

the CAMPAIGN for CAROLINA

CAMPAIGN ASSESSMENT *Executive Summary*



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



Campaign Assessment

EXECUTIVE SUMMARY

By almost every measure the Campaign for Carolina was an unabashed success. Throughout the campaign Carolina remained resilient in the face of local and global challenges. In November 2022, the campaign surpassed \$5 billion, making Carolina one of just six public universities and one of 16 universities nationally to pass this milestone.

That list includes three of our closest peers – UCLA, the University of Michigan, and Cal-Berkeley. Other peers are also raising comparable amounts: the University of Virginia is amid what will be a \$5 billion campaign, and the University of Florida recently announced that it has surpassed \$4.5 billion in its campaign, which also ends Dec. 31. With peers also producing strong fundraising results, Carolina will need to continue fundraising at current levels beyond the campaign.

STRATEGIES FOR SUCCESS

In the campaign plan, development leadership outlined three strategies to accelerate Carolina's fundraising performance:

1. increase focus on high-net worth individuals,
2. invest in fundraising infrastructure, and
3. optimize all aspects of Carolina fundraising.

To **increase the focus on high-net worth individuals**, the university reimaged the principal gifts office. (Principal gifts are defined as starting at \$5 million.) The prospect management process was streamlined, ensuring that a majority of the high-value prospects were in active management or appropriately disqualified. An emphasis on individual prospect strategy and close collaboration with schools and units meant that principal gifts were maximized. The investments in the principal gift program resulted in 157 donors giving \$5 million or more to the campaign.

Helping drive the principal gifts program has been a strengthened gift planning program, which allowed donors to maximize large, transformational commitments to the campaign. As a result, Carolina has increased its planned giving inventory by 300% with planned gifts making up over \$1 billion of the campaign total.

Prior to the start of the campaign, the university commissioned a comprehensive study from GG+A to assess campaign readiness. The assessment indicated that Carolina had to **invest in fundraising infrastructure** to unlock the vast potential of its donor base. After exploring multiple options, the decision was made to increase the endowment administrative fee by 20 basis points. This additional funding established

the OneCarolina Investment Fund (OCIF), enabling multiple investments throughout the campaign. Most notably, OCIF funding allowed schools and units to hire additional development professionals to support their fundraising efforts. In assessment interviews over the course of the last six months of the campaign, lead development officers (LDOs) indicated the program was one of the biggest successes of the campaign.

OCIF funding also provided targeted programmatic support such as the "Finish Strong" grant program, which was designed to ensure that every school and unit had resources to provide end-of-campaign stewardship to their donors.

In addition, there was increased investment in centralized services based within the University Development Office (UDO). Among the areas that grew as results of these investments were analytics, research, and marketing. As technology grew more sophisticated throughout the campaign, so did UDO's analytics program. Custom visualizations of everything from campaign forecasting to individual portfolios were developed. This analytics expansion extended to annual giving and the implementation of marketing automation and Salesforce, a cloud-based individualized marketing platform.

\$5,100,071,300

FINAL CAMPAIGN TOTAL ACTIVITY

Marketing and communications was identified as a significant need in campaign planning, and during the campaign it grew to a team of nearly 20 professionals designing creative, writing messaging and serving schools and units with their development marketing needs.

A pan-university commitment to growing staff and developing a unified approach to fundraising was crucial for the campaign to be successful. In addition to OCIF funding, UDO created the internal OneCarolina identity to help unify development professionals across campus, illuminate professional development and career opportunities, and provide an *esprit de corps*. As part of the development of OneCarolina, UDO launched two councils – Campaign Leadership Council (CLC) and Constituent Units Council (CUC) – providing LDOs a space to gather with their peers across campus for guidance, collaboration, and commiseration.

During the campaign, multiple projects were launched to **optimize all aspects of Carolina fundraising.**

The office of Prospect Management, Research, and Analysis (PMRA) undertook several of these initiatives such as Project Turn It Blue, which helped development officers operate at peak efficiency, providing an easy way to see how prospects in their

portfolios were moving through the gift cycle. Concurrently, Project Apex and Project B-Hive explored how our highest-level prospects and donors were being managed to ensure that every prospect with giving potential of \$1 million or greater was reviewed and evaluated for a campaign gift. The team has spearheaded a movement toward smaller, more targeted portfolios with the intention of keeping fundraisers focused on their top prospects.

This campaign saw the advent of a new prospect research system that placed ratings and wealth screenings on the greatest number of prospects. Rather than robust profiles for every prospect, this new system focused on placing conservative ratings on a maximum number of prospects and saved in-depth research for principal gift level prospects and at development officer request.

GiveUNC was launched during the campaign. The Carolina focused giving day brought in new donors and millions of dollars to the campaign and created an annual giving program that will outlast the Campaign for Carolina.

VOLUNTEER IMPACT

The development professionals across campus partnered with a dedicated volunteer corps to maximize the impact and reach of the campaign. At the top of

the structure is the three-phased Campaign Steering Committee. These 10 co-chairs played an essential role, working with development leadership to shape campaign strategy and execution.

The Chancellor's Philanthropic Council was a group of 143 volunteers from across campus helping to extend the reach of the campaign through events and donor engagement. Strategy committees provided guidance on specific affiliate groups and asset strategies.

Finally, most schools and units had volunteer boards and committees assisting with their campaign work.

CAMPAIGN PILLARS

The development of the campaign pillars, found on the back panel, emerged through an iterative process that began with deans and directors first being asked to think about potential campaign priorities.

Ultimately, a wide cross-section of stakeholders, including deans, directors, faculty members, donors, volunteers, and university leadership, contributed to the development of the campaign pillars.

SIGNATURE INITIATIVES

Signature Initiatives addressed key issues and multidisciplinary opportunities facing Carolina.

Carolina Edge, the broad-based scholarship fundraising initiative, was a big audacious goal. Carolina is very close to meeting that \$1 billion goal as of October 2022. While there has been great success here, Carolina Edge had several challenges along the way. Carolina was only able to offer limited matching opportunities to drive giving to scholarships. Peers like UVA and Michigan have had great success with scholarship fundraising by implementing matching programs. In addition, 40% of the goal was reliant on the Office of Scholarships and Student Aid (OSSA), which more than doubled its Carolina First campaign performance but lacked appropriate staffing and prospects proportional to its campaign goal.

The Institute for Convergent Science, later renamed Convergent Science, was another bold goal that ultimately proved to be successful once reframed to be more inclusive of the entire campus. Initially dependent on one school and funding for a building, significant progress towards this initiative was not made until the definition of convergent science was expanded beyond the institute and became more inclusive of the collaboration happening across the health sciences.

Arts Everywhere also had a large portion of its goal predicated on a new building, this time one for Ackland Art Museum. Without

state support or a lead gift for the Ackland building project, Arts Everywhere was left without a fundraising catalyst. Arts Everywhere also struggled from limited staff support working toward its nine-figure goal. To have a successful pan-university initiative, there needs to be at least one person who is driving the strategic work and fundraising behind the initiative.

A Global Mindset was arguably the most successful signature initiative. It was built on existing success, distributed fundraising across a wide variety of schools and units, pointed toward a general direction, and allowed schools and units a space to figure out how to get there.

PAN-UNIVERSITY FUNDRAISING

The successes and challenges associated with the Signature Initiatives have allowed several best practices to emerge when it comes to pan-university fundraising initiatives. This includes:

- a clear academic vision,
- a business plan for the initiative,
- identified fundraising opportunities,
- a realistic fundraising plan, and
- opportunities for pan-university school and unit participation.

In addition to these best practices, other universities have experienced success in this space when they have been willing to commit institutional resources and address issues around shared investments and benefits across multiple schools and units before an initiative launches.

STEWARDSHIP

As the Campaign for Carolina comes to an end, effective stewardship of campaign donors takes centerstage. The goal is to lay the foundation for future campaigns by ensuring donors feel appreciated and demonstrating the impact of their giving.

Campaign stewardship centers on three main components: special events, donor gifts, and impact reporting. Donors who gave more than \$475,000 were invited to the campaign closing celebration held in November, and all donors will be invited to the community celebration in April 2023.

The university will present gifts to donors of \$100,000 or more as a tangible symbol of gratitude. Donors of \$1 million or more will receive custom gifts crafted from fallen campus timber. Meanwhile, all six-figure-and-up donors will receive a 400-page impact book that tells the story of the campaign.

All donors of \$1,000 or more will receive a Carolina Stories magazine focused on campaign impact.

the CAMPAIGN for CAROLINA



The Campaign for Carolina was inspired by the *Blueprint for Next*, the university's overarching strategic framework to guide its growth and future direction. The Campaign for Carolina and its funding priorities will uphold UNC-Chapel Hill's historic role in service to the state and its people with a fundamental quality essential to Carolina's future success: a willingness to continually reinvent itself for all.

The university's willingness to grow and change while staying rooted in its public service mission informed and refined the campaign priorities.

THE NEW GRADUATE

TOTAL RAISED | \$1.83B

Students & the Educational Experience

Providing our students an exceptional educational experience will always remain central to our mission. We will:

- + Provide access to a great education and global experiences to ensure all outstanding students get the opportunities they deserve.
- + Provide innovative teaching and experiential learning to prepare students to take their place in a fast-changing world.
- + Create buildings and spaces that optimize student success in academics and athletics.

THE 21ST-CENTURY PROFESSORIATE

TOTAL RAISED | \$2.12B

Faculty & Scholarship

Our faculty's scholarship has advanced humankind for more than 200 years. To remain at the forefront, we will:

- + Recruit and retain world-class faculty and foster an environment that inspires their creativity, collaboration, and service to the state and beyond.
- + Target and support high-potential, high-reward research to grow our portfolio and extend its reach around the world.
- + Create buildings and spaces that optimize faculty success in teaching and multi-disciplinary research.
- + Build a 21st-century Professor of the Practice program to ensure that students learn from top professionals in their fields.



A CULTURE OF INNOVATION

TOTAL RAISED | \$2.59B

Innovation & Impact

Innovations made here change lives in North Carolina and around the world. We will:

- + Enhance our position as a preeminent translational research university to strengthen our impact in North Carolina and beyond.
- + Accelerate the pace of getting entrepreneurial ideas with commercial promise or social impact to markets and people in North Carolina and around the world.
- + Create buildings and spaces that foster innovation and multi-disciplinary solutions to global challenges.
- + Support and expand thought-provoking arts programming to strengthen creativity and critical thinking among students, faculty and community.

SIGNATURE INITIATIVES

TOTAL RAISED | \$2.B

Priority Multi-disciplinary Programs

Our signature initiatives will align our greatest strengths with our greatest potential for impact. From bringing together cross-disciplinary leaders to solve the world's most challenging problems to making the arts central to our campus ethos, we will move society forward to a brighter future for all kind.

The following Signature Initiatives have been announced:

- + Carolina Edge
- + Convergent Science
- + Arts Everywhere
- + A Global Mindset

Gifts may count under more than one pillar.

Unit Results

		Goal
ACK	48%	\$250M
ASD	139%	\$70M
ATHL	122%	\$500M
CAS	102%	\$750M
CCPS	123%	\$6M
CPA	126%	\$25M
EDU	76%	\$35M
ESOP	121%	\$175M
GOV	120%	\$50M
GRAD	119%	\$10M
GSGPH	144%	\$200M
HEALTH	141%	\$1B
HSJM	122%	\$75M
IE	101%	\$12M
KFBS	107%	\$400M
LAW	104%	\$75M
LIB	98%	\$50M
MCF	116%	\$75M
MPSC	113%	\$20M
NCBG	101%	\$30M
NRI	171%	\$3M
NURS	178%	\$22M
OSSA	60%	\$400M
SAFF	102%	\$15M
SILS	146%	\$20M
SSW	107%	\$23M

Signature Initiatives

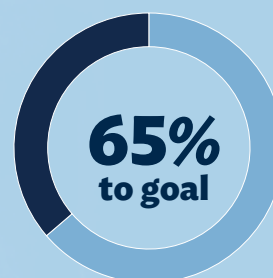
As of November 10, 2022



Carolina Edge: Scholarships
TOTAL RAISED | \$1.02B



Convergent Science
TOTAL RAISED | \$452M



Arts Everywhere
TOTAL RAISED | \$226M



A Global Mindset
TOTAL RAISED | \$517M

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