Proposed marketing and advertising campaign for the United Negro College Fund

Rashida Patrice Hamm
PROPOSED MARKETING AND ADVERTISING CAMPAIGN
FOR THE UNITED NEGRO COLLEGE FUND

A Project
Presented to the
Faculty of
California State University,
San Bernardino

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by
Rashida Patrice Hamm

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ABSTRACT

This project seeks to develop a marketing and advertising campaign for the United Negro College Fund. The UNCF is the largest and most recognized non-profit organization that financially assist African American students going to college, the Fund also assists its 39 member institutions with operating cost. Since its inception in 1944, UNCF has raised over $3 billion and has been able to send more then 300,000 African American students to historically black colleges and universities as well as other institutions throughout the United States. Dr. Michael Lomax is the newly appointed president of UNCF and one of his main goals for the organization is to increase the endowment from $70 million to $1 billion within the next ten years. The proposed California Campaign will be designed to reach an underserved target market in the state of California and increase donations to the UNCF by $1 million a year.
ACKNOWLEDGMENTS

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DEDICATION

Wow! God you are so awesome. Thank you for giving me the strength and determination to finish this project. I will always share my testimony. To my family and friends, you never gave up on me. Aunt Dinah, thanks for listening when I needed to vent. Dad and Zelma for not letting me accept anything but the best and putting that fire under my belt. Howard and Royal, my boys, I know you were praying for me. My mother, Bernice Taylor for being the strongest and greatest woman I know, I hope I am half the woman that you are. Last but not least, I thank my right arm, my wonderful husband Harvey, who would not let me give up and is a true supporter. My children, Damani and Daija, I just laugh thinking about you two, mommy loves you, your energy and love kept me going. I might just thank myself for actually coming up with the idea and completing it. I hope this project is able to help many other students and scholars reach their fullest potential and inspire everyone who reads it.
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CHAPTER ONE
INTRODUCTION

In today's society it is imperative to achieve some type of higher education. With the economy uncertain and jobs scarce, the only way for a person to become a qualified candidate for a good job is to at least have a bachelor's degree if not higher. For minorities the task is even greater because at times they have to overcome extra racial barriers. African American households and communities are enforcing to their youth that college is an important asset to being successful in future endeavors. They express the importance of leadership, entrepreneurship, investing, and education. With the appropriate resource tools, African American students are preparing themselves for college and finding out that they have choices: to attend a private college, community college, state university or, most importantly, one of the historically Black college and universities (HBCUs), where they will acquire the same level of education, if not better, than that of Euro-Americans and other minorities.
According to the United Negro College Fund website (2005), UNCF is the largest and most recognized organization that financially assists African American students going to college. Historically Black colleges are still relevant and needed today. From a cultural aspect, they do more than just educate young African Americans; they also give them a sense of identity and pride. It takes money to help these schools and students succeed.

UNCF is a well-established brand comprised of three highly recognizable elements; their PSAs, a trademark logo, and the tagline "A Mind Is A Terrible Thing To Waste." UNCF gives hope to people who want to better themselves and their communities through education. The logo resembles a torch, which is known to represent knowledge and enlightenment. UNCF’s television, radio, and print public service announcements have long been recognized because they have featured moving tributes of deserving young persons’ struggles for higher education.

Sabrina Miller (2004) found that historically Black colleges and universities have served as enriching experiences for many students who have attended them. She noted that one student commented on how her HBCU had shaped her perspective of herself, as well as provided an
educational support system she had never before experienced. Another student said "it's one of the few places in the country that you can get a focused education that goes beyond the classroom." Other alumni have echoed the sense of "family" they experienced as the primary reason for their continued involvement with their institutions. These comments represent those of many more students and alumni who have appreciated and valued their educational experiences at HBCUs. For that reason UNCF will continue to do its best at raising funds and advocating for African American students to achieve higher education. It is vital for UNCF and other nonprofit organizations to prioritize the preparation, recruitment and admission of African American students to college. To do otherwise is to ensure that racial economic gaps will grow wider over time, and that more African American families will live on the economic periphery.

Problem Statement

The purpose of this project is to launch a new and improved marketing campaign for UNCF and its president Dr. Michael Lomax that will reach an overlooked target market and help generate more individual donations for the
organization. I plan to target middle class African Americans 40 to 60 years of age in the state of California.

Since its inception in 1944, the United Negro College Fund has been the number one educational financial assistance program for African Americans. The Fund’s media kit states that more than $3 billion has been raised over the sixty-year period. The UNCF has enjoyed great success each year with its donations, fundraising, and corporate sponsors. With its endowment, the organization has been able to send more than 300,000 African American students to historically Black colleges and universities as well as to other institutions. It has made annual allocations to its 39 member institutions. With increasing numbers of African American students going to college each year, the UNCF is going to need to make sure it can meet the rising demands for financial assistance.

As of June 1, 2004, the UNCF has a new president and CEO, Dr. Michael Lomax, who took the place of William Gray, III, and who quickly raised the issue of the financial challenges that UNCF is currently facing. When asked about the goals he is addressing in his new job, he said, “It’s called money.” Thevenot (2004) wrote in the
Picayune Times that Lomax would like to build a $1 billion endowment from its current $70 million over the next decade by creating partnerships with major corporate donors. An "endowment" is a fund of cash and other assets accumulated from private and corporate donations; it serves as both a school's investment engine and a key element of its image. According to Ronald Taylor (1996), a skillfully managed endowment yields returns that can help keep higher education institutions tuition costs down. A healthy endowment is critical to a university's long-term survival. Likewise, the term "endowment," as applied to a non-profit foundation or freestanding fund, covers a variety of smaller funds used as investment vehicles. Only its interest or other earnings can be used toward paying salaries, maintenance costs or even some of the hardware used by staff. Managing endowments effectively can spell the difference between sustaining a high profile or laying off staff and canceling courses to scale back operating costs. Both historically black colleges and universities, and UNCF are struggling in the area of endowments, and therefore that is one of their major areas of focus. As noted by Taylor (1996), only two of UNCF's historically black universities excelled in raising endowments well
over $100 million each, Howard University and Spelman University. Malik Russell (2004) found that one of the primary goals of historically Black colleges and universities are to provide high quality education; however, most of these institutions are currently underfunded. This is because UNCF’s disbursements to the HBCUs are shrinking. The fund has decreased nearly $12 million from its normal level for two years and has been cutting distributions to its 39 member schools. Part of the cause for the shrinkage is that faithful UNCF donors from the past are dying. UNCF and its member institutions have to seek other ways to make up the difference, like alumni support, government grants, and other revenue sources. Another problem is that the UNCF has been seeking to modernize their HBCUs. Many campuses are well over 100 years old. Last, Russell (2004) contended that in order to keep current with other institutions, the UNCFs mission and that of its member HBCUs needs to make sure they are enriching, strengthening, and modernizing their academic programs, so that graduating students acquire the knowledge and skills that will keep them competitive in society.
Chapter 2 contains an extensive literature review about UNCF, historically black colleges and universities, African American philanthropy, and African Americans in higher education. In chapter 3, my campaign will layout a creative strategy that will incorporate demographics, and psychographics of this new target market, a position statement, a list of advertising and marketing objectives, a budget, a list of the key benefits of giving to the UNCF, and other advertising strategies that will benefit the campaign. Also, I will include a media plan, showing which types of media vehicles best reach the target market and why. The final chapter 4 will conclude the project and address the overall benefits of the California Campaign.
CHAPTER TWO

LITERATURE REVIEW

History and Current Needs of Higher Education for African Americans

The *Journal of Blacks in Higher Education* (2004) examines previous needs in higher education. In 1965 only about half of all African Americans who graduated from high school went on to college. During the same time, half of all white high school graduates were enrolling in college. This comparison remained the same for the next several years. By 1976, encouragingly the percentage of African American high school graduates who went on to college increased to be almost the same as whites. Two societal forces had a role to play in the increase of African American enrollment. First, in the early 1970s colleges and universities across the United States instituted affirmative action admissions programs that actively recruited African American students to come to their campuses. Prior to the late 1960s, very few black students had enrolled at predominately white college and universities. This new drive by the white institutions to attract African American students created greatly expanded
opportunities for the new higher education of African Americans. Second, as researchers from the *Journal of Blacks in Higher Education* (2004) stated, the increase was also due to the introduction of the federal Pell Grant program in 1973. This new federal financial aid program, named after Rhode Island Senator Claiborne Pell, provided most, if not all of the money required for low-income students to attend four-year state universities. The federal financial aid afforded many lower income African Americans the chance to attend college, who previously would never had thought of going.

The parity in college participation rates between white and blacks was short lived. During the late 1970s and early 1980s, the United States underwent a severe economic crisis. One study ("Who Gets Hurt", 2004) found that hyper-inflation, double-digit interest rates, and high unemployment rates put much pressure on university budgets and the abilities of African Americans to afford higher education. With the inflation and rising tuition costs, Pell Grant awards did not keep up with demand. African American college participation rate to drop to 35.8 percent in 1982, close to its rate at the time the Civil Rights Act had been passed in 1964. By 1998
however, after a long-term expansion of the U.S. economy, African American college participation rates went back up to 62 percent. Then with the economy again on the decline, by 2001 African American participation rates fell back to 54 percent. At the same time the racial gap in college participation rates between African Americans and Whites increased to 10 percentage points. As of 2003, reports show African American college enrollment on the rise. According to Journal of Blacks in Higher Education (2004), 58.3 percent of all African American high school graduates enrolled in college within one year after commencement.

Challenges Faced by Historically Black Colleges and Universities

Historically Black colleges continue to build strong legacies of educational achievements, but they often carry these out in the midst of overwhelming financial challenges. HBCU endowments are far lower than those of their White counterparts. As the gap in income between African Americans and Whites widens, few African Americans are able to make the same type of sizable contributions to their institutions of higher learning as their White counterparts do. (Anonymous, 2003) The 2002 national
census listed the median income for African American families at $29,026, compared to that of $46,900 for white families. (Fain, 2005). Another challenge faced by HBCU presidents is meeting fundraising goals. Economic recession has eaten away at school endowments and reduced the funding capabilities of the foundations that traditionally support historic black colleges and universities. Alumni have not been able to provide as much, or additional financial support as their incomes have been affected by corporate layoffs and stock market declines.

Recently, HBCUs have also found their tuition revenues declining as a result of growing recruitment competition from predominantly white colleges eager to attract academically accomplished African Americans. The increase in recruitment competition by white universities has affected HBCU enrollment rosters. (Williams and Ashley, 2003) Between 1976 and 1994 white colleges experienced a 40% increase in black enrollment; during that time the HBCUs rosters increased by only half that amount. The struggle for revenue has been problematic for HBCUs in more than one way. Decreased and flat revenues have made it difficult for all but the wealthiest HBCUs to
consistently develop new curricula, upgrade their educational and administrative technology, and expand campus facilities. The United Negro College Fund concentrates on financially assisting its HBCUs (Chappell, 2001) in order to help advance technology in the schools and keep tuition rates low so that students graduating will be strong competitors prepared to enter their careers.

Higher Education Needs for African Americans in California

Now that the needs have been established regarding historically black colleges and universities and UNCF, let's examine the needs of higher education in California, that is where the target market for this newly proposed California marketing campaign reside.

The California State University system held a forum March 2005 with its campus presidents and African American leaders to discuss issues regarding higher education. The meeting was prompted by the university system’s concerns that too many African Americans were not meeting the academic standards required for entry into its 23 campuses. They wanted to find ways to boost African
American enrollment at the 23 campuses. Researcher Natasha Lee (2005) states that only about 5.8% of the nearly 320,000 undergraduate students enrolled in the Cal State system are African American. In contrast, 8.1% of all K-12 public school students in the state are African American, according to the state Department of Education.

A better job needs to be done preparing African American Californians for college. Lee (2005) found that potential freshman are not completing the so-called A_G sequence of high school courses needed for admission, while others need to earn higher grade point averages. One of the presidents at the meeting said "many high school teachers and counselors do not tell students about entry requirements, therefore a lack of awareness is a big part of what's going on." Another issued facing the African American community is the disproportion of males to females attending college. African American males need to be strongly encouraged to pursue college. Also, Lee (2005) noted that of the roughly 22,500 African American students enrolled in Cal State's undergraduate and graduate programs, just under 8,000 are males.

The University of California also hosted a panel discussion on November 9, 2004 about African Americans and
higher education. Winston Doby, vice president of UC educational outreach, described what he called the "California Dilemma." (Springgay, 2004) Because Proposition 209 bars race from being a criterion for university acceptance, it requires the acceptance process to be "race blind." However, it does not require the process to be "race neutral." (Springgay, 2004) From 1993 to 1999, an average of 334 African American males applied to University of California at Davis each year. Of that number, approximately 216 were annually admitted but only 66 enrolled per year. Between 1999-2004, an average of 100 more males applied per year, yet an average of 30 fewer were admitted per year.

According to Springgay (2004), the University of California panel narrowed down the "crisis" to a discussion on two levels: the first being called the "evaporating pipeline" referring to the decline in the number of African Americans pursuing graduate degrees, and the second being the fact that women are now beginning to "outpace" men in higher education, which correlates with the Cal State system current enrollment trends. Panelist agreed that African American males face a lack of mentoring because there are not enough African American
role models accessible to them in higher education, in California. Also, the panelists concluded that African Americans males, may experience a "crisis of purpose," or the contradictory feelings African American men may face while trying to pursue a degree and still assist in the advancement of their cultures.

United Negro College Fund
Past and Present

UNCF has grown remarkably since its inception over 60 years ago. The United Negro College Fund (UNCF, 2005) is the nation's oldest non-profit African American education assistance organization. Its mission is "to enhance the quality of education by providing financial assistance to deserving students, raising operating funds for member colleges and universities, and to increase access to technology for students and faculty at historically black colleges and universities (HBCUs)."

In Black Enterprise, Mark Lowry (1994) reflected on UNCF responded to a crisis. Beginning in 1940, private higher education for African Americans suffered a crisis. Therefore, financial gifts from benefactors and foundations to private black colleges had decreased as a
result of the Great Depression and Second World War. Due to lack of resources, the UNCF was developed to remedy the situation. Under the leadership of Dr. Frederick D. Patterson, President of Tuskegee Institute, private black colleges and universities begun uniting their resources in an annual fundraising appeal. In its first annual campaign, the UNCF raised $765,000, sum-three times larger than the total raised by these individual colleges in their separate campaigns in the previous year. Over the past 60 years they have raised nearly $3 billion to support institutions and help more than 300,000 African American students earn undergraduate and graduate degrees. The United Negro College Fund continues today with these 39 member institutions, which are all private African American colleges and universities. (Kumar, 2004)

During the UNCF's first campaign in 1944, it received the support of many prominent people across the country. Franklin D. Roosevelt, began a tradition that continues to the present day of annual White House contributions. John D. Rockefeller, Jr., a long time supporter of higher education for blacks, publicly endorsed UNCF and chaired its National Advising Committee. Many people volunteered their time to advance UNCF's efforts; this phenomenon
significantly reduced fund-raising expenses. The primary goal of the campaign was to present, by way of churches and other agencies, the cause of Negro colleges to people who had not been contributing. (Tucker, 2000) This valuable and distinctive strategy which UNCF still uses today, affords the possibility of making new friends and of giving many people of modest means an opportunity to contribute small sums, which they would not ordinarily give, feeling that they would not count. Of the total amount given during the first campaign, African Americans contributed approximately $95,000, with $25,000 coming from black servicemen. (Tucker, 2000) This showed that the “self-help” idea, grassroots and black philanthropy were key components from the beginning. African Americans donated large sums to the fund to help make it a success. A large amount of contributions came from southern states and 84% of the amount raised came from individual donors.

To keep up with the success of the first campaign, the UNCF had to gradually expand the campaign into new cities and to more aggressively solicit campaigns in the communities it had previously targeted. Through the use of more effective techniques of annual fund-raising, UNCF was able to show improved results. The UNCF also did more
intensive cultivation of local leadership, having learned that when influential people head campaigns, they produce more rewarding results. The Foundation also opened more regional offices in order to offer better and quicker service to local companies. It was expected with these new strategies that over the next five years, the Fund’s income would double, and it did.

In the mid 1950’s, the UNCF faced another issue. The Supreme Courts decision in Brown vs. Topeka Board of Education, now declared legal segregation in public education unconstitutional. Nevertheless, Williams and Ashley (2004) remarked that the Brown decision was a victory for African Americans, and UNCF officials decided to view it as an opportunity for growth. They understood that while it was time to integrate public schools, African Americans would still face financial barriers when seeking a higher education because it was estimated that all college enrollments would double by 1970. Thus, (Williams, 2001) UNCF expanded to its mission regarding race, creed, color and continued on its promising journey toward success in fund-raising and recruiting more colleges to become a part of the Fund. The Foundation broadened the core mission to include helping African
Americans and other minority students who want to attend public black colleges not members of UNCF and even predomately white institutions.

The 1970s are most often portrayed as the age of integration and affirmative action, a time when the African American community quickly reaped the benefits of decades of civil rights. Ironically, Historically Black Colleges and Universities were looked upon negatively in regard to integration. Almost overnight, black colleges found themselves fighting with issues of cultural identity as they struggled with federal and state mandates to diversify their student bodies and faculties. In some cases, public HBCUs were either closed or threatened with closure. Now that southern states were mandated to admit African Americans into their historically white public colleges, many state officials saw no reason to continue funding HBCUs. Also at this time it was determined that HBCUs were at a terrible disadvantage when competing against major white institutions to enroll black students; therefore the UNCF had to work twice as hard to raise funds and help HBCUs stay open as well as to assist low income students with scholarships. Black colleges had to meet the special expenses of remedial training for poorly
prepared students and financial aid for the 70% of their students who required some type of scholarly assistance. (Encyclopedia of Major Marketing Campaigns, 2004)

The article A Mind Is A Terrible Thing To Waste Campaign (2004) reveals that it wasn’t long before HBCUs received encouraging financial news. The Ford Foundations established a six-year, $100 million fund providing individual grants to a select number of minority students enrolled in black private colleges. In the summer of 1974 the United Negro College Fund was also the recipient of a windfall from Links, a national black women’s social organization. Links gave the UNCF $132,000, which was the largest donation made by a black organization.

In 1972, the United Negro College Fund launched its first major public-service campaign, designed to encourage support for 40 private black colleges and universities. (“A Mind Is,” 2004) The previous campaigns did not have the expertise of the Ad council to aid in developing public service announcements. This new campaign was done with help from the Advertising Council, Inc., a nonprofit group that coordinated and produced public-service ad campaigns, and from Young & Rubicam International, Inc., an advertising agency who volunteered its services.
In an era that was promoting integration and trying to steer away from segregation, the Fund in 1972 faced an uphill battle in its pursuit to solicit support for colleges and universities with mostly black student bodies. Its campaign, now called "A Mind Is a Terrible Thing to Waste," emphasized not skin color but the inherent right of all Americans to an education. As explained in the entry by Encyclopedia of Marketing Campaigns (2004) the UNCF campaign both had to alter the public perception that historically black schools were promoting segregation and to convince the masses that there was a need to support these institutions. The Fund needed to make its cause attractive and also to educate the mass audience about the benefits of such institutions. It needed to emphasize that without higher education; there could never be full equality or integration; for it had been historically black schools that had provided the opportunities for this education. The result was that the new "A Mind Is a Terrible Thing to Waste" campaign in 1972 was a huge success, because it institutionalized the importance of educating African Americans. In the first year of the campaign, the UNCF raised nearly twice as much
as it had before the campaign started; and, to date, that slogan is nationally known in correlation with the UNCF. UNCF has played an instrumental role in assisting many African American students with college expenses. Education remains paramount for today’s high school students and college enrollment is on the rise. The 20th annual Minorities in Higher Education Annual Status Report revealed that minority college enrollment rates have surged 122% over the last two decades. Rhonda Reynolds (2004) found that high school completion rates for African Americans increased from 68% to 76% percent and college participation rates increased 11%.

According to the United Negro College Fund website (2004), the organization has made a very important impact on the lives of many African American students who want to attend college but come from low income households and need financial assistance. As of this year, which marked the 60-year anniversary of the organization, UNCF students typically come from families whose average incomes are less than two-thirds the national average for college students. As a result, almost 90% of students attending UNCF member colleges require some form of financial aid to attend college compared with approximately half the
students at private colleges nationally. Fifty-nine percent of students are from families with a gross income of less than $25,000 and roughly half of UNCF students are from single parent families. That is why I believe it is imperative for the UNCF to reach out to its underserved targeted markets, as well as to expand its target markets, so as to increase individual donations that will both continue assist future students to go to college and help keep the HBCUs up to date.

The UNCF has made great strides as a non-profit organization and has received accolades from some of the top magazines. Thevenot (2004) announced that the UNCF was recently named the top education charity by Barron’s magazine, which noted its efficiency; and the Chronicle of Philanthropy, which recognized its total fund-raising efforts. Effective June 1, 2004, the organization underwent a change in leadership. For the past 13 years William Gray, III, had been president and CEO of the organization. Under his leadership the UNCF excelled. Gray provided remarkable leadership and vision. Researcher Tasha Flournoy stated that he raised nearly $2 billion, which accounts for 70% of the money that the Fund has raised altogether. He also significantly increased the
number of scholarship programs administered by the UNCF from its initial total of 105 to currently 500. As mentioned on the UNCF website, many initiatives spearheaded by UNCF during Gray’s tenure were groundbreaking alliances with major corporations and corporate executives. In 1991 the Bill and Melinda Gates Foundation donated $1 billion to ensure that the nation’s poorest students would have the opportunity to get a high quality undergraduate and graduate education for free. (Wickham, 2003). Microsoft Corporation, and dozens of other world technology leaders, donated approximately $120 million in cash and in-kind equipment to upgrade technology capabilities at HBCUs.

In addition to the many programs the UNCF offers, it has implemented several different fundraising campaigns. Chappell (2001) addresses one of the largest campaigns that took place from January 2000 to January 2002 while Gray was in office, The Technology Enhancement Capital Campaign. This was established to help the member institutions to cross the “Digital Divide.” The purpose of this campaign was to make sure all students and faculty at historically Black colleges and universities are prepared for the globally competitive economy of the 21st century,
only because they head a third of all family households, but also because within married couple households they tend to be the decision maker. Further, African American professional women are advancing their education and enjoying power positions in business, law, journalism, medical, and many more professions. The increased number of minority women owning business indicates that African American women are motivated to be financially independent as well as primary decision makers. Yin (2005) also found that with this increasing trend, advertisers are specifically targeting this market for some of their campaigns.

The African American market is unique in many other ways, and therefore cannot be reached in the same ways as the general population is being reached. The same media vehicles will be used to reach this audience but content and messages need to be geared toward African Americans. DeSimone (2003) noticed in her research that younger segments think about "financial awareness" and fitness, whereas boomers are looking for assistance with wealth management. There is also a strong presence of women who assist in decision making for their family. One of the
needs they are usually concerned with is making sure that they’re planning for their children’s education.

Earl Graves (2002) founder of Black Enterprise magazine said, “The point is not to merely increase our personal net worth but to leverage the wealth to strengthen and empower African Americans as a whole by building and sustaining those organizations and institutions critical to our progress in an environment still all too hostile to our ambition. Simply put, we must make this not only a season for giving, but also a season for giving back. There are plenty of worthy causes deserving of your financial gifts, including our nation’s historically Black colleges and universities. Our commitment to wealth building requires us to invest resources in those organizations and institutions that support and sustain us.”

DeSimone (2003), agrees that African Americans are more likely to patronize stores that are “diversity friendly.” African Americans are a significant market opportunity with $645.9 billion in spending power, projected to increase to $853 billion by 2007. The research statistics on African Americans will play an important role in chapter 3, when the proposed marketing
campaign is executed. These statistics and facts allow me to understand the market I am targeting and execute an advertising campaign for them, but before laying out a marketing strategy, it is necessary to explain trends in African American philanthropy that must also be taken into account.

African American Philanthropy

My campaign seeks to reach more African American in California show are charitable donors to other organizations, or not donors at all, and get them to donate to UNCF on a regular basis. Today African Americans earn and control more wealth then at any other time in history, making this proposed marketing and advertising plan likely to reach this group and be successful. Almost forty percent of African Americans now have some college education. The last US Census reports that 5.6 percent of African Americans now earn $50,000 or more each year. As African American education and income levels increase, African American philanthropy will also grow.
Historically, Jackson (2001) mentioned that African Americans started giving to the church, now their charity has expanded to include non-profit organizations,
foundations, and many other charities. They also donate in the form of groups or organizations. Currently, social organizations act as a major vehicle for the charitable giving of middle class African Americans. Mostly all black collegiate fraternities and sororities make annual contributions to black educational charities like the United Negro College Fund, and many others reports the Issues and Trends website (2005). The elimination of legal barriers to African American economic achievement has also led to the affluent black population. These wealthy African Americans are often the best-known examples of contemporary black philanthropy. Prominent African American entertainers and athletes like Oprah Winfrey, Bill and Camille Cosby, and Michael Jackson have been visible donors whose philanthropy has encouraged others to give as well. Researchers from the website Issues and Trends (2005) also found that for African Americans, tax advantages seem to play a lesser role in their charitable giving than the desire to “give back” and share their success with those in need. “I understood that my success was a community effort, and that everybody had a stake in it,” said Taylor-Drake, a retired college professor. “I owe it to another student to be able to provide that kind
of opportunity. We absolutely owe it to our kids to keep these schools open.” (Miller, 2004 pp.3)

Chicagoans have seriously taken to the UNCF’s motto “A Mind is a Terrible Thing To Waste,” and have consistently been prolific donators to the UNCF. Chicago has the highest number of UNCF alumni nationwide, and consistently ranks first in its financial contribution to the organization. The researcher Sabrina Miller (2004) points out that Chicago was the first, in 1946, to create the successful inter-alumni councils utilized nationwide that brings together alums from all the member schools to pool giving efforts. Miller (2004) points out that from alumni, to workplace drives, to corporate dollars, Chicagoans are invested in the mission of the organization. One of the alumni recalls the sense of “family” they experienced as the primary reason for their continued involvement with the organization.

United Negro College Fund
Situation Analysis

The goal of the California Campaign as proposed for the new president of UNCF Dr. Lomax, is to reach a sum of $1 million, which will financially assist him to achieve
his goals for the organization. Each year thousands of people in hundreds of corporate and government's workplaces around the country contribute millions of dollars to support the historic UNCF. Cheryl Field (2001) reports that donations also come from non-alumni donors, online contributors, endowment development, challenge grants, faculty and staff giving, major gifts, student gifts, and the Fund’s annual telethon. Although, the UNCF is the number one non-profit organization that assists African American students, it is experiencing an intensified need for more donations in order to support the increasing number of students going to college and needing financial assistance.

Much of the success of the UNCF comes from its being the largest and oldest African American educational assistance organization in the world. However, a few competitors working toward a common goal have developed organizations that also aim to assist African American youth in their college education; they are the National Association for Equal Opportunity in Higher Education (NAFEO) and the Tom Joyner Foundation. NAFEO seeks to champion the interest of HBCUS with the executive, federal, state government and corporations, it
also provides services to NAFEO members, and it focuses on building the capacity of HBCUs and their administration and students according to their website and Smiles (2001). Linda Brown (1998) explained that each month the Tom Joyner Foundation selects an HBCU to receive its funds to help with the schools up keep. With the increase interest of African American youth attending historically black colleges and universities, the UNCF needs to make sure it still reaches as many market segments as possible to increase its donations. Until Dr. Lomax becomes completely familiar with heading the UNCF, a decrease in donations may occur. Also, with the slow moving economy, higher education fundraising and donations have suffered overall. Dr. Lomax has an excellent reputation in fundraising from Dillard University so he will most likely do an excellent job as president of the UNCF. Fain (2005) reports that in the next decade, Dr. Lomax would like to increase the UNCFs endowment from $70 million to $1 billion and increase member institution enrollment from 60,000 to 100,000. The object of this marketing campaign is to use media to reach an underserved target market to help increase donations to the UNCF, and raise $1 million by the second year of the campaign.
Other United Negro College Fund Campaigns

UNCF brochures reported that in 2002, the UNCF received a total of $168 million dollars in donations. The majority of donations came from corporate donors like Microsoft, Oracle, General Motors, and many others. Also, Roach (2002) noted that in 2000, the UNCF launched its technology campaign to help its member schools bridge the "digital divide." This campaign was established to increase the number of computers and technology in its member schools and increase diversity in the nation's technology workforce, in which African Americans and Latinos are underrepresented, has raised over $90 million. Most of the UNCF’s individual donations come from Caucasian women over fifty nationwide. The UNCF holds many fundraiser campaigns throughout the year, which also bring in heavy donations. Lowry (1994) revealed that UNCFs most popular fundraiser is “An Evening of Stars,” hosted by Lou Rawls. This event takes place at the beginning of the year and is televised on approximately 65 stations across the country. Since its inception in 1979 the telethon has raised over $200 million for UNCF. The show highlights the achievements of some of the UNCF students and alumni, member institutions and their supporters. The show
features celebrity appearances and performances. It is a four-hour broadcast that also brings in a large number of donations yearly. As far as an advertising campaign, the UNCF does not spend any money on national advertising; the Ad Council contends; it is given an estimated 50 millions dollars in free advertising a year from different sponsors and companies. They mostly send out direct mail letters to solicit donations and do PSA's on television and radio shows.

According to The Hart Report in the UNCFs media kit, the majority of today's donor to UNCF are Caucasian women, age 60-74 with an income of at least $75,000, who are college grads and post grads. This data is consistent with the overall profile of charitable donors in general. The target profiles of donors are male and female, Caucasians, who are age 50+ and are active, highly educated, high-income professionals. UNCFs current campaign is very effective with the corporate donors, and fundraisers. I would however, like to target affluent, professional African American men and women, 40-65 years of age with an income of $50,000+ in the state of California and try to increase donations among them by $1 million.
CHAPTER THREE
NEW CALIFORNIA CAMPAIGN

New Proposed California Campaign:
Situation Overview

The newly proposed "California Campaign" will target professional and affluent African American men and women 40 to 65 years of age with an annual income of $50,000 or more, who are in the prime of their lives personally and professionally and who either can be persuaded to, or are already willing to give back to their community by helping African American students go to college with donations to the UNCF. With the target market being middle aged and middle to upper class, they are at a point of their lives where they want to establish some type of legacy, knowing that they have done something in their lives to make a difference in the world that they live in.

California has one of the largest populations of African Americans 2.4 million, at least a third of which earns $50,000 or more a year. In fact ten of the top 13 metropolitan areas where well off African Americans live are located in Los Angeles, San Francisco and greater New
York. This campaign seeks to reach its target market with a strong public service campaign aimed at “giving back.”

The California Campaign will be a two-year campaign with the first year being a trial year to reach the target market and educate them about UNCF, ultimately to bring in donations. In the following year the campaign will continue to reach and increase knowledge about the UNCF among its target market and during this period aggressively focus on generating donations. The goal at the end of this campaign is to raise $1 million from the target market in the state of California. If 20,000 people contribute at least $50, the campaign will reach its goal. Assuming these individuals continue donating the same amount each year, this campaign will prove to be a success for UNCF in the area of increasing donations.

Proposed California Campaign Marketing Campaign

The following is a proposed California marketing campaign for UNCF.
Marketing/Advertising Objectives

1. To increase charitable donations by $1 million among the target market of approximately 800,000 in California.

2. To increase awareness about the UNCF by eighty percent in the target market.

3. To increase knowledge of the UNCF by 75% within the target market.

4. To increase donated media to $60 million in 3 years.

5. To increase preference among target market by 25%.

6. To develop mailing list of donors and their emails to continue two-way communication.

Campaign Evaluation

1. In the first year, the trial year, all data will be gathered and stored. The second year will be compared to the first to see if the goals were met.

2. Will conduct surveys within the target market to see if this is their first time giving to UNCF and what have they learned about the organization.

3. Will analyze donated media expenditures to determine if they have increased.
Budget

Since the UNCF is a non-profit organization, it does not pay for advertising, however, they do receive about 50 million dollars worth of donated media space a year from television, radio, and print. UNCF is in the top five of non profit organizations that the Ad Councils helps to receive free advertising from prestigious advertising agencies.

Cable Television 40%
Print 30%
Radio 20%
Billboards 5%
Direct Mail 5%

Target Market

• African American professional and affluent males and females 40-65 years old, income of at least $50,000, California resident. There are an estimated 800,000 Californians who fall into this market segment.

• Sixty percent of African Americans live in the southern states where many of the historically black colleges and universities are located. Therefore, those markets have been continuously saturated with information about the UNCF and have been the main
target for donations. California does not have any HBCUs in the state. Most African Americans in this state are familiar with schools taxpayers support such as CSU and UC and also with private universities such as, UCLA, USC and Stanford. It would be beneficial to UNCF to target the California market to raise more awareness and cultivate knowledge about the HBCUs and also to allow African Americans in this state to “give back” to their own community by helping UNCF to help students attend college.

**Positioning of UNCF in Campaign**

- The number one non-profit organization that financially assists African American students go to college.

**Tagline**  "A mind is a terrible thing to waste," This will remain the same as it is well known by 9 out of 10 people nationwide. The popularity of the tagline associated with UNCF will work in favor of this campaign.

**Media Mix and Tactics**
Radio. Radio is one of the leading media vehicles used to reach African Americans. They listen to more radio than the general market on an average three hours a day. The target market is mostly a working class, managerial and professional, married and single who spend a lot of time in their cars with the radio on commuting to and from work. They also have radios on their desk for listening at work. The radio stations that will be selected to run the public service announcements in southern and northern California are those that play urban contemporary and R&B music. The PSAs will be played during the early morning driving hours because people tend to be more alert first thing in the morning, so they are more likely to catch commuter. Also, the noon shift is good because the target market is at lunch and therefore has the ability to write down the information about the UNCF and act on it immediately. The best time to run the PSAs will be two weeks a quarter during the year, at the same time that the television spots will be running in order to reinforce what the target market have seen or heard on the other medium.

Print. This is an excellent medium for the target market. Studies show that eight of ten African Americans
(84%) are magazine readers, reading 13.3 issues per month, compared to 9.7 issues for all other U.S. adults. Many middle aged African Americans read and subscribe to African American magazines to keep them abreast on the African American community and issues. The four leading magazines that UNCF advertisements will be placed in are Ebony, Jet, Essence and Black Enterprise. With print ads, the target market is able to take its time it read and understand what the UNCF is about, allowing potential donors to become more aware and knowledgeable about the organization and consequently motivating them to donate. Also, with print and magazine shelf life ads, text and photos tend to stick in the brain for longer periods of time and reach pass along audiences. Those four magazines listed above are owned and operated by Prominent African Americans, some of who have attended and graduated from historically black colleges and universities. They may be compelled to place a public service advertisement a PSA in the magazines because they can attest to the success of the UNCF from their own experience. Ebony, Essence and Black Enterprise are monthly publications, so it would be best to run a PSA in them once a quarter to refresh readers information about the UNCF. Jet comes out weekly,
The Word Network, which is a Christian station featuring mostly African American preachers, Sunday anytime would receive the most viewership and be most effective.

Outdoor. Outdoor public service announcements in the form of large freeway billboards and bus billboards enhance frequency in a media schedule and awareness. The inner cities of Los Angeles, Oakland, and Sacramento will be prime spots for the billboards. Billboards tend to make people act immediately or on impulse because they grab the viewers attention quickly. The target market will repeatedly see the billboards, making them aware of the UNCF then ultimately persuading them to donate.

Alternative Media- Sponsorships. Additionally, conferences and trade shows are prime venues to target the African American market. UNCF booths and exhibits can be placed at conferences held by churches, African American chamber of commerce and professional organizations. Sponsorships and partnerships have proven to be beneficial in targeting to African American professional. This allows for the UNCF name to be ever present within an organization allowing for attendees to obtain information about the UNCF, become knowledgeable, end result making a donation. Festivals, cruises, award -events, and other
fundraising events also present opportunities for donations.

Public Relations. During and after the marketing campaign has been initiated, the key to keeping the donors loyal so they will continue annual donations, is by keeping them abreast of UNCF progress, new programs, students success stories that have been awarded scholarships, listed or visual improvements to the HBCUs, and any other pertinent information by mailing out newsletters at least twice a year. The UNCF needs to focus on establishing a continual presence and a consistent positive image. There will also be media kits and press releases sent to local news stations, radio stations, and newspapers to try to obtain an interview about the "California Campaign" and thus generate publicity.
Bringing education to the forefront of the minds of African Americans in the state of California and touching their hearts to give is the essence of the California Campaign. Through these donations students who might not have thought it possible to afford college can be able to attend and to become competitive forces in society. Also through these donations, the UNCFs endowment will grow.

Sixty years ago, when the UNCF was established, a college degree was desirable but it was not absolutely necessary. In the 21st century, a college education is mandatory in order to be competitive in today’s workforce and become employed in a career that is not a dead end. That is why it is important for African Americans to help others in their community go to college and for UNCF to have enough financial aid and scholarship dollars to help students earn their degrees. Unfortunately many students from low-income families have to drop out of college because they don’t have enough money to graduate.

When Ronald Roach (2004) interviewed Dr. Lomax he disclosed the fact that before students get to the point
of college education, they will need to address some issues and deal with them prior to achieving this level. Many low-income children are not receiving the proper education in elementary, middle, and high school. They are faced with poor school facilities, administration, old books, and some teachers who are not teaching effectively. The results are that these students are earning low national test scores and academic grades, therefore making it even harder for them to get into college. It is important to get into these schools and show the students that someone cares about them. This kind of caring should also start at home, with parents who want to see them accomplish great success when they graduate from high school, then from college. The student’s moral has to be built up, so that will want to work harder when they know that they count in society.

According to an article in the *Journal of Blacks in Higher Education*, another barrier was put in place in 2004 for low-income students. The President Bush administration changed the formula used to calculate who is eligible for a Pell Grant and how much money each recipient should receive. Under the new rules, a certain number of low-income families will be denied Pell Grant
funds. For over 25 years, students have depended on Pell Grants to assist with college tuition. Now with this new implementation, 800,000 students who had been receiving Pell Grants will no longer be eligible; and as many as 2.5 million of the 5.3 million Pell Grant recipients may see the amount of their grants reduced. African Americans make up more than 20% of all Pell Grant recipients. This will definitely have an adverse affect on UNCF, because even more African American students will be applying for scholarships through the Fund to make up for the money they will lose from Pell Grants. This is yet another reason why UNCF will benefit from this proposed California Campaign to generate more donations.

Although UNCF is a viable resource for educating and assisting African American students with preparation and finances for college, other programs, resources and initiatives are in place to help, too. An article in Black Issues in Higher Education (2003) found that prior to entering college, a strong relationship with a teacher, counselor, or administrator in high school could help interest students to college or other postsecondary education. ACT, an non-profit organization that does research in the field of education, report indicates that
a strong relationship with at least one adult in high school can help to increase a student's expectation and desire to continue his or her education after graduation. ("Mentor Are Key, 2003") Adult mentors in the schools can help to instill the value of education in students and can also provide students with information on college admission, financial aid and postsecondary options and give them guidance on courses that will help them to achieve their goals. The same research shows that African American students, however, are less likely than their White peers to develop the type of bond with an adult at a school that facilitates college going. Research associate George Wimbley states that the study shows no clear reason why African American students are less likely than their White peers to develop this type of bond with an adult mentor, possibly the explanation could be cultural, social, and/or economic gaps are more likely to exist between African American students and school personnel than between White students and school personnel. ("Mentors Are Key," 2003)

It is also the responsibility of the student and his or her parents or guardians to adequately prepare for college. As Lydia Lum (2005) found over the past decade,
personal essays in student applications have climbed in importance. Now the essays rate right behind grades, standardized test scores and high-school curriculum when judging for applicants. Students these days have to do more to distinguish themselves to admissions officers, especially in prestigious universities. Proper preparation is key to obtaining a scholarship if it is needed and also be able to attend their school of choice.

As stated, the goal of my campaign is to raise $1 million dollars in donations for UNCF by targeting African Americans 40 to 65 years old, in major markets in the state of California who have not yet made contributions to the UNCF. I intend to have the campaign influence them to donate by reminding them that one day their children or grandchildren may attend UNCF member institutions and others. It is very imperative for this group to make donations to this Fund in order to secure success for historically black colleges (HBCUs) and also for African American student to have financial assistance to attend other colleges. I want to reinforce the attitude of "giving back" to their community. The campaign is targeted toward all African Americans 40-65 years in the state of California with an income of 50,000+. Since the UNCF does
not pay for advertising but receives it in the form of public service announcements, I will focus on public service announcements and free donated airtime from major advertising agencies, radio stations, and print publications because that has proven to be a very powerful medium for reaching my target market. On the side of public relations, media kits and press releases will be sent out to news programs and newspapers. I would like to encourage monthly gifts that can automatically be taken out of their paychecks, as well as online donations, and donations by mail. Further research needs to be conducted on gender disparity among African American males and females to find out what needs to be done to increase African American male college attendance and graduation. Also a campaign implemented to increase Alumni donations at HBCUs.

The success of the proposed California Campaign will definitely assist UNCF in its future endeavors with student scholarships and modernizing its member institutions. Also, the campaign will allow the target market the opportunity to "give back" to their community. Students will benefit from the campaign because their will be more money available to assist them with college and
other internship programs provided by United Negro College Fund allowing them to obtain the education and experience need to compete in society. In conclusion, the proposed campaign will benefit the overall workforce because graduates will have much to offer to the success of any company.
APPENDIX A

MEDIA FLOW CHART
## Media Flow Chart - UNCF

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APPENDIX B

LIST OF UNITED NEGRO COLLEGE FUND

39 MEMBER INSTITUTIONS
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<th>Lane College</th>
<th>Spelman College</th>
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APPENDIX C

ACCOMPLISHED HISTORICALLY BLACK COLLEGE

AND UNIVERSITY ALUMNI
Bill Cox

Dr. William E. Cox had no plans of attending college. In high school he was required to write a letter to a college whether he planned to attend or not as an assignment. In 1960, Alabama A & M College accepted Cox and thus began a journey that would culminate in three publications focused on issues relevant to African Americans. Although Cox was an industrial arts education major and did not study journalism, Alabama A & M prepared him for success regardless of his career choice. His move into publishing came after he ran higher-education programs in the U.S. Armed Forces. His first magazine in 1984, Black Issues In Higher Education, was born out of the lack of information on African American students in mainstream trade publications on higher education. The magazine has a circulation of 40,000 and is now the second largest independent publication that reports on African Americans and other minorities in American higher education. Cox is also responsible for the publication of Community College Week, with a circulation of 18,000 and Black Issues Book Review, with a circulation of 75,000. This magazine, launched in 1999, named one of the ten best new magazines
of the year in its first year of publication is the only consumer publication that focuses on books by, for, and about African Americans.

Martin Luther King Jr.

King was only 15 when he arrived at the campus of Morehouse University. He was no stranger to the campus because his father, the Reverend Marin Luther King Sr. was a Morehouse man, as was his maternal grandfather, the Reverend Adam Daniel Williams, who attended Morehouse for a year in the late 1800s. Martin Luther King Jr. entered college after completing the eleventh grade. The Morehouse environment molded King into the man who would become the world's most famous civil rights activist. He became involved with campus groups that advocated justice and action immediately upon entering school and wrote a letter calling for equal rights for Blacks and the right to vote, which were published in the Atlanta Journal and Constitution in 1946. King's vision to become an instrument for social and economic change was first born on an HBCU campus. He graduated with a degree in sociology in 1948 at the age of 19.¹

¹ Courtesy of "I'll Fly Away or Make One" by Juan Williams and Ashley Dwayne.
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