University Advancement 2017-2022 Strategic Plan

Unit Mission: The Division of University Advancement supports, encourages, and promotes East Carolina University’s academic mission by interacting with alumni, friends and the greater community. Our goal is to engage and connect these constituents with the university to garner support and secure resources that will enhance East Carolina’s unique place in higher education.

University Advancement works to ensure that the university’s philanthropic goals are met, transforming the lives of East Carolina’s students, the citizens of eastern North Carolina, the state and beyond.

Commitment 1: Maximize Student Success

University Goal 1.3: We will be a national leader as a “best value” in undergraduate and graduate educations while minimizing student debt.

Unit Objective 1: By 2022, we will raise 60% of our goal toward school-based merit and need-based scholarships (60% x $12M) as well as 60% of our goal toward Access scholarships (60% x $7M) to support efforts to enroll students from economically challenged families and ensure economic diversity in ECU’s student body.

Metric:
1. Number of annually funded and endowed scholarships raised in all colleges and for Access program

Action:
1. All fundraisers will carry scholarship prospects in their portfolios and set individual scholarship fundraising goals by continuously identifying and cultivating potential scholarship donors.

Unit Objective 2: By 2022, through active engagement of the Black Alumni Chapter and in partnership with the Division of Student Affairs, we will increase the endowment of the Laura Leary Scholarship by 25% and increase attendance at Black Alumni Chapter events by 25%.

Metric:
1. Total dollars raised for Leary Scholarship and total attendance at events.
**Action:**
1. Establish annual fundraising goals with BAC volunteer leadership; add a spring event to overall event offerings

**University Goal 1.5:** We will support the ECU Honors College and build it into one of the top programs nationally.

**Unit Objective 3:** By 2022, we will raise 60% of our campaign dollar goals for EC Scholars and programmatic Honors College needs (60% x $20M).

**Metric:**
1. Number of annually funded and endowed EC Scholars scholarships raised

**Action:**
1. All fundraisers will carry scholarship prospects in their portfolios and set individual scholarship fundraising goals by continuously identifying and cultivating potential scholarship donors.

**University Goal 1.4:** We will provide 25% of ECU graduates with a study abroad experience and increase scholarship opportunities to improve accessibility.

**Unit Objective 4:** By 2022, we will raise 60% of our campaign dollar goal (60% x $10.5M) for study abroad.

**Metric:**
1. Number of annually funded and endowed study abroad scholarships raised

**Action:**
1. All fundraisers will carry study abroad scholarship prospects in their portfolios and set individual scholarship fundraising goals by continuously identifying and cultivating potential scholarship donors.

**Commitment 2: Serve the Public**

**University Goal 2.3:** We will be a national leader in the integration of health sciences instructional, research, and clinical programs. We will expand the number of Brody School of Medicine graduates…continue to lead North Carolina in the number and the quality of nursing and allied health professional graduates.”

**Unit Objective 5:** By 2022, we will identify a lead donor for $40M in Brody SOM capital improvements.

**Metrics:**
1. Lead donor identified
2. Amount raised from lead donor toward overall $40M campaign goal
**Commitment 3: Lead Regional Transformation**

**University Goal 3.1:** We will grow ECU into the third-largest research institution in the UNC system by investing in our people, tools, and facilities. We will seek solutions to the challenges of our region, including health issues, coastal community resiliency, advanced manufacturing, and assisting the military.

**Unit Objective 6:** By 2022, we will raise 60% of our campaign dollar goals for faculty research funds (60% x $5M) and professorships (60% of $6.6M).

**Metric:**
1. Number of faculty research funds raised @ $125,000 each toward overall campaign goal of 40 and number of professorships raised toward overall campaign goal of 20.

**Actions:**
1. Complete hire (Foundation funds for this position have been allocated) of additional fundraising staff devoted to “center” and topic-based (e.g. Heart Institute) fundraising for Medical and Health Sciences foundation
2. Support development of “Research Fellows” across campus by:
   a. Developing and launching a new gift opportunity known as the “Research Fellow” to incent and reward faculty to test new ideas and lay the groundwork for more significant research and external funding
   b. Collaborating with division of administration and finance to establish university match for research fellows to create a total faculty reward of $10,000 per recipient ($5,000 from endowed fund and $5,000 from university match)
   c. Ensuring all fundraisers identify and cultivate research fellow prospects in their portfolios

**Unit Objective 7:** By 2022, and in collaboration with the Office for Research and Economic Development, we will identify corporate and foundation prospects for major 7-and 8-figure asks aligned with ECU research that addresses health, economic development and education disparities in our region.

**Metric:**
1. Submission of 7- and 8-figure ask to appropriate corporations and foundations

**Action:**
1. Conduct internal meetings to set ask strategy; write gift proposals
University Goal 3.7: We will enrich the quality of life for our students and our region through our strengths in the arts. We will collaborate with local and regional interests to develop a performing arts center.

Unit Objective 8: By 2022, we will identify a lead $10M+ donor for the performing arts center.

Metric:
1. Lead donor identified

Action:
1. Identify and cultivate prospects for 8-figure performing arts center gift during silent phase of campaign

Our Responsibilities

University Goal 4.2: We will launch the largest, university-wide comprehensive campaign in our history.

Unit Objective 9: By 2022, we will be actively managing the public phase of ECU’s comprehensive campaign.

Metric:
1. Increased annual, major gift, planned gift and corporate/foundation giving levels across all campus units on pace to reach $500M campaign goal by the end of the campaign’s public phase

Actions:
1. Continue to improve usability of on-line giving web site and adjust messaging to fit within campaign marketing plan and technology upgrades for higher ed. annual giving.
2. Transition annual giving messaging from a college/unit-based appeal to a causes-based appeal, bringing ECU’s annual giving strategy and messaging in-line with fundraising best practices for today’s donor mindset
3. Identify new, incremental major gift and planned gift donors through increased prospect coverage and portfolio management best practices
4. Manage the relationship with external campaign messaging consultant, 160 over 90, to create a broad-based, multi-channel messaging campaign in support of ECU’s rebranding and positioning on a national stage