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University of South Carolina
BOARD OF TRUSTEES

Advancement, Engagement and Communications Committee

June 11, 2021

The Advancement, Engagement and Communications Committee of the University of South Carolina Board of Trustees met at 11:00 a.m. on Friday, June 11, 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.

Other Board members present were Mr. C. Dan Adams; Mr. Richard A. Jones Jr.; Mr. Miles Loadholt; Mr. Hubert F. Mobley; Ms. Leah B. Moody; Ms. Rose Buyck Newton; and Mr. Mack I. Whittle Jr. Mr. Toney J. Lister participated by Microsoft Teams.

Also present were USC Columbia Faculty Senate Chair Dr. Mark Cooper and USC Columbia Student Government President Mr. Alex Harrell. Board Strategic Advisor Mr. David Seaton joined by Microsoft Teams.

Others in attendance were Secretary Cameron Howell; Vice Provost and Dean of Faculty Cheryl Addy; Vice President of Human Resources Caroline Agardy; President's Chief of Staff Mark Bieger; Interim Dean College of Hospitality, Retail and Sport Management David Cardenas; President and Chief Executive Officer, USC Foundations Jason Caskey;

Associate Provost for Palmetto College John Catalano; Vice President for System Affairs Derham Cole; Interim Provost Stephen Cutler; Communications Manager, Office of the Provost Abraham Danaher; 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; Presidential and Provost Faculty Fellow Stacy Fritz; Dean of the School of Music Tayloe Harding; Chief Executive Officer, USC Alumni Association Wes Hickman; Interim Director for Academic Programs Trena Houpp; USC Aiken Chancellor Sandra Jordan; University Controller Mandy Kibler; Assistant to the President for System Affairs Eddie King; Executive Director of Economic Engagement Bill Kirkland; Director of Government Relations Derrick Meggie; General Counsel and Executive Director of Compliance Programs Terry Parham; Chief Operating Officer Jeff Perkins; Vice President for Student Affairs and Vice Provost Dennis Pruitt; Interim Director of Executive Communications Amy Rogers; University Treasurer, Associate Vice President and Chief of Staff Division of Administration and Finance Joe Sobieralski; Assistant Vice President, Media and External Engagement Jeff Stensland; Athletic Director Ray Tanner; Vice President for Communications Larry Thomas; Executive Vice President of Administration Ed Walton; Vice President for Diversity, Equity and Inclusion Julian Williams; Public Relations Strategist, Communications and Public Affairs Dana Woodward; and Board of Trustees support staff.

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 Howell confirmed Trustees joining

by Microsoft Teams. Chair Warr called on Mr. Stensland to introduce members of the press. Mr. Stensland introduced Lucas Daprile and Michael Inanna with the *State*, Tyler Fedor and Holly Poag with the *Daily Gamecock*, and Andy Shain with the *Post and Courier*.

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. Review of Committee Dashboard and Matrix

Chair Warr called attention to the updated Committee Dashboard and Matrix, which was uploaded to the Board portal.

III. Development Office Report

Vice President for Development Monica Delisa provided an executive summary of Development Office recommendations from consultants Marts and Lundy regarding preparation for launching a two-year fundraising campaign. She stated, although recent changes in presidential and provost leadership play a role in donors' trust of an institution's leadership, donors also make decisions based on long-term vision and how that will impact the institutions ability to change or save lives. The two-year timeline recommended by Marts and Lundy to prepare for a campaign is ambitious given the change in leadership; however, Ms. Delisa stated she believes the University needs to move forward on that timeline. Interim President Dr. Pastides will be an invaluable member of the team as they work to build and transition relationships.

Ms. Delisa stated seven overarching objectives were developed by her team in collaboration with consultants Marts and Lundy based on their assessment.

Objective One - Fully engage leadership in fundraising, including the president,

provost, and deans: The Development Team will continue to work towards a goal of 25% presidential activity being donor-oriented. Outside training consultants have been engaged and will conduct training for fundraisers and staff.

Objectives Two – Achieving significant growth in the principal and major gifts pipelines: Academic leadership training is in place for this fall. A Principal Gift Working Team will be created to extend the major gifts pipeline to 360 principal gift-level prospects, for which comprehensive engagement plans will be developed and put into place immediately. There are plans to strengthen parent fundraising as well.

Objective Three - Revitalize programs that are understaffed and/or underperforming: The Annual Giving and Donor Relations Team will be reconstituted. A vice president position for donor relations, marketing, and communications has been posted; and capacity in the Gift Planning Unit will be built. Capacity will be increased in Corporate Foundation Relations.

Objective Four – Expand fundraising for the health sciences: An offer for a new Associate Vice President for Health Sciences has been extended and fundraising for the health sciences will be expanded. The Associate Vice President's first emphasis will be on rebuilding fundraising staff levels in understaffed units and increasing the number of fundraisers in all areas.

Objective Five - Emphasize collaboration with colleges, units, campuses, and affiliated organizations: Efforts will be focused on building a service-oriented central development team in the areas of gift planning, advanced services, principal gifts, annual giving, and others. The Development Office is assisting the Alumni Association with development of their major gifts, scholarship, and sponsorship

fundraising programs.

Objective Six – Right-size the staff with an aggressive hiring plan: Mr. Will Elliott has been promoted to Executive Associate Vice President for Development and Campaign Director. He will lead efforts to expand the Development Team.

Objective Seven – Move forward with campaign planning: Mr. Elliott will lead efforts in preparing for a campaign and will work with the University's academic partners to have priorities articulation exercises, build the case for support, build the case campaign volunteer structure, develop a campaign counting policy, and refine stewardship for campaign donors.

Ms. Delisa stated next week she will present her entire Development Team with a relaunch plan that will measure success in three fundamental ways: dollars raised, joyful donors, lives changed and lives saved. A new mission, vision, and values statement has been developed that supports two areas vital to success: building a renewed culture of philanthropy at the University of South Carolina and being donor-centric in everything we do. In addition, there will be an increase in emphasis on metrics accounting. The Development Team is adopting a service-delivery model operating as centers of expertise, answering questions, and giving specialized support to unit fundraisers. Reports for meetings going forward will focus on progress towards goals and sharing of metrics and accomplishments.

President Pastides expressed enthusiasm for working with Ms. Delisa and confidence in being able to launch a new campaign within one year of hiring a new president. He noted philanthropy is at an all-time high for universities. For that reason, he does not believe the University can or should delay launching a campaign.

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

IV. Office of Communications and Public Affairs Report

Vice President for Communications Larry Thomas briefed the Committee on recent collaborative efforts with the Athletics Department to market and brand USC athletics. Toward that end, primary buses used for transporting athletic teams have been wrapped in garnet and black with the Gamecock logo. Wrappings will be changed occasionally to reflect different brand standards and themes in conjunction with the University. The “Forever Garnet” campaign featuring student athletes will be launched in the fall as part of the branding campaign for billboards, social media, and digital media. Featured athletes will be from the USC football team and men and women’s USC basketball teams.

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

V. Alumni Association Quarterly Report

My Carolina Alumni Association CEO Wes Hickman briefed the Committee on ongoing celebrations of the 175th anniversary of the Alumni Association’s existence. During this 175th year, the Alumni Association will focus on communicating how the Alumni Association is the easiest and best way to give back to all University of South Carolina alumni and students regardless of which college or school they attended, and regardless of whether they were student athletes or not. This will be accomplished in four ways: 1) supporting and connecting the global network of Gamecocks through affiliate groups and programming, 2) providing mentorship opportunities and career services for alumni and students, 3) providing scholarships, and 4) maintaining the Pastides Alumni Center for the benefit of our alumni and

the University.

Mr. Hickman highlighted recent and planned activities to include a return to hosting high school proms, weddings, rehearsal dinners, and corporate events; the return of the Grad and Dine event where graduates and their families were hosted for lunch or dinner; the relaunching of the Alumni Association's international and domestic travel program in 2022; the sold-out annual golf tournament scheduled for June 26; and the awarding of scholarships to incoming students.

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

VI. Other Matters

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

VII. Adjournment

There being no other matters to come before the Committee, Chair Warr declared the meeting adjourned at 11:58 a.m.

Respectfully submitted,

Cameron Howell
Secretary