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University of South Carolina

BOARD OF TRUSTEES

Ad Hoc Committee on Advancement

August 5, 2005

The Ad Hoc Committee on Advancement of the University of South Carolina Board of Trustees met Friday, August 5, 2005 at 11:30 a.m. in the Capstone House Campus Room.

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

Others present were: President Andrew A. Sorensen; Secretary Thomas L. Stepp; Vice President for Research and 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; Associate Provost for Budget and Operations William T. Moore; Chancellor of USC Aiken Thomas L. Hallman; Chancellor of USC Upstate John C. Stockwell; Senior Director of Advancement Administration, Division of University Advancement, J. Cantey Heath, Jr.; Director of Governmental & Community Relations Shirley Mills; Executive Director of the Alumni Association Marsha A. Cole; Vice President for University Development, Division of University Advancement, Michelle Dodenhoff; Associate Director for Production and Technology, University Publications, Bob Lowder; 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. Report from Vice President Akin: Mr. Akin, Vice President for University Advancement, reported on activities in his department and goals for the year. He conveyed his appreciation to his staff and introduced several key members who would also give reports on their respective areas. The following staff members

were introduced: Cantey Heath (Advancement Administration); Marsha Cole (Alumni Association); Shirley Mills (Legislature); Chip McKinney (University Communications); and Michelle Dodenhoff (University Development). He recognized John Gregory, Legislative liaison, who was absent due to a legislative meeting.

Mr. Akin stated that the Board had been provided a copy of the University Advancement 2004-2005 Annual Report which listed the department's accomplishments for this year. Therefore, the emphasis today would focus on goals, positioning and branding and more detailed report on positioning and branding would be given later this fall.

Mr. Akin discussed the next comprehensive fundraising campaign. A RFI (Request for Information) had been sent to all the campus units; University Advancement would test the campaign for readiness this fall and work with Dr. Pastides and Mr. Kelly to publicize and refine the strategic communication plan for the Research Campus. Mr. Akin called on Mr. Heath to report on Advancement Administration.

II. University Advancement Administration Report: Mr. Heath reported on several goals. The first FY 2005-2006 Advancement Administration goal will involve enhancing the millennium database by converting Hospitality, Retail and Sport Management and USC Aiken records and planning for migration of records from USC Upstate and the Gamecock Club. These efforts would likely expand a number of constituents' records. "We must also invest in regularly 'scrubbing' this data to capture name changes, addresses, telephone updates, business changes, titles, etc."

A second goal will be to implement a revised annual donor recognition program and develop customized stewardship plans for donors of \$1 million dollars or more; this should increase donor satisfaction and encourage continued support.

Thirdly, it was hoped to expand institutional promotional opportunities locally and across the state with targeted constituencies. Mr. Heath further stated that armed with a new brand and marketing plan, the University would aggressively extend its relations efforts statewide.

The fourth goal involved the review of the staff campaign preparedness report from consultants and the implementation of organizational changes as appropriate and as resources allowed. The University would enjoy increased efficiency through strategic realignment of these resources.

And, finally, the development of better communication coordination regarding scheduling of campus events through the use of an advancement administration calendar was planned. Currently, more than 150 events were managed, ranging from University Associates luncheon meetings, Bow Tie Bus Tour stops, pre-game receptions and black-tie dinners. Events would increase as the University approached the campaign; therefore, coordination was imperative.

III. Carolina Alumni Association Report: Chairman Loadholt called on Marsha Cole who reported on upcoming goals for the Alumni Association. Ms. Cole stated that the goals were derived primarily from the extensive research conducted on alumni interests, needs and the perceived image of the Carolinian Alumni Association as well as the operational audit recommendations. The Board had been mailed a copy of the strategic plan which will be formally approved at the September meeting of the Alumni Association Board of Governors. Several goals were as follows:

A. Alumni Center: Ms. Cole reported that one of the most important goals was to build an Alumni Center. There was substantial growth for institutions that built Alumni Centers; it would be good to build the Alumni Center as the University entered the campaign because it would be a resource for major donors and VIPs.

Mr. Loadholt inquired about the various sites under consideration for the Alumni Center. Ms. Cole responded that there were several outstanding sites; however, the focus had narrowed to three possibilities: (1) near the Colonial Center or baseball facility; (2) renovation of the Palmetto Press warehouse; and, (3) an area across the street from the current Association location.

B. Alumni Membership: This year, membership had increased by 7.7 percent and was expected to continue to grow next year. Members of the Alumni Association were considerably more likely to give to the University than nonmembers. Membership growth in the Alumni Association had more than doubled since 1994, and currently exceeded 32,000.

C. Partnerships: Ms. Cole stated that the Association was focusing on partnerships. The most important partnership was among schools and colleges in helping to form Alumni Societies and to merge them with the Board of Governors so that they would have a role in the Association.

In addition, the President of the Alumni Association planned to appoint a committee to study the possibility of restructuring the Board of Governors. Partnerships would also be formed with the Division of Student Affairs for the recruitment and retention of students.

Ms. Cole stated that research had revealed that the Alumni Association was widely viewed as the primary connector between alumni and the University and was most valued by alumni. The Alumni Association's magazine, The Carolinian, was very popular among alumni; it will be published four times a year to coincide with the seasons of the year. In addition, the Association will increase activities outside of the Columbia area to reach alumni who live outside of the state. Currently, two activities scheduled outside of South Carolina were tailgating activities at the Georgia and Tennessee football games. These two events will be coordinated with Special Events.

Ms. Cole stated that the University had contributed more than \$7 million to scholarships and direct student aid.

Dr. Sorensen recommended that Mr. Akin and his staff market the Alumni Association to members of the Gamecock Club.

IV. Community/Government Relations: Ms. Mills reported on the legislative goals for the next fiscal year and stated that President Sorensen and the administrative staff had prioritized the University's capital needs. To ensure that everyone was "on the same page", the Advancement Department will report back to the Board prior to approaching members of the General Assembly for support. There were great expectations that there will be a Bond bill and the University hoped to receive a significant portion.

Ms. Mills stated that President Sorensen and the governmental affairs staff will visit with the House of Representatives and Senate leadership to brief them on the University's priorities for 2006. Dr. Sorensen had already met with the House Ways and Means Chairman, Rep. Danny Cooper; he also planned to meet with the Governor.

In addition, the administration planned to meet with the General Assembly including the Higher Education sub-committee of Ways and Means and the Senate Finance Committee to share University goals. The university will continue to host the annual House Ways and Means and House Education Breakfast and annual senate luncheon. Alumni will be encouraged to be more proactive which will make the University's grass roots political efforts more effective.

Ms. Mills stated that the USC Day at the Statehouse was very successful last year; next year's will be even more effective.

In addition to legislative work, the Government and Community Relations group was involved in numerous local and community activities. For example, groundbreaking for the first African-American fraternity house in the Greek Village was planned in the near future. The University and the City of Columbia had successfully negotiated the acquisition of the Naval Reserve property; that property would be used to accommodate all ROTC activities. Also completed was the successful negotiation of a historic joint City of Columbia and Richland County financial contribution to the research campus to finance two parking garages. The \$34 million would be matched by state appropriated dollars from the Life Sciences Act.

There were many other community relations activities planned. Ms. Mills stated that the community is very supportive of the University. She commended President Sorensen for his leadership and expressed how fortunate the University was to have such a "skilled negotiator".

V. University Communications Report: Mr. McKinney reported on the goals for the University Communications which encompassed Media Relations, Publications and Printing Services. The first goal was to launch the University's new web home

page which would offer more informational options. The web page would require more maintenance but would provide better information to our constituents. Another goal was communication strategies for the upcoming comprehensive capital campaign. In addition, the Department would work closely with the new enrollment management team to refine ongoing undergraduate publications; update the University's media crisis plan; and upgrade and replace printing services equipment and software.

Mr. McKinney stated that that the President's Report had been distributed and the department was in the preliminary stages of developing the next report.

Mr. Whittle inquired whether the University had intranet. Mr. McKinney stated that the University did not have intranet but utilized the University's home page. Dr. Hogue stated that intranet would be implemented in the future but was still in the planning stages.

Mr. McKinney noted that the recruiting brochure for the College of Arts and Sciences had won an award. In addition, the research campus had received very positive press coverage locally as well as national coverage on CNN and CBS.

Mr. McKinney also showed video coverage on alternative fuel cell research and stated that the University had partnered with a leading German energy research institute. The agreement would create a partnership for new energy efforts such as fuel cells, hydrogen storage and chemical energy conversion.

And lastly, Mr. McKinney reported on coverage of the second annual palmetto regional robotics competition.

The Media Relations department continuously updated "News Briefs" that included links to news stories regarding the University, issues and trends in higher education and provided information and talking points to key administrators for media events.

VI. University Development Report: Mr. Akin reported \$95.3 million (present value) had been raised in gifts and pledges this fiscal year; a 10 percent increase in donors and a 14 percent increase in Alumni donors. The goal for the next fiscal year was to raise \$80 million.

Mr. Akin stated that there were several vacancies for Development directors and he hoped to fill those positions as soon as possible. Currently, he was updating the strategic plan for each unit. He stated that there were 10 new deans across campus and plans were underway to provide training sessions for the deans in development strategies and management.

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

Respectfully submitted,

Thomas L. Stepp  
Secretary