

# The Difference A Dollar Makes

When it comes to soliciting private money, some UNC departments flourish and some flounder.

## Higher Education Sees Cash Flows Swell

By WARREN WILSON  
Staff Writer

During the past decade, the role of raising funds in higher education has become an increasingly focused effort to reach record-breaking benchmarks.

In December, Harvard University upped the ante when it ended a \$2.1 billion fund-raising campaign with \$2.7 billion — the largest college drive ever completed.

While college fund raising is nothing new, capital campaigns of such magnitude, like UNC's \$1 billion effort slated to begin in 2001, are a fairly recent phenomenon, said Bill Sublette, director for development communications at the University of Virginia, which completed a \$1 billion campaign last year. "(U.Va.) had received major gifts before 1975, but our (fund-raising) efforts really became organized in the late '70s and early '80s," Sublette said. "Our first campaign raised \$90 million. You can see how the scope has changed."

In the wake of decreased funding from state governments — Virginia only funds 14 percent of U.Va.'s budget, down from 27 percent in 1990 — state schools especially have been forced to attract more income from private sources.

"Tuition is not a major source of new revenue," Sublette said. "To move ahead, private support is one area where we

can increase new funding."

Bolstering schools' endowments is the most important priority in most campaigns, said Paul Blevins, senior vice president of Cargill Associates Inc., a fund-raising consulting firm.

"I've heard someone say that there will be two kinds of colleges in the 21st century — endowed colleges and former colleges," he said. "Most of (the donations) go to endowments, reserved for academic chairs, scholarships, technology, library resources. You don't see that many buildings being built now."

Increasing financial aid also has become an element for most of the campaigns.

"The effort to increase (college) availability to as many students as possible has become much more important in the past 20 years," said Will Melton, vice president of external affairs at Middlebury College, where \$35 million of its \$200 million Bicentennial Campaign is reserved for financial aid.

To meet these new challenges, University development and fund-raising offices have changed the way they work — increasing staffs and eliminating competition between departments for the same dollars.

Peter Vaughn, director of development communications at Duke University, said one feature that made Duke's current campaign differ from past drives was increased cooperation

between the school's departments.

"When we say the Campaign for Duke, we mean the Campaign for Duke, because it hasn't been that way in the past," Vaughn said. "We're trying very hard to have a unified campaign (as opposed to) the last major campaign, (which) was for Arts and Sciences."

Centralizing university efforts requires an organized message for prospective donors. "Colleges have worked better on getting their case and mission out and improved their public relations," Blevins said.

Fortunately for universities, alumni are answering the call to contribute, said Andrew Tiedemann, Harvard's director for development communications.

"I think there is a general recognition that colleges are important; they are expensive," Tiedemann said.

Tiedemann said Harvard asked every alumnus to contribute what he or she could, and 75 percent of Harvard graduates did so during the school's last campaign.

"We appreciate and respect a \$50 gift as much as a \$5,000 gift," he said.

Jim Lanier, vice president for institutional advancement at East Carolina University, said research at larger institutions was another growing cost but was one that usually generated more fund-raising interest.

"We've been working with a number of corporations on our distance learning and telemedicine programs," he said. "They see contributions as a good investment, since we are working on things that could have long-term commercial benefit."

But as colleges across the nation collect ever-larger sums, there is no guarantee that rising costs will not outpace gifts.

"Our gift totals are going up significantly every year," Lanier said. "Are we happy about that? Yes. Does it help? Yes. Is it ever as much as our faculty need? No."

The Special Assignments Editor can be reached at [dth@unc.edu](mailto:dth@unc.edu).

### Top of the Money Pile

Universities across the country have launched fund-raising campaigns, some reaching record-breaking totals during the past few years.

School	Amount Raised	Completion
Harvard University	\$2.7 billion	1999
Yale University	\$1.7 billion	1997
Duke University	\$1.5 billion	in 2003
UNC-Greensboro	\$55 million	1999
University of Virginia	\$1 billion	1999
University of Michigan	\$1.37 billion	1997
Penn. State University	\$1 billion	in 2003

SOURCE: NEWS REPORTS

## Smaller Departments Struggle for Money ...

By CHRIS HOSTETLER  
Staff Writer

As academic departments across campus seek private funding through mass campaigns, Dr. Lawrence Kessler, chairman of the curriculum in Asian studies, said he gave little thought to fund-raising efforts.

And it's not because his department has all the money it would like.

In fact, Kessler said, he would like Asian studies to sponsor film series, guest speakers, study abroad programs, research trips and publicity brochures.

But first the department needed to raise money, Kessler said. The problem was staffing — the department does not have someone with the time to run a fund-raising campaign, he said.

"We have so little, and we try the best we can, but we just don't have the funding to help students and faculty," he said.

Kessler's department is one of many at the University that have trouble raising funds for a variety of reasons, said Speed Hallman, director of development communications.

"I think some departments have more alumni than others," he said. "Some departments have alumni with more money to give. Some departments have been (raising money) longer."

The University helps individual departments find donors, Hallman said.

Raymond Farrow was hired a year and a half ago as development director for international studies to raise money for all international programs at UNC.

Farrow said a lack of money was affecting all the international studies departments in one way or another.

About one-third of international studies majors do not study abroad, he said. Many of them simply cannot afford it.

"Faculty have been concerned about graduating students who haven't been abroad," he said.

The Study Abroad Office itself is uncomfortably stuffed into the Caldwell Hall basement. The office library and the couch were moved to the hallway to

make room for a new employee.

The conditions have the staff joking about space-saving ideas like placing folding tables outside, sitting on file cabinets and building loftable desks.

But even larger programs at UNC could benefit from more private money.

Chemistry Professor Joe Templeton represents his department to the Office of University Development, telling them what his department needs for research projects, teaching and scholarships.

Although the Department of Chemistry does not struggle to find money, it could use more, Templeton

said. "If you could give me a multimillion dollars, I could renovate Kenan (Labs)," he said.

Templeton said many of the doors in Venable Hall, where the chemistry department is housed, were hard to open because the knobs did not work well. But it is hard to get a potential donor excited about replacing doorknobs, he said.

The Department of Art also struggles to raise money for infrastructure.

The Music Library's basement was condemned in 1995 by the N.C. Department of Insurance. Water pipes hang at chest-level, and each heavy rain-

storm threatens to cause mold. But students still use the library.

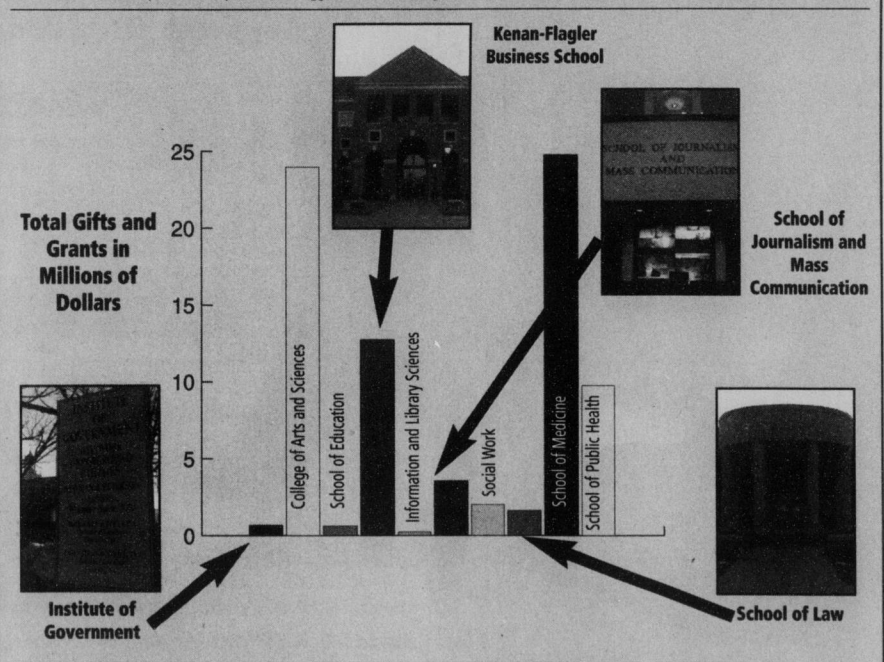
Music Librarian Dan Zager said he could not move the materials until he had enough money for a new building.

Although fund raising has proven to be a difficult chore for resource-strapped departments at UNC, it remains an important factor in the department's quality, Templeton said. "I think the more money you raise, the higher your national rank."

The Special Assignments Editor can be reached at [dth@unc.edu](mailto:dth@unc.edu).

### The Dollar Discrepancies Across Campus

Some UNC departments have perfected the art of securing private donations, the benefits of which are evident in the plush surroundings of certain schools on campus. Other departments struggle with fund-raising efforts and rely more heavily on the University's full-time fund-raisers.



### FUND RAISING

From Page 3

prospects, both the Arts and Sciences Foundation and the Office of University Development offer fund-raising training for faculty chairmen and program directors. "(Faculty) are key in this process because they are who inspired people when they were here and they still have relationships," Crowell said.

Provost Dick Richardson said that in the future, all department chairmen might be required to raise funds. "It's going to become an important part of all administration jobs," he said. "Deans

used to not have to raise funds. But fund raising is now an important part of their job."

Tyson foresees a larger role in fund raising for faculty, too. "Fund raising is a pedagogical enterprise," Tyson said. "Many faculty members would be surprised that some of their expertise in their teaching and in their research would be related to fund raising."

#### Coordinating the Troops

As more people become involved in fund raising, coordinating efforts across campus becomes necessary.

Though some universities centralize their efforts, UNC combines the use of a

central development office with individual fund-raisers.

The central office assists the individual units with their annual funds through the Phonathon, researching donors and producing direct mailings, said Gardner, director of development at the School of Dentistry.

Cross emphasized the central office's ability to manage large pools of alumni. "(The College of) Arts and Sciences has almost half of the University alumni," he said. "We cannot do our jobs without cooperating with each other."

Communication and coordination are the tenets of operation at development office, Crowell said.

"People out there see us as one university," she said. "They don't expect five people knocking on their door asking for money and not knowing the other one was there."

Though a centralized system could simplify fund-raising operations, most officials recognize the importance of the individual school fund-raisers. "We can concentrate on our alumni," Gardner said.

"I'm not a dentist, but I know what's going on in my school and the concerns of my alumni."

The Special Assignments Editor can be reached at [dth@unc.edu](mailto:dth@unc.edu).

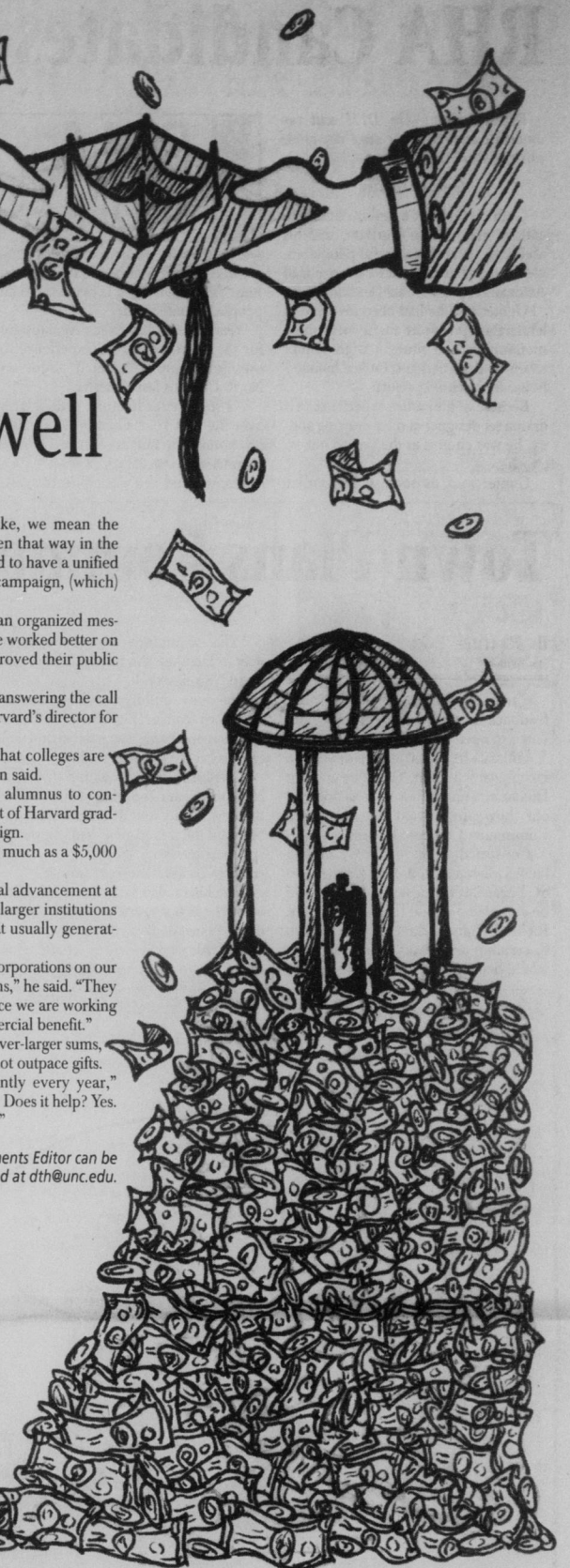


ILLUSTRATION BY DAVID TOWNES

## ... While UNC's Big Boys Bank on Donation Dollars

By GEOFFREY M. GRAYBEAL  
Staff Writer

Tucked in a corner of Carroll Hall, Dean Richard Cole's face sits embedded in bronze.

A plaque outside the suite of the dean of the UNC School of Journalism and Mass Communication serves as a tribute to Cole's efforts in making the school's dreams of moving to a first-class facility a reality.

Cole, who said he spent at least a quarter of his time soliciting private and corporate funds, was key in securing \$4.2 million — almost half of the money used to renovate Carroll Hall — during a timespan of 10 years.

After one semester in its new home, the school stands out as the latest symbol of fund-raising success on the UNC campus — with four wide television screens, glass trophy cases, wooden columns and quotations spelled out on the walls. And that's just the lobby.

At a state-funded University strapped for cash in the wake of Hurricane Floyd and recent snowstorms, such surroundings can only be made possible through private and corporate donations.

"Fund raising is exceedingly important to our school because the state budget is just too small," Cole said. "No way could it provide what we need."

Although some departments struggle with fund raising, Cole said there was no secret to his department's success.

The School of Journalism and Mass Communication Foundation of North Carolina Inc. was established in 1949 as one of the first fund-raising organizations for a specific department on campus.

The school has more than 7,000 alumni contributors, as well as major media foundations and newspapers that contribute.

Cole said his next focus for the school was unrestricted funds, which he said

were the hardest donations to solicit. "Private money is crucial, not only for our school but for the entire University," he said.

On another part of campus, new couches, fine coffee tables and logs burning in fireplaces on both ends of an outdoor balcony surround students in the Morehead Lounge, a noticeably plush part of the newly opened James M. Johnston Center for Undergraduate Excellence.

Located in Graham Memorial, the Johnston Center was made possible entirely through donations solicited by volunteers in the Honors Program.

Across campus stands a monument to the amenities that fund-raising efforts bring to UNC's academic climate.

The Kenan-Flagler Business School sits alone atop a hill adjacent to the Smith Center.

There are 17 pages of executives, chairmen, senior managers and other alumni listed in the school's Honor Roll of Donors for the past fiscal year, which is published in the business school's quarterly publication.

"Kenan-Flagler depends on contributions from our alumni and friends to support special projects that keep the school on the cutting-edge of business education," stated the school's Web site. The School of Public Health, established in 1940, only initiated its annual collection drive in 1996.

Only about 30 percent of the School of Public Health's estimated \$55 million annual budget comes from state funding, said Loyalty Fund Director Martha Monnett.

The school's Loyalty Fund raised \$4.8 million in donations last year, half from its 2,000 alumni and friends and the remainder from corporations.

The Special Assignments Editor can be reached at [dth@unc.edu](mailto:dth@unc.edu).