

**LOOK
NORTH
UNT 2030**

DEVELOP | DISCOVER | DRIVE



WHO WE ARE

The Division of Advancement strengthens the University of North Texas by building the relationships and resources that support one of the nation's largest and most impactful public universities. As a leading driver of social mobility in Texas, UNT serves a large student population whose success depends on access, affordability, and outcomes beyond graduation. Through philanthropy, alumni engagement, and strategic partnerships, Advancement connects generosity to opportunities that remove financial barriers, strengthen academic and workforce pathways, and ensure a UNT degree delivers lasting value for students, families, and communities across the state.



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Executive Summary

Strategic Direction Through 2030

By 2030, the Division of Advancement will expand the University of North Texas' philanthropic capacity to support student success, academic excellence, and the university's role as a driver of opportunity for Texas. This includes supporting UNT's trajectory toward \$100 million in annual fundraising by strengthening systems, deepening donor and alumni engagement, and aligning private support with priorities that improve access, persistence, completion, and post-graduation outcomes. This direction matters because UNT serves one of the largest student populations in the state, and philanthropy is essential to ensuring students can translate a UNT degree into economic mobility, workforce readiness, and long-term value.

Unique Role, Contribution, and Strengths

The Division of Advancement uniquely connects the University of North Texas to the people, organizations, and communities that invest in its mission and students. Through integrated fundraising, alumni engagement, donor relations, and strategic communications, Advancement aligns private support with institutional priorities at a scale few public universities manage. Our strength lies in trust-based relationship building across a broad philanthropic ecosystem — alumni, individual donors, corporations, foundations, and partners — paired with close coordination with university leadership and academic units. This university-wide perspective ensures philanthropy is strategic, donor-centered, and focused on long-term impact rather than isolated outcomes.

Navigating External Forces, Trends, and Contexts

Advancement operates within a philanthropic and higher education landscape shaped by economic uncertainty, increased competition for charitable dollars, and rising expectations for transparency and measurable outcomes. Donors increasingly seek clear evidence that their investments lead to improved access, student success, workforce readiness, and public impact. At the same time, Texas' rapid population growth and evolving economy place growing demands on public universities to educate more students efficiently and effectively. These conditions present both challenges and opportunity. Advancement is positioned to respond by strengthening corporate and foundation partnerships, leveraging data and analytics, expanding alumni engagement, and aligning philanthropic investment with priorities that prepare UNT students to succeed in a changing world.

Strategic Goals (2026-2030)

Three strategic goals will guide the Division of Advancement through 2030, aligning private support with UNT's Look North: UNT 2030 pillars — Develop, Discover, and Drive — to expand opportunity, accelerate discovery, and strengthen regional impact.

- **Expand philanthropic support for student success and academic excellence**

Advance UNT's student success priorities by deepening relationships with high-capacity individuals, cultivating new donors, and strengthening the donor pipeline through alumni engagement and annual giving. Philanthropy will be aligned with priorities that remove financial barriers, strengthen persistence and completion, and support faculty and program excellence.

Success by 2030: Sustaining \$100 million in annual fundraising with demonstrable impact on access, graduation outcomes, and academic quality.

- **Increase constituent engagement to strengthen partnerships and workforce pathways**

Grow corporate and foundation relationships while activating alumni and donors as regional assets. Advancement will elevate partnerships that support innovation, career-connected learning, and new models of higher education that advance workforce readiness and economic progress across North Texas and beyond.

Success by 2030: A diversified portfolio of partnerships and engaged alumni networks that measurably expand career pathways and regional impact.

- **Build a sustainable, data-enabled advancement infrastructure**

Scale staff capacity and leverage technology, analytics, and integrated systems to support adaptive, high-performing fundraising operations. This work advances *Look North's* emphasis on interdisciplinary collaboration and technology-enabled progress.

Success by 2030: A modern advancement enterprise capable of sustaining \$100 million annually while accelerating research investment and expanding student research opportunities.

Key Outcomes & Metrics

UNT Advancement advances the university's core performance metrics by mobilizing private support and partnerships that strengthen student success, research, and career outcomes. Advancement contributes to improved four-year graduation rates by growing scholarships and endowments that reduce financial barriers and support persistence. The unit supports increased annual R&D expenditures through philanthropic investment in faculty excellence and research capacity. Advancement also improves time to value by activating alumni volunteers through the university-wide Braven program and securing funding and partnerships for the Texas Talent Accelerator, expanding career-connected pathways for students.

Beyond core metrics, Advancement tracks funds raised, partnerships formed, mentorships, engagement activity, and storytelling reach. The division is building systems to connect philanthropic investment with post-graduation placement, awards and recognitions, innovation outcomes, and student and alumni engagement. Baselines are established through tools such as the Alumni Visibility, Outreach, Input, Communication, and Engagement (VOICE) survey and the campaign feasibility study, with updates every three to five years to monitor trends, assess impact, and guide continuous improvement.

Core Metrics: Established Benchmarks that Define University Performance

1st to 2nd year retention

UNT Baseline (2024/25): **77%** | UNT Target (2030): **90%**

Unit contribution to achieving targets:

- Partner with colleges and units to maximize the disbursement of endowed scholarship funds

4-year graduation rate

UNT Baseline (2024/25): **42%** | UNT Target (2030): **65%**

Unit contribution to achieving targets:

- Endowments/scholarships fundraising

6-year graduation rate

UNT Baseline (2024/25): **61%** | UNT Target (2030): **80%**

Unit contribution to achieving targets:

- Endowments/scholarships fundraising

Annual R&D expenditures

UNT Baseline (2024/25): **\$124M** | UNT Target (2030): **\$250M**

Unit contribution to achieving targets:

- Driving philanthropic support around research

Doctoral degrees awarded

UNT Baseline (2024/25): **286** | UNT Target (2030): **300**

N/A

Time to value

UNT Baseline (2024/25): **6 years** | UNT Target (2030): **Decrease time for programs over median**

Unit contribution to achieving targets:

- Alumni volunteers for Braven Career Accelerator program
- Texas Talent Accelerator funding and partnerships

Emergent Metrics: Important Dimensions of Our Success that Require New Approaches

Post-graduation placement: Percentage of graduates placed in high-demand occupations or graduate and professional programs

Support placement through fundraising for Texas Talent Accelerator and partnership with Braven; track funds raised and mentorships supported.

Career-aligned learning: Percentage of academic programs that integrate internships, industry-sponsored projects, or other work-integrated learning experiences

Partner with the President's Office to expand corporate partnerships through Corporate Concierge; track partnerships and philanthropic support for applied learning.

Awards and recognitions: Prestigious awards, exhibitions, and performances achieved by our students, faculty, staff, and alumni

Track Council for Advancement and Support of Education (CASE) awards, alumni honors, engagement attendance, and sponsorships as indicators of visibility and engagement.

Innovation and entrepreneurship: New ventures, startups, and public impact projects launched by students, faculty, and alumni

Track philanthropic support and produce 12+ impact stories highlighting student success, donor impact, and presidential priorities.

Student and alumni engagement: Perceptions of how well UNT prepares graduates to pursue lives of meaning and purpose

Use Alumni Visibility, Outreach, Input, Communication, and Engagement (VOICE) survey and campaign feasibility study to establish baselines; conduct pulse survey(s) in coordination with and complementary to campus surveys aligned with presidential initiatives.

Unit-Level Metrics: Other Important Priority Metrics Tracked at the Unit Level

- **Increase employee engagement index in the Gallup Survey Employee Engagement Score:** Track employee engagement and workplace health. Inform targeted training, staff development, and retention efforts.
- **Increase overall alumni engagement from 13,500 to 18,000 through giving, event attendance, volunteerism, and digital participation:** Raise UNT visibility, support Better Look North initiatives, and cultivate new donors.
- **Grow the number of donors to 8,500:** Expand donor base, fuel donor pipeline, and achieve fundraising goals.
- **Increase the number of alumni volunteers to 1,500:** Deepen community volunteers' commitment to advance strategic efforts that support student success.

Goals in Action

Develop the potential of UNT students, faculty, staff, and community members

- **Expand philanthropic support for student success priorities:** Grow private funding for scholarships, emergency aid, experiential learning, and completion initiatives that reduce financial barriers and improve persistence and graduation outcomes for UNT's student population.
- **Strengthen donor-aligned faculty and staff support:** Partner with colleges and units to secure funding for faculty excellence, professional development, and programmatic needs that enhance teaching, advising, and student-facing services.
- **Advance alumni engagement as a student success strategy:** Leverage alumni networks to support mentoring, career readiness, internships, and workforce connections that help students translate a UNT degree into long-term value.
- **Enhance stewardship and impact reporting:** Improve how Advancement communicates outcomes to donors, reinforcing trust and demonstrating how investments directly support students, faculty, and communities.

Discover new knowledge and insights that bridge traditional academic disciplines

- **Expand philanthropic support for interdisciplinary research and discovery:** Collaborate with the Division of Research and Innovation and academic leadership to secure foundation, corporate, and donor funding for cross-disciplinary initiatives aligned with UNT's research strengths and societal needs.

- **Grow foundation and grant partnerships:** Identify and pursue new funding opportunities that support faculty research, student research experiences, and applied discovery with real-world impact.
- **Support student research through donor investment:** Advance funding for undergraduate and graduate research opportunities that connect discovery to student success, workforce preparation, and innovation.
- **Leverage data and technology to strengthen advancement strategy:** Use analytics, prospect research, and digital engagement tools to inform funding strategies and accelerate alignment between donor interests and discovery priorities.

Drive creative advances, partnerships, and new models of higher education

- **Strengthen corporate and foundation partnerships:** Expand strategic partnerships that align philanthropy with workforce development, applied research, and innovation, benefiting the North Texas region and the state.
- **Support public-private partnerships and new funding models:** Collaborate across the university to advance partnerships that generate new revenue streams, enhance financial sustainability, and scale UNT's impact.
- **Activate alumni and donor networks as regional assets:** Leverage alumni leadership, industry connections, and donor expertise to support entrepreneurship, innovation, and community engagement.
- **Position Advancement as a catalyst for cross-campus collaboration:** Facilitate coordinated engagement between colleges, centers, and external partners to drive integrated solutions to regional and statewide challenges.