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University of South Carolina

BOARD OF TRUSTEES

Ad Hoc Committee on Advancement

March 17, 2005

The Ad Hoc Committee on Advancement of the University of South Carolina Board of Trustees met Thursday, March 17, 2005 at 11:30 a.m. in the Capstone House Campus Room.

Members present were: Mr. Miles Loadholt, Chairman; William C. Hubbard; Mr. William W. Jones, Jr.; Mr. Toney J. Lister; Ms. Rita M. McKinney; Mr. M. Wayne Staton; and Mr. Herbert C. Adams, Board Chairman. Mr. Eugene P. Warr, Jr. was also present.

Others present were: President Andrew A. Sorensen; Secretary Thomas L. Stepp; Executive Vice President for Academic Affairs & Provost Mark P. Becker; Vice President for Research & Health Sciences Harris Pastides; Vice President and Chief Financial Officer Richard W. Kelly; Vice President for University Advancement T. W. Hudson Akin; Vice President for Human Resources Jane M. Jameson; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Information Technology and Chief Information Officer William F. Hogue; General Counsel Walter (Terry) H. Parham; Vice Provost and Executive Dean for Regional Campuses and Continuing Education Chris P. Plyler; Chancellor of USC Aiken Thomas L. Hallman; Dean of USC Lancaster John Catalano; Dean of USC Union James W. Edwards; Director of the Department of Internal Audit Alton McCoy; Senior Director of Advancement Administration, Division of University Advancement, J. Cantey Heath, Jr.; Director of Governmental & Community Relations Shirley Mills; Director of University Publications, Division of University Advancement, Laurence W. Pearce; Executive Director of the Alumni Association Marsha A. Cole; Director of the Office of Media Relation, Division of University Advancement, Margaret Lamb; Assistant Vice President for University Development, Division of University Advancement, Michelle Dodenhoff; Professor in the Moore School of Business William O. Bearden; Assistant Treasurer Susan D. Hanna; Senior Associate Athletics Director for Business and Development, Department of Athletics, Brad Edwards; Chief Financial Officer in the Department of Athletics, Shawn Eichorst; Director of Governmental and Community Relations Shirley D. Mills; University Legislative Liaison John D. Gregory; and Director of University Communications, Division of University Advancement, Russ McKinney, Jr.

Chairman Loadholt called the meeting to order and invited those present to introduce themselves. Mr. McKinney indicated that no media were in attendance. Chairman Loadholt stated that notice of the meeting had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated; and a quorum was present to conduct business.

I. Comprehensive Campaign: Chairman Loadholt called on Mr. Akin who requested that the agenda be altered slightly to accommodate two of the advancement team members who were scheduled to attend a meeting at the legislature; he then introduced members of the advancement team and called on Mr. Gregory.

Mr. Gregory reported that the Appropriations Bill was given third reading yesterday. The Athletics Department bond indebtedness had been raised from \$40 million to \$60 million. The Bill had moved through the Senate and was on its way to the House; it was expected to be completed in April.

In addition, the state budget was given a third reading yesterday. Mr. Gregory stated that over the past four or five years, the University had sustained extensive reductions in its legislative appropriation; in January, the Governor had recommended that the University's budget be reduced by \$3.4 million. Mr. Gregory further commented that the University was very proud of the hydrogen fuel cell initiative and the fact that it had brought in \$9 million of external funding. The Ways and Means Committee and the House of Representatives had approved a \$1 million recurring item for this initiative. There was another \$11 million on the table and the University hoped to access that funding also.

Mr. Gregory reported that in the House version of the Bill, the endowed chairs program had been funded with an additional \$30 million. And, the University was appropriated a one-time sum of \$1.5 million for the Augusta Baker Center. Ms. Baker was a renowned children's writer and promoter and advocate of children's literacy; she was a distinguished Librarian at the University. The funds will be used in the School of Journalism to combat childhood illiteracy.

Mr. Gregory stated that ninety-five percent of the freshman class had received lottery scholarships. The state appropriated \$109 million for life scholarships; \$15 million for Palmetto Fellows; and \$11 million for need-based scholarships.

Also in the budget, USC Aiken received \$250,000 for maintenance; USC Upstate received \$1 million to help with its initiative in Greenville; USC Beaufort received \$315,000 to help preserve the Gullah language and fund the Gullah Institute. USC Lancaster, USC Salkehatchie, and USC Union had each received \$100,000; USC Sumter had received \$250,000 (all of this funding would be used for maintenance).

Mr. Gregory noted that a Board of Regents Bill had been introduced in the Senate; however, the University opposed the Bill and would continue to follow it closely. Mr. Gregory called on Ms. Mills to discuss several other Bills.

Ms. Mills stated that there were approximately 40 Bills being tracked which

were unique to higher education and 20 additional Bills which impacted all state employees. She explained that there was concern about those Bills involving tuition waivers for certain groups of people (revenue was reduced whenever tuition was waived). Several groups under consideration for tuition waivers were children and spouses of veterans or state employees who were injured or killed in the line of duty.

There was a bill for the establishment of a State Chief Information Officer. Ms. Mills stated that it would infringe upon the prerogatives of faculty and administrators. Dr. Hogue, Chief Information Officer at the University, helped to draft appropriate language so that higher education would be exempted from that bill; currently, the University was trying to maintain that exemption.

In addition, there was a bill that would allow input from the business community regarding courses that the University would accept from high schools as college credit. Ms. Mills reported that she and Mr. Gregory had worked with higher education to amend the language so that it would be acceptable to this institution as well as other research institutions.

Chairman Loadholt stated that this report was received for information.

II. Positioning and Branding: Chairman Loadholt called on Mr. Akin who reported that he had recently attended a retreat and shared information with the Administrative Council on what a "campaign" was, and how it worked. A campaign presented an opportunity to focus efforts on major gifts; define priorities, and fund a strategic plan. A "campaign" has set goals and a timetable. Mr. Akin stated that his department was in the process of determining the University's readiness to move forward into the next campaign. Some areas of focus for the next campaign were: growing the level of unrestricted annual support dollars and "creating and building a major gift culture.

Mr. Akin stated that a Request for Information had been developed and deans could go on-line to the web-based program and enter initiatives which focused on their vision and scholarship needs. Dr. Pruitt and Dr. Hogue would be involved in the process.

Once requests for information were developed with a case for support, confidential interviews with approximately 100 - 150 people would be conducted. A major campaign with an achievable working goal would be planned. It was anticipated that it would take at least seven years to reach an established goal. The priorities set in the campaign and the case for support was based on the strategic vision of the University. There would be a set of featured objectives and a secondary set to accommodate a need that was not on the list of higher priorities.

Another goal was to work on positioning and branding efforts for the institution. Currently, the University was looking at its product (i.e., who we were as an institution, academic distinctions, strengths in research, the culture,

what was valued, history and traditions) all of which feed into the brand of the University.

Mr. Akin explained that the brand was not the logo, graphic identity or tag line. Long term goals and tactical goals would be the major area of focus. The long term goal was that the University was positioning itself to be a model for innovative education and to produce graduates who were leaders.

Mr. Akin shared an article from the front page of The Chronicle of Philanthropy which featured Trustee Darla Moore; it focused on women in philanthropy and how they were changing the "giving" landscape.

Mr. Lister asked whether the Columbia campus and the regional campuses would compete with each other during the campaign. President Sorensen responded that he and Mr. Akin had met with the regional campuses deans; there would be an integrated approach to prospective donors.

Chairman Loadholt stated that this report was received for information.

III. University Communications: Chairman Loadholt called on Mr. McKinney who reported that many University projects had been featured in numerous newspapers and media both in-state and out-of-state. He highlighted the various successful areas of Media Relations, University Publications and Printing.

A major focus of the Media Relation Office was to highlight researchers at the University; USA Today had published an article about Dr. Russ Pate. The USC Upstate renaming was another area which received an abundance of media attention as well as the public/private partnerships and recruitment of excellent students.

During this past year, the Media Relations Office had received more than 75 unsolicited inquiries from reporters who were looking for faculty experts; it had been a challenge to match faculty with the areas of interest that reporters were seeking.

Mr. McKinney pointed out that two of the University's publications, The Breakthrough and the USC Times, had received the "Award of Excellence" from CASE (Council for Advancement and Support of Education). Also, the President's Annual Report had received two awards from CASE and a gold Addy from the Columbia Advertising Club. Also, he noted that the Carolinian and USC Times publications were available on-line.

Mr. McKinney commented that each year the University worked with a group of marketing undergraduate students ("Marketing Scholars") who prepared a marketing campaign for credit. For this year, the Marketing Scholars developed the "Carolina Points of Pride" campaign for the University which listed various Carolina accomplishments; it was published on the web page.

Next week the University will return to underwriting on educational radio. The Division of Research and Health Sciences and the Moore School of Business collaborated with the Advancement Division on this initiative.

Mr. McKinney showed two videos. One concerned a USC scientist who had discovered that human beings had been present on this continent 50,000 years ago, much earlier than originally thought; the scientist had been studying an area along the Savannah River. A second video showed segments from several national TV programs featuring Tim Frisby, the USC football player who at the age of 39 makes him one of the oldest football players in the country.

President Sorensen commended the Media and Publications team for their excellent work and for the many awards that they had received.

Chairman Loadholt stated that this report was received for information.

IV. Carolina Alumni Association: Ms. Marsha Cole stated that the Alumni Association had benefited from the pro-bono support of a representative from Chernoff/Silver & Associates who had helped them understand the relationship between alumni and the University. Extensive research had been conducted to determine how individuals viewed the Alumni Association, what they expected from the organization and why they chose to join or not to join. An internet survey was used in December to interview three groups: current members, former members and those who had never joined. After the internet survey, a follow-up was performed with several focus groups; currently the Association was engaged in an analysis of those findings.

The survey revealed that the Alumni Association was perceived as a communications organization. Although alumni had access to information via e-mail, they still preferred to have printed literature. Ms. Rita McKinney, President of the Alumni Association, had requested that the Association's Board of Directors schedule a one day retreat in April to review various issues and to prepare a strategic plan.

Ms. Cole thanked Ms. McKinney for her leadership during the past year; under her leadership a majority of the recommendations and new ideas will be implemented.

V. Carolina Day at the State House: Ms. McKinney reported that Carolina Day at the State House will be held on Wednesday, March 30, 2005; the Carolina Action Network (CAN) would gather in Columbia to meet with the legislators at the State House. Last year, approximately 100 alumni and students had participated by visiting members on the floor of the House and in their respective offices to discuss the importance of higher education; a lunch at the Capitol City Club followed the meetings; the format will follow that of the previous year. President Sorensen will speak to the group via video-conference from Jacksonville, Florida. Ms. McKinney encouraged Board members and others at the Committee meeting to attend.

Chairman Loadholt stated that this report was received for information.

There were no other matters to come before the Committee and Chairman Loadholt declared the meeting adjourned at 12:30 p.m.

Respectfully submitted,

Thomas L. Stepp  
Secretary