

Blueprint for Service Excellence

University Development and Alumni Relations
Fiscal Year 2011-2012



U N I V E R S I T Y O F
SOUTH CAROLINA

Blueprint for Service Excellence

I. Vision, Mission, Goals

A. Executive Summary

VISION

The Division of University Development and Alumni Relations will be recognized as a national leader in their respective areas. Efforts will result in increased private commitment in the University, and an Alumni Association that engages fully and calls to action.

MISSION

The mission of the Division is to develop, implement and maintain high quality alumni and fundraising programs to increase understanding and support for the University in order to help attract excellent students and faculty, improve program quality and academic reputations, and advance research and scholarly productivity.

GOALS

1. Increase philanthropic support for the University.
2. Engage, inform and motivate prospective donors.
3. Build an alumni base that is informed, involved and committed to the success of the University.

B. Goals, Initiatives and Action Plans

Goal 1: Increase philanthropic support for the University.

Engage in a comprehensive 7 year Capital Campaign to raise \$1 Billion in private support for the University.

Overview FY 2009-2010 and YTD FY 2010-2011:

We raised \$117 million in FY 09-10 exceeding our goal of \$110 million. Major gift highlights of the year were the Founders Federal Credit Union (\$1 million), Anonymous (\$5 million), Solomon Jackson (\$1.7 million), H. N. Salley, Jr. (\$1.25 million), Larry Winn (\$1 million) and the Kennedy's \$30 million. So far FY 10-11 has been somewhat slower as we have raised \$42 million toward a goal of \$100 Million. However, we anticipate reaching the \$100 million mark by June.

As of February 28, 2011 we have raised \$385 million Toward our camping goal of \$1 Billion.

The President's Campaign Initiative Committee has been assembled and is chaired by David Seaton, President and CEO of Fluor Corporation. We are in the process of forming the Campaign Committee which will be comprised of representatives from each of the campuses, colleges, schools and units of the University.

The campaign time line has been finalized to include a public kickoff in November of this year during Homecoming Weekend and a National Kickoff in May 2012 during Alumni Weekend.

Initiative 1(a): Raise \$130 Million in production (gifts and new pledges) during FY 2011-2012. This year's fundraising goal will keep us on plan to raise the \$1 billion by June 30, 2015.

Annual Fund

Action Plans:

- Increase annual support from alumni, friends, parents, students, faculty and staff.
- Solicit donors based on highly segmented constituent pools.
- Create a more philanthropic minded alumni base beginning with programs like Y'ALL (Young Alumni Leaving a Legacy) and SPURS (Students Promoting the University's Reach for Success).
- Use an integrated approach to acquire and retain donors.
- Creatively use e-communication to acquire donors, steward current donors and educate students/young alumni.

Indicators:

- Raise \$5 million through all annual giving methods; including direct mail, call center, faculty/staff campaign and online.
- Increase the number of first time donors by 5%
- Increase young alumni giving by 5%
- Increase the number of Carolina Circle donors by 5%
- Increase the number of President's Society donors by 5%

Results/Use of Results:

- Began educating students about the importance of philanthropy in FY '11 through the newly created SPURS program.
- Thus far, a highly segmented direct mail approach has yielded an increase in donors and dollars in FY '11 by 6% and 16% respectively. (As of 2/25/11)
- A donor centric and highly segmented call center approach has yielded increases in participation and dollars raised thus far in FY '11
- The Face of Y'ALL campaign has engaged and educated one of the University's most important alumni groups. As of 2/25/11, the number of young alumni donors has increased by 25%.
- The number of Carolina Circle donors in FY '11 has already surpassed last year's final total.

Foundations

Action Plans:

- Increase the number of local and national foundation calls to build and cultivate relationships to maximize the University's opportunities for foundation funding.
 1. Meet with university faculty and researchers to select the best projects for foundation matches to leverage support.
 2. Utilize foundation research to identify prospect matches between foundation missions/initiatives and university projects/initiatives.
 3. Develop strategies to initiate foundation calls and approaches.
- Increase the number of foundation visits and conference calls for the university president to meet and build partnerships with the top 10 national giving foundations.
 1. Utilize the president's current travel schedule to coordinate foundation calls or visits.
 2. Research the top 10 giving foundations to target president's cultivation plan.
- Develop and implement stewardship plan to acknowledge past giving and generate future interest in the University from previous and potential foundation donors.

Indicators:

- Personal calls to foundations (total 15).
- Increase the number of proposals (total 20).
- President will make four major foundation calls per year.
- Quarterly mailings to targeted foundations.
- Submit web material as a result of successes.

Principal Gifts - Myers

Action Plans:

- Create cultivation/solicitation strategies for principal gift prospects in collaboration with constituent Directors of Development and their deans and faculty, the Provost, the Vice President for Development and Alumni Relations, and the President.
- Implement, and/or monitor the implementation of, strategies for Principal Gift prospects.
- Develop solicitation proposals for principal gift prospects in collaboration with constituent Directors of Development and their deans and faculty, the Provost, the Vice President for Development and Alumni Relations, and the President.
- Solicit, and/or monitor the solicitation of, principal gift prospects with the President, Vice President of Development and Alumni Relations, the Provost, deans, faculty, constituent Directors of Development, volunteers, or combination thereof.
- Find new prospects by researching principal gift prospects' board memberships, business and social contacts, and asking principal gift prospects for personal introductions.

Indicators:

- Create cultivation/solicitation strategies for all principal gift prospects by June 30, 2011.
- Record, and/or monitor the recording of, at least one action for every principal gift prospect in each quarter of FY 2011-2012.
- Increase the number of \$1 million plus gifts
- Present for review and approval by the President and the Vice President of Development and Alumni Relations, four principal gift solicitation proposals (Ben Hall, Bob McNair, Anita Zucker, and Steve Bisciotti) in FY 2011-2012.
- Solicit, and/or monitor the solicitation of, principal gift prospects that the President and Vice President of Development and Alumni Relations consider ready to be solicited.
- Secure introductions by principal gift prospects and meet four new prospects in FY 2011-2012.

Principal Gifts – Wells

Action Plans

- Complete funding needed for final matches of Centers of Economic Excellence (CoEEs) and assist DODs and Deans with raising money for existing CoEEs. These must fit within the priorities of the capital campaign and be approved by the Vice President for Development and Alumni Relations (VPDAR.)
- Lead development of the second Energy Forum with Jim Rogers (CEO, President and Chairman of Duke Energy) to include helping VPDAR involve President and high-ranking volunteers with national/international panelists.
- Strategize with DODs and Deans to develop principal gift opportunities within interdisciplinary opportunities as identified by the VPDAR, President, Provost, Deans, Vice President for Research and Graduate Education (VPRGE), Initiatives Committee and Campaign Committee.
- Work with Initiatives Committee, VPDAR, President, Provost, DODs and Deans to identify business and thought leaders for each of the campaign initiatives and develop strategies for assisting DODs and others to raise money from those identified.

- Specifically work with Dean Hildy Teegen (Moore School of Business), Dean Tony Ambler (College of Engineering and Computing) and their DODs to develop joint opportunities in renewable/sustainable energy, especially involving corporations, foundations and their officers.
- Work directly with Chris Myers to help identify and qualify new principal gift prospects.

Indicators

- Raise a minimum of an additional \$600,000 for the Nuclear Centers of Economic Excellence by 12/31/11. Develop at least two principal gift strategies for approved priorities for existing CoEEs.
- Bring together Jim Rogers and two to three national/international panelists for the second Energy Forum in January or February, 2012. Develop plans for ways to involve President and Initiatives/Campaign Committee volunteers.
- Develop strategies for and solicit a minimum of one principal gift that involves two or more departments or colleges and one that involves a Presidential Initiative.
- Plan and organize a minimum of two business and thought leader groups relating to the Campaign Initiatives before 11/11/11. Complete same for another two before 7/1/12.
- Develop at least one principal gift proposal with Business and Engineering.
- Working directly with Chris Myers, identify and qualify a minimum of four new principal gift prospects.

Regional and Special Campaigns

Action Plans:

- Expand the national reach of all University colleges and development units to identify new major gift opportunities, including near-term, long-term and planning giving prospects
- Assist DOD's in cultivation, stewardship and solicitation efforts of existing prospects as requested
- Engage regional alumni representatives to create campaign awareness and identify additional prospects known to volunteer leadership

Indicators:

- Bi-weekly visits to cities/regions representing the largest concentration of alumni population
- Achieve a minimum of 10-15 donor visits per month, visiting alumni/friends of all Colleges and development units
- Qualify and assign prospects who meet gift capacity and propensity objectives
- Identify opportunities for charitable foundation and Innovista engagement
- Request proposed contacts from DOD's prior to each regional trip
- Prioritize these contacts among first calls made when securing visits
- Gather details from DOD's necessary to execute that particular stage of the development cycle, e.g. proposal materials, stewardship gifts, etc.
- Prioritize contact with the local alumni chapter leadership in that area

Results/Use of Results (CY2010):

- 26 cities/ regions visited
 - 173 prospects qualified
 - 86 prospects merit further cultivation, divided among 20+ DOD's
 - 10 people identified as primary prospects with near-term major gift potential
- Identified two foundation opportunities and two potential Innovista partners

Work with the leadership of the University of South Carolina and development officers for the Columbia campus, eight regional campuses and Athletics to promote and close planned gifts (*i.e.*, deferred gifts, life income gifts, real estate, etc.) to alumni and friends.

Gift Planning

Action Plans:

- Solicit and close planned gifts alone or with directors of development.
- Increase external marketing of planned giving techniques to professional advisors, alumni and friends.
- Increase internal marketing of planned giving techniques to faculty and staff as well as to directors of development.
- Assist the Alumni Association in expanding the IDC planned giving project to the remaining 19,000 identified strong planned giving prospects over 30 months, beginning July 1, 2011.
- Steward existing members of the Carolina Guardian Society for gift retention and for obtaining additional gifts.
- Increase staffing to the level of the Bicentennial Campaign, at minimum (3 directors, 2 administrative assistants).
- Continue professional training.

Indicators:

- Assist directors of development in identifying planned giving prospects by adding 20 new planned gifts each year.
- Market to targeted planned giving prospects based on age categories and planned giving ratings provided by The Planned Giving Company through segmented mailings.
- Expand the IDC/Planned Giving Prospect project to further identify and close planned gifts from across the United States.
- Hold a lunch and learn seminar for directors of development and further educate them at monthly development meetings.
- Hold a seminar for current and retired faculty and staff as well as make a presentation to the university campaign committee.

- Hold an annual recognition luncheon for new and old members of the Carolina Guardian Society.
- Hire additional staff (1 director).
- Attend national meetings for P3, South Carolina Planned Giving Council and other charitable giving seminars to better understand and disseminate planned giving information.
- Continue to promote the planned giving website, www.sc.planyourlegacy.org on marketing materials.
- Educate professional advisors through quarterly technical publications which include response cards for additional informational Techniques booklets.
- Relay testimonials from actual planned giving donors in various formats (Carolinian magazine, Carolina's Future, email request, websites, etc.)
- Assist Athletics in creating a planned giving brochure featuring planned giving donors and techniques.
- Send birthday cards to each member of the Carolina Guardian Society.

Results/Use of Results FY 2009-2010 and YTD FY 2010-2011:

- Closed \$51 million in planned gifts FY 2009-2010.
- Added 30 new members of the Carolina Guardian Society (652 members overall) as of the February 24, 2011 annual recognition luncheon.
- Mailed targeted postcards (10,000 on gift annuities in October, will mail 10,000 in April 2011 on charitable designations of retirement plan assets) with self-mailers to those identified by The Planned Giving Company as the best planned giving prospects. 1 planned gift has closed; 2 potential gifts are in progress at present.
- Hired a new administrative assistant
- Attended the national P3 meeting in Orlando, Florida and various South Carolina Planned Giving Council meetings.
- Lunch and Learn seminar held for directors of development on Charitable Gift Annuities
- Several DODs attended educational meetings of the South Carolina Planned Giving Council.

- Communicate news, distribute practical or technical articles on planned giving techniques, and educate DODs about the 2010 Tax Act at monthly development staff meetings.
- Provided a guide sheet to assist directors of development (DOD) in using Visual Analyzer to identify planned giving prospects and Carolina Guardian Society members by unit.
- Assisted directors of development in providing planned giving packets for their advisory boards or marketing ads for their internet and printed publications.
- Educated the USC Aiken Partnership Board, the USC Salkehatchie board, retired faculty and staff of engineering, and the Friends of Music boards on planned giving techniques and trends, changes in the estate tax and the IRA Charitable rollover.
- Continue to enhance the planned giving website with a better gift calculator, changing “tip of the day” and donor profiles. The hits to the website have increased each year. In FY 2008-09 there were 100,662 hits; in FY 2009-10 there were 111,186 hits. From 7/1/2010 through March 10, 2011 there have already been 116,016 hits! Provide links to the planned giving web site for the various colleges, schools, centers under the University umbrella.
- Published *Techniques* for professional advisors quarterly about technical information concerning planned giving. Mailed to the estate and tax sections of the SC Bar. Also distributed to members of the development staff, the boards of the USC Educational Foundation, USC Business Partnership Foundation and USC Board of Trustees.
- Promoted a planned giving donor testimonial ad in each semi-annual issue of the *Carolinian* magazine for alumni and friends.
- Revived the planned giving newsletter, *Carolina’s Future*, which was mailed in January 2011 to 49,000 donors who are 55 and older. It will be published semi-annually with the next issue in May 2011. Two planned gifts have been identified as a result.
- Began sending birthday cards to Carolina Guardian Society members as of February 1, 2011.
- Worked closely with Athletics to promote different ways of contributing to the Garnet Way.

Initiative 1(b): Improve communication with University donors, particularly Horseshoe Society members, to increase involvement and commitment.

Donor Relations

Action Plans:

- Implement campus-wide gift naming opportunities of a non-structural nature on the Columbia campus.
- Develop list of donors for invitations to athletic events with the President, both at home and away; issue invitations and support such events. Develop list of donors for invitations to events with the First Lady; issue invitations and support such events.
- Investigate President hosting Horseshoe Society event during the fall of 2011; coordinate activities with Special Events.
- Continue to utilize Publications and University Web site to showcase individual donors.
- Recognize new members of the Horseshoe Society throughout the year.
- Utilize letters and e-mails to communicate with donors.
- Continue to improve accuracy of endowment/scholarship reporting.
- Organize President's development travel.
- Develop stewardship plan for kick-off.
- Develop stewardship matrix.

Indicators:

- Visual donor recognition policy has been established and will be monitored by the Office of Donor Relations.
- Guests attending all athletic events are documented in Millennium.
- Horseshoe Society event to be held in fall 2011 in conjunction with campaign kickoff.
- Plan special event for Horseshoe Society members.

- Work with Larry Di Giovanni (Development Communications Manager) on submission of donor stories to Publications for the *Carolinian* as well as for consideration on our Web site.
- New members and level changes notified on a bi-annual basis through letter from President; member status updated on Millennium and constituent Directors of Development also notified.
- Yearly letter or e-mail from the President or First Lady updating donors on happenings at the University.
- Mail annual endowment reports for 2010-2011 by December 2011. Add University Endowment records to Millennium files for tracking of all University held endowed funds.
- Organize twelve presidential visits with donor(s).

Results: (CY 2010)

- Implemented campus-wide visual recognition plan for major donors including completion of donor recognition plaques in the new Hollings Library.
- Gift naming opportunities on the Columbia campus are ongoing and implementation has begun.
- Football season provided opportunities for the President and First Lady to entertain and cultivate prospects and alumni at home football games including 18 million dollar plus donors. The Presidential Box and Bay were filled for each game and they attended the USC/Florida football game and Alumni event in Florida. They also hosted events at the SEC Championship game and the Chick-fil-a Bowl.
- Basketball season presented the President the opportunity to attend 13 men's and 12 women's games. Attendance in the Presidential suite included 318 donors and their guests, 3 of which were million dollar plus donors and 11 of which were one hundred thousand dollar plus donors.
- 216 Presidential Event Attendee attributes have been added to Millennium for guests with a constituent status.
- As the 2010 NCAA National Baseball Champions, 571 photos of the Gamecock flag flying over the State House were mailed to major donors and prospects.

- A Horseshoe Society event occurred on October 21, 2010, at the new Ernest F. Hollings Special Collections Library. 81 invitations and 195 e-mail invitations were sent to Horseshoe Society members in South Carolina, North Carolina and Georgia. 8 members attended the event.
- Horseshoe Society members have been included in the flash e-mails sent out by Annual Giving. This past year, members received the Carolina-Clemson Challenge e-solicitation and most recent stewardship video.
- New members and level changes in the Horseshoe Society are recognized on an ongoing basis. Since July 1, 2010, 48 welcome letters from the President have been mailed: 36 Lieber, 6 Pinckney, 2 DeSaussure, and 4 Rutledge. 560 birthday cards were mailed to members of the Horseshoe Society from July 1, 2010 thru February 2011.
- Provided information for University website updates. Worked with Publications to create Donor Relations web presence on Development website; links to endowment report, endowed chair recipients, scholarship thank you letters, etc. Included Endowment Report information on the Educational Foundation website. Created a link to spotlight endowed chairs and professors.
- During the period from July 1, 2010 thru February 22, 2011, acknowledgement letters were written to 735 donors who had made gifts of \$1,000 to \$4,999. During the same time, 3,366 letters of \$1,000 to \$4,999 were written on behalf of the Gamecock Club donors.
- Worked with Colleges to clean up old funds that will never reach their endowed level. Worked with the Controller's Office on University endowments so they may be tracked and reported on through Millennium. 75 University endowment records have been added to Millennium.
- The Annual Endowment Reports were mailed in December 2010 to 1,039 donors.
- Worked with Financial Aid to incorporate student thank you letter requested on applications and award letters. Worked with the Financial Aid Office to add informational link for scholarship recipients.
- Coordinated, arranged, and planned 12 development trips where the President met with 95 donors in New York, Atlanta, Florida, Texas, Virginia, Connecticut, California and other areas of the country.
- Coordinated First Lady Cookbook signings with Special Events in Pawleys Island, Greenville, Charleston (2), and Florence, South Carolina, along with events in Jacksonville, Florida and Washington, D.C.

Initiative 1(c): Continue enhancing the access and flexible use, while insuring accuracy and confidentiality, of the financial, demographic and personal information entered and stored in our database for our internal and external constituents.

Advancement Services - Information Systems

Action Plans:

- Transfer data housed in external databases into Millennium.
- Update Millennium software to provide staff with the latest functionality.

Indicators:

- Assess data housed in Raiser's Edge for the Upstate campus.
- Assess data housed in the Carolina Alumni Association's Access databases.
- Assess data housed in Ticketmaster for Athletics.
- Prepare and implement a crosswalk of identified data elements to convert.
- Develop financial and biographical standard reports.
- Complete the data conversion process.
- Train staff to enter financial and biographical transactions directly into Millennium.
- Upgrade Millennium to version 7.9.
- Refine data contained in Visual Analyzer.
- Conduct feasibility study to determine if a virtual server environment is viable.
- Test all existing exports (i.e. Financial Edge, Lutz, Ticketmaster, and Payroll).
- Test all online gift portals and credit card processes.
- Develop new training materials.
- Conduct training sessions to inform employees of all new enhancements.

Results/Use of Results:

- Analysis of data elements completed. Crosswalk documents are being developed and approved by data stewards. Business rules are fully documented and reporting formats developed. Staff is trained according to gift processing and data entry standards.
- All exports to external sources are functioning properly. Visual Analyzer's biographical portion was refined.

Initiative 1 (d): Analyze data contained in Millennium in order to increase private support for the University.

Advancement Services - Prospect Management

Action Plans:

- Create standard formats for major gift officers to analyze demographic information.
- Create portfolio analysis reports for administrators.
- Evaluate the demographic ratings in Millennium and update according to additional research results.

Indicators:

- Develop standard reports.
- Refine data contained in Visual Analyzer.
- Develop new training materials.
- Conduct training sessions to inform employees of all changes within Prospect Management.

Research

Action Plans:

- Create more automated and proactive processes in order to decrease administrative tasks performed by development officers and staff.
- Add media alerts for all major gift prospects assigned to a primary manager.
- Identify links between campaign initiatives and current prospects and new suspects for possible sources of funding.
- Assist DODs in major gift prospects strategies as needed

Indicators:

- Timely corrections are made to Millennium by research staff as indicated in the weekly anomaly report created and distributed by Advancement Services.
- Reduction of administrative tasks related to prospect research performed by development officers.
- More information about our major gift suspects and prospects is disseminated to development officers.

Results/Use of Results:

- Accurate, up-to-date information on our major gift prospects recorded in Millennium and shared with development staff via email.
- A noticeable decrease in the amount of administrative work performed by development officers as it relates to research.
- Development, Alumni, and Advancement staff are more informed about our major gift prospects.

Initiative 1 (e): Collaborate with external constituencies to enhance gift processing.

Advancement Services - Gift Processing

Action Plans:

- Select data in Ticketmaster in order to record all seat premiums in Millennium electronically.
- Create standard formats for transactions recorded in Ticketmaster.
- Create data exports from Ticketmaster to Millennium.
- Analyze the Athletic Ticketmaster deposits through the Bursar's Office to ensure transactions are recorded in Millennium.
- Work with Advantage, Ticketmaster, and Online Gift Portals for the University's Affiliated Foundations in order to electronically transfer data from all online portals directly into Millennium.

Indicators:

- Queries are developed in Ticketmaster to select payments for seat premiums and booster memberships that are processed online.
- Develop standard reports to track boosters, amount, type, and purpose of gift.
- Develop export format to transfer data electronically into Millennium.
- Utilize the Controller's Office Accounting software to track deposits and reconcile deposits with transactional entries in Millennium.
- Utilizing Data Examiner, electronically upload all gift transactions from online gift portals into Millennium.

Goal 2: Engage, inform and motivate prospective donors through communications/marketing strategies and channels to increase philanthropic support for the University.

Initiative 2 (a): Direct and execute the comprehensive marketing and communications plan for the Capital Campaign.

Action Plans:

- Plan, manage and execute the necessary budget and personnel needs to produce high-quality communications and marketing required by a major Capital Campaign.
- Manage multiple timelines for major communications initiatives, ensuring quality and timely delivery, support.
- Direct introduction of and consistent use of messages/stories, as well as consistent use of Campaign name, mark and visuals, with internal and external partners and constituents of the Campaign. Integrate the word “promise” into pre-public launch Campaign communications, and name of Campaign post-public launch.
- Work closely with and coordinate communications efforts, content and needs with key areas of Development Division, including Gift Planning, Annual Giving, Stewardship, and Alumni Relations, in addition to Creative Services and PR offices throughout the University system.
- Track progress of communications/marketing tactics where possible, including web and giving analytics.

Initiative 2 (b): Continue publishing a high-quality, engaging, informative and coordinated web presence – including an outstanding online donor experience -- to actively communicate the successes and support the needs of the Development Division and to help reach goals of the Capital Campaign.

Action Plans:

- Plan and execute new content, tools, and design elements during pre-public launch of Campaign, and also post-launch introduction of Campaign site with new name, design, and features.
- Develop new tools and features needed for the web site and online giving portal, such as a dedicated mobile version, a Google Maps tool to display donor and recipient involvement, and automating password updates.

- Maintain existing productive and efficient partnership with Cyberwoven for web site and on-line giving portal content, new tools creation and CMS support, pre- and post-public launch of Campaign.
- Coordinate consistent Campaign web presence with Alumni Relations, as well as Colleges, Units, and Campuses for their respective sites.
- Create a visible presence for Campaign on University's home page, and main web and social media pages, via articles, videos and also graphics, links.
- Establish metrics for gauging progress, track analytics for web site and online giving portal.

Initiative 2 (c): Support colleges, campuses and other areas' philanthropy efforts with case statements, consistent messages, proposal templates and boilerplate, data and other useful content for funding proposals, web, and programs.

Action Plans:

- Plan, secure needed resources to support, initiate process with deans and directors of development, research, write and manage design/photo/printing coordination to produce 23 individual Campaign case statement publications for Colleges, Units and Campuses by Nov. 1, 2011. Create presence on Campaign web site for content.
- Once core Campaign initiatives finalized and edits to main Campaign case prospectus received from University leadership, finish copy, and work with Creative Services to produce photography and design of piece. To be completed by October 2011.
- Continue to assess communications/marketing and content needs of Colleges and area development directors as well as Central Development.
- Create online a Campaign "identity kit," which includes the Campaign word mark and how it can be used, stories and messaging that support Campaign goals, statistics and hallmarks that reinforce Campaign, and other resources. Work with Creative Services on word mark examples and use.
- Meet with college/area/campus communications/marketing representatives to review Capital Campaign case statement, core name and messaging brand "identity kit," as well as ways for everyone to promote consistently.

- Create and update needed boilerplate content on University, other data, as well as templates for proposals and college philanthropy content for web sites, other channels, for use by Colleges/Units/Campuses and other University audiences involved with Campaign and prospect cultivation/stewardship.
- Funding and personnel permitting, create content sections for each college and main area, campus to be inserted into main Campaign video.

Initiative 2 (d): Research and create ongoing new content that tells the stories of philanthropy and Campaign goals/needs in vivid, personal ways through video, digital, web, social media, print and public speaking channels.

Action Plans:

- Research, plan for and create content needed for new web site, videos, print and digital channels.
- Secure external writing support to help produce growing content needs of Campaign, in light of 2-person Campaign Communications staff level.
- Working with Carolina student video interns and graduates, plan and create content needed for several new Campaign videos telling the story of donor giving, impact on students, University and communities, our thanks to donors, alumni, and spotlighting Capital Campaign core goals and messaging.
- Execute social media plan for Campaign, as detailed in the Campaign Communications and Marketing Plan. Establish metrics for gauging progress, track analytics. Coordinate efforts with University and Annual Giving, Alumni, college/unit/campuses social media.
- Provide plan and ongoing writing support, production coordination for new Planned Giving newsletter, Carolina's Future, distributed to 55,000 donors twice a year.
- Provide plan and writing support, production coordination for related Campaign e-communications to donors, and also for new print/web donor piece, to be sent out quarterly after Campaign public launch.

Initiative 2 (e): Provide communications and marketing tactics that support the successful execution of Campaign public kick-off events on Nov. 11, 2011 and May 11, 2012. Ensure consistency of Campaign name and messaging in promotions and at events.

Action Plans:

- Create needed collateral to be used around these events, such as Campaign video and overall Campaign Case Prospectus, and integrate any social media marketing, fundraising appeals, web communications, and event talking points for Campaign volunteers into the success of these events.
- Coordinate efforts with kick-off committee, particularly the Office of Special Events and VP for Development.

Initiative 2 (f): Working with Annual Giving, Planned Giving, Stewardship, Alumni Relations, and other University areas, help develop efforts to consistently engage, inform and motivate the University community to support the Campaign.

Action Plans:

- Communicate Campaign core goals, needs and messages, personal, dramatic stories about giving and the impact of giving, and progress of Campaign to students, faculty, staff, alumni and friends, donors, and prospects throughout the University system and beyond.
- Reinforce in all communications/marketing the personal nature of the Campaign and the impact on Carolina's future by framing the appeals and stories of giving and the difference it makes through a personal, human lens.
- Set baseline understanding about Carolina's Campaign goals with key audiences and measure progress re: knowledge of Campaign's focus, as well as measure giving levels with key internal audiences.

Initiative 2(g): Continue to provide Media Relations and leadership with talking points, supporting information, and core focus and messaging related to the Campaign, for their use in working with media outlets and various constituent audiences.

Action Plans:

- Meet with Media Relations regularly to review Campaign core goals and focus, plan for promoting news stories of interest, and to examine how they can help deliver relevant stories and news to media outlets that help reinforce progress and importance of the Campaign.

- Explore ways to integrate Campaign theme and core messaging into Media Relations' work with media.
- Coordinate news section of Campaign web site with University news and appropriate social media and news gathering sites in order to maximize effect.

Results/Use of Results FY 2009-2010 and YTD FY 2010-2011:

Initiative 2 (a): Present a high-quality, engaging, informative and coordinated web presence – including improving the online giving donor experience -- to actively communicate the successes and support the needs of the Development Division and to help reach goals of the Capital Campaign.

- Assessment and Research of web site needs by examining Best Practices completed.
- New web site and online giving portal completed and launched Dec. 2010.
- Worked in concert with external web production group to manage production of web sites, content management system and tools creation, and development of content and testing needed prior to deployment.
- Created a plan for ongoing web site management, content access and creation.
- Ongoing assessment with Advancement Services to examine next stage needs to more effectively merging data gathering, storage and use, as well as improving integrity of access to philanthropic data.
- Coordinated a web presence with Alumni Relations and continue to assess needs.
- Created a more visible presence for Philanthropy by adding a new giving button and more content to the home page as well as adding more content to the University social media group.

Initiative 2 (b): Develop consistent Campaign theme, messaging and supporting content that articulates vibrant vision and needs of the University.

- Create initial Campaign names, conducted market research with approximately 200 members of University community to get feedback, and chose a name for the Campaign.
- Leadership has approved the campaign name and we have begun implementation of it into communications.

- Drafted a Campaign case prospectus in June 2010 and provided to leadership for feedback, changes. Currently waiting (as of 3/10/11) for Campaign priorities to be finalized and for any changes to Prospectus.
- Currently waiting (as of 3/10/11) for Campaign priorities to be finalized and for any changes to Prospectus so we can begin producing Case Statement in print and digital.
- Campaign name and the word “promise” are being “teased” out in various University communications and marketing, including the web, video and in speeches. Case statement messages and goals, and core information, have been rolled out in other communications, such as the Proposal Toolkit that was produced for development directors and other fundraisers.
- Campaign marketing plan completed and includes section on how to promote the Campaign through media.

Initiative 2 (c): Research and create ongoing new content that tells the stories of philanthropy and Campaign needs in vivid ways through video, digital, web, print and public speaking channels.

- Research and plan completed for content needed for new web sites, videos, print and digital channels. Work to produce content ongoing.
- Assessment for resources needed completed and plan for using 2-person Development communications team and freelance writers for content is being implemented.
- Assessments for web, video and writing/editorial needs completed and execution underway.
- Web/digital templates created via new web site, and with new Proposal Toolkit. Other new content ongoing.
- Have hired two student interns with video experience to work on various campaign-related videos saving the University between \$50,000-\$70,000.
- Developed plan for content with Gift Planning Office and worked with Publications on design for new Planned Giving newsletter. Larry Di Giovanni is managing editor, and first issue of Carolina’s Future was produced and mailed January 2011.
- Two-person Development communications team is providing content for associated speeches, as well other leadership communications. Donor newsletter will be produced quarterly, starting in December 2011.

Initiative 2 (d): Support colleges, campuses and other areas' philanthropy efforts with consistent messages, templates, data and other useful content for funding proposals, web, and programs.

- Assessment of fundraisers' needs and creation of a much improved philanthropy web site and online giving portal completed.
- College and Campus communications/PR staff have been included in the new web content development and proofing, as well as the Campaign name research. They are also involved with the individual case statement production process.
- A robust Campaign Proposal Toolkit was created for fundraisers that includes boilerplate content about the University, students, faculty, programs and capital needs, sample proposal examples, key stats and data, and Campaign communication goals and messages.
- Campaign video planning, shooting and post-production is ongoing for alumni needs, for the web content and main kick-off events. Plan for specific content about each of the 23 colleges, units and campuses is being assessed.

Initiative 2 (e): Conduct needed market research related to Capital Campaign to inform themes, messaging, and web, video, print, speech content delivery in order to achieve Capital Campaign fundraising goal. Conduct research with peer and aspirant Universities to assess communications and marketing resources and personnel support needed to successfully raise \$1 billion+ in a Campaign.

- Assessment of reaction to potential Campaign case statement and core Campaign themes and messages with donors and leadership, as well as through external fundraising consultant agency's interviews and feasibility assessment has been completed. Currently awaiting feedback/changes on Case Prospectus (as of 3/11/11).
- Research is ongoing in multiple formats on content and information needs of prospective donor and alumni audiences.
- As part of developing the comprehensive Campaign marketing/communications plan, assessments of best practices have been included. Peer comparisons show that USC Campaign Communications FTE staffing is 1/3rd to 1/4th of the average staffing found at comparable schools. USC has 1/7th of the FTE Campaign Communications/Marketing staffing found at aspirant Universities, such as the University of Virginia or Ohio State University.

- Some funding has been secured to use freelance support to supplement minimal full-time internal staffing.
- A video intern position has been created and a marketing student position may start in summer 2011.

Goal 3: Build an alumni base that is informed, involved and committed to the success of the University.

The Association's Board-level strategic planning process has identified 6 major initiatives for the coming years. Specific actions plans, indicators of success and results/use of results for each of these initiatives will be developed as the process continues throughout FY 2011-2012. This document will be updated as these are determined.

Initiative 3(a): Become a powerful force with the legislature through the expansion and refinement of the Carolina Action Network.

Initiative 3(b): Complete plans and begin construction of the Alumni Center as a critical element in ensuring alumni engagement in and support of the University.

Initiative 3(c): Expand and re-focus activities and services that engage alumni in the life of the contemporary University; in particular, develop new and more focused offerings for lifelong learning and career networking.

Initiative 3(d): Continue to develop productive partnerships with campuses, colleges and schools, Athletics, Student Affairs and others both within and without the University.

Initiative 3(e): Provide active and energetic support for the University's capital campaign. Engage in full partnership in the institution's fund-raising efforts.

Initiative 3(f): Expand the Association's presence and relevance to alumni who reside at a distance from the campus; ensure that geography is not an impediment to engagement.

Results/Use of Results FY 2009-2010 and YTD FY 2010-2011:

Initiative 3 (a): Create a visible symbol of the vital role alumni play in the life of the institution by furthering plans for the Alumni Center. Continue to seek creative financing solutions and public/private partnership.

- The Association is on the brink of forging a partnership with the Columbia Metropolitan Convention Center that will reduce the cost of construction, lower ongoing operating costs, and maximize revenue generated by the Alumni Center.
- In addition, we have identified a public source for 25% of the construction financing, New Market Tax Credits (NMTC). We have contacted providers of NMTC and anticipate completing the qualifying process by the third quarter of calendar 2011.
- Further the Association has completed a business plan for the center and pro forma and now has a clear picture of funding required and sources for same.

Initiative 3 (b): Conduct Board-level strategic planning aimed at potentially “re-inventing” the Alumni Association in light of changed revenue expectations.

- The Board of Governors initiated this strategic planning effort in August of 2010, and it is ongoing. Data gathering sessions were held fourth quarter 2010 with key internal stakeholders, and a survey of alumni was conducted and results analyzed. The Board will work on the plan during its spring meeting, March 4-5, 2011, and the Executive Committee will refine and complete the plan in the remaining months of FY 2011.

Initiative 3 (c): Develop key partnerships to maximize revenue from affinity relationships thereby insuring that critical programs and activities continue and grow.

- The Association hired a firm that works to acquire sponsorships for alumni associations. This partnership has resulted in several attractive revenue-generating relationships with the promise of many more in the coming months.
- The Association has negotiated a contract to replace the former affinity card agreement. This multi-year venture will provide substantial guaranteed revenue, enabling us to plan and implement and maintain critical programs throughout its life.

Initiative 3(d): Continue to refine and expand communications capabilities, including social networking strategies, to ensure two-way communication with alumni.

- The capabilities of the Association’s website have been substantially expanded to include a new online directory to facilitate and encourage networking among alumni.
- The Association is on the cutting edge of social networking technologies through its Face Book and Twitter pages.
- We continue to make our e-mail “blast” messaging service available to our partners in the schools and colleges as well as to alumni clubs around the world.
- We use our website technologies to provide e-commerce capability to schools and colleges collecting monies for various alumni and development activities.
- With regard to legislative advocacy, we have a state-of-the-art website for encouraging and tracking alumni communications with elected officials and are expanding our use of this resource in support of the University’s legislative agenda.

Initiative 3(e): Increase membership in the Association to 38,000 and maintain member retention at least 69%.

- At a time when many of our peer institutions are losing members, the Association’s membership has held steady at just over 34,000. Figures for this goal will not be available until after the close of the fiscal year, but we anticipate ending the year at approximately 35,000 total members.

Initiative 3(f): Expand the number and scope of alumni events both locally and in key geographic areas to increase visibility of the university and its programs and to increase interactions among alumni.

- The Association has developed a list of the Top 20-25 geographic areas that hold the greatest number of alumni and have the greatest philanthropic potential. We have focused this year on expanding alumni club activity in these areas where feasible.
- New signature events were added in three of these areas and continued in several others.
- Activities are planned for all areas (probably reduced to just 20) each year during the university’s fund-raising campaign.

Initiative 3(g): Continue to provide direct financial support to outstanding incoming freshmen to encourage their enrollment.

The Association provided more than \$200,000 in scholarships (Alumni, Legacy and Richard T. Greener) in FY 2011, and will continue this level of funding in FY 2012.

Initiative 3(h): Continue to develop key partnerships within the institution that will extend the reach and maximize the effectiveness of Association programs and activities.

- Services to schools and colleges were expanded in the current year. These units recognized and thanked the Association for its support by nominating our staff member Shelley Dempsey for the Brad and Julie Choate award for her unstinting efforts.
- The Council of Alumni Societies continues to be a valuable link to these units.
- Joint programming with the Gamecock Club also grew this year with post-football season activities as well as collaborative programming at the College World Series, prior to every major sport season, and at spring Gamecock Club meetings throughout the southeast.
- The Association continues to pool its investments with the Foundations, maximizing returns and minimizing expenses for all.

II. Resource Information

Financial Resources

The fall 2010 and spring 2011 budget reviews are on the following pages. Also included are income and expenses projections through FY 14-15.

USC Columbia Campus
Fall "A" Fund Review
For the Period Ending 10/31/2010

Unit Name and Number: 18

Responsibility - Advancement

A Fund Resources and Uses	Budget 10/31/2010	Actuals YTD 10/31/2010	% of Budget	Actuals 10/31/2009	Change from 10/31/2009	
					Dollar Change	% Change
Resources:						
NOTE: 3's are BUDGET only						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 1,521,337	\$ 1,521,337		\$ 2,285,832	\$ (764,495)	-33.40%
Columbia Units Base Budget (31900)	\$ 4,911,628	\$ 4,911,628		\$ -	\$ 4,911,628	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ -	\$ -		\$ 766,234	\$ (766,234)	-100.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 1,100,000	\$ 1,100,000		\$ (176,709)	\$ 1,276,709	-722.50%
Subtotal 3's	\$ 7,532,965	\$ 7,532,965		\$ 2,875,357	\$ 4,657,608	162.00%
Tuition, Fee and Departmental Revenue (4XXX)	\$ 170,817	\$ 39,148	22.90%	\$ -	\$ 39,148	0.00%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ 64,300	\$ 64,903	100.90%	\$ 64,300	\$ 603	0.90%
Total Resources	\$ 7,768,082	\$ 7,637,016	98.30%	\$ 2,939,657	\$ 4,697,359	159.80%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 2,471,580	\$ (2,471,580)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 7,768,082	\$ 7,637,016	98.30%	\$ 5,411,237	\$ 2,225,779	41.10%
Uses:						
Personal Services - All (51XXX)	\$ 5,426,395	\$ 1,574,870	29.00%	\$ 1,979,727	\$ (404,857)	-20.50%
Fringe Benefits (546XX)	\$ 1,484,874	\$ 423,928	28.50%	\$ 540,008	\$ (116,080)	-21.50%
Total Personal Services and Fringe	\$ 6,911,269	\$ 1,998,798	28.90%	\$ 2,519,735	\$ (520,937)	-20.70%
Expenditures (50000)	\$ (825,580)	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 1,383,080	\$ 149,424	10.80%	\$ 246,279	\$ (96,855)	-39.30%
Supplies (53XXX)	\$ 246,043	\$ 35,574	14.50%	\$ 75,303	\$ (39,729)	-52.80%
Fixed Costs (54XXX) exc. Fringe	\$ 20,470	\$ 7,881	38.50%	\$ 11,971	\$ (4,090)	-34.20%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ 32,800	\$ -	0.00%	\$ 7,759	\$ (7,759)	-100.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IT's (6XXXX)	\$ -	\$ -	0.00%	\$ (74)	\$ 74	-100.00%
Subtotal Other Uses	\$ 856,813	\$ 192,879	22.50%	\$ 341,238	\$ (148,359)	-43.50%
Total Uses	\$ 7,768,082	\$ 2,191,677	28.20%	\$ 2,860,973	\$ (669,296)	-23.40%
Balance	\$ -	\$ 5,445,339		\$ 2,550,264	\$ 2,895,075	

Notes: In the prior year, the Communication (Rsp 78) was included in this unit. Beginning 07/01/10 the Communications unit was separated into a new Rsp unit. This makes comparison to prior year data not relevant. The unit will receive \$831,903 in funding from

Budget Analyst Name: Ralph B Summer	Unit Contact: Charile Appleby		
Comments/Concerns:	Response:		
With 33.33% complete, actual expenditures are 28.20% of budget. Fixed Cost expenditures (54XXX) is at 38.50% of budget. The unit may need to realign their budget if spending patterns are expected to continue.	We budgeted for increase staffing expenditures to begin in January of 2011 so over all actual expenditures will come in line during the second half of the FY. Fixed cost expenditures are 38.5% of budget while we are only 33.33% through the FY, however we only budgeted \$20,470 for the whole FY and have adequate funds based on our needs.		

**USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/28/2011**

Unit Name and Number: 18

Responsibility - Development

A Fund Resources and Uses	Budget 2/28/2011	Actuals YTD 02/28/2011	% of Budget	Actuals 2/28/2010	Change from 2/28/2010	
					Dollar Change	% Change
NOTE: 3's are BUDGET only						
Resources:						
General Fund Only (31000)	\$ -	\$ -		\$ -	\$ -	0.00%
State Appropriation (31500/31525)	\$ -	\$ -		\$ -	\$ -	0.00%
Budget Cut (31510)	\$ -	\$ -		\$ -	\$ -	0.00%
Carryforward (31533/31534)	\$ 1,521,337	\$ 1,521,337		\$ 2,285,832	\$ (764,495)	-33.40%
Columbia Units Base Budget (31900)	\$ 4,911,628	\$ 4,911,628		\$ -	\$ 4,911,628	0.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ 903,671	\$ 903,671		\$ 1,260,334	\$ (356,663)	-28.30%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 1,130,263	\$ 1,130,263		\$ (20,809)	\$ 1,151,072	-5531.60%
Subtotal 3's	\$ 8,466,899	\$ 8,466,899		\$ 3,525,357	\$ 4,941,542	140.20%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 170,817	\$ 39,148	22.90%	\$ 49,172	\$ (10,024)	-20.40%
Net Transfers (excluding VCM - 81XXX/86XXX)	\$ 64,300	\$ 64,523	100.30%	\$ 64,300	\$ 223	0.30%
Total Resources	\$ 8,702,016	\$ 8,570,570	98.50%	\$ 3,638,829	\$ 4,931,741	135.50%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ 4,943,160	\$ (4,943,160)	-100.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 8,702,016	\$ 8,570,570	98.50%	\$ 8,581,989	\$ (11,419)	-0.10%
Uses:						
Personal Services - All (51XXX)	\$ 5,526,395	\$ 3,152,031	57.00%	\$ 3,894,671	\$ (742,640)	-19.10%
Fringe Benefits (546XX)	\$ 1,515,137	\$ 843,036	55.60%	\$ 1,059,312	\$ (216,276)	-20.40%
Total Personal Services and Fringe	\$ 7,041,532	\$ 3,995,067	56.70%	\$ 4,953,983	\$ (958,916)	-19.40%
Expenditures (50000)	\$ (67,998)	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 1,429,169	\$ 419,767	29.40%	\$ 512,981	\$ (93,214)	-18.20%
Supplies (53XXX)	\$ 246,043	\$ 75,360	30.60%	\$ 132,472	\$ (57,112)	-43.10%
Fixed Costs (54XXX) exc. Fringe	\$ 20,470	\$ 16,119	78.70%	\$ 18,568	\$ (2,449)	-13.20%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ 32,800	\$ -	0.00%	\$ 12,805	\$ (12,805)	-100.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IT's (6XXXX)	\$ -	\$ -	0.00%	\$ (324)	\$ 324	-100.00%
Subtotal Other Uses	\$ 1,660,484	\$ 511,246	30.80%	\$ 676,502	\$ (165,256)	-24.40%
Total Uses	\$ 8,702,016	\$ 4,506,313	51.80%	\$ 5,630,485	\$ (1,124,172)	-20.00%
Balance	\$ -	\$ 4,064,257		\$ 2,951,504	\$ 1,112,753	

Notes: In the prior year, the Communication (Rsp 78) was included in this unit. Beginning 07/01/10 the Communications unit was separated into a new Rsp unit. This makes comparison to prior year data not relevant. The unit received one-time funding of receive \$825,781 in funding from various units in support of Development Officer salaries and fringe benefits, \$140,000 from the General Fund (Rsp 60) for a feasibility study, and \$2,413 from the General Fund (Rsp 60) for a VP of Communications search. The unit received permanent BOT funds of \$1.1 million for the capital campaign. The unit received a permanent allocation of \$30,263 for employer health insurance premium increases. The unit's carryforward decreased by \$764,495 or 33.40% from the prior year. Part of the decrease is due to the new Communications unit (Rsp 78). Budget to actual analysis for resources is invalid due to recentralization of budget allocations and discontinuance of VCM charges. No mid-year reductions have been made or are expected for FY11; however, unit needs to consider impact of reductions in state appropriations for FY2012 that will be passed along to units.

Budget Analyst Name: Ralph B Summer	Unit Contact: Charlie Appleby
Comments/Concerns: With 66.66% of the year complete, actual expenditures are 51.80% of budget. Fixed Cost expenditures (54XXX) is at 78.70% of budget. The unit may need to realign their budget if spending patterns are expected to continue.	Response: Expenditures are below budget because we have several one time projects that will be shifted to next FY and difficulty in hiring additional qualified staff. Fixed expenditures for this year are only \$20,470 and the remaining balance of \$4,351 will be adequate.

University Development
Revenue / Expenses Projections
FY 09-10 through FY 14-15

FY Budget Projections	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15
"A" Fund allocation to Dev.	\$4,801,628	\$5,146,745	\$5,146,745	\$5,146,745	\$5,146,745	\$5,146,745
Funding from Colleges/Units (based on 50-50 split of senior DOD salary)	\$847,494	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000
Educational Foundation (\$750,000 - \$156,000)	\$594,000	\$594,000	\$594,000	\$594,000	\$594,000	\$594,000
R Funds	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
New Monies, Tuition increase		\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
New Monies, Tuition increase			\$300,000	\$300,000	\$300,000	\$300,000
New Monies, Tuition increase				\$300,000	\$300,000	\$300,000
New Monies, Tuition increase					\$300,000	\$300,000
Campaign Ongoing funding		\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
Campaign Ongoing funding			\$888,329	\$888,329	\$888,329	\$888,329
Carry forward	\$2,285,832	\$1,596,598	\$1,706,405	\$418,888	\$81,371	\$168,854
Total Revenue	\$8,628,954	\$9,387,343	\$10,685,479	\$9,697,962	\$9,660,445	\$9,747,928

Operating Expenses (Dev.)	\$811,371	\$841,909	\$1,114,220	\$1,114,220	\$1,114,220	\$1,114,220
Salaries and Fringes (Dev.)	\$4,764,985	\$5,133,029	\$6,646,371	\$6,646,371	\$6,646,371	\$6,646,371
Salary (Alumni) Permanent		\$100,000	\$0	\$0	\$0	\$0
Campaign Kickoffs/Celebration			\$400,000			\$200,000
Marketing Campaigns		\$150,000	\$400,000	\$150,000	\$100,000	\$100,000
Educational Foundation (\$750,000 - \$156,000)	\$594,000	\$594,000	\$594,000	\$594,000	\$594,000	\$594,000
R Funds	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
"A" funds to Alumni Relations	\$762,000	\$762,000	\$862,000	\$862,000	\$862,000	\$862,000
"A" funds to Alumni Relations - to cover salary expenses			\$150,000	\$150,000	\$75,000	
Total Expenses	\$7,032,356	\$7,680,938	\$10,266,591	\$9,616,591	\$9,491,591	\$9,616,591

Space Needs

University Development has been approved to hire additional staff and in order to accommodate them:

1. Additional space in Hampton Street:

Media Relations is moving from 1600 Hampton Street in June of 2010. We anticipate occupying the space they are vacating, which is adjacent to University Development on the 7th floor, in early July.

2. Reconfiguration of existing space:

The space located on the 7th floor of 1600 Hampton Street that is currently occupied by University Development can accommodate additional staff if it is reconfigured. This will require additional partitions and workspace furniture designed for the cubicles created with the partitions. We are currently working with facilities management to design and develop a cost estimate on the reconfiguration.