October 2012

Dear JCSU Family and Friends,

The Division of Institutional Advancement (IA) has primary responsibility for cultivating and managing the University’s relationships with external constituents to facilitate understanding and foster support for our mission-in-vision. At JCSU, IA includes alumni relations, career services, communications and marketing, as well as development. These departments combine to build strong bonds with our alumni and friends, media members, corporations and philanthropic organizations. While each of these functions is important and plays a key role in advancing the University, this newsletter focuses specifically on development and the University’s comprehensive campaign.

With a mission of raising private funds to support the institution’s vision, development is a core function of IA. Development is about nurturing life-long, mutually beneficial relationships with alumni, parents, friends, businesses, nonprofits and organizations. As part of our overall advancement efforts, the University development team at Johnson C. Smith University forges such partnerships with business leaders, civic organizations, foundations and others who support the mission of higher education. We value these partnerships and strive to be the best steward of the gifts they bestow upon us.

The development work that we do in IA is not just about fundraising events. Our ultimate purpose focuses on the dreams and passions of our students. We are honored that these students have chosen JCSU, and we will do whatever it takes to help them succeed while they are here and after they graduate. Whether we are building a state-of-the-art science center so that we can continue to graduate record numbers of students in computer and information sciences, supporting those who have emancipated from the foster care system, or providing much needed scholarships for our students to close the gap in their financial aid package, our success as a University is measured in terms of our students’ unique accomplishments as they overcome hurdles. These students serve as constant reminders of why we work so diligently to advance the mission and vision of JCSU as Charlotte’s independent new urban University.

Our current comprehensive campaign, “Tomorrow Is What We Make It,” will help provide the funding to push the boundaries of our growing edge. This fundraising campaign is built upon our reputation today as an inclusive and socially conscious community that provides a transformative educational experience. It is grounded in our desire to offer rigorous, relevant academic programs that combine liberal arts within a cutting-edge, applied research environment. It will lead us to graduate students who will become agents of change in the 21st Century. This is what we mean by “independent new urban University.”

Since launching the comprehensive campaign in 2010, we have achieved major milestones that are moving us closer to our goal of raising $150 million by 2016. I am grateful to our friends who have provided the initial support and lead gifts to the campaign. The steps we have taken so far include:

- Raising more than half of our $150 million goal;
- A highly qualified University development staff, campaign chairs and honorary chairs at work;
- And my tours of nine key cities with our staff and National Alumni Association president to personally deliver the message regarding University accomplishments and campaign priorities.

Now is our opportunity to capitalize on the momentum that will propel JCSU from a traditional model to a transformative mission-in-vision, one that meets the needs of current and future students in our changing society. I invite you to learn more about the campaign in this newsletter and consider becoming a partner in this defining moment in the life of Johnson C. Smith University.

Ronald L. Carter, Ph.D.
Mission: The success of a comprehensive campaign for any institution starts with a mission and vision. In the beginning and in the end, you need to be able to articulate what problem you are solving, what value you are adding and why your organization is worthy of someone’s philanthropic dollar. Every college and university needs a compelling mission in order to raise annual dollars; you need an inspiring vision to justify the kind of energy, activities and resources needed in a comprehensive campaign.

Articulation of that vision: The president and the board leadership are charged with articulating the vision for a university in a way that inspires everyone to want to be part of that vision. In truth, every person who works for the University plays an important role in helping articulate that vision. Once a vision has been developed and campaign priorities established, every member of the faculty and staff should understand how their particular area of expertise fits into the overall vision.

Understand your donors: Why do your donors give to your University? Who else SHOULD be giving to the University, but has not yet been invited? Understanding the relationships people have with your institution will help determine how to strengthen their motivation in investing in your success.

Planning and execution: Campaigns require intense planning and precise execution. Planning takes time and execution takes resources. Prospects have to be identified, engaged, listened to and their needs matched up to the organization’s priorities – all before they are solicited. Good campaign planning includes preparing for at least half the people you solicit to say no (or at the very least to give you half of what you asked). All the information you learn about any potential donor has to be guarded with absolute confidentiality. The most important donor to your organization is the one you are talking to at that moment. Every person deserves the highest professionalism and respect – not just because it’s the RIGHT way to treat people, but also because it’s the smart thing to do. You never know when that $5 donor may turn out to be your $5 million donor.

Stewardship: When someone gives to your University, it is important that the gift is handled efficiently and confidentially. Gift acknowledgements need to be accurate and prompt. Donors need to have an opportunity to see firsthand the impact of their investment.

Celebrate! It’s important to celebrate success. The positive work of a campaign sets the foundation for the next one.

Kristin Hills Bradberry has worked in philanthropy for the last 25 years, predominantly in higher education and the arts. She was the Vice President for College Relations for her alma mater, Davidson College, from 2000-2005 leading their $250 million campaign. She then served as the campaign director for the Arts and Science Council $83 million endowment campaign to support the new and renovated cultural facilities in Charlotte. She currently works as an advisor for nonprofits on fundraising strategy and for philanthropists on meaningful and strategic giving.
Johnson C. Smith University’s path to excellence is not possible without the significant financial support it receives from individual donors, foundations and corporations that believe in our mission. As the University continues along this journey, we are building upon a solid foundation of strategic fundraising to enable JCSU to become one of the nation’s best independent new urban universities.

The following contributions represent lead gifts received to date during the campaign:

**The Duke Endowment**
In October 2009, JCSU received a $5.7 million grant from The Duke Endowment to support the launch of Metropolitan College and help fund the Center for Applied Leadership and Community Development. It also bolstered the University’s efforts to increase admissions standards.

To show support for the University’s radical transformation, The Duke Endowment announced a grant of $35 million, the largest gift in University history, and one of the largest gifts ever awarded to a Historically Black College or University. JCSU has strategically allocated the use of the $35 million grant. With this latest contribution in October 2011, The Duke Endowment has awarded JCSU close to $50 million so far during this campaign.

**The Arthur Vining Davis Foundations**
These foundations awarded JCSU $250,000 as part of a program to help improve colleges that provide opportunities for traditionally underserved students. The money is being used to develop an academic minor in leadership through JCSU’s Center for Applied Leadership and Community Development, as well as to expand the Center’s programs.

**The William T. Morris Foundation**
The foundation supports the arts, education, health care and quality-of-life issues, and has awarded JCSU $300,000 to support scholarships for academically deserving undergraduates with financial need.

**Andrew Mellon Foundation**
In 2009, the University was awarded $294,000 to be used over a three-year period starting in 2010 to assist with the launch of the visual and performing arts program at JCSU. This grant helped provide seed funds for the development of the Arts Factory.

**The Belk Foundation**
JCSU was awarded a $500,000 grant from The Belk Foundation to enhance its Belk Retail Management Endowed Scholars Program. The grant funded an endowment that provides annual scholarships for students majoring in business who show an interest in retail management or marketing. In addition to the scholarships, a partnership with Belk, Inc. matched Belk Scholars with a Belk employee mentor in Belk’s Black Employee Research Group and includes the scholars in professional development opportunities exclusive to Belk.

**Coca-Cola Bottling Co. Consolidated**
Coca-Cola Bottling Co. Consolidated, gave $300,000 to support first-generation college students and to renovate the Jane. M. Smith Memorial Church at JCSU.

**Food Lion**
Food Lion donated a matching-gift award of $250,000 for the Food Lion Retail Management Endowed Scholars Program, which is used for student scholarships, development of the retail management curriculum, guest lecturers and mentors. Food Lion’s support of the retail management program began in the fall of 2007.

**The Cato Corporation**
The Cato Corporation awarded the University a $350,000 grant that recognizes excellence in teaching by JCSU faculty. The Cato Par Excellence Endowed Teaching Award provides an annual stipend of $5,000 to a deserving faculty member and also funds professional development activities within the faculty member’s academic department. The 2012 recipient is Dr. Nicola Davis Bivens, assistant professor of criminology in the College of Arts and Letters. Bivens is unique in that she also has practitioner experience in various local, state and federal criminal justice organizations.

**The Wells Fargo Foundation**
The University received a vote of confidence for its work to revitalize the Beatties Ford Road Corridor with a significant planning grant from The Wells Fargo Foundation through UNCF in 2009. The $500,000 grant was used to fund a master site plan and market feasibility study; the I-77 overpass public art project, “Passing Through Light,” in conjunction with the Charlotte-Mecklenburg Arts & Science Council; a community clean-up campaign; property acquisition; and a survey of small businesses along the corridor. The foundation awarded an additional $250,000 in 2011.
Key Terms of a Comprehensive Campaign

Quiet (Silent) Phase: This is the most significant period in a campaign when the board will determine the need, set the objectives and the goal, develop a plan and the budget. It is also the time to assemble a staff for the campaign. This silent phase typically spans at least 18 months or until a satisfactory threshold has been reached toward the campaign goal. This phase of our campaign began July 1, 2009.

Public Phase: Once the campaign has reached 30 to 40 percent of its goal in pledges or funds in hand, it’s time for a public announcement in the form of a press conference, media announcement and/or special event. Final campaign documents are finalized during this phase and a series of campaign mailings begins. We anticipate the public phase of our campaign will begin by the end of 2013.

Prospects: These are potential donors who have not given to the University. Prospects are identified as corporations, foundations, staff, administration, faculty, alumni and non-governmental organizations, with top prospects making up about 20 percent of the total goal.

The Plan: A detailed set of procedural guidelines for campaign leaders and volunteers is vital to a campaign’s success. The plan identifies the approach to researching, identifying and approaching prospects, as well as tracking gifts.

Gifts: These may take the form of pledges, outright gifts, matching or planned gifts. The most common form of outright gifts is cash, but can also include securities, closely held stock, real estate or personal property. Planned gifts allow the donor to receive important tax benefits today and provide for JCSU to receive a significant gift in the future. Such gifts can take the form of life insurance, retirement funds, bequests, trusts or annuities.

Bequest: A legal term for a gift of personal property made to a person or organization in someone’s will.

Major Gifts, Endowments and Naming Opportunities: These significant contributions (generally $25,000 or more, which may be paid over a multi-year pledge) create permanent support funds for the University. Major gifts create long-term financial stability for the University and provide opportunities to merge donors’ interests with the University’s needs and objectives.

Matching gift: A type of conditional donation in which the donor matches contributions from other sources on a 1:1 basis or some other prescribed formula. The most common matching gifts we receive are from the corporations and business where our donors are employed.

Pledge: A promise to contribute to an organization at some point in the future. For example, some funders give multi-year pledges promising to grant a specific amount of money each year.
As a part of Institutional Advancement, the development team provides the energy and expertise that bring a comprehensive campaign to life. They take the concept, create a strategy, design the communications, implement the plan and track the progress toward the goal. Because previous campaigns have proven that leadership is a vital component of success, the Board of Trustees and the campaign director both serve as champions of this major outreach. The assistant vice president for institutional advancement assumes the role of campaign director for the current campaign, Tomorrow Is What We Make It. She is backed by a team of capable staff members who manage the prospecting and research, meet with potential donors, plan campaign events and track the progress of the campaign as it moves toward the fundraising goal.

The Division of Institutional Advancement is comprised of other departments that are integral components of a comprehensive campaign, including University Communications and Marketing, Career Services and Professional Development and Alumni Affairs.

Trustees are essential to a successful comprehensive campaign, offering expertise and leadership, as well as a high level of support. Serving on the campaign leadership team are Kendall Alley, Wells Fargo regional president; Trustee Kevin Henry, chief human resources officer of Snyder’s-Lance; and Trustee Tom Baldwin ’71, senior vice president of BB&T. They are assisted by honorary community co-chairs Sally Robinson, Sheryl Underwood and former congresswoman Eva Clayton ’55. Johnson C. Smith University appreciates the time and effort of all volunteers and staff who are working to prepare JCSU for tomorrow, because tomorrow really is what we make it.

Johnson C. Smith University is proud to have the following development professionals working on its comprehensive campaign:

- Al Austin, Major Gift Officer
- Calvin Banks, Grant Research Manager
- Katina Caldwell, Data Analyst
- Melissa Davis, JCSU Fund Officer
- Regina Fisher, Donor Services Manager
- Katrina Gordon, Data Analyst
- Michelle Hardmon, Administrative Assistant
- Keith Holcomb, Institutional Advancement Coordinator
- Angela N. Mauldin, Director of Corporate Relations
- Jenene Seymour, Director of Foundation Relations

Frequently Asked Questions About Institutional Advancement and Comprehensive Campaigns

**The JCSU Development Team**

**Q:** Why does Institutional Advancement host so many dinners, parties and other activities on campus, at the Smith House and around Charlotte?

**A:** One of the basic elements to fundraising for any organization entails moving a donor prospect from a casual connection to a more engaged connection. When JCSU’s IA staff identifies donor prospects for the University, prospects are moved through a six-step process that involves personal contact and relationship building.

The first step is **Identification**, to determine a person’s capacity to give. This step is followed by **Qualification**, which requires visiting the prospect’s place of business or setting up a meeting over coffee at KoKoMo’s. We may also extend an invitation for a campus tour. The focus here is to determine the level of interest in the University. These meetings are followed by emails or handwritten notes and acknowledgements.

The third step is **Initial Cultivation**, where we test the waters to determine a prospect’s area of interest in the University. They might be interested in foster care, scholarships or may want to help fund a building need. This point in the relationship is where we might create a proposal or extend an invitation for support.

The fourth step is **Intense Cultivation**. This level directly relates to our initial question around all of the special events that are produced by our staff. To engage donor prospects more deeply, we may host or invite them to a special event related to their interests. These opportunities give prospects a clearer vision of the University, determine their own area of interest or talk with Dr. Carter. These events have one clear purpose - to secure major donations to the University. We are matching donors’ interests and desires with the University’s needs, a process that may take months, even years to be successful.

The fifth step is **Solicitation**. At this level, we have hopefully engaged our donor prospect and received clues to specific interests as well as the ability and desire to give to the University. This is the point where we may directly ask for support. It’s a long process to get to this level, but it can make a difference in a “yes” or a “no” answer.

The last and most important stage is **Stewardship**, when the IA staff thanks donors and supporters and tries to maintain their engagement level through invitations to events and activities. So the next time you see our IA team at a dinner or event, know that they are working on behalf of students to build a better tomorrow. We appreciate the effort that goes into every dollar raised and look forward to continuing to advance the mission of JCSU!
Frequently Asked Questions About Institutional Advancement and Comprehensive Campaigns
(continued)

Q: Do most gifts to charities (i.e. universities, nonprofits, etc.) come from corporations and foundations?

A: According to the 2012 Giving USA: The Numbers report, 2011 contributions to charities totaled $298.42 billion. Of that amount, 73% or $217.79 billion came from individuals. In addition, 8% or $24.41 billion came from bequests which are wills/estate plans of individuals. Corporations make up 5% of giving, while foundations contribute 14%. For this reason, alumni giving is critical to higher education institutions such as JCSU.

Q: What is the correct number of staff members for a campaign of this magnitude?

A: Comprehensive campaigns and capital campaigns are among the most cost-effective fundraising programs. But to be successful, such an undertaking requires key leadership and the right resources. The development team at JCSU is adequately staffed for this purpose and, in fact, falls below average when compared to other universities of similar size.

For example:

• Queens University launched a $100 million campaign in 2011 with a staff of 19.
• Spelman College is in the midst of a $150 million campaign with a staff of 32.
• Elon University recently completed its $100 million campaign with a staff of 35.
• Guilford College is raising $60 million with a staff of 15.
• Wingate University has a campaign goal of $75 million and a staff of 11.
• Johnson C. Smith University is raising $150 million with a staff of 12.

In addition to paid staff, Johnson C. Smith University also appreciates the efforts of our top volunteers who are participating in the solicitation efforts and helping us move the campaign to the next level.

Q: Will my gift of $5 or $10 make a difference to JCSU?

A: Gifts of all levels make a significant difference in the fundraising campaigns of Johnson C. Smith University. Each gift in and of itself has value. A high volume of smaller gifts at a $5 gift level is equally valued as a gift of $1,000. Pooled together, all gifts enable the University to respond to immediate needs of students and leverage funding from other entities in the community.

Q: Is it true only older adults establish planned gifts?

A: General practice says that most individuals begin thinking about establishing planned gifts in their early 40s. Planned gifts take the form of insurance, wills, charitable remainder trusts, etc. It is never too early to begin conversations about the possibilities.

Q: Why does Johnson C. Smith University have a comprehensive campaign consultant?

A: It is common for an organization to hire an experienced consultant to help develop its comprehensive campaign strategy. Because this type of campaign is a specialized and resource-intensive fundraising program carried out for a limited period of time, organizations may not have the internal staff required for such an undertaking. A consultant can bring the required credibility and expertise to the campaign. There are many levels of support that consultants can provide, ranging from a team managing the campaign full time to part-time campaign management to serving in an as-needed advisory role.

Comprehensive campaigns raise large sums of money for specific needs outside the annual operating costs of an organization. Most commonly, comprehensive campaigns are used to raise money for buildings and refurbishment; however, they can also be useful for endowments, expensive and mission-critical equipment and for transformational capacity building.

A well-considered strategy for a successful campaign should include an overview of feasibility study findings; an overview of the project, campaign goals, gift chart and details of the amount and size of donations required; campaign structure; responsibilities of lead campaign volunteers and committees; timing of campaign phases and a detailed timeline.

When well planned and executed, the campaign engages and excites current donors and stakeholders, as well as attracts new support. These efforts are best supported and implemented by a professional comprehensive campaign consultant.
A few years ago, I was at a JCSU Board of Trustees meeting, and we were each asked why we supported Johnson C. Smith University. Board members included alumni, local civic leaders and corporate professionals from both the Charlotte region and across the United States. There were as many answers to the question as there were people in the room!

What motivates people to donate their time, talent and resources to a particular institution or cause varies greatly. There are donors who give purely for altruistic purposes, or they may feel personally connected to an organization. Some are seeking public recognition for their charitable gifts, and there are others who say they donate simply because they were asked. While donor motivation and behavior may never be fully understood, one fundraising strategy that can meet the needs of a broad range of donors is a comprehensive campaign.

Campaigns offer a distinctive message, as well as straightforward, measurable goals that are easy for donors to understand. A menu of giving opportunities, or “campaign priorities,” offers prospective donors the flexibility to:
- Support newly created or existing programs
- Fund the construction of new buildings or renovations to existing facilities
- Direct monies to meet immediate organizational needs or to support long-term endowments

Campaigns allow donors to be more deliberate about their giving. Although they are inspired by a wide range of factors, individuals and institutions are joined together through campaigns to press toward a common vision. Existing donors, as well as new supporters, gain a strong sense of how their contributions fit into the “big picture” and help to advance the short and long-term goals of an institution. Because campaigns have specified time periods, the satisfaction and rewards of giving may also be more perceptible.

I initially decided to support JCSU because I was attracted to its rich history of providing a high-quality liberal arts education. As I became more engaged, I developed an even stronger commitment as JCSU increased its leadership and service in the community. Now, the Tomorrow Is What We Make It campaign provides a blueprint for an even bolder vision for Johnson C. Smith University. I like what I see, and I plan to stay the course!

Shirley Hughes, who chairs the Institutional Advancement Committee of the Board of Trustees and who has made a significant pledge to the Tomorrow campaign, is one of the many friends of the University whose own success in life has inspired them to pass along those benefits to others. The retired corporate executive at Minneapolis-based Ceridian Corporation spends her time serving others as a board member with Coe College, Second Harvest, the Foundation for Blue Cross Blue Shield of Minnesota and Graywolf Press. She is a member of the Minnesota Women’s Economic Roundtable, the Minneapolis-St. Paul Chapter of the Links, Inc. and the Minneapolis-St. Paul Chapter of The Girl Friends, Inc.
Since JCSU took a bold step in 2009, extending its presence into the heart of Charlotte’s historic Myers Park neighborhood with the purchase of The Smith House, the stone and stucco home has served as an exceptional venue for University and community functions. Its purpose as a multifunctional facility enables the University to connect with the community in a new and exciting way, increasing visibility in Charlotte while helping to advance its development efforts.

At just over 8,000 square feet, The Smith House has proven an ideal place for hosting donors and friends, including dignitaries and special guests such as opera star Denyce Graves and former U.S. Secretary of State Condoleezza Rice. Whether the University is planning a small group dinner with the president or a fireside chat with students and Charlotte-area professionals, The Smith House offers a comfortable atmosphere ideal for building relationships that advance the institution. Since 2009, more than $11 million has been raised at The Smith House.

Guests who cross the doorstep of The Smith House can enjoy an impressive collection of some of the finest African art and the work of African-American artists. The artistic expression of every room in The Smith House, from the public lower level to the president’s private quarters, reflects the spirit of Johnson C. Smith University. The house serves as a popular venue for a variety of corporations and foundations, including U.S. Trust, the McCrory YMCA and The Duke Endowment, to entertain their clients and customers.

As the University continues to step out beyond its gates and engage the Charlotte community, The Smith House is an integral component of that effort. Its design and function serve to strengthen all facets of the institution as it speaks to the rich legacy and bold new vision of JCSU.
The private sector has long understood the power and value of branding. A strong brand fosters loyalty, trust, affinity and pride. It creates a personal connection in the hearts and minds of those who interact with or consume a product, a service or even a concept. A strong brand may ultimately increase value and strengthen a marketplace position. Therefore, it was inevitable that higher education would embrace branding as a strategy for institutional advancement.

For the past decade, institutions of higher education have employed branding en masse as a means of building their reputations and strengthening ties to various constituencies. As the competition for students, financial contributions and sponsored programs has increased, colleges and universities have turned to branding to help them differentiate in the higher education marketplace. Just as in the private sector, a brand is more than a logo or a tagline. It is the sum total of the experience whenever someone comes in contact with a university. It creates a connection and invokes an image. A strong university brand may help sustain recruitment of students, faculty and staff, enhance alumni pride, influence positive media coverage and increase contributions from public and private sources.

Johnson C. Smith University was an early adopter of branding among Historically Black Colleges and Universities. Under the leadership of President Ronald L. Carter, we have undertaken the process of strategically reviewing our image, reputation and position through market research. The University has worked with Stamats, one of the nation’s foremost higher education marketing firms, to re-brand the University and build a research-based brand for its comprehensive campaign. After much interaction with students, faculty, staff, alumni, trustees, donors and community leaders, Stamats and JCSU decided on a campaign brand that honors the University’s rich heritage while defining an optimistic, innovative and inclusive future.

Please read the creative rationale below from Stamats to learn about Tomorrow Is What We Make It and why it was selected as the brand promise for our comprehensive campaign. The explanation tells how the brand connects the campaign to the University’s various constituents and builds on JCSU’s position as an independent new urban university that is transforming the lives of students, providing an innovative education, as well as enhancing the quality of life in the city of Charlotte and beyond.

Stamats is proud of and grateful for our partnership with Johnson C. Smith University. In this rationale, you will find a unifying messaging strategy as well as a concept we believe can drive the creative messaging for the University’s ongoing advancement initiative in compelling and persuasive ways.

The creative recommendation derives from our understanding of JCSU, its advancement and brand communication goals, and every opportunity that this community offers prospective donors, students and the city of Charlotte. It is based on the knowledge and insights we have received through our conversations with President Carter as well as senior leadership campus wide, the University’s various other internal and external stakeholders, including alumni and donors, students, faculty and the Office of Admissions throughout the course of our many visits to campus.

Likewise, the creative recommendation emerges from comprehensive reviews of the University’s established vision of transformational change within the next five years; its many ongoing civic and other initiatives across campus, around Charlotte and beyond; its current marketing, advancement and recruitment efforts; several internal “brainstorming” sessions held by Stamats’ creative team; and through the strategic, creative and integrated thinking available to us within the Stamats community across wide-ranging areas of expertise that comes from our extensive experience in successfully partnering with colleges and universities across the nation.

Communication Strategy
Our communication strategy is to engage each prospective donor with JCSU through an emotional conversation that leverages her/his primary donor affinity for the University and compels her/him to own, and contribute toward, the specific advancement goals and priorities that lead to achieving the University’s distinctive vision.
It's powered by tomorrow. This concept takes ownership of, and lays claim to, an idea commonly used to inspire collective and community engagement — the idea of helping to build a better tomorrow. However, here, we specifically connect “tomorrow” to JCSU’s institutional vision for its future. Further, we do so through powerful storytelling designed to connect JCSU’s advancement priorities to the ability of JCSU alumni to serve as agents of positive change within their professions and communities. Thus, this concept emerges through a focus on the connections between individual and collective engagement of the kind capable of facilitating better and brighter futures — for JCSU graduates, for the JCSU community, for Charlotte and beyond.

It’s about aspiration. It’s about individual and collective ambition to succeed. By looking to the future, by framing JCSU’s goals within the context of outcomes and benefits, this concept offers us a messaging platform that is powerful, persuasive, authentic, as well as more individually relevant. To engage with JCSU, to support JCSU’s priorities, as this concept suggests, is to get personally involved in building the kind of leadership, citizenship and community to which you aspire to belong. There’s urgency, an intimacy, an immediacy that lends tremendous power to this call to help JCSU build a better future.

It emphasizes individual empowerment. This concept is a direct appeal for prospective donors to help talent and ambition break through ethnic, cultural and class barriers across all communities to help an entire city prepare for success in an increasingly complex and interconnected world. It’s about facilitating individual empowerment and outcomes… that may then lead to collective success. In a sense, it’s more of a “show and tell” of the specific outcomes JCSU can help individual students achieve… and of the specific success stories donors can help JCSU empower.

It’s about building a new Charlotte. As part of an overall approach that focuses on emphasizing the future, this concept equates engagement with JCSU to engaging in efforts to build a new, more prosperous and progressive Charlotte. It translates JCSU’s core priorities into Charlotte priorities. It is fuelled by references to the potential of the city as a whole, and to individual participation in helping fully realize that potential. In so doing, this concept provides us with a diverse set of possibilities toward framing the JCSU story as a story of “many tomorrows” and diverse and exciting possibilities for the future.

Future Collateral Materials and Campaign Website

The overall “look and feel” of this concept is contemporary, modern and attitudinal. Our overall messaging goal, both in content and tone, is to be more accessible to more age groups and diverse audiences. And, in keeping with this idea of access, the editorial tone of this concept strives to remain elevated and evocative but straightforward, aspirational but unpretentious.

Our editorial approach here is specifically driven by stories of JCSU alumni, young and old, and the successes they continue to achieve in ways that impact communities in and around Charlotte. In the near future, you will see these stories in collateral materials and on the comprehensive campaign website.

Stamats believes that the Tomorrow Is What We Make It concept will show JCSU as an institution that is envisioning and implementing a new, more inclusive and effective model of higher education. It invites current and potential donors to join in this comprehensive campaign to make JCSU a university of local as well as global impact and consequence.

Objective and Goals

To create a personalized donor dialogue by achieving these four primary communication goals:
1. To engage prospective donors emotionally with JCSU’s vision;
2. To persuade them to celebrate their personal JCSU and Charlotte experiences in ways that align with the University’s specific advancement priorities;
3. To persuade them to connect their personal passion for JCSU and Charlotte, as well as their professional and personal goals with JCSU’s vision; to understand how each JCSU priority represents a step forward toward achieving that vision;
4. To ensure every donor becomes a more active JCSU ambassador who can engage additional prospective donors to invest in the University’s advancement efforts.
Enriching Experience

our minds and fuels our potential. And it's what drives us to position tomorrow to be everything we know it can be. It has the power to transform and inspire. It takes real agents of change to ensure that tomorrow fulfills the promise it holds for us.

But it's necessary. That's why at JCSU we have the confidence to not just talk about innovation, but to make it happen. Because at JCSU and in the shining city of Charlotte, we see it. We see it in the ways we enhance the lives of working adults through academic programs and in our outstanding Center for Professional Development. You'll see it in the way we position our students for transformative education. Innovative approaches to the world's toughest problems.

Enriching Experience

21st Century Agents of Change

Tomorrow. It's better because it's where change happens. And change happens everywhere. It happens in the classroom, in the lab, on the field, on the stage, in the community. But change happens only when we choose to make it. We invite you to join us in our comprehensive campaign to ensure that tomorrow is what we make it.

Serving the Charlotte community, the region, and the world, the Johnson C. Smith Center for Applied Leadership and Community Development, where students and faculty find countless ways to contribute to positive change. It's why we are so committed to enhancing the communities and neighborhoods in Charlotte's Historic West End. It's why we consistently earn a place on the President's Higher Education Excellence on Campus (H.E.E.C.) list.

Transformational Education

It's a reason and a reason to share with you.

Socially Conscious Citizens

For many, education is an opportunity and a means of transformation. We have at JCSU been committed to this belief since 1867. From our founding mission, our educators and students have been leaders in the development of visionary academic centers, such as the Murchison Center for Social Entrepreneurship, where we provide students with the tools they need to succeed in the 21st century. And we believe tomorrow will be what we make it.

Today we choose to make it. And we invite you to join us in our comprehensive campaign to ensure that tomorrow is what we make it.

Inclusive Community

Tomorrow. We see it. It's bright with promise. It's the color of achievement. It's a reason and a reason to share with you.

The Color of Opportunity

The Color of Character

The Color of Confidence

Inclusive Community

Tomorrow. We see it. It's bright with promise. It's the color of achievement.