

A Study of the Application of Strategic Planning to the Marketing of a Philanthropic Event

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Marketing of a Philanthropic Event**

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This project includes both the actual application and the paper discussing the application of strategic planning to the marketing of Golf Classic, an annual Kappa Delta Sorority event benefiting Prevent Child Abuse America (PCAA). The structure of the paper follows the basic model of strategic planning that begins with analysis, then objectives and moves to strategy and tactics.

The analysis discusses the history of Kappa Delta and PCAA and the relationship between the two organizations. The objectives section establishes goals for the golf tournament in 2006. The strategies and tactics segment explains how to reach those goals. The final section of the paper discusses the results of the event and an appendix will display promotional materials and pictures from the months leading up to the event.

I. Introduction

The importance of strategic planning in marketing is undeniable in the business world. A company's strategy determines what objectives it will endeavor to accomplish, which industries in which it will participate, and how it will deploy resources and exploit

Figure 1: A Basic Model of Strategic Planning



environmental conditions to gain a competitive advantage (Walker 9).

As exhibited in Figure 1, the basic model of strategic planning has four steps: analysis, objectives and goals, strategy, and tactics

(Collins). For a business, analysis

requires conducting a macro-environmental analysis to evaluate a market opportunity.

Next, establishing goals and objectives provides a framework for what will be accomplished. These objectives should specify a time frame and be quantifiable. Strategy and tactics indicate how the objectives will be achieved. Strategy is a broader term that defines a firm's view of the future as indicated by its objectives, resource deployments, and environmental factors. Tactics are shorter-term operating activities that determine how the strategy will be implemented (Walker 9). Strategic Planning is not limited to a business setting. This model can also be applied to marketing in other settings. This paper will demonstrate how strategic planning applies to the marketing of a philanthropic event.

Each year, members of Kappa Delta Sorority across the nation plan and participate in Shamrock events. These events include various philanthropic activities that benefit Prevent Child Abuse America and hundreds of local organizations. This spring at

the University of Tennessee, the Alpha Epsilon chapter of Kappa Delta held its annual Shamrock event, Golf Classic. The basic model of strategic planning was used this year to improve the planning and implementation of Golf Classic.

II. Analysis

In the case of Golf Classic, a thorough situational analysis involves reviewing the history of Kappa Delta and the organization's relationships with Prevent Child Abuse America (PCAA) and Great Starts Nursery, the beneficiaries of the Shamrock Event.

Kappa Delta Sorority was founded on October 23, 1897 at State Female Normal School, which is now called Longwood University, in Farmville, Virginia. Kappa Delta now supports 206 chartered chapters and 487 chartered alumnae associations across the nation. Each chapter ranges from 40 to 200 sisters creating a national membership of 10,000 collegiate members and over 180,000 alumnae. The object of Kappa Delta is the formation and perpetuation of good fellowship, friendship, and sisterly love among its members; the encouragement of literature and education; the promotion of social interest; and the furtherance of charitable and benevolent causes (Kappa Delta Sorority Homepage). The final phrase, "the furtherance of charitable and benevolent purposes," outlines the sorority's dedication to philanthropic endeavors.

Kappa Delta supports four national philanthropic organizations, which is more than any other National Panhellenic Conference sorority. Kappa Delta members have contributed over \$7 million for the prevention of child abuse, over \$2 million to Children's Hospital in Richmond, Virginia, and over \$1 million to orthopedic research. In addition, Kappa Delta entered a partnership with the Girl Scouts of America in 1998 to

provide mentoring and funding to young girls across the country (Kappa Delta Sorority Homepage).

In 1981, Kappa Delta adopted PCAA as a national philanthropy at the request of the late Donna Stone, the founder of PCAA. Stone, a Kappa Delta from Northwestern University, sought a partner that could help generate more awareness about the importance of child abuse prevention and she found that partner in her sorority sisters. In support of child abuse prevention, each Kappa Delta chapter holds a Shamrock event of its choice. Some Shamrock events include pancake breakfasts, silent auctions, 5K races, and golf tournaments. In 1983, Kappa Delta held its first national Shamrock Event, which raised over \$42,000. In 2005, Shamrock events raised over \$800,000 and Kappa Delta's spent more than 85,000 hours working toward the prevention of child abuse. Of the money raised, 80% goes to local organizations chosen by each chapter and 20% goes to Prevent Child Abuse America to support its national efforts. Since 1981, Kappa Delta has raised over \$7.1 million for the prevention of child abuse and about \$1.5 million for PCAA. Funds donated to PCAA by Kappa Delta help underwrite child abuse prevention education programs. On the local level, funds support organizations in their efforts to prevent child abuse (Partnership Kit).

In 1972, the late Donna Stone founded PCAA to build awareness, provide education and inspire hope in the hearts of everyone who endeavors to prevent child abuse and neglect among the nation's children. The organization's mission statement is simply "To prevent the abuse and neglect of our nation's children" (Prevent Child Abuse America homepage). For the last 30 years, PCAA has positioned itself as the leading organization in the prevention of child abuse and neglect before it occurs. By working

with its state chapters and local affiliates, PCAA has raised public awareness of child maltreatment from 10% to over 80%. In addition, PCAA's child abuse prevention messages reach more than 40 million Americans each year through the news media. On a national level, PCAA endeavors to educate all Americans on child development and effective parenting. Also, PCAA advocates for public policies that encourage healthy child development and support families. Through 40 state chapters in 39 states and the District of Columbia, PCAA makes available prevention programs and services adapted to the specific needs of parents. One such program, Healthy Families America, has experienced success in providing better healthcare to children, preparing children for school, decreasing welfare dependency, reducing child maltreatment, and assisting mothers in achieving their educational and professional goals. PCAA researches each of its programs to ensure that they are effective in supporting parents and preventing child maltreatment (Partnership Kit).

In the Fall of 2004, the Alpha Epsilon chapter of Kappa Delta at The University of Tennessee was paired with Great Starts Nursery for Vol Challenge. Vol Challenge is a week-long community service event organized by the All Campus Events Committee. During Vol Challenge, campus organizations at UT are paired with non-profits in the Knoxville area in an effort to improve the community. During the week, Kappa Delta sisters became very close to the children at the nursery and wanted to continue to build a relationship between the two organizations. In the spring of 2005, the Alpha Epsilon chapter selected Great Starts as the local beneficiary of its Shamrock Event. At that time, it was only a yearlong commitment. In 2006, the chapter re-evaluated the decision and voted to donate 80% of the profits from the Shamrock Event to Great Starts each year.

Great Starts serves cocaine and other drug addicted women who may be HIV positive and may be pregnant with or have given birth to children who are drug exposed, HIV positive, or both. Great Starts provides day care for some women and also houses a minimum of 22 women and 37 children, from birth to 10 years of age. Great Starts provides intensive outpatient treatment services, life skills development, and follow up services for residential and day treatment women. Great Starts Nursery provides therapeutic nursery services for drug exposed infants, toddlers, and preschool age children. Great Starts is one of only eight programs nationally that provides residence and treatment for mothers and their children. Because of Great Starts and programs like it, mothers are not forced to choose between rehabilitating themselves or keeping their children. They are able to receive treatment and maintain an active role in their children's lives at Great Starts (Great Starts).

III. Objectives and Goals

In order to measure the success or failure of the Shamrock event, there must be established goals to use for comparison. Objectives are the end results of a planned activity. These goals should be specific, measurable, attainable, realistic, and time-oriented.

In 2005, Kappa Delta's Shamrock Event was extremely successful, earning \$8,500 for PCAA and Great Starts. This year, the goal is to increase earnings by 20% to \$10,200. It will be difficult to increase earnings by such a large percentage in just one year, but there are several opportunities to cut costs and increase revenues, which will make this increase possible.

Another goal for the Shamrock event is to involve the local community. Increased community involvement will be measured by donations, team registrations, and hole sponsorships received from the local community. For Golf Classic, Kappa Delta will work to obtain 10% of donations from local businesses, 4 teams registered from the local community, and 50% of hole sponsorships from the local businesses. In the past, it has been difficult to obtain sponsorships from local businesses, so this goal will be challenging to achieve.

Finally, this year's Shamrock event endeavors to create positive public relations for Kappa Delta and the event. This goal is difficult, if not impossible, to measure immediately. Creating positive public relations will enhance the long-term relationship between Kappa Delta and the community, which will contribute to the future success of Golf Classic.

IV. Strategy and Tactics

Strategy uses the established objectives and goals to determine how to deploy resources. In Kappa Delta's case, resources for Golf Classic include the available monetary budget and man-hours. Tactics define how to pursue the strategy through day-to-day activities. Simply put, strategy defines what to do and tactics explain how to do it (Walker 9). Figure 2 outlines the objectives, strategies, and tactics for Golf Classic.

Figure 2: Objectives, strategies, and tactics for Golf Classic

Objective 1: Raise 20% more money

- **Strategy:** Register the maximum 24 teams
 - **Tactic:** Invite fraternities and sororities to participate
 - **Tactic:** Invite friends and family to participate
- **Strategy:** Recruit the maximum 18 hole sponsors
 - **Tactic:** Invite fraternities and sororities to sponsor holes
 - **Tactic:** Ask local businesses to sponsor holes
- **Strategy:** Receive donations (monetary, prizes, and food)
 - **Tactic:** Send donation letters to friends and family
 - **Tactic:** Ask local business for monetary, prize and food donations
- **Strategy:** Raise money on the day of the event
 - **Tactic:** Sell mulligan packages (mulligan, red tee, and a throw)

Objective 2: Involve the Community

- **Strategy:** Receive donations (hole sponsors, prizes, and food)
 - **Tactic:** Send letter to local businesses asking for monetary donations
 - **Tactic:** Visit local businesses and ask for hole sponsorships, prize donations and food donations.
- **Strategy:** Promote long-term relationships with donors
 - **Tactic:** Send Thank You notes to all businesses who donate
- **Strategy:** Recruit teams from the community
 - **Tactic:** Invite members of the community to play in the tournament

Objective 3: Public Relations

- **Strategy:** Promote a long-term relationship with the players
 - **Tactic:** Gift bags with t-shirts and KD golf balls
 - **Tactic:** Provide breakfast and lunch
 - **Tactic:** Give trophies and prizes for 1st, 2nd, and 3rd place, longest drive, and closest to the hole
- **Strategy:** Inform the campus and community
 - **Tactic:** The Beacon- run announcements and ads before and after the event
 - **Tactic:** Post flyers on campus
 - **Tactic:** KDs will wear Golf Classic t-shirts the week of the event
 - **Tactic:** Send Press Releases to local media

V. Results

In 2005, Kappa Delta's Shamrock Event raised about \$8,500. The primary objective of Golf Classic 2006 was to raise the amount earned for Prevent Child Abuse America and Great Starts Nursery by 20%. The Shamrock Event raised a total of \$15,688.30, which is roughly 85% more than the previous year. Of that amount, 80% or \$12,550.64 went to Great Starts Nursery and the remaining 20%, \$3,137.66, was donated to Prevent Child Abuse America.

The increase in earnings is a result of using new methods for earning money. This year, Kappa Delta members sent donation letters to their friends and family asking for

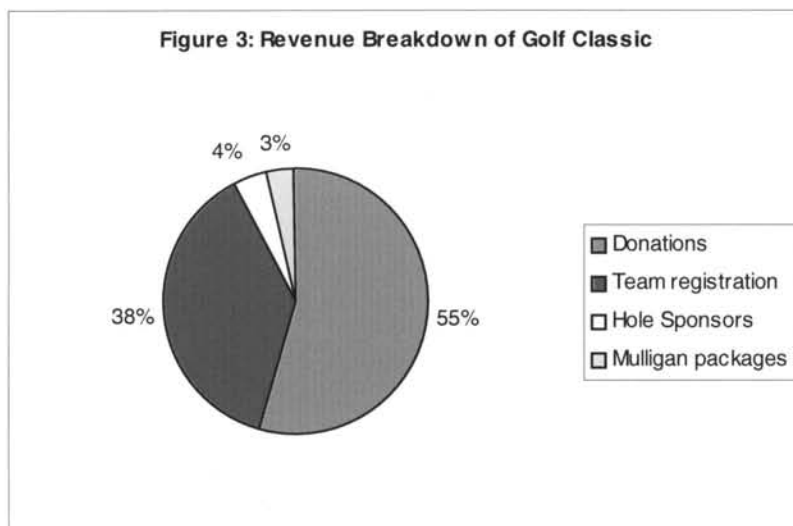
donations for the event.

The donations received totaled \$9,390 in

revenue. Like Golf

Classic events in the past, each team paid a

\$275 registration fee, which raised \$6,600.



This year, Kappa Delta also sought hole sponsors. Hole sponsorships cost \$150 and there were 5 hole sponsorships sold and 4 given away in return for prize or food donations.

Hole sponsorships only raised \$750, which can be improved on in the future. Finally,

packages including a mulligan, a red tee, and a throw were sold for \$10 per player on the

day of the tournament, which earned \$560 in revenue. The result of each activity as a

percentage of total revenue is indicated in Figure 3.

The community involvement objective for Golf Classic proved to be difficult to achieve. Many local companies were unresponsive despite several efforts to contact them. Also, some companies indicated that they were not interested in participating because they donated their available resources to hurricane relief efforts earlier in the year. Despite difficulty, several Knoxville businesses donated their resources to Golf Classic. Joe Shirt donated t-shirts for the players and Kappa Deltas at a 65% discount off the regular price. Krispy Kreme provided doughnuts for the players' breakfast at no cost. Lenny's sub shop discounted the cost of lunch for the players. In addition, several companies donated prizes for the players. Blue Ridge Mountain Sports donated a weekend getaway. The Climbing Center gave eight day passes for free climbing and gear. Fairways and Greens Golf Center provided two three-month memberships. Tee to Green contributed a new driver and two gift certificates for custom club fittings. Hound Dogs, Tomato Head, Bonefish Grill, and Wok Hay donated gift certificates.

Despite the contributed prizes, donations received from businesses in the local community did not comprise 10% of total donations. According to the value of each donation as indicated by the donor, local businesses contributed about \$1,000 to the event, or just under 6% of the revenue from the tournament, which totaled \$17,300. This small percentage is attributed to a lack of hole sponsorships and team registrations. While hole sponsorships were given to Joe Shirt, Lenny's, and The Climbing Center in return for their donations, no hole sponsorships were actually purchased by local businesses. Kappa Delta aimed to register 4 teams from the local community. Of the 24 teams there were seven registered teams that did not have a Greek affiliation Three of the seven

teams were comprised of members of the Knoxville community, while the remaining four consisted of relatives of Kappa Deltas from out of town. . Of those three teams, one was sponsored by a local business. Arrow Gas and Oil sponsored Team Goldschlager. To foster better community relations, each business that donated received a thank you letter for its contribution. The impact of these notes cannot be measured until next year.

Hopefully, the businesses had a positive experience working with Kappa Delta this year and will choose to donate again in the future. Overall, community involvement did not reach the objectives for this year, but a better database of donors was created and long-term selling relationships were formed in order to improve next year's involvement.

The final objective for Golf Classic was to attain positive public relations by creating long-term relationships with the players and informing the campus and community of the event. The players each received breakfast, lunch, a t-shirt, and a sleeve of Kappa Delta golf balls. Also, each team was hosted by a caddie, who answered any questions or concerns players expressed during the tournament. The teams that won 1st, 2nd, and 3rd place and the individuals who won the longest drive and closest to the hole contests received various donated prizes and a trophy. In addition, a golf etiquette seminar was presented to all Kappa Delta members to ensure that they understood the social order of the game and did not disrupt the play of the teams. All of these activities were an effort to create long-term relationships with the players. It is important that the players enjoyed a relaxing day on the course because they each made a valuable contribution to PCAA and Great Starts.

The second public relations strategy for Golf Classic was to inform the campus and community about Golf Classic. Publicizing a philanthropy event is difficult because

of budgetary constraints. Each media used should be carefully evaluated to ensure that there will be a return on the investment. Golf Classic utilized press releases, flyers, newspaper ads, outdoor advertising, and word-of-mouth. For Golf Classic, press releases were used in an effort to receive publicity (Appendix, Exhibit 2). As the result of a press release, the Shamrock Chair and Kappa Delta president appeared on "East Tennessee This Morning" on WVLT- Volunteer TV, the CBS affiliate in Knoxville. On the day before the tournament, the two women explained the philanthropy event, the organizations it benefits and how the community could get involved.

Flyers were also used to remind potential players and hole sponsors about the due date for registration. Flyers are inexpensive and have the ability to target a specific audience based on their locations on campus. For Golf Classic, flyers were posted primarily in fraternity houses and the Panhellenic building. The placement of flyers was based on the knowledge that most teams and sponsors for Golf Classic in the past have come from the Greek community (Appendix, Exhibit 3).

An ad was placed in *The Daily Beacon* on Thursday and Friday, February 9 and 10 to provide information to University of Tennessee students and administrators regarding Golf Classic (Appendix, Exhibit 4). Another ad appeared in *The Daily Beacon* on Wednesday, March 15th. This ad congratulated the winners of the tournament, which was another endeavor to promote long-term relationships with the players (Appendix, Exhibit 5). Newspaper ads were chosen because *The Daily Beacon's* readers are actively seeking information about campus events and thus would be receptive to the messages in the ads.

Kappa Delta used outdoor advertising in the form of t-shirts and stickers (Appendix, Exhibit 6). Members wore their Golf Classic t-shirts from 2006 or past years on campus during the week before the event. This method was easy to implement and economical.

Finally, Kappa Delta used word-of-mouth to publicize the Shamrock Event. Sorority members and alumnae spread the news about the tournament to their family, friends, and classmates. In addition, Kappa Delta members visited student organizations to inform their members about the event (Appendix, Exhibit 7). This method was also chosen based on its economic value and ease of implementation. The marketing campaign was successful in using several media to reach the members of the target audience.

Appendix

Exhibit 1: Pictures from Golf Classic 2006



Kappa Delta President, Lindsey Rae, poses for a picture before leaving the WVLT-TV studio after appearing on East Tennessee This Morning.



Kappa Delta sisters prepare to register the players when they arrive on the day of the event.



Kappa Delta sisters sell mulligan packages, which include a mulligan, a red tee, and a throw, to players for a little extra luck



This picture shows the display table at Golf Classic with some of the prizes and trophies.



Players hit balls at the driving range to warm up for the tournament.



Shamrock chair, Lee Ann Thompson (left), and Assistant Shamrock Chair, Sarah Christenson (right), pose for a picture in front of the scoreboard.



Kappa Delta sisters prepare to serve lunch to the players as they finish their round of golf.



The members of the Sigma Chi team, who won third place, pose with their caddie.



Kappa Delta sister show off their Shamrock Event stickers at Golf Classic.



Kappa Delta surprises the Great Starts Directors with a check for over \$12,500. From left to right: Sarah Christenson- Assistant Shamrock Chair, Lee Ann Thompson- Shamrock Chair, Sheena Curley- Great Starts Nursery Director, and Elizabeth Andrews- Great Starts Program Director.

Exhibit 2: Press Release

FOR IMMEDIATE RELEASE

For more information contact:
Lee Ann Thompson
Kappa Delta- Alpha Epsilon Chapter
(901) 233-2344

Kappa Delta Sorority Hosts Golf Classic
for the Prevention of Child Abuse

KNOXVILLE, TN February 23, 2006 -- Each day, more than 100 children are reported abused or neglected in the state of Tennessee. Kappa Delta Sorority at The University of Tennessee Knoxville will host a golf tournament on March 11th beginning at 10am to benefit the many children in our community who are victims of abuse and neglect.

Golf Classic, a four-man scramble golf tournament, will be held at Three Ridges Golf Course. The registration fee is \$275 and includes breakfast, lunch, and a t-shirt for four team members.

Eighty percent of the proceeds collected will remain in Knoxville, benefiting Great Starts Nursery. The remaining 20 percent will go to Prevent Child Abuse America (PCA America), the sorority's national philanthropy, for nationwide public awareness programs. The sorority will join thousands of Kappa Deltas across the country to raise funds to benefit local affiliates and chapters of PCA America.

According to recent PCA America statistics, the number of children abused or neglected in the United States grew by 33 percent to reach a level of 3,244,000 in the last decade. Three children die each day from abuse or neglect in the United States.

Founded in 1987, Kappa Delta Sorority began supporting PCA America in 1981, and began the nationwide Shamrock Event in 1983. More than \$7 million has been raised through these events to benefit child abuse prevention efforts across the country.

###

Exhibit 3: Flyer

Kappa



Delta

Golf Classic 2006

WHAT: A four-man scramble
golf tournament

WHEN: Saturday, March 11, 2006

WHERE: Three Ridges Golf Course

WHY: To support Prevent Child Abuse
America and Great Starts Nursery

Basic Information:

- Teams consist of 4 players
- \$275 per team
- Registration forms due February 13, 2006
- Team registration contact: Lee Ann Thompson
Lthomp14@utk.edu



**Exhibit 4: *The Daily Beacon* Ad
February 9-10, 2006**

Grammys won by a woman in a single night, she went home with just three trophies Wednesday.

She lost in all of the major categories she was nominated for, including record, song and album of the year.

Instead, U2 got all the Grammy glory, as the perennial favorites captured five Grammy

Carey replied, "I'm just in a really good, comfortable, happy place."

It was the second time U2 had won the prestigious award (the first was in 1988 for "The Joshua Tree"), marking their 20th Grammy award and their eighth for this album (it won three last year).

Carey won three Grammys in the pre-telecast ceremony, including best R&B album.

But the evening still seemed bittersweet for Carey, who had the year's best-selling album with "The Emancipation of Mimi" and its most popular song in "We Belong Together."

She was nominated for album

She went through a lot, and everybody knew it. She's come back on top."

The wins marked Carey's first Grammys since she was a fresh-faced ingenue in 1990, winning two awards that year, including for best new artist.

In the years that transpired, Carey has more than lived up to

comeback.

Besides losing album of the year to U2, Carey lost best female pop vocal performance to Kelly Clarkson's triumphant "Since U Been Gone," song of the year to U2 and record of the year to Green Day.

Clarkson also won the award for best pop album.

Lifted," and be for the piano People." His West, also wo best rap a Registration."

"I had no id West said in pulled a huge read "Thank

You, Your friends, 14 Clubs, and a Designated Driver.



That's right, Kappa Delta Golf Classic is back! Join us March 11th at Three Ridges Golf Course in Knoxville, TN, for fun that's up to par. Entry fee is \$275 for a team of four and includes all fees, t-shirt, and lunch. Register by February 13th. All proceeds benefit *Prevent Child Abuse America*. Contact Lee Ann Thompson at lthomp14@utk.edu or any Kappa Delta Sister. We look forward to seeing you on the green.

Prizes for 1st, 2nd and 3rd places, longest drive, and closest to the hole.

"It should not hurt to be a child"



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- Parking
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De Olde

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Exhibit 5: *The Daily Beacon* Ad
March 15, 2006

is perfect for the ultra-minime look, but remember not to overdo it. Too much lace can be

accented with lace are great and can be paired with Bermuda

Elena McFadden, sales associate at Serendipity, said

The sleek silk fabric adorned with blossom prints and beads

can be casual or dressy; it's all in what you pair the clothing

add that extra outfit without

Chaos ensues at Hall of Fame induction

THE ASSOCIATED PRESS

NEW YORK — Blondie was feuding, Black Sabbath's Ozzy Osbourne was charming and the Sex Pistols were absent — making for an eventful Rock and Roll Hall of Fame induction ceremony.

In its 21st year, the hall also welcomed jazz trumpeter Miles

Davis and Southern rockers Lynyrd Skynyrd, whose barroom standard "Free Bird" echoed off the walls of the stately grand ballroom in Manhattan's Waldorf-Astoria hotel as midnight arrived.

Blondie's induction was unusually ugly. The band reformed in 1999 behind leaders Deborah Harry and Chris Stein

but left out members Frank Infante, Nigel Harrison and Gary Valentine. Infante and Harrison sued unsuccessfully to rejoin.

They all stood onstage uncomfortably Monday before Infante pleaded with Harry to let the outcasts perform one more time with Blondie.

"Debbie, are we allowed?" Infante said.

She curtly refused, and Infante groaned loudly before leaving the stage. The now red-haired Harry seemed alternately crestfallen and angry as she performed the band's hits "Heart of Glass," "Rapture" and "Call Me."

"They wrote themselves out of the band history, as far as I'm concerned," Stein said later backstage. "They should have a little bit of honor. This is supposed to be rock 'n' roll. This is supposed to be friendly. This is like going through the trenches together."

Punk rockers the Sex Pistols had turned down their honor in a profane letter that compared

the hall to "urine in wine," true to the spirit of the lacerating lyrics in "God Save the Queen" and "Pretty Vacant."

Rolling Stone magazine founder Jann Wenner read the letter in its entirety, and invited the band to pick up their trophies at the rock hall in Cleveland.

"If they want to smash them into bits, they can do that, too," Wenner said.

All the animosity left Lynyrd Skynyrd guitarist Ed King bemused backstage.

"Oddly enough, while we usually have our squabbles, we were the one band tonight that seemed to get along OK," he said.

The induction clearly meant a lot to Osbourne, known to a new generation as an addled reality TV star, and his mates in Black Sabbath. The makers of riff-heavy rockers "Iron Man" and "War Pigs" had waited 10 years for their entrance, and during that time an angry Osbourne asked that Sabbath

no longer be considered.

Osbourne explained that was a defense mechanism: He didn't want to keep getting hurt when Sabbath didn't make the cut.

"It's an achievement," he said. "I'm really proud about it."

It was up to Metallica drummer Lars Ulrich to note the honor came "a decade or so late." Ulrich and Metallica guitarist James Hetfield offered heartfelt tributes and performed two Sabbath songs.

While touring with Osbourne in 1986, Ulrich said a young Metallica would play Sabbath songs in their soundcheck. Osbourne wondered if they were making fun of him and wanted to punch them out; Metallica was just hoping he'd join them to sing those songs.

"If there was no Black Sabbath, I could still possibly be a morning newspaper delivery boy," Ulrich said. "No fun."

Southern rockers Skynyrd, whose name was a deliberately misspelled "tribute" to a hated high-school teacher, made much

of its memory in a 1977 plane crash. Ronnie Van Zant and Steve Gaines.

"No one deserves more than Ronnie," said his widow, Nancy. "He would truly be missed."

Johnny Cash replaced his late wife, singer, joined the band's "Alabama," said his prideful state heritage that swiped for a film movie.

Kid Rock noted during his speech, not anyone out.

"This is a great write," he said over 25 members. There've been more than the YMC.

Davis, who and hip-hop stew, could be intimidating with his back. But that was conducting Herbie Hancock with him.

Hancock said when he struts the middle solos.

"Miles paid for it," he said, "and some notes that right. He didn't hear an intruder. He came up with

Congratulations to the Winners
of the Kappa Delta Golf Classic



Golf Classic Winners:

1st Place - Goldschlager

2nd Place - Sigma Chi

3rd Place - Cart Buddies
of Clarksville



Closest to the Hole
Robert Billings

Longest Drive (Men)
Chris Collins

Longest Drive (Women)
Katie Hill

A controversial 1956 mural hides behind wood
panelling in the UC ballroom.

In 1972, the mural was vandalized.

Since then, the student body has never seen it.

Exhibit 6: Kappa Delta Shamrock Event Stickers



Kappa Delta Sorority
Shamrock Project

Exhibit 7: Letter to Student Organizations



Kappa Delta

Alpha Epsilon Chapter
University of Tennessee

1531 West Cumberland Avenue
Knoxville, Tennessee 37996

Dear <Name of Student Organization>,

Kappa Delta's annual Shamrock Event, Golf Classic, is a golf tournament held on Saturday, March 11, 2006 at Three Ridges Golf Course in Knoxville, Tennessee. Golf Classic benefits Great Starts Nursery and Prevent Child Abuse America (PCAA). Most of the money raised – 80 percent – will stay here in the Knoxville community to fund the incredible work being done by Great Starts Nursery. The remaining 20 percent will go to PCAA. A Kappa Delta, the late Donna Stone, founded PCAA, which has been the leading advocate for preventing child abuse and neglect among our nation's children since 1972.

We are asking you to work with Kappa Delta to support Prevent Child Abuse America and Great Starts Nursery. There are several ways you can participate. The best way is for your organization to sponsor a team of four to play in the tournament. The cost is \$275 per team and includes all fees, lunch, and t-shirts for the players. The winners of 1st, 2nd, and 3rd place, longest drive, and closest to the hole will receive prizes. If your organization is unable to play in the tournament, you can sponsor a hole for \$150. We will also accept monetary donations.

Your registration form and fees are due by February 13th. Your KD representative is _____ and she will contact you to pick up your forms before the due date. You can also turn in your registration forms to Kappa Delta's mailbox in the Panhellenic Building. Please contact your KD representative or me with any questions. We look forward to working with you in the fight against child abuse.

Thank you,

Lee Ann Thompson
Shamrock Chair
Lthomp14@utk.edu
(901) 233-2344

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