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University of South Carolina
BOARD OF TRUSTEES

Advancement, Engagement and Communications Committee

March 12, 2021

The Advancement, Engagement and Communications Committee of the University of South Carolina Board of Trustees met at 2:30 p.m. on Friday, March 12, 2021, in the Pastides Alumni Center Ballroom and by Microsoft Teams.

Committee members present were Mr. Eugene P. Warr Jr., Chair; Mr. Alex English; Mr. Brian C. Harlan; Ms. Emma W. Morris; Mr. Robin D. Roberts; Mr. Charles H. Williams; Dr. C. Dorn Smith III, Board Chair; and Thad H. Westbrook, Board Vice Chair. Mr. John C. von Lehe Jr. and Ms. Molly Spearman joined by Microsoft Teams video conference.

Other Board members present were Mr. C. Dan Adams; Mr. J. Egerton Burroughs; Dr. C. Edward Floyd; Mr. Richard A. Jones Jr.; Mr. Toney J. Lister; Mr. Miles Loadholt; Mr. Hubert F. Mobley; Ms. Leah B. Moody; Ms. Rose Buyck Newton; and Mr. Mack I. Whittle Jr.

Also present were USC Columbia Faculty Senate Chair Dr. Mark Cooper and USC Columbia Student Government President Ms. Issy Rushton. Board Strategic Advisor Mr. David Seaton joined by Microsoft Teams video conference.

Others in attendance were President Robert L. Caslen Jr.; Secretary J. Cantey Heath Jr.; Vice President of Human Resources Caroline Agardy; Dean of the College of Nursing Jeannette Andrews; President's Chief of Staff Mark Bieger; Presidential Faculty Fellow Susan Bon; Dean of the College of Pharmacy Stephen Cutler; Vice President for Development and

Alumni Relations Monica Delisa; Chief Audit Executive Pamela Dunleavy; Chancellor Palmetto College Susan Elkins; Associate Vice President of Finance and Budget Kelly Epting; Dean of the USC School of Medicine Columbia Les Hall; Chief Executive Officer, USC Alumni Association Wes Hickman; Assistant Board Secretary Cameron Howell; Dean of the USC School of Medicine Greenville Marjorie Jenkins; University Controller Mandy Kibler; Assistant to the President for System Affairs Eddie King; Senior Director of Strategic Partnership for Military and Government Programs Todd McCaffrey; Director of Government Relations Derrick Meggie; General Counsel and Executive Director of Compliance Programs Terry Parham; Director of Public Policy and Advocacy Craig Parks; Chief Operating Officer Jeff Perkins; Vice President for Student Affairs and Vice Provost Dennis Pruitt; Interim Director of Executive Communications Amy Rogers; Interim Dean, College of Arts and Sciences Joel Samuels; Special Assistant to the President James Smith; University Treasurer and Assistant Vice President and Chief of Staff Division of Administration and Finance Joe Sobieralski; Assistant Vice President, Media and External Engagement Jeff Stensland; Executive Vice President for Academic Affairs and Provost William Tate; Vice President for Communications Larry Thomas; Executive Vice President of Administration Ed Walton; Vice President for Diversity, Equity and Inclusion Julian Williams; Associate Vice President for Law Enforcement and Safety Chief Chris Wuchenich; and Board of Trustees support staff. Marts & Lundy Senior Consultant and Managing Principal Penelepe Hunt participated by Microsoft Teams video conference.

OPEN SESSION

I. Call to Order

Chair Warr called the meeting to order, welcomed those in attendance, and asked

everyone in the room to introduce themselves. Secretary Heath confirmed Trustees joining by Microsoft Teams. Chair Warr called on Mr. Thomas to introduce members of the press in attendance. Mr. Thomas introduced Lucas Daprile with the *State*.

Chair Warr stated 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.

II. Development Office Report

Vice President for Development Monica Delisa reported one of the priorities for her first 100 days with the University has been to conduct a Campaign Readiness Assessment with the assistance of Marts & Lundy, an internationally recognized leader in fundraising consulting. She introduced Marts & Lundy Senior Consultant and Managing Principal Penelepe Hunt. Ms. Hunt provided an overview of Marts & Lundy's findings and recommendations from their campaign planning project initiated in October 2020. The project explored the University's internal dynamics, development resources and workflows, fundraising programs and activities, and other key areas. In conjunction with the Campaign Readiness Assessment, Marts & Lundy performed a Capacity Analysis to assess the University's major gift potential.

Ms. Hunt provided an overview of the report summarizing the main findings and recommendations of the Campaign Readiness Assessment of the University's fundraising program. She stated fundraising initiatives, whether formal campaigns or ongoing, have three components all of which must be strong for the initiative to succeed. They are: 1) Case – why people should give; 2) Constituents – who might give; and 3) Catalysts – who could engage them in giving. Catalysts are anyone who speaks on behalf of the

university—advancement staff, volunteers, university leadership, deans, etc. The most successful fundraising programs are rooted in an institution-wide culture of philanthropy with four key pillars: 1) the development program must be held in high regard; 2) fundraising operations must be adequately resourced; 3) leadership at all levels must embrace their role in the fundraising process; and 4) engagement with external philanthropic constituencies must be broad and deep. While the University of South Carolina has a strong commitment at the leadership level, the development and volunteer catalysts are not where they should be. The development staff, particularly those focused on major gifts, has been severely diminished through attrition and budget cuts. An appropriate level of staffing is required to cover the territory of all constituents who need to be engaged for fundraising purposes. On the volunteer side, there are a lot of committed volunteers; however, they are not organized in a way that would fully advance a campaign. On the constituent side, there are many potential constituents with the ability to give large gifts that have not yet been engaged by the University.

To achieve the University of South Carolina's philanthropic potential, there must be a more strategic and intentional focus on principal gift prospects at the \$1 million level and above. To ensure consistent, coordinated action, it is recommended that a Principal Gift work group of key development leaders led by the Vice President for Development be formed. The Principal Gift work group should drive high-end cultivation and solicitation activity with active participation from campus and unit leaders and development staff across all functions.

Annual giving is a source of unrestricted operating funds and a component of the major gift pipeline. The University's Annual Giving program is operating in survival mode with limited staffing resources and an absence of overall strategy. An infusion of resources and strategy is needed to achieve successful returns.

The Gift Planning program has a solid foundation and track record of success. As the University hones its priorities and identifies campaign goals, a goal for new planned gift commitments should be identified and gift planning officers should increase their field work.

Donor Relations and Stewardship is not permanently staffed. It is essential that this area be rebuilt to handle broad-based stewardship activities, implement and enforce guidelines for consistency of donor experiences, and advise those conducting donor relations work within the units.

The University's Alumni Association plays a key role as the first step of engagement with alumni. Development must play an active role in Alumni Association programming so that giving relationships can be nurtured from the beginning. The fact that the Alumni Association and the development program now share a database is pivotal. The sharing of information enables fundraisers to know what activities alumni are participating in and what communication they are having to ascertain how to engage that constituency. The focus of engagement should be on activities, communication, and connection.

Ms. Hunt stated as important as it is to identify who to engage, it is equally important to be able to articulate the case—the reason constituents would be inspired to give. While the schools, colleges, and units articulate their funding priorities well at an operational level, work is needed in articulating the big ideas across disciplines that address large problems or opportunities that can radically impact the University, the state, and even the nation. A large investment in staffing to the proper fundraising staff level will be required. Though expensive, there will be a very strong return on investment. Tracking which investments are paying off and which are not is key to making good investment decisions and growing the University's development program. Ms. Hunt concluded her presentation and opened the floor for

questions.

Mr. Whittle stated when hiring additional staff there needs to be some way to quantify their production. He asked if a staffing metric to reflect return on investment could be created. Ms. Hunt stated she and Ms. Delisa agree that consistent metrics should be developed and applied appropriately and fairly across every fundraiser and noted Provost Tate has stated he will express to the deans his clear expectations for their role in the fundraising process. Everyone will need to work together on mutual accountability. Mr. Whittle asked if there was a nationally accepted matrix for the valuation of individual gifts. Ms. Delisa advised CASE Global Reporting Standards should be publishing their new gift acceptance standards in the coming days. Those standards will be utilized before accepting gifts.

Ms. Moody asked if a strategic plan is being developed that would outline the Board's role. Ms. Delisa advised the Marts & Lundy report includes specific recommendations for implementation steps along with a timeline looking out over the next two-and-a-half years. She and her development team will evaluate those recommendations and build them into their piece of the University's strategic plan that will be well understood by everyone. Development of a plan for a large fundraising campaign is well underway.

Chair Warr thanked Ms. Delisa and Ms. Hunt and stated the Development Office report was received as information.

III. Office of Communications and Public Affairs Report

Vice President for Communications Larry Thomas briefed the Board on the press release issued this morning around the University's financial stability and credit ratings. His team will follow up with statewide media to ensure this positive news story gets picked up. Press Releases related to commencement and the return to normal operations in the fall were

also issued this week.

Mr. Thomas stated his team has been working closely with the Government Affairs team to ensure elected officials across the state are informed on matters related to the University. He distributed a brochure the two teams developed on the economic impact study, 400 of which were circulated to elected officials statewide.

To align internal and external messaging, a Communications Briefing document has been created. Recognizing that students, faculty, staff, and trustees are the University's greatest ambassadors, relevant and timely messaging is a key resource. The content of the Communications Briefing is a wrap-up of news of the week that includes system information, athletics, planning, Alumni Affairs, etc. Messaging is also circulated through social media platforms, various publications, townhalls and digital platforms.

In the past 90 days, seven different ads promoting the University have appeared on various platforms associated with the top newspapers in the state. Ads were focused on the importance of health and medical disciplines at the University and their successes, the University's support of the military, and recent announcements around the Savannah River and National Laboratory projects.

Mr. Thomas noted his team continues to work with Board Chair Dorn Smith and others on this committee in developing a document outlining a communications strategy.

Chair Warr thanked Mr. Thomas and stated the Communications and Public Affairs Report was received as information.

IV. Alumni Association Quarterly Report

My Carolina Alumni Association CEO Wes Hickman provided an Alumni Association quarterly report. Founded in 1846, this year marks the 175th anniversary of the Alumni

Association. The 175th anniversary theme is “Proud to be a Gamecock.” As a result of the COVID pandemic this past year, the Alumni Center and hospitality business were closed, and the alumni membership program came to a halt. With COVID restrictions being lifted, this 175th year will be focused on rebuilding the alumni program. The Alumni Association is excited about the new working relationships with Ms. Delisa and her Development team and Mr. Thomas and his Communications team. The March newsletter was recently published, and a video was circulated last week of President Caslen discussing the importance of the Alumni Association, what it means to the University, and how membership in the association or a gift to the association is the easiest and best way to support all students and alumni at the University.

The first golf tournament in recent years will be held Saturday, June 26 and a black-tie gala is planned for homecoming on Friday, October 15 to celebrate the 175th anniversary. Information related to these events will be circulated at the appropriate time.

Chair Warr thanked Mr. Hickman and stated the Alumni Association quarterly report was received as information.

V. Other Matters

Chair Warr called for other matters to come before the Committee. There were none.

VI. Adjournment

There being no other matters to come before the Committee, Chair Warr declared the meeting adjourned at 3:05 p.m.

Respectfully submitted,

J. Cantey Heath, Jr.
Secretary