

5.2.c Control of fund-raising activities

The chief executive officer has ultimate responsibility for and exercises appropriate control over the institution's fund-raising activities.

Compliance Judgment: In Compliance

Rationale

CEO's Responsibility over Fund-raising. As detailed in [Section 3 of Article XII of the Board of Trustees Bylaws](#) ^[1], the Chancellor is delegated authority for the financial management of the campus and its component parts and bears, "responsibility for fund raising, intercollegiate athletics, auxiliary enterprises, and alumni activities." The Chancellor has the power necessary to discharge this responsibility, specifically to:

- prepare, submit for Presidential and Board of Trustees approval, and administer annual operating budgets;
- administer appropriate funds, the collection and expenditure of student fees and tuition, subject to the specified provisions of respective University of South Carolina policy; and
- solicit and receive funds on behalf of the University of South Carolina Aiken.

The Chancellor delegates fund-raising duties to the Vice Chancellor for University Advancement and External Relations, [Ms. Mary Driscoll](#) ^[2] who serves as a member of her cabinet in accordance with the [Senior Administration Organization Chart](#) ^[3], but retains responsibility for the fulfillment of the duties. The [Vice Chancellor for University Advancement and External Affairs](#) ^[4] provides oversight of annual, capital, and planned gifts from internal and external constituents, supervises marketing and communication efforts of the University, provides a strategic outlook for various communication mediums, serves as the liaison for the Aiken Partnership Board, and provides leadership to assist this committee engage various alumni and community leaders.

Funds received through fund-raising efforts are designated by the donor and deposited with the [Aiken Partnership Board](#) ^[5], an eleemosynary corporation limited by the charter granted to the University of South Carolina Educational Foundation. As indicated in the [narrative to Standard 5.3 – Institution-related entities](#) ^[6], this affiliated corporation is organized and operated exclusively for the benefit of the University of South Carolina Aiken.

Evidence of the Chancellor’s Control over Fund-raising. Evidence that the Chancellor asserts institutional control over fund-raising includes but is not limited to:

- ***Meeting regularly with the Vice Chancellor for University Advancement and External Relations.*** The Vice Chancellor for University Advancement and External Relations sits on the Chancellor’s cabinet at which fund-raising is discussed as demonstrated with meeting minutes of [October 18, 2018](#) ^[7], [November 18, 2019](#) ^[8], and [January 13, 2020](#).^[9] Further, as illustrated with screenshots of the Chancellor’s outlook calendar dated [September 11, 2019](#) ^[10], [October 1, 2019](#) ^[11], and [November 12, 2019](#) ^[12], the Chancellor holds one-on-one meetings with the Vice Chancellor for University Advancement and External Relations on a monthly basis.
- ***Serving on the Aiken Partnership Board.*** The [Bylaws of the Aiken Partnership Board](#) ^[13] identifies both the Chancellor and the Vice Chancellor for University Advancement as ex-officio directors. Both the Chancellor and the Vice Chancellor are listed as members of board on the [Aiken Partnership website](#).^[14] The presence of the Chancellor and Vice Chancellor on the Aiken Partnership Board ensures the directors are aware of the institution’s funding needs and priorities, and provides a measure of control over the fund-raising activities.
- ***Soliciting funds.*** The Chancellor participates in the solicitation of funds. She meets with donors, and sends notices to faculty and staff for internal fund-raisers. For example, the Chancellor sends out notices to faculty and staff each year for the [Family Fund](#) ^[15] and the [Pacers and Polo](#) ^[16] campaigns.

- **Reporting on fund-raising progress.** The Chancellor reports on the start and continuing successes of fund-raising efforts through newsletters (e.g., [First Tee campaign](#) ^[17]), news articles (e.g., [Steinway campaign](#) ^[18]), and reports to oversight and legislative bodies (e.g., [presentation to the Joint Session of the Aiken County Commission for Higher Education and the Aiken County Legislative Delegation](#) ^[19]).

Supporting Documentation

1. [Board of Trustees Bylaws: Article XII, Section 3](#)
 2. [Vice Chancellor Mary Driscoll's Resume](#)
 3. [USC Aiken's Senior Administration Organizational Chart](#)
 4. [Vice Chancellor for University Advancement and External Affairs: Position Description](#)
 5. [Bylaws of the Aiken Partnership Board](#)
 6. [Narrative to Standard 5.3 – Institution-related entities](#)
 7. [Cabinet meeting minutes of October 18, 2018](#)
 8. [Cabinet meeting minutes of November 18, 2019](#)
 9. [Cabinet meeting minutes of January 13, 2020](#)
 10. [Chancellor's calendar meeting September 11, 2019](#)
 11. [Chancellor's calendar meeting October 1, 2019](#)
 12. [Chancellor's calendar meeting November 12, 2019](#)
 13. [Bylaws of the Aiken Partnership Board: Directors](#)
 14. [Aiken Partnership website](#)
 15. [Family Fund Campaign E-mail](#)
 16. [Pacers and Polo E-mail](#)
 17. [First Tee campaign](#)
 18. [Steinway campaign](#)
 19. [Joint Session of the Aiken County Commission for Higher Education and the Aiken County Legislative Delegation minutes](#)
-