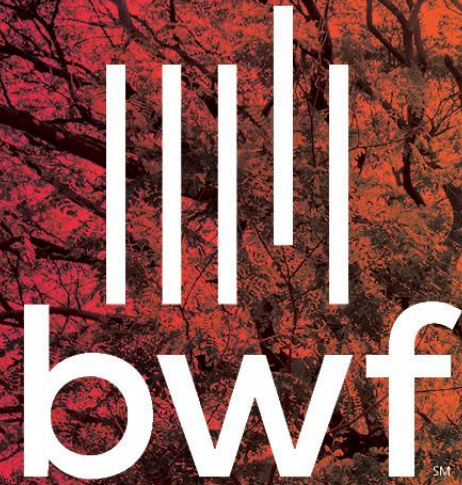




**PUBLIC
COMPREHENSIVE
UNIVERSITY
CONFERENCE
2021**

Board Development

Transitioning the Board from
Fiduciary to Philanthropist

Brad Walker

Vice President for Institutional Advancement,
Texas A&M University-Kingsville

Chief Executive Officer
Texas A&M-Kingsville Foundation

Background



Campaign Experience



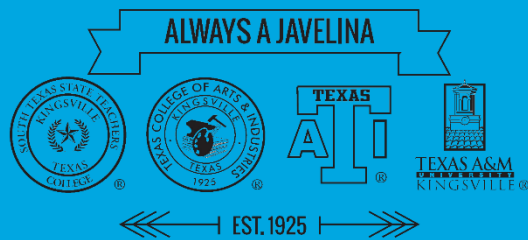
Where is this guy coming from?

Higher education development experience in preparation for the role at Texas A&M University-Kingsville:

- **TTUHSC-O**—Regional academic health center
- **RRC**—Change behavior to match expectations
- **OSUCHS**—Name change/minority status
- **TTUS and OSUF**—Elevate

We've all got a past

Texas A&M University-Kingsville has a rich history, and colorful past, dating to 1917.



- **South Texas State Normal**—created in 1917 but not funded
- **South Texas State Teachers College**—broke ground in 1923, opened in 1925
- **Texas College of Arts and Industries**—1933
- **Texas A&I University**—1967
 - Joined Texas A&M University System—1989
- **Texas A&M University-Kingsville**—1993

Change Agent



So, you want a new direction?

Our charge was to take a board focused only on its fiduciary responsibility, and refocus it with a priority on fundraising.

- **Use Their Own Words**
- **Bring in an Expert**
- ***Do NOT do this on your own!***

Ready to Grow



Starting Point



Texas A&M-Kingsville Foundation

Upon my hiring, the Board of Trustees of the university foundation were generally in agreement on the direction they needed to take. *How to do it* was the big question.

- **Support from the top**
- **Expectations of a campaign**
- **Initial meetings with each Trustee**

Themes/ Info



Texas A&M-Kingsville Foundation

Initial meetings and conversations with the Trustees produced themes we could deal with.

- **Who wanted off?**
- **Who expected lifetime appointments?**
 - *One actually has a lifetime appointment*
- **Who had appetite for fundraising?**
 - *"Who are we gonna get?"*
- **They all loved the President.**

Term Limits



Texas A&M-Kingsville Foundation

The interview themes were reported to the Board Chair (and the university President, too). We strategized and executed a plan.

- **Identified the leader**
- **Listened to every Trustee**
- **Reviewed best practices**
- **Compromised**
 - Staggered terms ensured replacement of skill sets
 - Longer terms ensured stability

Leadership

Texas A&M-Kingsville Foundation

The Term Limit Task Force revealed leadership strength and talent.

- **Identified New Chair**
 - First peaceful transition in 30 years
- **Began strategic conversation for Board construction**



Stronger Together



Texas A&M-Kingsville Foundation

All good boards work through their committees. With term limits in place, the Board could now manage the nomination process in line with best practices.

- **Governance Committee**
- **Identify Skill Sets**
- **Prospect Research**
- **Make Calls**
- **President makes final call to invite them to his Board**



Affluence, Influence



Texas A&M-Kingsville Foundation

So, what were the results? A good board became stronger, more diversified, with more affluence and influence.

- **Campaign chair**—CEO of Texas' top civil engineering firm
- **Entrepreneurs**—National energy company CEOs; high-profile restaurant chain CEO
- **GenX**—First post-name change alumnus
- **Increased diversity**
- **Full roster**—Emeritus Chair opened his seat



Future Engagement



Texas A&M-Kingsville Foundation

In 2021, there are 19 active Trustees on the Board, and 14 former Trustees since 2014 willing to serve the university in a new capacity.

- **Next campaign cabinet**
- **Dean's advisory boards**
- **Volunteer prospect portfolios**
- **Special projects**



Questions? Stories?



Thank You!



Let me hear from you!

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