



UNF UNIVERSITY *of*
NORTH FLORIDA.

Campaign Feasibility Study

Report Summary to Institutional Leadership

June 2006

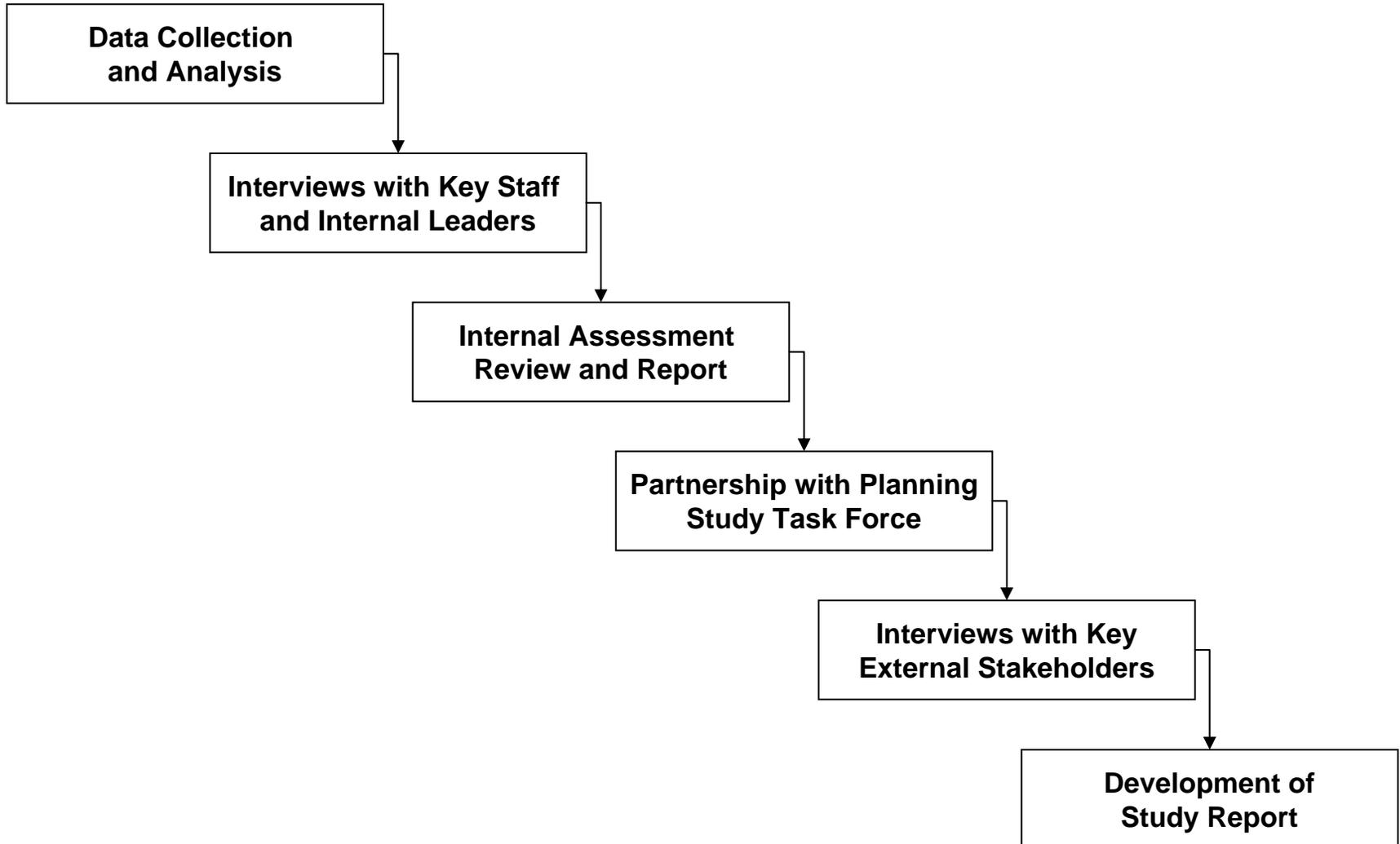
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CAMPAIGN FEASIBILITY STUDY METHODOLOGY



KEY FUND-RAISING SUCCESS FACTORS

CONFIDENCE

Prospective donors and campaign leaders must have confidence in UNF and its programs, plans, and leadership.

CASE

The case for giving must demonstrate that UNF has an important and compelling vision and that its fundraising needs are valid and urgent.

LEADERSHIP

UNF must be able to attract leaders for the campaign who are able and willing to make significant gifts and influence others to do so.

PROSPECTS

UNF's donors and prospective donors must have the interest and capacity to give the size and number of gifts required for a comprehensive and sizable campaign in the range tested of \$75 million.

READINESS

UNF's advancement programs must be capable of supporting a major campaign.

ENVIRONMENT

The fundraising environment and prospective donors' perceptions of it must be acceptable. Important environment factors include the economy, tax law, philanthropic trends, and competition.

MAJOR RECOMMENDATION

- ◆ The University of North Florida should proceed with its plans for its next endowment-focused campaign as a phased approach building from President Delaney's aspiration to build the endowment to and beyond the \$100 million mark.
- ◆ The University should anticipate a six- to seven-year timeframe for the campaign beginning with the 2006–2007 fiscal year.
- ◆ Given the strategies to achieve and surpass this benchmark appropriately and collectively include growth in the level of private support, earnings on endowment principal over time, and State matching funds, the University can also afford to set the campaign bar higher than the overall target for both endowment and enhancement gifts tested in the study of \$75 million.

RELATED AND SPECIFIC RECOMMENDATIONS

- ◆ Continue work to develop and implement a strategic agenda for President Delaney as the University's Chief Fundraising Officer.
- ◆ Redefine the draft campaign case in the form of a vision statement, related and supporting philanthropic priorities and key messages.
- ◆ Seriously consider the benefits and implications of a more aggressive and systematic institution-wide approach to community partnerships and community engagement.
- ◆ Implement a comprehensive prospect development program in response to the overall campaign gift table and to individual campaign funding priorities.
- ◆ Develop greater institutional capacity among academic and programmatic leaders for an even more significant role in fundraising.

RELATED AND SPECIFIC RECOMMENDATIONS

- ◆ Address remaining infrastructure requirements outlined in last year's Institutional Advancement campaign readiness assessment and in the recent annual giving program review.
- ◆ Consider additional strategic investment in select staff additions.
- ◆ Document and expand the inventory of organized cultivation and communications efforts directed at existing and "emerging" prospects.
- ◆ Achieve even closer alignment and integration among the various programs and staff within Institutional Advancement in light of the campaign and its goals and requirements.