



Gregory M. St. L. O'Brien

Capital campaigns are essential for metropolitan universities to help realize their strategic plans. Because these institutions are responsible partners in the economic growth and development of the communities they serve, capital campaigns must be based on linkages that can generate resources to position universities in these communities. As the University of New Orleans has demonstrated with its PARTNERSHIPS 2000 CAMPAIGN, a successful capital campaign can result in a welcome increase in external gift resources to support endowed professorships, centers of excellence, new technology, advanced research capabilities, scholarships, and general faculty development.

The Metropolitan University: A Joint Venture

On May 9, 1996, the University of New Orleans (UNO) launched its *PARTNERSHIPS 2000 CAMPAIGN*, an aggressive effort to forge community partnerships in pursuit of excellence in research and teaching. The campaign was introduced as an unprecedented collaborative opportunity for all who appreciate the UNO to assist in advancing its vital and lasting contributions to the life of its metropolitan community.

From the day it first opened its doors in 1958, the mission of the University of New Orleans has been to provide broad access to a comprehensive range of degree offerings at an affordable cost and at locations and times convenient for the richly diverse student body it serves. As an urban research university, UNO has the unique opportunity

to develop new collaborations to support the economic and social revitalization of the New Orleans and Louisiana economies, as well as to address existing urban social problems. Business leaders have come to recognize that their future success is linked to higher education. Businesses cannot flourish if the labor force is not adequately prepared to do the work, and higher education cannot continue to count on adequate public support in a less than robust economic environment. Through innovative public and private partnerships, the urban public university must redirect and contribute institutional resources to become an effective agent of community change and development.

The mission of the University's first capital campaign—*PARTNERSHIPS 2000 CAMPAIGN*—is to create and support meaningful linkages between our faculty's strengths and our community's needs by strengthening and enhancing the university's academic programs, broadening scholarship opportunities for our students, and building and improving facilities to meet the needs of the coming technological century. Building on the University's nationally recognized professional and graduate schools and a traditionally strong undergraduate program, this campaign is designed to ensure that UNO in the twenty-first century is a key partner in building a greater metropolitan community, a stronger state, and a more competitive, humane, and responsive nation.

Like other urban public universities, the University of New Orleans is and always must be a partner with the city whose name it proudly bears. Just as the metropolitan university is involved in shaping the future of its community through its programs and its people, so too must the community—especially the university's corporate, civic, and alumni partners—help an already dynamic and strong institution prepare itself for the challenges of the new century.

The University's Strategic Planning Group created a framework to accomplish its urban mission by providing a vision of partnership with the community, establishing new goals, and setting priorities for the funding of the university's most important initiatives. These goals and priorities are each tied to ventures that will make the resources of the metropolitan area stronger.

The newest technology and most advanced communications systems will enable the university and the New Orleans community to undertake global conferencing, develop high-tech data systems, and explore the newest research capabilities. On the local level, this infrastructure will, for example, provide data to support marketing

decisions, create the framework for projects related to scientific inquiry and advanced technology, and support teleconferencing and distance learning for workforce development. Access to advanced information technology will also enhance the university's and the community's global competitiveness.

Faculty development will strengthen the teaching ability and research skills of new faculty, promote the investigation and acquisition of new knowledge by mature faculty, and foster the exchange of ideas with faculty colleagues at other universities. These initiatives will strengthen the faculty's ability to develop new collaborations and expand the university's core research, producing a ripple effect that will enhance the quality of life, business, and industry throughout the community.

Centers of excellence in the arts, sciences, urban planning, engineering, business, and education will provide solutions to urban social problems, meet the challenges of education in the urban environment, and focus on environmental revitalization, marine technology, and entrepreneurship.

Because access to college, even at a public institution, is not a guarantee to our culturally diverse urban population, it is extremely important that we provide meaningful opportunities to well-prepared scholars to continue their education and become significant contributors to society. Endowed scholarships and student fellowships will ensure that all students have full access to important academic opportunities at both the undergraduate and graduate levels.

Endowed funds for chairs and professorships will provide the generations of the new century a distinguished and high-quality faculty whose community is their laboratory for applied research and scholarship.

Campus life and the university's athletic programs will be strengthened and enhanced, drawing together students, alumni, and friends in the community.

New construction projects will provide much needed expansion of the College of Business Administration and the College of Urban and Public Affairs; a stunning contemporary structure to house gallery space for the Ogden Museum's Twentieth Century Collection and related activities; and a National Alumni Center that will house the university's ever-growing alumni activities and provide facilities for meeting, receptions, and banquets for the alumni association and the community.

In 1992, the university began preparing for and designing a much-needed capital campaign effort to help realize the goals of the strategic plan. A feasibility

study was commissioned by the UNO Foundation and more than 65 community leaders, major donors, and opinion makers were interviewed. The results of the study indicated the university's time had come to launch a major campaign. The university had the leadership, a compelling set of needs, and the potential to raise close to \$100 million from partners in the private sector. Thus, with overwhelming enthusiasm and support, the University of New Orleans undertook its \$100 million *PARTNERSHIPS 2000 CAMPAIGN*.

Positioning the Institution within the Community through the Media

A key objective and challenge in every capital campaign is to raise and expand awareness of the university in the community. The university must be well known to the media. There must be ample opportunities to include the university in news stories in newspapers, on television, and on radio. Programs and presentations must be high quality, unique, and important to the city, state, and region. News stories must be continually monitored for natural opportunities for the university to be part of the story. Individual efforts and follow-up can and will go a long way in cementing the university's public image as a major force in the success of the community.

Because of budget constraints of the last decade, the University of New Orleans had been forced to eliminate its media office, the Office of Information Services. Only one information specialist position was retained, that of public information officer. To enhance this vital activity, the university contracted with a media relations firm to design our public information strategy. This team is committed to the mission of providing UNO with a better media profile by highlighting our community activities and achievements. They work aggressively on public initiatives by using innovative approaches to accomplish these tasks. Over the last eight years, this team has been highly successful in getting UNO extensive recognition in the face of a tight and extremely competitive market.

Building Community Support

For a city and its university to be mutually successful, private enterprise must be an active partner in the process of making public education better; they must be given the opportunity to join in supporting the university's expanding influence. With this in mind, UNO instituted the nonprofit University of New Orleans Business/Higher

Education Council to engage community support and involvement. This partnership of business leaders and higher education officials works to identify and fill the needs of the local economy for a high performance work force and for a modern, technologically advanced work place. The council engages in community outreach programs, defines educational needs at both the university and vocational/technical levels, and promotes educational access, workforce training, and innovative technology through educational, legislative, development, and marketing initiatives.

UNO is also an active member in MetroVision, a public/private partnership that was created to manage and coordinate the implementation of a strategic plan for the city's economic recovery and diversification. Through this organization, UNO assists in bolstering the region's economic competitiveness by expanding the job base of the nine-parish (county) New Orleans region through creative marketing and regional initiatives that address human resource issues such as workforce training.

Besides partnering with local business and industry, it is also necessary for university administrators to make themselves available as resource persons and for consultation on local civic and community boards. Serving on the executive committee of the New Orleans Metropolitan Area Committee, an organization that advocates and develops positive change in the quality of life in the New Orleans area, provides the chancellor with numerous opportunities to assist in finding solutions to improve public education and pursue responsible policies to finance local government. Other boards and executive committees that provide University of New Orleans administrators with a forum for networking include the Arts Council, the Ballet Association, the Bureau of Governmental Research, the Louisiana Film and Video Commission, the New Orleans Museum of Art, Rotary Club, Salvation Army, YMCA, and Dollars for Scholars.

Conducting a Successful Capital Campaign

The success of a capital campaign hinges on the commitment and support of its volunteers. When the University of New Orleans was considering the most appropriate individual to spearhead its *PARTNERSHIPS 2000 CAMPAIGN*, one name rose unequivocally to the surface: that of James R. (Jim Bob) Moffett, chairman and CEO of Freeport-McMoRan Copper & Gold, Inc. When we asked Moffett to be the national campaign chairman of UNO's first-ever capital campaign, he said "yes" with-

out hesitation. "In my mind," Moffett said, "there is no other institution—anywhere—that has developed more partnerships with or has done more for the city and the citizens of New Orleans than the University of New Orleans. When it comes to business, the success of the economy is closely related to the success of the University of New Orleans. We cannot afford to let UNO decline; it is educating the future leaders of New Orleans. We owe it to UNO and to ourselves to support our future." Three other widely known community leaders, including one UNO alumnae, volunteered to co-chair the campaign.

With a leadership team in place, the next step was to select a capital campaign cabinet. We had no difficulty in identifying outstanding individuals in the community who were known to be supporters of public higher education and who were willing to chair and co-chair cabinet committees: the major gifts and corporate committee, the planned gifts committee, the College of Business committee, and the community partnerships committee. In addition to the heads of these committees, other community leaders complete the campaign cabinet, including two to lead the Ogden Museum of Southern Art fundraising effort. UNO's vice chancellor for governmental affairs, alumni affairs and development, the UNO foundation chairman, the UNO national alumni association president, and I as chancellor represent the university on the campaign cabinet.

The university's five colleges (liberal arts, business, engineering, education, and sciences) and the library established advisory boards to facilitate their roles in the campaign. Deans organized these support groups to assist in pursuing alumni and nonalumni community members who might become the champions as well as the benefactors of those units. Each college dean also hired a permanent staff member—a community relations and economic development officer (CREDO)—to assist with fund raising. The CREDO's mission is to reach out to local business and industry, as well as the university's 42,000 alumni, for funds for endowed scholarships and professorships, research, facilities and equipment, program support, and faculty development. In order to help move the cultivation and solicitation events forward, the campaign coordinator (a local consultant) meets regularly with the development staff and with the college deans and their CREDOs. The consultant also meets with the chancellor, a campaign co-chair, and the chancellor's assistant on a weekly basis to help him and his staff keep focused on the very top prospects.

A Focus on Collaborative Projects

Because UNO's first class graduated a mere 35 years ago, the relatively young alumni base, most of whom are first-generation college graduates, challenged the development staff to find creative ways of undertaking a major capital campaign. During the "quiet phase" of the campaign, committees met to review and rank prospects from businesses, foundations, and local communities. The first prospects to be identified were community leaders who believed that strong investments make a strong community. When presented with viable collaborative projects that were beneficial to their businesses, the community, and university, it was a relatively easy task to motivate donors to provide the resources to support them. Besides benefiting directly from the sponsored project, corporations also received wide positive publicity for their generosity as good corporate citizens. These first leadership gifts also provided the leverage needed to get other businesses to follow.

Joint Endowed Chairs

Major gifts early in the campaign came primarily from corporations and local and national foundations that were the focus of long-term cultivation based on community partnerships prior to the campaign. For example, one of the first endowed chairs of the campaign is being shared with the Louisiana State University School of Medicine, while five endowed chairs combine the expertise of UNO's faculty with the world-class resources of the Audubon Center for Research of Endangered Species. This \$5 million endowment is expected to attract internationally acclaimed scholars to study advanced fields of biological sciences such as reproductive biology and species propagation, biodiversity research, and aquatic resource conservation. These UNO/community partnerships help widen the sphere of UNO's influence in the community.

The Center for Energy Resources

During the early stages of the campaign, the Center for Energy Resources Management was fully funded through federal and corporate funds. This \$20 million building will be the anchor tenant for the UNO Research and Technology Park. The center will focus on energy resources, applications and conservation, natural resources,

and environmental and urban waste management. It will house the Freeport-McMoRan Center for Environmental Modeling, the EPA-funded Center for Urban Waste Management and Research, the Center for Industrial Applications of Electrical Power and Instrumentation, and the Institute for Energy and Environmental Information, which is funded by several major energy companies.

The Lee Circle District

The historic Lee Circle District has always been a focal point of the arts in New Orleans, but fell into decline during the past three decades. Two very important leadership gifts were also received early in the campaign to help reverse this process: the Roger Houston Ogden Collection of Art of the American South—the largest private gift ever received by the university—and the Patrick F. Taylor Library on Lee Circle. These leadership gifts are the stimuli for several major construction initiatives the university is undertaking. When it opens in fall 1998, the Ogden Museum of Southern Art will establish an important university presence in downtown New Orleans while at the same time helping to revitalize the historic Lee Circle District. The core of the museum's collections, valued at more than \$13 million, was donated to the UNO foundation from the substantial southern art collection of New Orleans attorney and entrepreneur, Roger Houston Ogden. Through the generosity of oilman Patrick F. Taylor, the museum's home will be one of the most prominent structures on the circle, the architecturally renowned Patrick F. Taylor Library, the only H. H. Richardson-designed building in the southern United States. The Ogden Museum is expected to attract more than a half million tourists each year while it fulfills its primary mission of educating artists, students, historians, and the general public on the important contributions that the South has made to American culture. A substantial contribution from the Goldring Foundation will be used to construct a modern wing that will house the museum's contemporary collections. In partnership with the Arts Council of New Orleans, the UNO Foundation Board of Directors will also provide the resources to develop an arts complex known as the UNO/Lee Circle Center for the Arts. It will include studio and retail space as well as learning opportunities through the Louisiana Artists Guild. As the largest arts project in the history of New Orleans, the facilities will house the arts administration and fine arts master's programs of the university.

Also located in the Lee Circle District will be the National D-Day Museum. Funded from private, state, and federal sources, the museum will be housed in a state-of-the-art facility and will chronicle the story of the single most decisive military event of the twentieth century—June 6, 1944, the day the armed forces of the United States, England, Canada, and their allies invaded the beaches of Normandy, sounding the beginning of the end of World War II. The museum, which will also include UNO's Eisenhower Research Center, will stand as America's tribute to the men and women who made the invasion possible, an inspiration for future generations, and a historical archive for scholars and researchers.

Other Projects

In addition to these two ambitious projects, private contributions will fund the construction of an alumni center on the lakefront campus that will establish a permanent home for UNO's 42,000 alumni. The building will create an architectural statement, with panoramic views of the campus and Lake Pontchartrain. Building the alumni center at this location will secure the permanence of the historic campus "smoke-stack," a remnant of the World War II naval air station site on which the campus is located. Along with creating a new hub for campus life, the alumni center will provide a source of revenue through the rental of its facilities to the community.

In a more recent campaign initiative, UNO has gained authorization from its board of supervisors to establish the UNO Research and Technology Foundation, which will develop and operate the UNO Research and Technology Park. The first component of this foundation is a donation of property, buildings, and equipment from Avondale Industries, a local shipbuilding firm, for the creation of the \$40 million UNO/Avondale Maritime Technology Center of Excellence. UNO's School of Naval Architecture and Marine Engineering (NAME), the largest undergraduate program of its kind in the United States, will locate a laboratory in the center and develop university-industry relationships. The program will provide UNO's engineering students with internships and access to product modeling facilities and "real world" information systems, as well as preferential hiring for those who complete the NAME program. The university will also coordinate certain aspects of its teaching, research, and public service missions with Avondale and other private shipbuilding entities from throughout the country.

Launching the Campaign

When the University of New Orleans prepared to launch the public phase of its *PARTNERSHIPS 2000 CAMPAIGN* at a black tie reception on May 9, 1996, an estimated \$75 million in gifts of money, land, and other assets was already in hand. After discussing several locations in downtown hotels, the Kickoff Event Committee decided that holding the event on the campus in the university center would generate public awareness of the university and bring the university's faculty, administration, and friends together. CREDOs and college deans assembled lists of those to be invited: business leaders, government officials, representatives of the media, alumni, university administrators, and staff and student representatives, as well as former and potential donors. The elegant invitations listed the names of the campaign committee. A volunteer committee of community leaders was identified to make personal telephone calls to some invited guests, and campaign chair Jim Bob Moffett and Bob Howson (then chairman and CEO, McDermott Corporation) volunteered to write personal letters to others.

With the untiring efforts of an enthusiastic staff and volunteers and a host of community participants, UNO's capital campaign kickoff was characterized by the partnerships that it embraced. Impeccable grounds provided a warm welcome as guests drove onto campus. As if by magic, the University Center was transformed into an exquisite ballroom by a local interior/exterior decorating firm specializing in carnival balls, conventions, and meetings. Throughout the evening, an elaborate bounty of refreshments was served. The university's academic departments showcased their faculty and student stars in interesting and clever displays, exhibits, and demonstrations that highlighted areas that would benefit from the campaign. As one guest observed, "these faculty and students are the reasons we're here."

The talented UNO Chamber Trio (piano, violin, and cello) welcomed guests into the Grand Ballroom; New Orleans jazz legend and UNO professor Harold Battiste and the UNO Jazz Combo entertained in a room decorated to resemble a French quarter courtyard; the UNO Heritage Ensemble, conducted by Valerie Jones-Francis, had guests swaying to the rhythms of gospel music; and, concluding the evening's entertainment was a spectacular fireworks display accompanied by a rousing performance by the Marine Corps band. Each departing guest was presented with a gift crafted by an award-winning local jewelry designer—brooch-style pins for the women

and lapel pins for the men—in the design of the *PARTNERSHIPS 2000 CAMPAIGN* logo.

After the event, thank-you letters were mailed to all donors and planners. Lists of donors were circulated, and UNO staff, students, and alumni were encouraged to patronize their businesses.

PARTNERSHIPS 2000 CAMPAIGN			
Kickoff Event Cost Analysis			
	RETAIL	DONATION	ACTUAL
Catering for 600	\$49,050	\$30,738	\$18,312
Decorations	15,729	15,729	- 0 -
Printing	4,000	- 0 -	4,000
Fireworks	3,600	3,600	- 0 -
Liquor	3,467	899	2,568
Florist	2,524	1,719	805
Truck / Crane	1,635	1,635	- 0 -
Calligraphy	1,429	278	1,151
Valet Parking	1,200	- 0 -	1,200
2 Police Horsemen	300	- 0 -	300
2 Firemen / Permit	180	- 0 -	180
Name Tags / Misc.	65	- 0 -	65
TOTAL	\$83,179	\$54,598	\$28,581

The retail cost of the kickoff event was \$83,178. Two corporate sponsors contributed \$10,000 each toward underwriting the project. As a result of the event committee's success in securing donations, the services of the calligrapher, decorator, florist and caterer, and beverage, truck/crane, and fireworks suppliers amounted to in-kind donations of \$54,597. Through the generosity of our friends and donors, the actual cost of this premium event was \$8,581—just over \$14 per person based on an attendance of 600. Donations per guest amounted to \$91.

Television and print media coverage was overwhelming. The local CBS television affiliate broadcast an editorial stating that "The University of New Orleans steps into the big leagues of higher education tonight.... What [they are] selling is the future." There was also live TV coverage from the event itself on the local evening news program. The *Times-Picayune* newspaper ran a front page story headlined, "UNO asking for \$30 million to cut dependence on state. Community partnership is '2000' goal," and an editorial boasted that UNO was "one of the community's most valuable resources..." and that the direction that the university was heading "could well serve as the capital drive's motto: 'It's always partnerships in the community that make the difference.'"

Conclusion and Summary

Capital campaigns are essential to the metropolitan university to help realize the goals of their strategic plans. Because metropolitan universities are no longer considered merely institutions of higher learning and research, and because they are now responsible for the city's economic growth and development, capital campaigns must be based on linkages that can generate resources to position universities in the communities that they serve.

As UNO has demonstrated with its *PARTNERSHIPS 2000 CAMPAIGN*, the result of a successful capital campaign is a welcome increase in external gift resources for endowed chairs and professorships, centers of excellence, new technology and advanced research capabilities, and general faculty development and research support. By highlighting the achievements and award-winning efforts of our students, including the gritty and competitive efforts of our student-athletes, UNO has also been successful in generating a significant growth in privately funded scholarships and fellowships, as well as other kinds of student assistance. Every member of the university community is both the reason for the campaign and an essential key to its success. With the help of every student, faculty member, staff member, and administrator, we are linking with the community in building the future for one of the community's most treasured assets, the University of New Orleans. Almost daily there seems to be another stone in place toward the building of a permanent, highly visible bridge between the University of New Orleans and the New Orleans metropolitan community.