support the University’s fund-raising activities and, in accordance with University policy and applicable provisions of law, play an active and prominent role in in the management of privately raised moneys and other assets.

3. University's Support and Assistance.

- a) At the Foundation's request, the University may, at no cost to the Foundation, provide the Foundation with such space and facilities of the University, including suitably equipped office and meeting space, as, in University's judgment, are reasonably necessary to permit the Foundation to fulfill its obligations under this Memorandum of Agreement. The University may also provide the Foundation with appropriate telephone and computer connectivity through the University's own telephone and computer networks.
- b) The University's chief development officer (or such other employee of the University as the University may designate) may serve as the executive director of the Foundation. At the request of the Foundation, the University may assign to the Foundation such additional personal services, including clerical services. Every such employee (including the chief development officer) may be and remain an employee of the University for all purposes. The rendering of all such personal services (including those of the chief development officer) to the Foundation shall be subject to applicable provisions of law, including those contained in chapter 15A, section 37, of the General Laws of Massachusetts.
- c) The University shall communicate to the Foundation the University's priorities and long-term plans together with such other information as the University thinks necessary or appropriate to assist the Foundation in the fulfillment of its obligations hereunder.
- d) The University shall work with the Foundation to identify, cultivate and solicit prospective donors of private gifts. All data pertaining to donors shall be and remain the property of the Foundation.
- e) The University shall give to the Foundation such additional support and assistance as the University deems necessary or appropriate to facilitate the Foundation's activities and to assist it in the accomplishment of its purposes and the fulfillment of its mission.
- f) Any and all support and assistance provided by the University to the Foundation shall at all times remain subordinate and subject to appropriation, University policy, University budget and applicable provisions of law.

4. Foundation's Responsibilities.

- a) The University reserves to itself the right, at any time, to play any such role and assume any such responsibility, whether to the exclusion of the Foundation or otherwise, as it may think appropriate in connection with any fund-raising activity or any donor relationship. In consultation with the University and consistently with its policies and prescriptions as they are from time to time, the Foundation shall assume principal responsibility for managing such assets entrusted to it for the support of the University.

- b) In its solicitation and receipt of gifts, the Foundation shall adhere to the provisions of chapter 15A, section 37(e), of the Massachusetts General Laws and to all other applicable provisions of law.
- c) The Foundation shall receive, hold, manage, invest, and disburse contributions of cash, securities, patents, copyrights and other forms of property, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred-gift instruments. The Foundation shall consult and communicate with the University regarding the acceptance of gifts of tangible property.
- d) The Foundation will consult with and receive approval from the University before the Foundation acquires real estate, accepts any gift of real estate or accepts any gift that in any way binds the University to a particular investment, expense or action.
- e) The Foundation shall establish, adhere to and periodically assess policies governing its acceptance and management of gifts. All such policies, including policies pertaining to restrictions placed on gifts, shall conform to any applicable policies of the University and shall make provision for protecting the anonymity of donors who choose to make gifts anonymously. No such policy shall permit the Foundation to obligate the University to confer any benefit or honorific on any donor or prospective donor without in each case the prior approval of the University and any and all naming rights of any kind whatever shall be exercisable solely by the University and at its sole discretion.
- f) The Foundation shall adhere to the University's Procedures for Implementing the Public Higher Education Endowment Incentive Program.
- g) The Foundation shall not accept grants from state or federal agencies without in each case the prior approval of the University.
- h) The Foundation shall establish asset-allocation, disbursement and spending policies that conform to applicable provisions of law, including the Uniform Prudent Management of Funds Act (c. 180A of the General Laws of Massachusetts) as the same is in force for the time being. In connection therewith, the Foundation shall develop an annual budget and spending plan and (but subject to applicable restrictions) may annually expend a reasonable percentage of its funds for the support of its programs, services and operations.
- i) In consultation with the University, the Foundation shall, no later than March 30 of each year, establish a plan of disbursements to the University for the University's fiscal year next ensuing. When disbursing funds or other assets to the University, the Foundation shall disclose to the University any terms, conditions or limitations to which any such funds or assets are subject.
- j) The Foundation shall annually cause a complete audited financial statement of its accounts to be prepared in sufficient time to permit the University to complete, and its

Board of Trustees to accept, the University's and Foundation's audit and transmit it to the state comptroller. The audit will be prepared in accordance with such generally accepted accounting principles and reporting practices as may be prescribed from time to time by the American Institute of Certified Public Accountants (or any successor organization), and the same shall be examined by an independent certified public accountant in accordance with generally accepted auditing standards for the purpose of expressing an opinion thereon. A copy of such statement shall be transmitted to the University upon its completion. The Foundation and the University may arrange to have such audit conducted in conjunction with the annual audit the University causes to be conducted of its own accounts.

- k) The Foundation shall maintain accurate records of all gifts received by it, including any restrictions or other terms that are of application to each, together with accurate records of all other matters that are relevant to the fulfillment of its obligations under this Memorandum of Agreement.
5. Direct Assistance to the University. In order to provide direct assistance to the University in its development activities, the Foundation shall, subject to sections 4(h) and 5(c) of this Agreement, reimburse the University for certain costs and expenses it incurs.
- a) The Foundation may reimburse to the University the costs and expenses that the University incurs in connection with its efforts to raise moneys and secure other assets from private donors, and it may do so whether such efforts of the University are made for or in the name of the University itself or for or in the name of the Foundation. Costs and expenses that the University incurs in connection with such efforts shall, for the purposes of this Memorandum of Agreement, be deemed to include any of the following costs and expenses when incurred in connection with the University's efforts to raise moneys and secure other assets from private donors: the costs that any of the University's employees (including any employee described in section 3(b) of this Agreement) reasonably incur for travel, lodging and related expenses (but not including the cost of any such employee's compensation), the costs of entertainment, meals, receptions and like events, the costs of publications, exhibits and other forms of publicity, the costs of software and other development tools, and the costs of any like items, events and activities (but not including any component of the University's general overhead) that support or relate to such efforts.
 - b) No more frequently than monthly, the University shall submit to the Foundation, in the form of an invoice or like statement, a request for reimbursement of any costs and expenses (within the meaning of the preceding clause (a)) that it has incurred (whether paid or payable) and that the Foundation has not theretofore reimbursed to it. Every such request shall include a description of all such costs and expenses (or the categories thereof) and the purposes therefor as they relate to the above-described efforts to raise moneys and secure other assets from private donors. The University shall provide to the Foundation any more particular information that the Foundation may reasonably require with respect to any such request. As promptly as is practicable following its receipt of

any such request from the University (but in no event more than thirty (30) days thereafter), the Foundation shall pay to the University the amount so requested.

Nothing in this clause (b) shall be deemed to obligate the Foundation to reimburse to the University in any fiscal year any sum or sums that in the aggregate exceed the maximum sum the Foundation shall have fixed for such purpose in accordance with the following clause (c).

- c) In accordance with section 4(h) of this Agreement, the Foundation and the University shall confer concerning the maximum sum the Foundation will commit, for the fiscal year next ensuing, for the purposes described in the preceding clause (b). In doing so they will have regard both to the Foundation's then available financial resources and the University's anticipated expenditures for development. Thereafter, but no later than at the commencement of such fiscal year, the Foundation shall fix and encumber the sum aforesaid.

6. Interpretation. This Memorandum of Agreement shall be liberally construed to the end that the Foundation might broadly and effectively promote and support the University's efforts to raise moneys and secure other assets from private donors.

7. Authorities of the University; Authorities of the Foundation. Nothing in this Memorandum of Agreement shall impair or limit the authority of the University to determine, in its sole discretion, by whom and by what activities it shall or may pursue its efforts to raise moneys and secure other assets from private donors, and no such authority shall be deemed to be vested hereby in the Foundation.

In the exercise of its authorities and the discharge of its obligations under this Agreement, the University shall act by its Board of Trustees or by any such person or body (whether one or more or in combination) as the Board of Trustees may from time to time appoint or designate for the purpose of exercising any such authority or discharging any such obligation.

In the exercise of its authorities and the discharge of its obligations under this Agreement, the Foundation shall act by its Board of Directors or by any such person or body (whether one or more or in combination) as the Board of Directors may from time to time appoint or designate for the purpose of exercising any such authority or discharging any such obligation.

8. Amendment; Termination. The parties may at any time amend this Memorandum of Agreement by an instrument in writing executed with the same formalities as those that attended the making of this instrument. Either party may terminate this MOA at any time by giving to the Chairperson of the other party not less than ninety (90) days advance written notice of its election to do so. The party initiating termination of the agreement must act in good faith to provide an opportunity for a meeting to include the board chairs (or their designees) and all appropriate executives within thirty (30) days of initial written notice to terminate the agreement.

WHEREFORE the University and the Foundation, acting by persons duly authorized therein, hereunder set their signs and seals on the dates subscribed below.

SALEM STATE UNIVERSITY

By: Pamela C. Scott

Name: Pamela C. Scott

Title: Chair

Date: Feb 11, 2015

SALEM STATE UNIVERSITY FOUNDATION,
INC.

By: James M. Muse

Name: James M. Muse '83

Title: President

Date: FEB. 24, 2015

CAMPAIGN II PLAN

Draft as of 1/28/2020

Campaign Goals

1. Raise at least \$50 Million for key university priorities with 60% committed prior to public launch
2. Strengthen reputation of and pride in the university
3. Expand the philanthropic culture among our alumni and volunteer community
4. Showcase the impact of giving
5. Establish a sustainable university advancement infrastructure

Financial Targets

- \$20M spendable
- \$20M endowed
- \$10M planned

Fundraising Priorities

- \$15M Financial Aid
 - Undergraduate, need-based scholarships
 - Financial literacy education
 - Completion grants
 - Honors Program scholarships
- \$15M High-Impact Retention Practices
 - Peer-to-peer mentoring
 - Cohort models
 - Success coaches
 - Academic Centers
 - Internships
 - Living and learning communities
 - Schools & Colleges strategic funds
- \$10M SSU BOLD
 - Unification of South Campus academic programs to North Campus and consolidation of residential hall to North and Central Campuses;
 - Renovate Horace Mann building to house academic programs and build out new simulation laboratories for nursing and occupational therapy;
 - Construct the Meier Hall Addition for 7 new, state-of-the-art wet labs;
 - Renovate the Berry Library to include four new, flexible learning spaces;
- \$10M Unrestricted

CAMPAIGN II PLAN

Draft as of 1/28/2020

Campaign Core Principles

- **Prospects:** Prospects early in the campaign will be asked to consider gifts at the Principal Gifts levels of \$500K+ and the Major Gift level of \$50,000+.
- **Leadership:** In addition to university administration, recruitment of committed volunteers to assume formal roles and assist in steering the campaign
- **Case:** The rationale for raising funds aligned with the university’s strategic plan
- **Plan:** A well-thought out approach including:
 - Personal Solicitation
 - Peer-to-peer solicitation
 - Campaign sequential phases
 - Pledge commitments

Campaign Gift Table

The following table of gifts summarizes the number of commitments required at different levels to raise \$50 million, including the Annual Fund which will bring the volume of the gifts at \$25K and below and account for \$10 million of the total.

In our gift chart, 865 prospects will be cultivated, and 173 major gifts closed. During the silent phase of the campaign, major gift officers will focus on cultivating prospects to move more into the medium and high likelihoods to realize our major gift goals within the campaign.

Key Gift Pyramid Performance Indicators

- The lead gift accounts for at least 20 percent of the goal.
- Gifts of \$1 million and greater account for 46 percent of the goal.
- Gifts of \$25K or below account for 20 percent of the goal.

Gift Level	Number of Gifts Needed	Level Total	Cumulative Total
\$10 - \$25 Million	1	\$10.0M	\$10.0M
\$2.5 Million	2	\$5.0M	\$15.0M
\$1 Million	8	\$8.0M	\$23.0M
\$500K	6	\$3.0M	\$26.0M
\$250K	16	\$4.0M	\$30.0M
\$100K	60	\$6.0M	\$36.0M
\$50K	80	\$4.0M	\$40.0M
\$25K and below	Many	\$10.0M	\$50.0M
TOTAL			\$50 Million

CAMPAIGN II PLAN

Draft as of 1/28/2020

Volunteer Engagement and Structure

The campaign will maximize and integrate existing board leadership and structure into the campaign leadership. Campaign leaders will be drawn from every constituency and will be primarily responsible for soliciting and committing pacesetting gifts, recruiting volunteers and communicating the campaign’s case for support.

- President’s Campaign Ad Hoc – April 2019 to September 2019
- Campaign Communication Task Force – November 2019 to September 2020
- Campaign Steering Committee – Fall 2020 through 2026

Expectations: Commit to the life of the campaign and if not possible, a transition plan would be established (i.e.; Student Trustee). These individuals are ambassadors, peer-to-peer fundraisers, lead donors, advocates, connectors, and impact communicators.

Meeting Schedule: Tri-annually

<p>Campaign Steering Committee Co-chairs: 4-5 individuals representing 3-4 personas 10-15 Members September 2020 –2026 Three meetings annually and conference calls as needed</p>					
Board of Trustees (2)	Foundation Board (2)	Alumni Association (1-2)	Faculty (1-2)	Staff (1-2)	Priorities Ad Hoc Members (3-4)

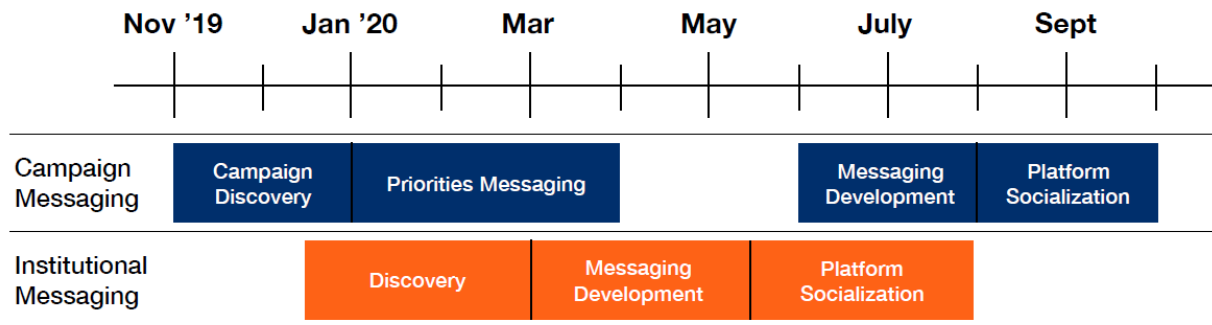
CAMPAIGN II PLAN

Draft as of 1/28/2020

Case for Support and Communications Strategy

Libretto has been retained by university marketing and communications to produce a messaging platform focusing on the university's purpose and position. Since the mid-90's, Libretto has helped organizations articulate what they do and hope to achieve. The process will include additional research and discovery, developing value propositions and positioning statements and helping with conveying messaging through core content platforms.

Concurrently, Libretto will be developing messaging for the fundraising priorities to expand into a full case for support following the completion of the university process.



CAMPAIGN II PLAN

Draft as of 1/28/2020

Campaign Timeline

Campaign gifts and pledges will be counted from the time period of July 1, 2019 - 2026.

CAMPAIGN II July 1, 2019 – 2026	Campaign Phase	Dates	Activities
S I L E N T	Planning Phase	February 2019- February 2020	<ul style="list-style-type: none"> • Advancement working groups • Readiness and feasibility study • Supporting systems and policies agreed upon • University funding priorities determined by PEC • Begin recruiting campaign chairs
	Orientation Phase	February – September 2020	<ul style="list-style-type: none"> • Additional advancement staff hired • University messaging platform • Campaign case statement finalized • Campus messaging exercises • Academic leaders and major gift officer combined training • Select campaign solicitations • Strategic campaign prospect lists developed • Campaign steering committee recruited and activated • Additional campaign consultants and new technologies engaged
	Principal Gift Phase	September 2020- June 2021	<ul style="list-style-type: none"> • Focus on approaches of \$500K+ • Obtain commitments from all Foundation Board members, Board of Trustees, Alumni Association • Conduct lead gift campaign solicitations • Campaign materials finalized • Website articulates campaign priorities
	Major Gift Phase	July 2021 – September 2022	<ul style="list-style-type: none"> • Focus on approaches at \$50K+ • Campaign newsletter distributed to volunteers and donors • Conduct major gift campaign solicitations
P U B L I C	Public Phase	September 2022- 2026	<ul style="list-style-type: none"> • Continued work at the \$50K+ level • Focus on approaches below \$50K+ • Publicly announce campaign in launch event and targeted communications plan • Continuous public messaging and updates • Steward principal gifts through recognition ceremonies • Achieve goal and celebrate

CAMPAIGN II PLAN

Draft as of 1/28/2020

Budget

The Foundation’s cash flow budget for the campaign totals \$ 1,908,300 distributed into four areas; consulting & training, marketing & communications, cultivation & stewardship, and technology & analytics.

Expense Area	Total	Examples
Consulting & Training	\$574,300	Marts & Lundy engagement, legal fees, and major gift training
Marketing & Communications	\$311,000	Advertising, branding and video content, etc.
Cultivation & Stewardship	\$818,000	All campaign events and supplemental gift officer travel funds including President and VP
Technology & Analytics	\$205,000	Technology investments to support Major Gift fundraising and business intelligence
Campaign Cash Flow Budget	\$1,908,300	

Staffing

The university has approved additional positions within Institutional Advancement to support the campaign to directly support three critical goals:

- Build a sustainable major and principle effort.
- Build capacity to support donor relations/stewardship activities.
- Build a stronger advancement communication strategy to support the campaign and complement broader university communication efforts.

Assistant Director, Major Gifts/Planned Gifts (3 new positions)

Secures outright gifts (\$50K+) to benefit the university’s mission and funding priorities.

Assistant Director, Donor Relations (new)

Focused on developing and implementing personalized and comprehensive stewardship, recognition, and engagement for top donors.

Approval to move forward in posting all vacant positions

One position will be moving to marketing and communications and focused on publications for both enrollment and advancement. Several positions have been restructured to be revenue focused. Currently working with Human Resources on successful implementation of the staffing plan which will lead to the creation of an updated organization chart.