The theme for University Advancement in fiscal year 2021-22 was “stick the landing,” with a primary emphasis on closing out the historic Think and Do the Extraordinary Campaign in style. The campaign celebration in October 2021 allowed our entire Wolfpack nation a chance to soak in the moment and reflect on this campaign’s tremendous impact on the transformation of NC State.

Only 12 other public universities in the United States have closed fundraising campaigns at $2 billion or higher. In all, more than 128,000 donors from around the world contributed to the effort, including 67,751 alumni — 29,759 of whom donated to the university for the first time. Notably, the campaign funded 1,333 new scholarships and fellowships and 104 new distinguished professorships.

Building on the momentum of the campaign, University Advancement began laying the foundation for continued success by increasing capacity, streamlining processes and focusing on excellence.

Among University Advancement’s top-level achievements:

- Successfully concluded the Think and Do the Extraordinary Campaign on Dec. 31, 2021, surpassing the original goal by more than $500 million.
- Effectively launched 10 new projects in the third year of a five-year Strategic Plan Road Map.
- Focused on organizational growth, including investing in an innovative cost-sharing model with colleges and units that has already led to the creation of 23 new front-line fundraising positions.
- Greatly elevated NC State’s brand and reputation through a wide range of communications and marketing efforts, including generating media coverage with a publicity value of $50+ million.
- Enhanced UA’s talent management efforts through best-in-class processes and professional development programming, boosting diversity and promoting the division’s positive, collaborative culture.

Strategic Plan Road Map

University Advancement launched a five-year Strategic Plan Road Map in 2018, creating a formal process for strengthening the organization as it works to elevate NC State to new levels of impact and success. Here are highlights of some of the new strategic projects launched in the past year:

- **Building a Culture of Student Philanthropy:** This group is working to foster a culture of philanthropy among students through an integrated model of student programming and student giving.
  - Creating a student philanthropy council and establishing partnerships with the Division of Academic and Student Affairs, New Student Programs and the Office of Student Leadership and Engagement to drive education, fundraising and stewardship efforts.
● **Engagement of High-Level Volunteers:** This group is beginning work on a toolkit for fundraisers to effectively engage high-level volunteers in philanthropic activities.
  - Developed an outline to guide development officers through conversations with prospective lead volunteers, such as college foundation board members.

● **Streamlining Scholarship Operations in Colleges/Units:** This group is developing universitywide best practices for scholarship operations to help development teams improve the efficiency, quality and consistency of scholarship administration across NC State.
  - Formed a workgroup with representatives from colleges and central units.
  - Conducted a scholarship survey of key development staff to assess processes and resourcing in scholarship administration.
  - Conducted interviews within colleges and units to identify themes, gaps and best practices.
  - Formed subcommittees to address three key areas:
    - Resource library/scholarship directory.
    - Formal training.
    - Resource needs.

● **Comprehensive Donor Relations and Stewardship Strategy:** This group is working to develop a universitywide plan for leading innovative and meaningful stewardship of donors at all levels.
  - Developing pilot programs to test the centralization of acknowledgements and scholarship reporting.
  - A second phase will focus on laying the groundwork for a Stewardship Center, which could be operational in three to five years.

● **Contemporary Philanthropic Engagement 2.0:** This group is working to create a cohesive universitywide strategy for contemporary philanthropic engagement (both in person and virtual) for NC State's large and diverse constituent base, with the goal of identifying new major gift donors.
  - Made 12 recommendations for improving engagement across the university.
  - One recommendation — the consolidation of Annual Giving and Alumni Engagement under one associate vice chancellor — has been adopted.

● **Effective Advancement Business Practices:** This group is bringing together key partners across NC State to find solutions to complex or inefficient business processes that are creating obstacles to engaging with alumni and raising philanthropic support.
  - Completed interviews with other UNC system schools to understand how nonfoundation gifts (Ledger 7) are handled.
  - Initiated conversations with the Office of Finance and Administration regarding the routing of university gifts.
  - Drafting a memorandum of understanding to allow foundations to accept gifts where the benefits are committed by the university. This will allow some gifts that previously had to go to the university to be accepted by an affiliated foundation.

● **Excellence in Research Communications:** This group is working to identify the tools required to create a world-class research communications hub at NC State.
  - Conducted an assessment of strengths and weaknesses in research communications, evaluated resources devoted to research communications at peer institutions and
identified the structure and strategy needed to create a world-class research communications hub at NC State.

- Identified opportunities for growth that would allow NC State to strengthen the brand and make progress toward strategic goals by better capitalizing on university research efforts.

**University Development**

University Development led fundraising efforts for the record-breaking $2.1 billion Think and Do the Extraordinary Campaign. Moving forward, the division has ramped up efforts to build capacity and transform fundraising efforts across the university. In the past year, University Development invested more than $2.4 million in shared development positions, resulting in 23 new front-line fundraising positions in NC State’s colleges and units.

Here are a few highlights of this year’s achievements in University Development:

- Day of Giving was a tremendous success, raising $23.1 million via 14,536 gifts from 10,802 donors. This universitywide collaboration, led by Annual Giving, attracted 1,859 new donors.
- Donor support pushed the university endowment’s total value to $1.95 billion by the end of the fiscal year June 30, more than tripling its size since 2012.
- Central Major Gifts partnered with gift officers across the university to raise $12.2 million against a stretch goal of $9.7 million.
- Corporate and Foundation Relations hired two new development officers with experience in corporate giving to enhance fundraising capacity in the coming year.

**Principal Gifts Program**

The Principal Gifts Program partnered with leadership, campus partners, stewardship and communications to maximize fundraising in the final year of the Think and Do the Extraordinary Campaign. After the campaign, the program shifted its focus to campaign gifts of $5 million or more. A new project, the principal gifts donor profile, defines the attributes of a principal gift donor at NC State to assist in identifying future donors.

Some of the program’s achievements from the past year include:

- Gifts of $5 million or more accounted for one-third of the $2.1 billion campaign total.
- Secured $17 million from three gifts of $5 million or more.
- Of the top 30 gifts in FY22, Principal Gifts assisted with nine, totaling $20 million.
- The chancellor conducted 24 donor meetings and raised $12.4 million in gifts from eight proposals closed.
- The vice chancellor conducted 42 donor meetings and raised $16.6 million in gifts from 15 proposals closed.
- The assistant vice chancellor conducted 105 donor meetings and raised $9 million in gifts from 20 proposals closed.
- Other staff raised $16 million in gifts from 13 proposals closed.
- Implemented summer partner meetings with college/unit advancement teams to discuss the program’s support structure and services, and to review key prospects.
- Gathered five of NC State’s top donors together for an intimate conversation about their philanthropy with university leadership.
- Led 55 strategy conversations with college partners.
● Supported comprehensive campus visits for two commencement speakers: Mark Templeton and Mohammad Mansour.
● Supported 12 remote meetings between the chancellor and top volunteers/donors.

Alumni Relations
Once again, staff in Alumni Relations met or exceeded every strategic goal this year, especially for engagement and financial management. The unit also played a key role in supporting both the Think and Do the Extraordinary Campaign and Day of Giving.

Below are just a few highlights from the past year:

● Grew membership in all categories and delivered increased affinity partner revenue.
● Provided exceptional career services, especially during the pandemic.
● Expanded engagement using all communications channels. Delivered virtual programming as well as in-person events.
● Completed an 11-stop, coast-to-coast gratitude tour with Chancellor Randy Woodson and Vice Chancellor Brian Sischo to thank donors for their incredible support during the campaign.
● Delivered enhanced marketing and communications to better promote the Alumni Association and the university brand, including the launch of an alumni magazine website.
● Continued careful stewardship of the Caldwell Fellows program, and worked closely with central and college development professionals to increase endowment support. Increased the annual program award by $1,000. Raised over $1 million for the Caldwell Fellows during Day of Giving.
● Provided over $1 million in financial aid to 150 students, including 75 Caldwell Fellows.
● Partnered with Mitchell Casteel to provide enhanced event management and catering support at the Park Alumni Center.
● Delivered a budget surplus for the 12th consecutive year. Quasi-endowment value is currently at more than $12 million.

Advancement Services
Advancement Services had a remarkably busy and successful year, supporting fundraising efforts across the university through records management, donor services, prospect development, training and IT management. As NC State completed the historic Think and Do the Extraordinary Campaign, the team processed more than 68,000 gifts and pledges, approved 63 naming opportunities, sent nearly 4,000 endowment reports, updated more than 360,000 donor records and conducted more than 100 hours of training during the past year.

Here are a few highlights of this year’s achievements in Advancement Services:

● Launched a comprehensive major gifts portfolio review process to assess capacity, assignments, proposal yield and qualification efforts. Conducted 25 reviews in the first year.
● Implemented a Matching Gift Portal to track outstanding matching claims and to proactively solicit donors who work for matching-gift companies to submit claim forms.
● Launched EverTrue Career Moves, delivering vetted LinkedIn career changes quarterly.
● Launched a self-service reporting dashboard to more easily provide Day of Giving statistics and donor lists to colleges and units.
● Established new coding mechanisms for Park and Caldwell parents, DEI funds and Wolfpack Women in Philanthropy donors, to provide consistent reporting for these initiatives.
Rewrote all reporting and counting regarding Wolfpack Club data, giving UA the most accurate numbers to date, now including totals (not individual transactions) in Advance.

Partnered with University Development and Prospect Research to create a descriptive dataset that helps define patterns of giving and activity within high-value donor groups.

Added Apple Pay and Google Pay to giving forms. In four months, over 500 gifts have been received via these payment methods.

Published a distinguished professorship dashboard for development officers and other leaders.

Began implementation of DocuSign CLM, which will streamline the submission, negotiation and approval of gift agreements beginning in the fall.

Launched the UA Data and Technology Governance Committee, updated the data sharing procedures and technology approval process, and began developing a data glossary.

Established a data feed from Anthology (an event registration platform) to automatically load event invites and registrations into Advance.

Launched a gift agreement clause library to provide standardized, approved gift agreement language for common fund purposes.

Reduced gift processing modifications by 25.9%.

Reorganized the Advancement Information and Technology department by bringing the Application Services team from OIT into Advancement Services.

Launched two new training initiatives: LAG Training and Our Diverse Pack.

Formally launched the CRM evaluation process. Conducted over 20 interview sessions with 150-plus participants, yielding over 875 requirements.

Designed a new Learning Center to highlight and better organize training resources.

Moved the OIT-embedded technician to full time, providing desktop support to all of University Advancement.

Launched the Scalefunder crowdfunding platform and VanillaSoft for LAG.

Creation of Gifts, Grants, and Contracts support documentation to assist fundraisers in determining funding type.

Launched the Acoustic marketing automation platform and Blackbaud Volunteer Management tool.

**Talent Management**

Through the second year of the pandemic and a transition to hybrid work, Talent Management remained focused on recruiting and hiring exceptional professionals to join the University Advancement team. Talent Management expanded its search services with new staff, increased the diversity reflected in its candidate pools and continued to promote the organization’s positive, collaborative culture through best-in-class processes and professional development programming.

Here are a few highlights of this year’s achievements in Talent Management:

- Successfully completed searches to fill 23 positions. Of these new hires, 15 were outside candidates and eight were internal candidates. Effectively and seamlessly began the process of shifting the recruitment process from virtual to hybrid.
- Created a partnership with Generous Change to deliver targeted professional development and wellness programs for all University Advancement staff. Sessions addressed burnout and time management. Nearly 70% of UA staff members participated in at least one of the sessions offered.
- Expanded the Talent Management team, significantly increasing capacity in recruitment and professional development.
- Facilitated Center for Creative Leadership programs as well as Plus Delta training workshops, including programs for managers and front-line fundraisers.
- Partnered with Advancement Services to deliver monthly training and professional development programs.
- Promoted professional development resources, including conferences and webinars targeted across all career bands and departments.

**University Communications and Marketing**

Fiscal year 2021-22 has been one of transition, growth and productivity for University Communications and Marketing, and was quite possibly the most impactful year ever for the department across its units of Marketing, University Communications, University Special Events, Development Communications and Stewardship, and Strategic Brand Management. Together, these five teamwork-oriented units greatly elevated the brand and reputation of NC State as well as the effectiveness of their partners across the university. In response to the year’s unique challenges and opportunities, the UCOMM team stepped up to drive University Advancement and NC State to new levels of accomplishment and success.

Here are a few highlights of this year’s achievements in University Communications and Marketing:

- Created the print/digital Chancellor's 10-Year Report, highlighting NC State’s progress and accomplishments over the past decade.
- Created and executed a communications and outreach strategy for the Engineering North Carolina’s Future initiative that included key messages, media relations, opinion pieces, advertisements, peer-influencer content, Web assets, social media campaigns and additional strategies to reach key constituents, including legislators.
- ncsu.edu and news.ncsu.edu saw 10.6 million pageviews, 7.3 million sessions and 4.1 million users, remaining a critical front door and brand driver for NC State.
- Completed a major effort to refresh the new enterprise ncsu.edu website to further elevate NC State’s brand, resulting in a 35% increase in users.
- Created and launched two new institutional 30-second commercials that together tell a complete story. Released versions for formats ranging from national television spots to social media prerolls.
- University Special Events averaged one event per week, ensuring that approximately 7,000-plus registered guests experienced strategic, branded events.
- Grew NC State’s Social Media Hub presence to 1.2 million fans/followers across Facebook, Twitter, Instagram and LinkedIn accounts, generating more than 105 million impressions and 2.4 million engagements over the year. Average daily impressions averaged 390,740.
- Strategically drove NC State’s best year ever in terms of trademark licensing royalties, generating more than $2 million to support scholarships. Improved NC State’s rank for this metric from 40th to 27th among top universities.
- Placed and tracked more than 40,000 brand-lifting media mentions that generated a total publicity value of $50.5 million (up from $27.9 million last year), including major placements in the *New York Times*, *Washington Post*, *Wall Street Journal* and many other media outlets.
- Launched a new Bulletin site with enhanced curated content from across the university, elevating NC State’s brand with internal and external constituents.
- Created and executed a university-wide communications plan to reach donors at all levels with on-brand messaging about the impact of the Think and Do the Extraordinary Campaign. Included utilizing *NC State* magazine to deliver news about the campaign’s impact.
- Produced a campaign film that won a CASE Circle of Excellence Gold Award.
● Developed and executed a multitier, universitywide stewardship plan for celebrating and acknowledging donors at all levels over the course of three phases. Worked with the Facilities division to create a commemorative Belltower coin to recognize donors at top giving levels.
● Led the activities of Red and White Week, from the Chancellor’s Fall Address to the Campaign Celebration and everything in between. From videos to social media and advertising strategies to web and in-person events, UCOMM ensured a very successful week, including the Red and White Night Campaign celebration event that hosted nearly 1,000 guests.
● Managed a successful Pack Appreciation Day serving all colleges and units. The effort was recognized with a CASE Circle of Excellence Silver Award.
● University Communications planned and led 28 communications training sessions (up from 19 last year) that served over 500 campus participants (up from 111 last year). Launched a crisis communications training module in spring 2022.
● UCOMM continued its multiyear effort to elevate a campus culture of diversity and inclusion by incorporating these values in content and visual storytelling across university channels. Developed an inclusive language guide to be shared with university communicators.
● Continually updated the Protect the Pack site — including the COVID-19 dashboard — which garnered 804,241 pageviews by 260,934 users.