

Blueprint for Service Excellence

University Development and Alumni Relations
Fiscal Year 2012-2013



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 2010-2011 and YTD FY 2011-2012:

We raised \$ 122 million in FY 11 exceeding our goal of \$100 million by 22%. We also had a 5% increase in the number of donors.

Several planned gifts of more than \$1 million were received that will ultimately support graduate students in History and the Arnold School of Public Health, as well as undergraduate students in the Band Program. The Choral and Vocal Program needs at USC Aiken were named in a planned gift in excess of \$500,000. A \$1 million gift-in-kind from Arius 3D will provide laser scanning equipment and software for the establishment of a 3D Color Digitization Center in the School of Library and Information Science. The Fluor Foundation and Savannah River Nuclear Solutions committed \$1.5 million to establish two endowed chairs as part of the state of South Carolina's Centers for Economic Excellence program. One chair will reside in the College of Engineering and Computing and one in the Moore School of Business. They will be known as the Fluor and Savannah River Nuclear Solutions Center of Economic Excellence for the Hydrogen Economy.

So far in FY 12 we have raised \$94 million toward a goal of \$140 million. We are on target to meet this goal by June 30th. As of March 31, 2012 we have raised \$ 559.4 million toward our campaign goal of \$1 billion.

The Carolina's Promise Campaign kicked off its public phase with a black tie gala at the Columbia Convention Center on November 11, 2011. The event was attended by over 500 alumni, donors, faculty and staff.

The campaign's national launch will be on May 10, 2012. We will be hosting 28 simultaneous launch parties in locations across the country, from Columbia, to Jacksonville, Philadelphia, Chicago, DC, NY, Dallas, San Diego and even Chile. The program will be streamed live from Columbia and Los Angeles where President Pastides will make remarks. We will have social network interaction and real time photo posts from each launch party site.

Initiative 1(a): Raise \$135 Million in production (gifts and new pledges) during FY 2012-2013. 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).
- Continue using an integrated approach to acquire and retain donors. Incorporate this same approach with the schools/colleges with the help of new staff.
- Creatively communicate with young alumni to accomplish specific initiatives set by our Face of Y'ALL winners.
- Increase the number of annual leadership donors through face-to-face visits.
- Produce a more integrated calling program that includes a plan to work in conjunction with the alumni association.
- Increase the number of Parent's Annual Fund donors through an integrated approach using the call center, direct mail and e-mail.
- Create a more well-rounded 50th reunion giving program that encompasses major and planned gifts.
- Personally visit departments and individual faculty/staff to increase Family Fund participation.
- Steward our annual donors with letters, newsletters, videos and e-mails.
- Enable each professional staff person to attend a conference.

Indicators:

- Increase the overall number of annual fund dollars and donors through the call center, e-mail, direct mail and giving campaigns.
- Increase our participation percentage, average gift and dollars raised via the call center.
- Produce direct mail and e-mail solicitations on behalf of the schools/colleges.
- Move our leadership annual donors up the giving ladder.
- Continue to increase our young alumni involvement and donor participation.
- Continue to increase the number of Carolina Circle donors.
- Increase our young alumni involvement; to include giving participation.
- Grow the number of donors at the President's Society level.
- Increase faculty/staff participation percentage.
- Work with two new staff members to increase productivity in their respective areas.

Results FYTD for FY 11-12:

- Our SPURS program continues to educate current students about the importance of alumni giving. The program was the recipient of two CASE III awards.
- Direct mail continues to increase. We are on pace for another record breaking year.
- An integrated approach has produced growth in online giving thus far in FY '12.
- Future donor participation in the call center has increased in nearly every segment.
- The call center fulfillment continues to increase in comparison to the previous year.
- The Carolina Circle is growing. On pace to have another record breaking year.
- Will hire two new Assistant Directors to help address our needs.
- Developed a new approach to the 50th reunion gift program that involves DOD's campus wide.

- Another Senior Class Legacy plaque is hung at the library. Gives a visual of the program's growth.
- Hundreds of students signed personal thank you notes to donors through our SPURS outreach.
- Dancing with the Deans was a success and has helped with the Family Fund momentum as we are on pace to increase the number of donors.

Corporate and Foundation Relations

Action Plans:

- Increase the number of personal visitations to local and national foundations and corporations to cultivate and steward relationships that maximize the University's opportunities for foundation and corporate funding.
 1. Partner closely with faculty and staff system-wide and within the Advancement team to develop compelling proposals in support of priority programs and initiatives.
 2. Assist DODs in leveraging corporate and foundation support by assigning CFR staff as "primary point of contact" for specific Colleges and Centers.
 3. Increase foundation and corporate funding of the Presidential Initiatives.
 4. Streamline research by utilizing new software (FoundationSearch) to identify prospect matches and ensure correlation between foundation missions and University initiatives. Provide monthly electronic updates to DODs and others on upcoming foundation deadlines and donor stories.
 5. Develop specific cultivation and stewardship strategies to continually engage foundations and corporations in University programs and initiatives.
 6. Create a web presence that will identify ways in which corporations and foundations can become involved with USC (e.g., executive education, internships, research, and philanthropic opportunities).

7. Conduct ongoing education (including guide sheets and other resources) for faculty/DODs to disseminate information about corporate/foundation focus areas, critical issues, proposal writing techniques, coordination with Sponsored Awards Management (SAM), and community and University partnerships.
 8. Use tracking mechanism to monitor funded initiatives (budgets, program deadlines and required annual reporting requirements) to ensure stewardship of all corporations and foundations; encourage principal investigators to send copies of annual reports to CFR office.
- Increase the number of cultivation activities, particularly, in-person visits and conference calls, of the University President.
 1. Research the top 10 giving foundations and corporations for the President to cultivate and prepare “talking points” for each foundation or corporation.
 2. Coordinate President’s on-site visits of foundations and corporations based on his travel schedule.
 3. Brief the deans, DODs, Vice President for Advancement, and the President regularly on foundation and corporate visits to build partnerships and secure financial and other support.
 - Work with University partners, including Research, Innovista, SAM and others, to challenge traditional approaches to CFR to optimize the value of affinity and corporate relations.
 1. Develop a Corporate Liaison Network, comprised of diverse constituencies that will meet quarterly to facilitate existing corporate/industry involvement, create new business relationships in the University’s strategic initiatives, and assure holistic, strategically-focused corporate engagement at USC.
 2. Maintain a relationship manager/team approach to steward a corporation’s custom connection with USC.
 3. Increase the number of corporate “engagement packages” (options for involvement) that mutually support the corporation’s goals and the University’s priorities.
 4. Increase the amount of overall corporate funding to the University.
 5. Host an annual CFR Panel for faculty, staff, students and community members that features representatives from national and regional foundations and corporations.

- Promote community outreach and collaboration.
 1. Promote the presidential initiatives within the community through presentations, proposals and partnerships.
 2. Facilitate linkages with the community through service on boards of local, state, regional and national organizations to enhance the University's mission and goals.

Indicators:

- Conduct annually a minimum of 20 on-site visits to local, state-wide, regional, and national foundations and corporations.
- Submit a minimum of 40 proposals to corporations and foundations each year.
- Facilitate at least 4 on-site foundation and/or corporate visits by the President annually.
- Create a vital CFR web presence that not only provides monthly updates about corporations and foundations and donor stories but also promotes their potential involvement in University programs.
- Conduct an annual CFR Panel/Forum to highlight funding opportunities by corporate and foundation partners.
- Create a Corporate Liaison Network that meets quarterly to offer input and guidance into the scope of corporate engagement at USC.
- Increase the number of community collaborations by 25%.

Results FYTD for FY 11-12

- To date, Corporate and Foundation Relations staff members have submitted 26 proposals to foundations. On-site visits to regional and national foundations were made by CFR staff, and the team facilitated stewardship calls by the President to key national foundations. CFR staff conducted presentations to faculty, DODs and Deans about upcoming foundation issues and participated in numerous community outreach efforts and Presidential initiatives.

Principal Gifts

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, 2012.
- Record, and/or monitor the recording of, at least one action for every principal gift prospect in each quarter of FY 2012-2013.
- 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, Cindy Murphy, Sam Moore, and Glenn Tilton) in FY 2012-2013.
- 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 2012-2013.

Regional and Special Campaigns

Action Plans:

- Expand the national reach of all University colleges, campuses and development units to identify new major gift opportunities, including near-term, long-term and planning giving prospects.
- Assist DODs in cultivation, stewardship and solicitation efforts of existing prospects as requested.
- Each regional director to build a new portfolio of major gift prospects who are beyond the travel reach of college, campus and development unit DODs.
- 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, emphasis on prospective donors with GCR of \$250,000+.
- Achieve a minimum of 10-15 donor visits per month, visiting alumni/friends of all Colleges and development units. More emphasis will be placed on remote high net worth individuals who may impact visit totals but increase potential for larger gifts.
- Consistently solicit donors for immediate annual fund gifts using the 1801 Society pledge form.
- Qualify and assign prospects who meet gift capacity and propensity objectives.
- Identify opportunities for charitable foundation and Innovista engagement.
- Request proposed contacts from DODs prior to each regional trip, prioritizing these contacts among first calls made when securing visits.
- Gather details from DODs 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 (CY2011):

- 25 metro areas visited.
- 1,700+ constituents contacted requesting visits.
- 180 prospects qualified.
- 112 prospects merited further cultivation, divided among 20+ DOD's.
- \$147,000 new gifts/pledges connected with 2011 activity.
- Enhanced the iPad USC presentation by adding videos of students, deans and Carolina's Promise Campaign.

Gift Planning

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

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, through 2015.
- Steward existing members of the Carolina Guardian Society for gift retention and for obtaining additional gifts.
- 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.
- Speak to partnership boards, alumni retirees, and other USC constituencies.
- 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 FY 2010-2011 and YTD FY 2011-2012:

- Closed \$9.1 million in planned gifts FY 2010-2011.
- Added 49 new members of the Carolina Guardian Society (681 members overall) as of the February 28, 2012 annual recognition luncheon.
- Hired a new director of gift planning.
- Attended the national gift planning meeting in Texas, various South Carolina Planned Giving Council meetings, and the American Council of Gift Annuities meeting in San Francisco.
- Lunch and Learn seminar held for directors of development on Charitable Gift Annuities and two Gift Planning 101 seminars.
- 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 charitable updates 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 and retired faculty and staff of the College of Education and the College of Engineering and Computing 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. In FY 2010-2011 there were 164,071 hits. From 7/1/2011 through March 21, 2012 there have already been 133,704 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.
- Sent the planned giving newsletter, *Carolina's Future*, which was mailed in December 2011 to 131,000 donors who are 40 and older. It will be published semi-annually with the next issue in May 2012. Received 17 response cards requesting updates and/or information. One planned gift has been identified as a result for \$250,000.
- Send birthday cards to Carolina Guardian Society members.
- 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 visual recognition plan for major donors and 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 2012 and spring 2013; coordinate activities with Special Events.
- Develop high level Presidential trip for million dollar plus donors. Continue to showcase individual donors on websites, various publications, and other social media.
- Recognize new members of the Horseshoe Society throughout the year.
- Utilize letters, e-mails, and other social media to communicate with donors.
- Continue to improve accuracy of endowment/scholarship reporting.
- Organize President's development travel.
- Create new Horseshoe Society level for donors with cumulative giving of \$5 million+.

- Develop stewardship plan for November campaign meeting.
- Develop end of campaign gifts.
- List campaign donors/cumulative in *Carolinian*.
- Develop stewardship program for endowed Chair/Professors.
- Update website with donor articles and events.
- Attend at least one education seminar/conference.
- Provide communications group with Horseshoe Society updates for inclusion in giving societies brochure.
- Develop annual philanthropy award.
- Implement system for Rutledge Society member birthday cards to be signed by President.

Indicators:

- Campus-wide visual recognition policy has been established for structural and non-structural programs 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 2012 and spring of 2013; coordinate activities with Special Events.
- Work with Development Communications on submission of donor stories for the *Carolinian* as well as for our websites, Carolina's Promise newsletter and other social media.
- 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.
- Updates to donors from the President or First Lady on happenings at the University utilizing all avenues of communication.
- Mail annual endowment reports for 2011-2012 by December 2012. Update all endowment records to Millennium files for tracking of endowed funds.
- Organize six (6) presidential visits with donor(s).

- Researched options for end of campaign gift.
- Recognize all campaign donors in winter edition of Carolinian.
- Coordinate with colleges/schools stewardship of chairs/professors.
- Continue to develop relationship with campaign communications group.
- Create visual award for annual philanthropy recognition.
- Rutledge level birthday cards signed by President and/or First Lady.

Results FYTD for FY 11-12

General

- First step in the design of non-facility based recognition was begun with the purchase of two kiosks. The first was used at the November 11, 2011 campaign kick-off with all donors to date being recognized. One kiosk will be housed in the Visitors Center and the other at Russell House. Anticipate further discussions in May and June.
- Implemented campus-wide visual recognition plan for non-facility based gifts including Kennedy Pharmacy Innovation Center.
- Visual recognition audit has been completed on Moore School of Business, College of Arts and Sciences, Libraries, Arnold School of Public Health, College of Nursing, and College of Social Work, Gambrell Hall, the Horseshoe, South Caroliniana Library, McKissick Museum, School of Pharmacy, Carolina Coliseum, Law School, College of Engineering and Computer Sciences, . The audit includes the name, location and a picture of each recognition piece.
- Stewardship Visits with Colleges and Regional Campuses.
- Coordinated, arranged and planned eight (8) development trips where the President met with twenty-five donors in Connecticut, New York, Florida, Texas and California.
- Coordinated two First Lady Cookbook signings.
- “We Love Our Donor” postcards produced for donor mailings.

- “We Love Our Donor” note cards produced for distribution to scholarship recipients.
- Student worker has assisted with mailings, gift wrapping, picking up gifts from Facilities storage for distribution, and other daily operations of Donor Relations as assigned. In addition, she assists Advancement Services and the Special Events Office on an as needed basis. She assisted with the November 11, 2011 event.
- Attended SEADRP conference in Raleigh, NC in July of 2011 along with 75 other colleges, universities, hospitals, and small charitable organizations.

ATHLETICS

Baseball:

- For the first time the President will be hosting a box during baseball season. Development is charged with 4 seats in the box and 6 seats in the stadium. Distribution of tickets to continue through June.

Basketball:

- The basketball season presented the President with the opportunity to attend 18 men’s games and 11 women’s games. During non-conference games, colleges were encouraged to host the suite for their donors. Two colleges took advantage of this opportunity and hosted a total of 61 donors/prospects and faculty/staff.
- For basketball, 280 Presidential Event Attendee attributes have been added to Millennium for guests with a constituent record. Eleven of these donors have a gift capacity of rating of \$100k+ and two donors are \$1million plus donors.
- Rules of the Game brochures were distributed to all individuals receiving credentials or tickets for basketball games. Donor Relations served as liaison for any compliance questions relating to donors.

Football:

- With seven home football games, one away game and one Bowl game, the president entertained 130 guests in his Box; 112 guests in the Bay. Of those 40 were million dollar plus prospects. The Presidential Box and Bay were filled for each game.

- They also attended the USC/East Carolina game in Charlotte and entertained well over 500 alums at numerous events.
- During the Capital One Bowl in Orlando the President and First Lady entertained in excess 1200 donors/alumni/friends of the University

Horseshoe Society:

- There have been 182 new/level changes made within the Horseshoe Society since July 1, 2011.
- There are a total of 1,350 individual members in the Horseshoe Society: 171 Rutledge, 126 deSaussure, 239 Pinckney, and 814 Lieber.
- Horseshoe Society members have been included in the flash e-mails sent out by Annual Giving. This past year members of the Horseshoe Society with active e-mail addresses received student videos in July and November. A third video will be sent out in April.
- The annual Horseshoe Society event was combined with November 11, 2011, campaign kick-off. 133 individual RSVPs were received, representing 77 households.
- Presidential Letter – approximately 855 letters will be mailed to Horseshoe Society members in spring 2012, compared to 533 letters mailed in 2011, reflecting a 60% increase.
- Developed special recognition piece for Rutledge level donors.
- Rosettes were distributed at the campaign kick-off to members at the Rutledge level.
- New Horseshoe Society gifts are being planned.
- Coordinated delivery by DODs of Horseshoe Society recognition gifts.
- Birthday cards were mailed to 660 Horseshoe Society members from July 1, 2011 to February 29, 2012 (approximately 300 additional cards will be mailed March – June 2012) – these cards are signed by the college’s directors of development and central development officers.

- Five events for Horseshoe Society members were planned and implemented from May 2011 – February 2012. One additional event will take place May 2012.
 - Topper Site Visit (Allendale) – May 12, 2011, 7 attendees
 - Department of Art @ McMaster – June 1, 2012, 3 attendees
 - Athletics Facilities Tour – October 12, 2011, 10 attendees
 - Cooking with Patricia Moore-Pastides – October 27, 2011, 15 attendees
 - Cooking with Patricia Moore-Pastides – February 29, 2012, 8 attendees
 - Belser Arboretum Tour with Rudy Mancke – May 16, 2012

- Articles for the Topper Site Visit, Athletics Tour and the Cooking with Patricia Moore-Pastides (February 29th) were posted on the Donor Relations website.

Endowment Report:

- 1,444 Annual Endowment Reports were mailed in December 2011 to 1,111 donors for the Columbia campus, compared to 1,039 donors in 2010, reflecting a 6% increase.
- This year a solicitation code was added to the business reply envelope for tracking. Thus far, \$13,200 has been attributed to this code.
- All account contacts and mailing addresses have been updated in Millennium.
- The Educational Foundation is notified when a fund has reached the appropriate endowment level during the year.
- Endowed funds are reviewed to alert schools/colleges of current fund status.

Report of Private Support: Compiled names for annual Report of Private Support published in the winter edition of the *Carolynian*.

Donor Relations Website:

- The Donor Relations website, <http://giving.sc.edu/donorrelations.aspx>, went live September 2011. The new web presence provides donors with information on upcoming and past donor events.
- The Donor Honor Roll for 2011 was posted to the website. Honor Roll will be updated annually.
- A photo gallery has been created for the website.
- Endowment information has been included on the website explaining how endowments work as well as what it costs to create an endowed fund.
- Giving society levels and benefits are listed.
- Donor Bill of Rights is posted to ensure donors make informed philanthropic choices.
- Campaign updates will be linked to this site.

Campaign kickoff:

- Campaign kickoff event occurred on November 11, 2011. Campaign committee met during the day and the kickoff was that evening. Was a member of the planning committee and assisted in production of the event.
- Worked with Special Events for set-up and breakdown day of kickoff.
- Medallions were designed for members of campaign leadership.
- Coordinated with Directors of Development for delivery of music boxes and rosettes to Horseshoe Society members who were unable to attend.
- On May 10, 2012 will assist with the Public campaign kickoff in 27 cities nationwide. Help with the development and implementation by serving on the committee.

Recognition/Birthday Cards

- Birthday cards were mailed to 660 Horseshoe Society members from July 1, 2011 to February 29, 2012 (approximately 300 additional cards will be mailed March – June 2012) – these cards are signed by the college’s directors of development and central development officers.
- Prior to June 30, 2012, re-design birthday cards sent to Horseshoe Society members.
- A list of birthday recipients is sent prior to the DOD meeting; the cards are signed at the meeting.

Gift Acknowledgement Letters

- Each director of development is asked to review and revise college specific acknowledgement letter verbiage for updates on an (annual/biannual/quarterly) basis.
- Research of each individual college website is being done and a notebook is being compiled for acknowledgement letters to ensure accurate and up-to-date information. This information is included in the letters for the Vice President for Development and Alumni Relations and USC’s President as well as Presidential acknowledgement letters.
- During July 1, 2011 through February 29, 2012, approximately of 5,330 letters were prepared for the VP for Development and Alumni Relations signature and 359 letters were prepared for the President’s signature.
- Approximately 300 acknowledgement letters will be mailed March 1, 2012 to June 30, 2012.

Administrative:

- Maintain Development Office budget filing system.
- President's Council football tickets total 24 individuals/companies. Each spring a letter is mailed regarding the yearly YES donation; followed by another letter if their annual contribution has been met or hasn't been met; a third letter is sent requesting payment for the football tickets. Follow-up reminders are sent before the deadline approaches. The tickets are mailed in mid-August including the Edwards family.
- VISA charge reallocation is done 2-3 times weekly with approximately 25-30 transactions monthly. The VISA statement is reconciled monthly and forwarded to the business manager for sign-off.
- Turn-around time is requested twice each month and recorded; then forwarded to appropriate manager for approval.
- Plans are underway to secure small novelties to be used during the Carolina's Promise campaign.

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:

- Revamp Millennium Visual Analyzer.
- Review data security.
- Transfer data housed in external databases into Millennium.
- Update Millennium software to provide staff with the latest functionality.

Indicators:

- Develop capital campaign dashboard for Visual Analyzer.
- Evaluate FERPA (Family Educational Rights and Privacy Act) guidelines as they pertain to alumni records.
- Update current Millennium data base security structure.
- Assess data housed in Raiser's Edge for the Upstate campus.
- Assess data housed in the Carolina Alumni Association's Access databases.
- Prepare and implement a crosswalk of identified data elements to convert.
- Develop standard reports.
- Train staff to enter financial and biographical transactions directly into Millennium.
- Upgrade Millennium to version 8.0.
- Create campaign module for Visual Analyzer.
- Test all existing exports (i.e. Financial Edge 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 FYTD for FY 11-12:

- Analysis of data elements completed. Crosswalk documents were developed. Business rules are fully documented and reporting formats developed. Staff is trained according to data entry standards.
- All exports to external sources are functioning properly. Visual Analyzer's biographical portion was refined.
- Millennium was successfully updated to 7.9.

Initiative 1 (d): Evaluate available information on constituents in order to increase private support for the University.

Advancement Services - Prospect Development

Action Plans:

- Create standard formats for major gift officers to evaluate information.
- Create prospect management policies and procedures.
- Enhance portfolio analysis reports for administrators.
- Assist fundraisers with major gift prospect strategies.
- Create tiered system to more efficiently assign and track research request.
- Establish goals and develop a process to track the number of proactive leads found by research staff.

Indicators:

- Develop standard reports within Millennium.
- Develop portfolio analysis reports to measure productivity.
- Refine and improve the DPMS training class.
- Consult with fundraisers concerning major gift strategies.
- Implement DPMS Policies and Procedures.
- Assign levels of research based on donor potential.
- Evaluate the number proactive leads produced by the research staff.
- Track the number of contacts made by fundraisers based on the number of proactive leads provided by the research staff.

Results FYTD for FY 11-12:

- Portfolio Analysis reports were created.
- New DPMS training classes were provided based on the revised DPMS Policies and Procedures.
- New training materials were provided to all development staff.
- Visual Analyzer was updated.
- Information on our major gift prospects was shared with development staff.
- Research checklist was updated to include sources utilized and information found.

Initiative 1 (e): Enhance the efficiency, effectiveness and responsiveness of gift processing

Advancement Services - Gift Processing

Action Plans:

- Integrate external databases and portal transactions with Millennium.
- Identify and automate recurring credit card payments.
- Establish PCI (Payment Card Industry) compliance standards.
- Develop credit card integration with the Buffalo Cody Call Center.
- Evaluate policies and procedures.

Indicators:

- Automate the transfer of Gamecock Club donor data from Ticketmaster to Millennium.
- Work with credit card vendors to establish automation of recurring credit card payments.
- Analyze pool of current credit card transactions to determine ones that can be automated.
- Document and implement PCI (Payment Card Industry) compliance standards.
- Create system to bridge the call center with the development office's online gift portal.
- Work with vendors, University Affiliated Foundations and information systems to electronically load transactions directly into Millennium.
- Review and update policies and procedures based new processes.

Results FYTD for FY 11-12:

- Queries were developed to select payments for seat premiums and booster memberships.
- Standard reports were developed to track boosters.
- Import/export formats were created to transfer data electronically into Millennium.
- The Controller's Office Accounting database was used to track and reconcile deposits with the entries in Millennium.
- Created a dual process for Gamecock Club transactions to be passed from Millennium to Ticketmaster or from Ticketmaster to Millennium.
- Gift Processing staff was trained on the Ticketmaster.

Initiative 1 (f): Create and improve processes and systems to increase efficiency in administrative functions so fundraisers and staff can accomplish their primary goals.

Budget and Planning

Action Plans:

- Redesign the Blackboard website to provide easier access to information used by the fundraisers.
- Create a centralized process to manage purchases, contracts, and other support functions for the division to reduce duplication of effort, cost and to provide a more efficient workflow.
- Continue to utilize the University plane for fundraising endeavors.
- New staff orientation.

Indicators:

- Rework the overall functionality of the Blackboard website.
- Document and implement new procedures for purchases, contracts, and other support functions for the division.
- Assess locations with the greatest major gift potential and arrange travel plans for fundraisers utilizing the University's plane.

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.

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:

- Maintain existing productive and efficient partnership with Cyberwoven for web site and on-line giving portal content, and promote campaign events.
- 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.
- Use Google Analytics to track website visits and online giving portal statistics to verify marketing results.

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

Action Plans:

- Meet with college/area/campus communications/marketing representatives to maintain a consistent brand identity as well as ways for everyone to promote consistently via their webpages and marketing material.
- Funding and personnel permitting, create content sections for each college and main area, campus to be inserted into main Campaign video.
- 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 (d): Research and create ongoing new content that tells the stories of philanthropy and Campaign needs through video, digital, web and print

Action Plans:

- Work with Cyberwoven to create web/digital templates created and implemented to coincide with upcoming campaign events. Each campaign event would receive its own template to help promote the event and keep the website static. Work with Alumni Relations to help ensure that we have a cohesive marketing concept on the web.
- Campaign video planning, shooting and post-production is ongoing for alumni needs, for the web content and main kick-off events.
- Create a Constant Contact account that will create photo-rich, high impact emails that help us connect with our donors, build relationships, and track their success rates. Links will include giving portal, *Carolina's Promise* homepage and social media pages (Facebook and YouTube).

- Create an innovative Facebook page that will allow donors and friends to stay updated on campaign events and share their passion for *Carolina's Promise*. The Facebook page will come equipped with Google Analytics to track the number of people visiting the page and will include a giving button that will allow donors to enter the amount of their gift taking them straight to giving.sc.edu.

- Work with Gift Planning Office and with Publications for the Planned Giving *Carolina's Future* newsletter which is produced twice a year.
 - May
 - November

- *Carolina's Promise* newsletter will be produced three times per year.
 - March
 - August
 - November

- Provide plan and manage ongoing writing support, production coordination for the Carolinian.
 - August
 - December

Results FYTD for FY 11-12

- First issue of *Carolina's Promise* newsletter published.

- May edition of *Carolina's Future* published.

- Information submitted for August edition of Carolinian.

- Created Carolina's Promise Facebook page.

- Revamped Development website.

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.

Initiative 3(g): Board of Governors evaluation and research to include ad hoc committee structure, job descriptions, level of commitment, number of meetings, and redistricting.

Priority 1: Advocacy

- Continue to employ CapWiz to manage advocacy communications.
- Continue to hold Carolina Day at the Statehouse annually during budget process.
- Work with VP for Communication to establish a cooperative plan.

- Devise a communications plan targeting grass tops and grass roots networks and a vehicle to communicate (newsletter).
- Identify key legislators and match each with an influential alumna/alumnus.
- Facilitate training with lobbyists and key advocates to ensure alumni are prepared to assist when called upon.
- Consider expansion to cover specific committees of the House and Senate.
- Research the possibility of creating a "legislator appreciation event" similar to that held annually by the Citadel; if determined feasible, develop financing and conduct the first such event in 2012.
- Engage 2 key clubs in advocacy efforts as priorities arise.
- Continue to track advocate response to alerts and provide feedback to government relations team.
- Continue to provide advocate action alerts when requested to do so by government relations team.
- Attend an Advocacy Conference.

Priority 2: Alumni Center

- Support fundraising plan; assure all Board members are contributors.
- Receive regular reports from ED on progress.
- Determine long-term plan for staffing and building management.
- Determine how Board will provide support to and oversight of the project.

Priority 3: Engagement

- Research best practices for alumni career service programs and develop program for implementation.
- Work with student affairs to define the content of a satellite career center in the alumni center if feasible.

- Determine a strategy for pricing all Career Service and Lifelong Learning offerings in a way that encourages and rewards membership.
- Recruit 1-2 colleges/schools to participate in a pilot program to assist alumni with job finding.
- Define parameters of partnership with Student Affairs on new initiatives aimed at mentoring and internships.
- Working with ED, Alumni Center Project, define the content and expected operation of a Center for Lifelong Learning in the Alumni Center.
- Expand significantly the educational offerings provided through MayCarolina.
- Explore possibility of major "draw" speaker for MayCarolina.
- Define content of MayCarolina 2012 given public announcement of Campaign.
- Develop a plan for Lifelong Learning by packaging the current university resources offered on campus and on-line.
- Hold a pilot online chat with a faculty member or other University representative (coach, President, BOT member) to determine if interest is sufficient to create regular offerings of this type. Develop measurement tool to determine effectiveness.

Priority 4: Partnerships

- Hold a pilot online chat with a faculty member or other University representative (coach, President, BOT member) to determine if interest is sufficient to create regular offerings of this type. Develop measurement tool to determine effectiveness.
- Work with VP for Communication to establish a cooperative plan.
- Work with student affairs to define the content of a satellite career center in the alumni center.
- Recruit 1-2 colleges/schools to participate in a pilot program to assist alumni with job finding.
- Define parameters of partnership with Student Affairs on new initiatives aimed at mentoring and internships.
- Expand significantly the educational offerings provided through MayCarolina.

- Develop a plan for Lifelong Learning by packaging the current university resources offered on campus and on-line.
- Continue to work with Athletics/Gamecocks club to produce major sport preview events for members and fans.
- Continue to work with Gamecock Club/Athletics to conduct travel to athletic events and fan activities at post-season events.
- Continue to support and program for the Council of Alumni Societies.
- Conduct evaluation of CAS to determine level of satisfaction and implement improvements as indicated.
- Continue to provide scholarship support to encourage enrollment of sought-after students; work with Admissions and Financial Aid to ensure dollars are going to best prospects.

Priority 5: Philanthropy

- See attached Campaign Readiness Plan.

Priority 6: Alumni at a Distance

- Create marketing materials that specifically address benefits for out of state alumni.
- Produce two versions of the e-new, renaming the out of state version that will highlight alumni living at a distance and their benefits.
- Create separate section on website for out-of-staters.
- Create a special logo, icon or stamp on the benefits page that clearly indicates benefits available to out-of-staters.
- Revise member solicitations and fulfillment package for out-of-state solicitations.
- Continue to enhance programming for alumni clubs in regions outside the state. Publicize these programs through every available source.

Priority 7: Board Governance

- Board of Governors evaluation and research to include ad hoc committee structure, job descriptions, level of commitment, number of meetings, and redistricting.

Recurring Priorities

Recurring Priorities are Membership, Communications, Non-dues Revenue Generation, Human Resources, Professional Development, Budget Management, Fiscal Responsibility, Technology, Operations, Scholarship Obligations, Student Enrichment, Constituent Group Support, Facilities Management, Board of Governors Support.

II. Resource Information

Financial Resources

The fall 2011 and spring 2012 budget reviews are on the following pages. Also included are income and expense results / projections from FY 09-10 through FY 14-15.

**USC Columbia Campus
Spring "A" Fund Review
For the Period Ending 02/29/2012**

**Unit Name and Number:
18 - Development**

A Fund Resources and Uses	Budget 2/29/2012	Actuals YTD 2/29/2012		Actuals 2/28/2011	Change from 2/28/2011	
			% of Budget		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)	\$ 1,534,134	\$ 1,534,134		\$ 1,521,337	\$ 12,797	0.80%
Columbia Units Base Budget (31900)	\$ 6,041,891	\$ 6,041,891		\$ 4,911,628	\$ 1,130,263	23.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ 663,954	\$ 663,954		\$ 903,671	\$ (239,717)	-26.50%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 1,121,408	\$ 1,121,408		\$ 1,130,263	\$ (8,855)	-0.80%
Subtotal 3's	\$ 9,361,387	\$ 9,361,387		\$ 8,466,899	\$ 894,488	10.60%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 15,099	\$ 2,460	16.30%	\$ 39,148	\$ (36,688)	-93.70%
Net Transfers (excluding VCM - 81XX/86XX)	\$ 64,300	\$ 64,905	100.90%	\$ 64,523	\$ 382	0.60%
Total Resources	\$ 9,440,786	\$ 9,428,752	99.90%	\$ 8,570,570	\$ 858,182	10.00%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 9,440,786	\$ 9,428,752	99.90%	\$ 8,570,570	\$ 858,182	10.00%
Uses:						
Personal Services - All (51XXX)	\$ 6,362,800	\$ 4,036,990	63.40%	\$ 3,152,031	\$ 884,959	28.10%
Fringe Benefits (546XX)	\$ 1,625,224	\$ 1,054,046	64.90%	\$ 843,036	\$ 211,010	25.00%
Total Personal Services and Fringe	\$ 7,988,024	\$ 5,091,036	63.70%	\$ 3,995,067	\$ 1,095,969	27.40%
Expenditures (50000)	\$ (348,089)	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 1,436,471	\$ 792,844	55.20%	\$ 419,767	\$ 373,077	88.90%
Supplies (53XXX)	\$ 269,635	\$ 80,828	30.00%	\$ 75,360	\$ 5,468	7.30%
Fixed Costs (54XXX) exc. Fringe	\$ 29,745	\$ 27,887	93.80%	\$ 16,119	\$ 11,768	73.00%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ 65,000	\$ 8,025	12.30%	\$ -	\$ 8,025	0.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IT's (6XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Subtotal Other Uses	\$ 1,452,762	\$ 909,584	62.60%	\$ 511,246	\$ 398,338	77.90%
Total Uses	\$ 9,440,786	\$ 6,000,620	63.60%	\$ 4,506,313	\$ 1,494,307	33.20%
Balance	\$ -	\$ 3,428,132		\$ 4,064,257	\$ (636,125)	

Notes: The unit received a permanent allocation of \$21,408 from the General Fund for the State mandated health insurance and retirement plan employer increases and \$1.1 million for fund raising expenditures. The unit received \$45,932 in one-time funds from the General Fund for the employee bonus and fringe allocation, and \$603,704 from various Responsibility units for Development officers salary and fringe benefits, \$14,818 for telephone expense, and \$500 transfer out to Arts & Sciences (Rsp 71) for the NROTC Color Guard. The General Fund is holding \$800,000 in one-time funds for Development if the unit's carryforward is not sufficient to cover the current budget. These additional funds can be requested through the submission of a detail budget plan to Leslie Brunelli to document the need of the additional \$800,000. This plan should be submitted by 12/31/11. The unit's carryforward increased by \$12,797 or 0.80% from the prior year. The unit's "A" funded FTE positions decreased from 106 to 84 or 22 FTE positions from the prior year. Part of this change is due to the new Communications (Rsp 78) unit.

Budget Analyst Name:	Ralph B Summer	Unit Contact:	Charlie Appleby
Comments/Concerns: With 66.66% complete, actual expenditures are 63.60% of budget. The personal and fringe expenditure increased by 27.40% over the prior year. Fixed Costs expenditures (54XXX) are at 93.80% of budget. The unit has a negative \$348,089 in Expenditures (50000). This deficit must be removed. The unit may need to realign their budget if spending and revenue patterns are expected to continue.		Response: The negative \$348,089 in Expenditures (50000) is a timing issue with 50% sharing of some salaries with the Colleges and Units and some unfilled positions. These will resolve themselves by year end. Fixed Costs expenditures (54XXX) are at 93.80% of budget because of \$11,454 rent expense for the Alumni Association (temporary location at 1620 Gervais St) that was unexpected and unbudgeted.	

**USC Columbia Campus
Fall "A" Fund Review
For the Period Ending 10/31/2011**

**Unit Name and Number:
18 - University Development**

A Fund Resources and Uses	Budget 10/31/2011	Actuals YTD 10/31/2011		Actuals 10/31/2010	Change from 10/31/2010	
			% of Budget		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)	\$ 1,534,134	\$ 1,534,134		\$ 1,521,337	\$ 12,797	0.80%
Columbia Units Base Budget (31900)	\$ 6,041,891	\$ 6,041,891		\$ 4,911,628	\$ 1,130,263	23.00%
One Time within responsibility (36400/36500)	\$ -	\$ -		\$ -	\$ -	0.00%
One Time outside responsibility (363XX/368XX)	\$ 649,636	\$ 649,636		\$ -	\$ 649,636	0.00%
Permanent within responsibility (37400/37500)	\$ -	\$ -		\$ -	\$ -	0.00%
Permanent outside responsibility (373XX/378XX)	\$ 1,121,408	\$ 1,121,408		\$ 1,100,000	\$ 21,408	1.90%
Subtotal 3's	\$ 9,347,069	\$ 9,347,069		\$ 7,532,965	\$ 1,814,104	24.10%
Tuition, Fee and Departmental Revenue (4XXXX)	\$ 170,817	\$ 2,460	1.40%	\$ 39,148	\$ (36,688)	-93.70%
Net Transfers (excluding VCM - 81XX/86XX)	\$ 64,300	\$ 64,905	100.90%	\$ 64,903	\$ 2	0.00%
Total Resources	\$ 9,582,186	\$ 9,414,434	98.20%	\$ 7,637,016	\$ 1,777,418	23.30%
Preset Assessment (81150 & 81160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Preset Assessment (86150 & 86160)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Net Resources	\$ 9,582,186	\$ 9,414,434	98.20%	\$ 7,637,016	\$ 1,777,418	23.30%
Uses:						
Personal Services - All (51XXX)	\$ 6,362,800	\$ 2,015,229	31.70%	\$ 1,574,870	\$ 440,359	28.00%
Fringe Benefits (546XX)	\$ 1,625,224	\$ 521,256	32.10%	\$ 423,928	\$ 97,328	23.00%
Total Personal Services and Fringe	\$ 7,988,024	\$ 2,536,485	31.80%	\$ 1,998,798	\$ 537,687	26.90%
Expenditures (50000)	\$ (207,189)	\$ -	0.00%	\$ -	\$ -	0.00%
Contractual Services (52XXX)	\$ 1,436,971	\$ 382,892	26.60%	\$ 149,424	\$ 233,468	156.20%
Supplies (53XXX)	\$ 269,635	\$ 31,150	11.60%	\$ 35,574	\$ (4,424)	-12.40%
Fixed Costs (54XXX) exc. Fringe	\$ 29,745	\$ 11,002	37.00%	\$ 7,881	\$ 3,121	39.60%
Contingency (55XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Equipment/Books (56XXX)	\$ 65,000	\$ -	0.00%	\$ -	\$ -	0.00%
Renovations (57XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Other Charges (59XXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
IIT's (6XXXX)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Subtotal Other Uses	\$ 1,594,162	\$ 425,044	26.70%	\$ 192,879	\$ 232,165	120.40%
Total Uses	\$ 9,582,186	\$ 2,961,529	30.90%	\$ 2,191,677	\$ 769,852	35.10%
Balance	\$ -	\$ 6,452,905		\$ 5,445,339	\$ 1,007,566	

Notes: The unit received a permanent allocation of \$21,408 from the General Fund for the State mandated health insurance and retirement plan employer increases and \$1.1 million for fund raising expenditures. The unit received \$45,932 in one-time funds from the General Fund for the employee bonus and fringe allocation, and \$603,704 from various Responsibility units for Development officers salary and fringe benefits. The General Fund is holding \$800,000 in one-time funds for Development if the unit's carryforward is not sufficient to cover the current budget. These additional funds can be requested through the submission of a detail budget plan to Leslie Brunelli to document the need of the additional \$800,000. This plan should be submitted by 12/31/11. The unit's carryforward increased by \$12,797 or 0.80% from the prior year.

Budget Analyst Name: Ralph B Sumner	Unit Contact: Charlie Appleby
<p>Comments/Concerns: With 33.33% complete, actual expenditures are 30.90% of budget. The personal and fringe expenditure increased by 26.90% over the prior year. Fixed Costs expenditures (54XXX) are at 37.00% of budget. The unit has a negative \$207,189 in Expenditures (50000). This deficit must be removed. The unit may need to realign their budget if spending and revenue patterns are expected to continue.</p>	<p>Response: 1. Expenses for the Carolina's Promise Campaign Kickoff in November are being paid in Nov. and Dec. and total expenditures should be in line with the budget by Dec. 31; 2. Personnel expenses increased due mainly to the addition of 3 fundraisers/consultants for the School of Law. We are in the process of filling several vacant top fundraising positions, a number of newly created fundraising positions and a number of new operational positions. We hope to have all of these in place by the end of the March 2012; 3. Fixed cost expenditures at 37% of budget are a timing issue of payment of national CASE membership dues for our fundraisers; 4. Adjustments have been made to the Alumni Association budget reducing the negative balance in Expenditures to \$51,471 - this remaining shortfall will be corrected as we move through the year. NOTE: We will review all YTD expenditures and project expenses through June 30 in early Dec. after the November budget reports are posted. Based on this review we may request part or the entire \$800,000 contingency being held for us in A Funds. At this time we will also assess any needs for additional R Funds to carry us through June 30 as suggested by Ms. Brunelli.</p>

Development and Alumni Relations
Resources and Expenses
FY 09-10 through FY 14-15

	Actual	Actual	Projected	Projected	Projected	Projected
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15
"A" Fund allocation to Development	\$4,039,628	\$4,049,628	\$5,179,891	\$6,279,891	\$6,579,891	\$6,879,891
"A" Fund allocation to Alumni	\$762,000	\$862,000	\$862,000	\$862,000	\$862,000	\$862,000
Funding from Colleges/Units (based on 50-50 split of senior DOD salary)	\$847,494	\$757,009	\$849,691	\$975,515	\$975,515	\$975,515
Educational Foundation (\$750,000 - \$156,000)	\$594,000	\$594,000	\$594,000	\$594,000	\$594,000	\$594,000
Educational Foundation Carry Forward			\$187,950			
R Funds	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
New Monies -Tuition increase (add to base allocation)		\$300,000	\$300,000	\$300,000	\$300,000	
Campaign Ongoing funding (add to base allocation)		\$800,000				
Campaign Ongoing funding (add to base allocation)			\$800,000			
Development Carry forward	\$2,285,832	\$1,521,337	\$1,378,416	-\$45,142	-\$1,725,878	-\$2,516,615
Total Revenue	\$8,628,954	\$8,983,974	\$10,251,948	\$9,066,264	\$7,685,528	\$6,894,791
Operating Expenses (Dev.)	\$811,371	\$865,590	\$1,637,435	\$1,568,793	\$1,568,793	\$1,568,793
Salaries and Fringes (Dev.)	\$4,764,985	\$5,183,968	\$5,850,705	\$6,143,444	\$6,143,444	\$6,143,444
New Hires				\$858,905	\$858,905	\$858,905
Temporary/Contract Employees			\$515,000	\$515,000		
Campaign Related Expenses			\$400,000			
Educational Foundation (\$750,000 - \$156,000)	\$594,000	\$594,000	\$781,950	\$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 - permanent		\$100,000				
"A" funds to Alumni Relations - to cover salary expenses - one time			\$150,000	\$150,000	\$75,000	
Total Expenses	\$7,032,356	\$7,605,558	\$10,297,090	\$10,792,142	\$10,202,142	\$10,127,142

Space Needs

As the University Development organization expands its staff of direct fundraisers and support personnel to accommodate increased fundraising goals we continue to evaluate our work space needs. We are currently working with Facilities Management and University Administration to provide adequate and professional workspace for our employees.