OPEN SESSION

FOR INFORMATION ONLY
(No formal action is requested at this time)

1. Communications Update
   Joel Curran, Vice Chancellor for Communications

2. Public Affairs Update
   Clayton Somers, Vice Chancellor for Public Affairs & Secretary of the University

3. Name, Image, and Likeness in College Athletics
   Bubba Cunningham, Director of Athletics

4. Campaign for Carolina – Overview and Update
   David Routh, Vice Chancellor for Development

*Some of the business to be conducted is authorized by the N.C. Open Meetings Law to be conducted in closed session.

Administrative Liaisons:
Joel Curran, Vice Chancellor for Communications
Clayton Somers, Vice Chancellor for Public Affairs & Secretary of the University
Our Team

- INTERNAL COMMUNICATIONS
- EXECUTIVE COMMUNICATIONS
- SOCIAL MEDIA
- CONTENT
- STRATEGIC RESOURCES
- ISSUES MANAGEMENT
- STRATEGIC PLANNING
- MEDIA RELATIONS
- PUBLIC RECORDS
- COMMUNITY RELATIONS
- VISITORS CENTER
- UNC CREATIVE
Our Campus Partners

Office of University Communications

Carolina Communications Council
Schools, Departments, Centers, Institutes, Units, Athletics, UNC Health

Carolina Communications Cabinet
Senior Campus Leadership
CONTENT TEAM

Telling Carolina's Stories

unc.edu: 9.3M+ page views, 214 feature stories

#GDTBATH: Sarah Paschal

Rising junior Sarah Paschal has spent the past two years training and performing with Carolina Jump Rope. The group competes against other universities and jump rope clubs from around the country and dazzles crowds with spins and flips.
SOCIAL MEDIA

Driving Engagement

843,700 followers across all platforms

This weekend, Drs. Anthony Fauci and Kizzmekia Corbett will virtually deliver the Class of 2021’s Commencement address. #UNC alumna and Hillsborough native @KizzyPhD says, “I’m a scientist because I started being a scientist at UNC and a moment like this is a full circle for me.”

A full-circle moment
Dr. Kizzmekia Corbett ('14 Ph.D.), along with Dr. Anthony Fauci, is delivering a Commencement address to the Carolina Class of 2021

11:10 AM · May 13, 2021 · Twitter Media Studio

160 Retweets 54 Quote Tweets 797 Likes
Promoting Carolina

200%+ increase in major national publication placements year over year
Communicating to Our Campus

Page views up 300%

We’re still here: Keeping Carolina beautiful

---

Thursday, June 24, 2021

Why I got the shot
COVID-19 vaccines are critical for ending the pandemic. Many in the Carolina community got the shot for more personal reasons.
Read more

More work to be done
As Carolina prepares for a July 19 return to work on campus, nearly 300 University employees attended Tuesday's Employee Forum town hall, with many expressing concerns about going back.
Read more

Learning behind the laughter
In the Maymester course "Comedy and Ethics," students explored how stand-up comedy enriches American culture and spurs ethical discussions, all while making people laugh.
Read more

Ryan Taylor, dumps a load of mulch around a cherry tree near Manning Hall. Taylor and three other groundskeepers have worked in the historic area of campus throughout the pandemic. "To say that I enjoyed it would be wrong," Taylor said. "I wish the coronavirus had never happened, but it was nice at times to do my own thing, I had Pink Place, and that's enough to do there with maintenance and upkeep." (Photo by Jon Gardiner/UNC-Chapel Hill)
Reimagining Campus Visits

2,780 guests have visited since in-person operations resumed in late February ‘21

New interactive Zoom tour hosted tour guests from 14 countries

Welcome to Carolina! The UNC Visitors Center is excited to offer its new Sense of Place Zoom tour. This 45-minute tour is presented via Zoom and offers a live host welcoming guests to campus, a recorded video of our popular Sense of Place tour that introduces campus history and traditions as well as some of the University’s current endeavors in research and innovation. There are also four live question and answer sessions with fun
Closing Public Records

598 requests closed in 2020

• Median response time to close a request fell from 13 days in 2019 to 11 days in 2020, the average time fell from 29 days in 2019 to 24.5 days in 2020

• During peak of the University’s handling of COVID-19 – the University received an unprecedented amount of new requests

• In the last two weeks of August alone, the University received 70 requests, or the equivalent of two average months
Building Community Connections

Attended 256 community meetings; launched new website.

New community website helps build digital relationships

A new website serves as a one-stop-shop for neighbors and community members to easily find information about campus.

Jane Gelmera, Interim, April 2020
UNC CREATIVE

Innovating New Design Solutions

6,024 billable hours 182 projects completed
Communicating Public Health Information

Studying at an indoor café
- Indios
- Public Space
- Not Wearing Masks
- Not Physically Distanced
- No Hand Sanitizer

COVID-19 VACCINE FACTS

If you’ve had COVID-19, it’s still important to get the vaccine so you have longer-lasting immunity to the virus.

The standard development process was followed for all the vaccines available. Scientists all over the world worked together to make the vaccines quickly, but steps were not skipped.

You’ll still need to wear a mask and practice physical distancing after receiving the vaccine, especially in public. We aren’t sure yet if the vaccine prevents us from spreading the virus to others.

The vaccines are 100% effective at preventing virus-related hospitalization and death. We are still learning about transmission rates.
Carolina Athletics' Values & Priorities:

- **Education**: provide exceptional educational experiences while students compete athletically at the highest level.
- **Opportunities**: maximize the number of opportunities for students to participate in intercollegiate athletics.
- **Choices**: provide choices to meet the needs of our students – including the choice to play on national teams, to play professionally, and to return to UNC to finish a degree.
- **Commercial Activity**: Fairly grow and share the revenue to provide opportunities to participate in a broad-based athletics program.
NAME, IMAGE and LIKENESS (NIL)

What is it? When can I do it?

• Any activity where your name, image, likeness, or personal appearance is used for promotional purposes

Effective July 1, 2021

• You CAN be paid (e.g., cash, product, or another benefit) or it can be uncompensated for your name, image, likeness, or personal appearance
• You CAN hire an agent to represent you in Name, Image, and Likeness activities. You must pay the going rate for services
• You CAN reference your status as a student-athlete at UNC
Effective July 1, 2021:

• No pay for play
• NCAA extra benefit and related rules still apply
• Agents for only NIL Activities are permissible
NAME, IMAGE and LIKENESS

What you can do:

FOR A VIRTUAL MEET & GREET

#BE LIKE MIKE

ELI APPLE

NAME, IMAGE and LIKENESS
NAME, IMAGE and LIKENESS

• You can have an agent represent you for NIL activity
**NCAA NIL**

- **Bylaw 12:** Prohibit pay-for-play and improper recruiting inducements
  - For institutions in states without NIL law, executive actions, NIL laws, or executive actions, if a student-athlete elects to engage in NIL activity, their intercollegiate athletic eligibility will **NOT** be affected
- Will continue its normal regulatory operation but will not monitor compliance with state law
- Individual student-athletes should report NIL activities consistent with state law and/or institutional requirements
Carolina LAUNCH will:

Student-Athletes can Brand like a Pro:

- Develop
- Educate
- Connect
- Build Integrate Stories
- Create fanbases
- Foster brand partnerships
800 Student-Athletes across 28 teams

ALTIUS
Strategic guidance

COMPASS by CLC
Education and compliance solution

INFLCR
Build the student-athlete brand

BRANDR
Licensing for former student-athletes

Jeremy Darlow
Blueprint 919
Overview

• Structure & Definitions
• Results
• The Campaign for Carolina
• Return on Investment
STRUCTURE & DEFINITIONS
<table>
<thead>
<tr>
<th>OFFICE OF UNIVERSITY DEVELOPMENT</th>
<th>SCHOOLS, UNITS, CENTERS AND FOUNDATIONS</th>
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<tbody>
<tr>
<td>Annual Giving</td>
<td>ACKLAND ART MUSEUM</td>
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<tr>
<td>Campaign</td>
<td>THE GRADUATE SCHOOL</td>
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<td>Constituent Programs</td>
<td>SCHOLARSHIPS, STUDENT AID &amp; ACCESS</td>
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<td>Gift Planning</td>
<td>THE BOTANICAL GARDEN FOUNDATION, INC.</td>
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<td>Parents Giving</td>
<td>INSTITUTE FOR THE ENVIRONMENT</td>
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<td>Principal Gifts</td>
<td>SCHOOL OF EDUCATION</td>
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<td>Regional Programs</td>
<td>KENAN-FLAGLER BUSINESS SCHOOL FOUNDATION</td>
</tr>
<tr>
<td>Prospect Mgmt., Research &amp; Analytics</td>
<td>CAROLINA COLLEGE ADVISING CORPS</td>
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<td>Student Aid &amp; Access</td>
<td>SCHOOL OF GOVERNMENT FDN, INC.</td>
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<td>Volunteer Management</td>
<td>CAROLINA FOR KIBERA</td>
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<td>Corporate &amp; Fdn. Relations</td>
<td>UNC HEALTH FOUNDATION</td>
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<td>Industry Relations</td>
<td>SCHOOL OF INFO. AND LIBRARY SCIENCES</td>
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<td>Training &amp; Talent Management</td>
<td>THE UNC-CH ARTS &amp; SCIENCES FOUNDATION</td>
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<td>Donor Relations</td>
<td>CAROLINA PERFORMING ARTS</td>
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<td>Events</td>
<td>MOREHEAD-CAIN SCHOLARSHIP FUND</td>
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<td>Information &amp; Technology Services</td>
<td>SCHOOL OF MEDIA AND JOURNALISM FDN OF NC</td>
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<td>Marketing &amp; Communications</td>
<td>THE SCHOOL OF SOCIAL WORK FOUNDATION</td>
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<td>Revenue Management</td>
<td>UNIVERSITY LIBRARIES</td>
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Two Reporting Methods

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<tr>
<th>NEW CASH &amp; COMMITMENTS</th>
<th>CASH</th>
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</thead>
<tbody>
<tr>
<td>(New Commitments)</td>
<td>(This Year’s Revenue)</td>
</tr>
</tbody>
</table>
Two Reporting Methods

NEW CASH & COMMITMENTS
(New Commitments)

- New cash committed
- New multi-year pledges
- New deferred estate commitments

CASH
(This Year’s Revenue)

- Pledge payments paid
- Grant payments paid
- Realized estate gifts paid

NEW CASH & COMMITMENTS
New Commitments
CASH
This Year’s Revenue
Two Reporting Methods

**NEW CASH & COMMITMENTS**
(New Commitments)

- New cash committed
- New multi-year pledges
- New deferred estate commitments

**CASH**
(This Year’s Revenue)

- New gifts paid
- New private grants paid
- Pledge payments paid
- Grant payments paid
- Realized estate gifts paid
**NEW CASH & COMMITMENTS**  
*New Commitments*

**FY20 | $564.6 million**

- New cash committed and paid
- New multi-year pledges
- New private grants paid
- New deferred estate commitments

---

*UDO tracks fundraising within these 30 schools/units ranging from UNC Health $142.1M down to Graduate School at $204K. One of those units is “University Wide,” which contains additional units that do not have dedicated fundraising staff.*
Unrestricted gifts* $22.0 M

Restricted gifts (Endowment)* $120.5 M

Restricted gifts (Current use)* $120.1 M

Grant payments paid $161.8 M

FY20 | $424.3 million

- New gifts paid
- Pledge payments paid
- Grant payments paid
- Realized estate gifts paid

*Includes mix of new gifts paid, pledge payments paid and realized estate gift paid
CAROLINA’S NEW CASH AND COMMITMENTS

Pre-campaign trendline

Carolina First Campaign
(1999 – 2007)

the CAMPAIGN for CAROLINA
(2015 – Present)

Dollars in Millions

Eshelman | $100

$227 $214 $236 $245 $287 $290 $292 $305 $331 $319 $447 $495 $543 $618 $602 $565

'01 '02 '03 '04 '05 '06 '07 '08 '09 '10 '11 '12 '13 '14 '15 '16 '17 '18 '19 '20
CAROLINA CASH

Dollars in Millions

Carolina First Campaign (1999 – 2007)

the CAMPAIGN for CAROLINA (2015 – Present)

Pre-campaign trendline
## Strategies for Success

<table>
<thead>
<tr>
<th>Increase focus on high net worth individuals</th>
<th>Invest in fundraising infrastructure</th>
<th>Optimize all aspects of Carolina fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Principal gifts program</td>
<td>• OneCarolina staff investments</td>
<td>• Stewardship</td>
</tr>
<tr>
<td>• Reconstituted regional gifts team</td>
<td>• Talent management</td>
<td>• UDO, school, unit partnerships</td>
</tr>
<tr>
<td>• Non-alumni donors</td>
<td>• Technology</td>
<td>• Annual giving to broaden donor base</td>
</tr>
<tr>
<td>• Planned giving initiative</td>
<td>• Data analytics</td>
<td>• Development officer job satisfaction</td>
</tr>
<tr>
<td>• Prospect management</td>
<td>• Communications &amp; marketing</td>
<td>• Streamline administrative hurdles</td>
</tr>
<tr>
<td>• Engagement events</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
the CAMPAIGN for CAROLINA
CAROLINA’S CAMPAIGN HISTORY

1989-1995: $440 million
1995-1999: $2.38 billion
1999-2007: $4.25 billion (goal)
2008-2014: $3.9 billion (through 6.30.21)
2015-2022:
CAMPAIGN TIMELINE

January 1 2013 to December 31 2023

Campaign Planning: 4.75 years, 100%
Strategic Planning: 4 years, 100%
Look-Back Period: 0.5 years, 100%
Campaign Period: 6.5 years, 81%

Public Launch
Public Celebration
Thank-You Tour
CAMPAIGN TIMELINE

January 1 2013 to December 31 2023

- Campaign Planning: 4.75 years, 100%
- Strategic Planning: 4 years, 100%
- Look-Back Period: 0.5 years, 100%
- Campaign Period: 6.5 years, 81%
- Public Launch
- Public Celebration
- Thank-You Tour

COVID-19 Impacts

The campaign for Carolina.
## Leadership Model

### Campaign Steering Committee

<table>
<thead>
<tr>
<th>Leadership Phase Co-Chairs</th>
<th>Public Launch Phase Co-Chairs</th>
<th>Closing Phase Co-Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>John L. Townsend III</td>
<td>W. Lowry Caudill</td>
<td>Vicki Craver</td>
</tr>
<tr>
<td>Barbara Rosser Hyde</td>
<td>John G. B. Ellison Jr.</td>
<td>Jen Halsey Evans</td>
</tr>
<tr>
<td>Roger L. Perry Sr.</td>
<td>Julia Sprunt Grumbles</td>
<td>Michael D. Kennedy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C. Austin Stephens</td>
</tr>
</tbody>
</table>

### Chancellor’s Philanthropic Council

Includes the Leadership Emeriti Committee

#### Strategy Committees
- Carolina Women’s Campaign Cabinet
- Diversity Strategy Committee
- Global Leadership Council
- Next Generation Strategy Committee
- Real Estate Strategy Committee
- Carolina Pride Alumni Network
- Private Asset Gift Strategy Committee

#### Regional Networks

**North Carolina**
- Charlotte
- Central NC
- Eastern NC
- Western NC

**Major Markets**
- Atlanta
- Florida
- New York
- San Francisco
- Washington

#### School/Unit Committees
- Dedicated campaign committees
- Foundation boards
- Foundation development committees
- Advisory boards
THE 21st CENTURY PROFESSORIATE
Faculty & Scholarship
A CULTURE OF INNOVATION
Innovation & Impact
SIGNATURE INITIATIVES
Priority Multi-disciplinary Programs
THE CAROLINA EDGE
Scholarships and financial aid

CONVERGENT SCIENCE
Translational research with impact

ARTS EVERYWHERE
Arts for everyone

A GLOBAL MINDSET
Carolina’s connections to the world
**Campaign Dashboard**

DATA AS OF July 4, 2021. Does not include final FY21 data.

**TOTAL CAMPAIGN ACTIVITY**

- **PERCENT TO GOAL**: 92%
- **TIME ELAPSED**: 81%
- **MONTHS AHEAD**: 10.26
- **TOTAL DONORS**: 199,392
- **ALUMNI PARTICIPATION**: 25%

**Unit Progress**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Goal</th>
<th>Has met goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACK</td>
<td>$250M</td>
<td>40%</td>
</tr>
<tr>
<td>ASD</td>
<td>$70M</td>
<td>109%</td>
</tr>
<tr>
<td>ATHL</td>
<td>$500M</td>
<td>81%</td>
</tr>
<tr>
<td>CAS</td>
<td>$750M</td>
<td>82%</td>
</tr>
<tr>
<td>CCPS</td>
<td>$25M</td>
<td>118%</td>
</tr>
<tr>
<td>CPA</td>
<td>$15M</td>
<td>113%</td>
</tr>
<tr>
<td>EDU</td>
<td>$25M</td>
<td>61%</td>
</tr>
<tr>
<td>ESOP</td>
<td>$75M</td>
<td>102%</td>
</tr>
<tr>
<td>GOV</td>
<td>$50M</td>
<td>74%</td>
</tr>
<tr>
<td>GRAD</td>
<td>$10M</td>
<td>120%</td>
</tr>
<tr>
<td>GSGPH</td>
<td>$200M</td>
<td>110%</td>
</tr>
<tr>
<td>HEALTH</td>
<td>$1B</td>
<td>104%</td>
</tr>
<tr>
<td>HSJM</td>
<td>$75M</td>
<td>109%</td>
</tr>
<tr>
<td>IE</td>
<td>$12M</td>
<td>78%</td>
</tr>
<tr>
<td>KFBS</td>
<td>$400M</td>
<td>84%</td>
</tr>
<tr>
<td>LAW</td>
<td>$75M</td>
<td>86%</td>
</tr>
<tr>
<td>LIB</td>
<td>$50M</td>
<td>90%</td>
</tr>
<tr>
<td>MCF</td>
<td>$75M</td>
<td>106%</td>
</tr>
<tr>
<td>MPSC</td>
<td>$50M</td>
<td>98%</td>
</tr>
<tr>
<td>NCBG</td>
<td>$50M</td>
<td>85%</td>
</tr>
<tr>
<td>NRI</td>
<td>$3M</td>
<td>142%</td>
</tr>
<tr>
<td>NURS</td>
<td>$2M</td>
<td>123%</td>
</tr>
<tr>
<td>OSSA</td>
<td>$400M</td>
<td>49%</td>
</tr>
<tr>
<td>SAFF</td>
<td>$15M</td>
<td>73%</td>
</tr>
<tr>
<td>SILS</td>
<td>$20M</td>
<td>128%</td>
</tr>
<tr>
<td>SSSW</td>
<td>$25M</td>
<td>69%</td>
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Acronyms key available online at: [https://unc.live/acronyms](https://unc.live/acronyms)
Signature Initiatives

PROGRESS TO GOAL as of 7.4.2021. Does not include final FY21 data.

CAROLINA EDGE
- 73% RAISED
- $1B GOAL

CONVERGENT SCIENCE
- 88% RAISED
- $350M GOAL

ARTS EVERYWHERE
- 55% RAISED
- $350M GOAL

GLOBAL MINDSET
- 96% RAISED
- $300M GOAL
Campaign Highlights

SUPPORT for military families

LAUNCH of Blue Sky Scholars

SUCCESS of GiveUNC
Campaign Highlights

**GROWTH**
in women’s philanthropy

**EXPANSION**
of capacity to handle complex assets

**INTRODUCTION**
of marketing automation
School & Unit Impact

UNC HEALTH
Groundbreaking immunotherapy treatments

COLLEGE OF ARTS & SCIENCES
Chancellor’s Science Scholars

KENAN-FLAGLER BUSINESS SCHOOL
New building to allow expansion of undergraduate program

UNC ATHLETICS
Facilities and student-athlete support

ESHELMAN SCHOOL OF PHARMACY
Eshelman gift to create innovation labs
FUNDRAISING RETURNS
A Strong Return On Investment

$1 INVESTED
A Strong Return On Investment

FY2020

$1 INVESTED  =  $10.71 RETURN (New Cash & Commitments)
A Strong Return On Investment

FY2020

$1 INVESTED = $8.87 RETURN (Cash)
A Strong Return On Investment

NEW COMMITMENTS PER $1 INVESTED. DATA BY FY

<table>
<thead>
<tr>
<th>Year</th>
<th>Return</th>
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<tbody>
<tr>
<td>'13</td>
<td>$11.15</td>
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<td>'14</td>
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<td>'19</td>
<td>$11.69</td>
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<td>'20</td>
<td>$10.71</td>
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A Strong Return On Investment

NEW COMMITMENTS PER $1 INVESTED. DATA BY FY.
CAROLINA’S NEW CASH AND COMMITMENTS

Dollars in Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars</th>
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<tbody>
<tr>
<td>'01</td>
<td>$227</td>
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<tr>
<td>'02</td>
<td>$316</td>
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<tr>
<td>'03</td>
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<td>'19</td>
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Pre-campaign trendline

Carolina First Campaign
(1999 – 2007)

the CAMPAIGN for CAROLINA
(2015 – Present)
CAROLINA’S NEW CASH AND COMMITMENTS

Dollars in Millions

- Carolina First Campaign (1999 – 2007)
  - '01: $227
  - '02: $316
  - '03: $280
  - '04: $214
  - '05: $236
  - '06: $245
  - '07: $287
  - '08: $343
  - '09: $290
  - '10: $292
  - '11: $305
  - '12: $331
  - '13: $284
  - '14: $310

- the CAMPAIGN for CAROLINA (2015 – Present)
  - '15: $495
  - '16: $543
  - '17: $618
  - '18: $602
  - '19: $565
  - '20: $589

- Pre-campaign trendline

*Estimate
CAROLINA CASH

Dollars in Millions

Carolina First Campaign (1999 – 2007)

the CAMPAIGN for CAROLINA (2015 – Present)

Pre-campaign trendline
CAROLINA CASH

Pre-campaign trendline

Dollars in Millions

'01 $138  '02 $164  '03 $143  '04 $181  '05 $175  '06 $225  '07 $236  '08 $276  '09 $255  '10 $252  '11 $261  '12 $272  '13 $262  '14 $266  '15 $298  '16 $313  '17 $329  '18 $379  '19 $418  '20 $424  '21 $444*

Carolina First Campaign
(1999 – 2007)

the CAMPAIGN for CAROLINA
(2015 – Present)

*Estimate
David S. Routh
Vice Chancellor for Development