# **UQ Advancement**

Marketing and Communications Team

## **CASE Circle of Excellence > Multimedia Campaigns**

# **Entry Questions**

# 1. Title of entry

*Not If, When* — the Campaign to Create Change.

# 2. Please provide the names of staff who worked on this entry

(Alphabetically)

- a. Wendy Kovacs
- b. Hayley Lees
- c. Mark Schroder
- d. Ben Thurlow
- e. Melanie Williams
- f. Teresa Winch
- g. Teola Marsh
- h. John Austin

## 3. Provide a concise description of this entry

Launched in October 2017, *Not If, When* — the Campaign to Create Change is the first major philanthropic campaign in UQ's history and the first major initiative of its kind by a Queensland university (Australia).

Recognition of the value of philanthropic support streams for advancing research, teaching, learning and student empowerment mechanisms within Australian universities has historically lagged behind our North American and European counterparts. Of the 43 accredited universities in Australia, just four institutes had undertaken philanthropic campaigns prior to UQ's public launch in October 2017, with consolidated public philanthropic activities by Australian Universities only commencing in 2013.

Philanthropy was quintessential to the foundation and growth of The University of Queensland. The flagship St Lucia Campus was purchased with the help of a donation from the Mayne siblings and several of UQ's leading teaching and research facilities including The Queensland Brain Institute (QBI), The Global Change Institute (GCI), and the UQ Art Museum. Philanthropy continues to play a vital role in the progression of research, learning and teaching at UQ. However, in spite of the significant role philanthropy has played in UQ's progression over more than a century of existence, a consolidated fundraising approach had never been taken by UQ prior to the 2017 Campaign Launch. In recognition of the opportunities presented by the Australian market and the huge potential advances that could be made by scaling fundraising efforts for research, student empowerment and teaching (see Q.9 for more) UQ made the decision to launch *Not If, When* – the Campaign to Create Change. The Campaign represents one of the first consolidated and strategic activities to support a wider culture of giving.

Even in comparison to other philanthropic campaigns launched in recent years by other Australian Universities *Not If, When* — the Campaign to Create Change was unique. The *Not If, When* campaign did not mirror North American approaches, but rather considered the unique broader socio-cultural trends in attitudes towards

philanthropy in Australia and sought to challenge and stimulate a long-term shift in these attitudes as a component of its messaging strategy. While concurrently taking a targeted messaging strategy with its target market and other market segments to ensure tangible and sustainable growth in funds raised was achieved over the life of the campaign and into the future.

# 4. Brief description of your institution/organization (type, enrollment, mission)

For the past 108-years, The University of Queensland (UQ) Located in Brisbane, Australia, has strived to achieve knowledge leadership for a better world. The University of Queensland consistently ranks in the top 50 universities globally across a number of prestigious and widely-recognised rankings. In addition to this, UQ has won more Australian Awards for University Teaching than any other university. This commitment to quality teaching empowers our 52, 328 current students, studying across UQ's three campuses, to create positive change for society. UQ research has global impact, delivered by an interdisciplinary research community of more than 1500 researchers at our eight research institutes and 100+ research centres.

Within the wider organisation, the small team behind *Not If, When* — the Campaign to Create Change were situated in UQ Advancement. UQ Advancement as a segment of UQ plays a key role in building strong relationships with our network of more than 250, 000 worldwide through events, benefits and networking opportunities. The collective impact of alumni engagement and philanthropy is immense and this support has enabled the University to invest in teaching and learning, innovation, and discovery that has improved the lives of people worldwide.

# 5. State objectives of the campaign and how they support your institution's mission

The financial goal of *Not If, When* – the Campaign to Create Change is AUD\$500million. However, raising funds is not the only goal. The campaign allows UQ to galvanise alumni and community interest in the University, providing a better understanding of UQ's importance and impact. By raising this type of awareness and support, we will be able to position UQ as a worthy giving destination and significantly grow our donor base.

# **Expanded Objectives**

There are both hard and soft objectives for the campaign. Intangible objectives such as brand awareness and equity will be incredibly valuable in positioning UQ correctly for the upcoming and future campaigns, these 'softer objectives" also have significant long-term impact on profits. While objectives with hard metrics for success such as the \$500 million campaign goal have a more tangible impact on UQ's ability to support research, teaching and student initiatives.

# Campaign Objective

# **Communication Strategy**

<b>Brand awareness</b> : raise awareness that UQ is a destination for philanthropy.	To increase awareness in the target segment (engaged alumni non-donors) about worthy causes to support at UQ and why partnering with UQ is the most effective means of achieving their desired outcomes. This will be achieved using a donor-centric approach to messaging and communications.
Brand equity: stimulate a socio-cultural shift in the perception of UQ as a destination for philanthropy. Repositioning UQ as a worthy destination	Emphasising a sense of community for UQ Alumni, donors, staff and students to leverage Australian values of collective giving. This will be achieved through publishing cause-led stories that

T +61 7 3346 3900

F +61 7 3346 3901



for philanthropy in the perception of the wider community.	demonstrate the benefit of both individual and collective giving to UQ, and how the actions of one person can help the community. The positive impact of giving on the local, domestic and international communities will be highlighted.
Financial target: reach campaign target of \$500 million through effective messaging and awareness.	Communicate targets in terms of impact, scholarships provided, lives changed, reefs saved etc. without examining financials directly. As per market research efforts must be made to emphasise transparency regarding where funds are going, but this should be achieved through highlighting the impact i.e. scholarships created rather than money raised.
Conversion: of target market (engaged alumni non-donors) to donors with a target of five per cent conversion. This will increase overall donor numbers and contribute to achievement of the financial goal.	Achieve conversion through engaging content and messages which encourage the reader to follow through on the donation process. This will be achieved through the creation of interactive and engaging video, photo and text content that will be promoted through online channels to elicit clicksthrough to the campaign. Print material will also be run with clear calls to action and direction to the giving website to provide touchpoints at events.

# Measurement of the success of these objectives

The metrics to measure the success of each objective are easier to assess for hard targets such as the financial target (\$500 million) and increased conversion of non-alumni donors to donors (with a modest five per cent target). The softer targets concerning brand equity and awareness can only be assessed through qualitative and quantitative consumer and representative population sampling surveys, which will be conducted from mid-2018 and throughout the campaign to completion with post-campaign assessment also planned.

# **Campaign priorities**

There are three main pillars that the campaign seeks to funnel support through as a result of its bolstered fundraising activities these are:

**Empowering Student Success** – through more resources for scholarships, accommodation and opportunities for international experience;

**Transforming Teaching and Learning** – by attracting and retaining the best academic leaders and improving learning environments;

Driving Discovery and Impact - through research strengths that innovate and create solutions.

Through facilitating these three key priorities, the campaign supports UQ's vision of "knowledge leaderships for a better world" and UQ's mission statement:

"The University of Queensland positively influences society by engaging in the pursuit of excellence through the creation, preservation, transfer and application of knowledge. UQ helps shape the future by bringing together and developing leaders in their fields to inspire the next generation and to

advance ideas that benefit the world. UQ strives for the personal and professional success of its students, staff and alumni."

# 6. Describe what is innovative about your entry

Philanthropic campaigns are not yet common in the Australian higher education sector; Australian universities have historically lagged behind our North American and European counterparts in regards to fundraising activities. Of the 43 accredited universities in Australia, just four institutes had undertaken philanthropic campaigns prior to UQ's public launch in October 2017, with consolidated public philanthropic activities by Australian Universities only commencing in 2013.

Even in comparison to other philanthropic campaigns launched in recent years by other Australian Universities *Not If, When* — the Campaign to Create Change was unique. The *Not If, When* campaign did not mirror North American approaches, but rather considered the unique broader socio-cultural trends in attitudes towards philanthropy in Australia and sought to challenge and stimulate a long-term shift in these attitudes as a component of its messaging strategy. While concurrently taking a targeted messaging strategy with its target market and other market segments to ensure tangible and sustainable growth in funds raised was achieved over the life of the campaign and into the future.

This uniqueness is reflected in the brand, which is "the Campaign to Create Change" rather than "the Campaign for XXX University" as all previous Australian universities had positioned themselves. We chose to take an innovative approach to positioning our message and the UQ as a destination for philanthropy in line with what the research had indicated — that we should lead with the cause rather than the institute itself if we wanted to stimulate support and generate a wider socio-cultural shift in perceptions of philanthropy.

# 7. Describe the forms of media used in the campaign

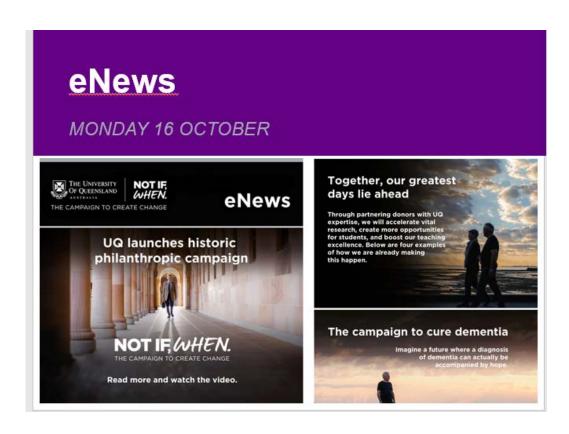
The Campaign incorporated multiple forms of traditional and digital media platforms to deliver a suite of supporting materials that communicated the value of the campaign across print, social media, web and signage. Highlights are listed below alongside a more comprehensive list of materials produced.

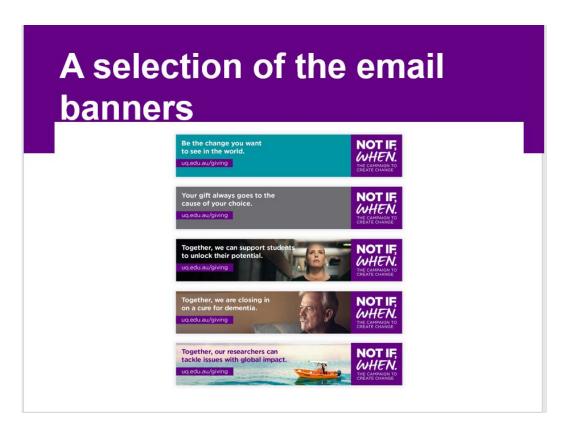


# Campaign booklet











# Social and Digital Media

# **ANALYTICS**

Digital platforms include those on Fairfax, News Corp, Xaxis, and Google, as well as social media on Facebook and LinkedIn.

Video views on YouTube alone: 350, 000+ Total website referrals from Fairfax, Xaxis, Google etc:11,793









# The Sunday Mail

# We've never been closer to curing dementia.

NOT IF, WHEN.









# **Collateral Table**

Channel	Media	Frequency
Digital		
Videos		
Main video (5 minutes)		Initial launch
4 x 60 second cuts of video	Video	Initial launch
4 x 30 second cuts of video	Video	Initial launch
4 x 15 second cuts of video	Video	Initial launch
Social Media Campaign Banners		
	On sink was die	On asia a
UQ Alumni Facebook - profile pic	Social media	Ongoing
UQ Alumni Facebook (video)	On sink way 12 s	On main n
UQ Alumni Instagram	Social media	Ongoing
Alumni Flickr	Social media	Ongoing
UQ LinkedIn Page	Social media	Ongoing
UQ Alumni LinkedIn group	Social media	Ongoing
Young Campaign Banners		
Young Alumni Facebook (video)	Social media	Ongoing
Young Alumni Facebook		
Young Alumni Twitter	Social media	Ongoing
Young Alumni Instagram	Social media	Ongoing
Generic Campaign Banners		
Facebook		
Twitter		
LinkedIn		
HASS Themed banners		
HASS Faculty Twitter	Social media	Ongoing
HASSFaculty LinkedIn	Social media	Ongoing
HASS Faculty FB	Social media	Ongoing
Subsequent School/Institute social media accounts that fall under HASS Faculty HABS Themed		Ongoing
HABS Faculty Twitter	Social media	Ongoing
HABS Faculty LinkedIn	Social media	Ongoing
•	Social media	
HABS Faculty FB	Social media	Ongoing

Cube a great Cab cal/ly stitute assistant P		Oppoing
Subsequent School/Institute social media accounts that fall under HABS Faculty		Ongoing
Medicine Themed		
Medicine Faculty Twitter	Social media	Ongoing
Medicine Faculty LinkedIN	Social media	Ongoing
Medicine Faculty FB	Social media	Ongoing
Subsequent School/Institute social media		Ongoing
accounts that fall under Medicine Faculty		
BELThemed		
BEL LinkedIn	Social media	Ongoing
BEL Twitter	Social media	Ongoing
BEL Facebook	Social media	Ongoing
Subsequent School/Institute social media accounts that fall under BEL Faculty		Ongoing
Science Themed		
Science Twitter	Social media	Ongoing
Science LinkedIn	Social media	Ongoing
Science FB	Social media	Ongoing
Subsequent School/Institute social media		Ongoing
accounts that fall under Science Faculty  EAIT Themed		
EAIT Twitter	Social media	Ongoing
EAIT LinkedIn	Social media	<u> </u>
EAIT FB	Social media	Ongoing
EAIT FD	Social media	Ongoing
Campaign website	2,000+ page website	Ongoing
Changes to other internal websites		
branding or segments		
LIO Alumni Hamanaga haman	Website	Ongoing
UQ Alumni Homepage banners	Website	Ongoing
New Alumni website slot in similar to BEL	Website	Once
panel		
UQ Alumni Homepage spotlights	Website	Ongoing
UQ Alumni News	Website	Ongoing
UQ Central Website		
Create Change vignettes	Website	Ongoing
my.uq student spotlights	Website	Ongoing
UQ Homepage banners	Website	Ongoing
UQ Homepage spotlights	Website	Ongoing
Shorthand	Website	Ongoing



UQ YouTube channel	Website	Ad hoc
UQ Events banners	Website	Ongoing
ChangeMakers magazine website	Website	Annual
CopyBank	Website	Ongoing
UQ Issuu channel	Website	Ad hoc
Contact Magazine website	Website	Bi-annual (Jun/Dec)
Research Impact website	Website – features	Ongoing – fortnightly releases
UQ News	Website – media releases	Ongoing
On-campus signage		
Carving a history activity	Activity sheet	Ad hoc
UQ Great Race	Activity sheet	Ad hoc
UQ Shop	Physical store	n/a
Posters in staff carparks	Posters	Ad hoc
BWC digital screens	Signage	Ongoing
Campus digital billboard signage	Signage	Ongoing
Campus digital screens (inside buildings/elevators)	Signage	Ongoing
Campus notice boards – faculties/schools	Signage	Ongoing
Chancellors Place Bus Shelters	Signage	Ongoing
Internal Buses	Signage	Ongoing
Library/Student Centre screen savers	Signage	Ongoing
UQ Centre digital screens	Signage	Ongoing
Cloister wraps	Signage	Ad Hoc
Promotion lightpost flags	Signage	New
Building light colours	Signage	Ad Hoc
UQ Library exhibition space	Exhibition	Ongoing
Alumni Centre window dressing	Signage	Campaign Launch
Bequest intention form	Publication	Ad hoc
EDMS (branded)		
	FDM	Four times a super
Alumni and Community eNews	EDM	Four times a year
Alumni eEvents	EDM	Four times a year
End of year appeal	EDM	Annually
The Network	EDM	Monthly
UQ Update	EDM	Weekly

Internal communication collateral		
FAQ document for staff	Publication	
Suggested messaging document for staff	Publication	
Impact-led document to inspire staff	Publication	
2 x PowerPoint templates	Digital	Annually
Interactive report templates with media	Digital	Annually
Interactive letter/comms templates	Digital	Once
Above the line advertising		
10 x print press appearances		
2 x PowerPoint templates	Digital	Annually
Interactive report templates with media	Digital	Annually
Interactive letter/comms templates	Digital	Once
Print		
Cards		
Thank-a-thon	Publication	Annually
Christmas	Publication	Annually
Thank You variety 1	Publication	Bi-ennial or adhoc
Thank You variety 2	Publication	Bi-ennial or adhoc
Thank You variety 3	Publication	Bi-ennial or adhoc
Campaign Specific		
Leave Behind folder	Publication	Ad hoc
Interactive pdf	Publication	Ad hoc
Leave behind document	Publication	Ad hoc
Unit level inserts for leave behind documents	Publication	Ad hoc
Email signatures	Publication	Ad hoc
Letterheads	Publication	Ad hoc
Tax receipt	Publication	
In memoriam	Publication	
Hard giving form	Publication	
Business cards	Publication	Ad hoc
Aspire scholarship insert	Publication	Ad hoc
YAP scholarship insert	Publication	Ad hoc
Housing scholarship insert	Publication	Ad hoc

Scholarship process poster	Publication	Ad hoc
Endowment FAQ	Publication	Ad hoc
Staff giving donation form	Publication	Ad hoc
Bequest intention form	Publication	Ad hoc

8. Total budget for project/program/initiative. If applicable, include any expenses related to the use of a vendor/consultant

AUD \$1 million.

9. If outside vendors/consultants were used, please explain what role they played

The UQ Advancement campaign and marcomms teams worked closely with a creative agency for the initial creative brand conception – but delivery of campaign material beyond this including all events, the promotional videos (scripting, recruitment of featured individuals, concept development, location scouting), brand guidelines, creative assets, all print material, copywriting, all website copy and content for thousands of pages, was almost entirely handled in-house with light guidance from the agency at times. Another digital firm was contracted to place some of the digital ads that were run through social media, but the internal team took care of content creation and supply for this purpose even as far as creating the SRT files ourselves for the social media videos so this assistance was predominantly just distribution.

Please note, the internal team who were responsible for delivering all of the events, design, marketing, publications and communications collateral was only comprised of six permanent staff (two of which were part-time) and two temporary casual staff.

10. Describe your results and how you met your goals and objectives; if this is a recently launched program, describe your plans to evaluate it?

### **Fiscal**

While the campaign only launch in October 2017 and will run until the end of 2020, there has already been a significant return on investment since the public launch with growth of more than AUD\$20 million in fund raised annually on the previous year (\$46.2 million in 2016 vs \$67.6 in 2017). In addition to this considerable momentum in donations has already resulted from the public launch of the Campaign with several \$1million+ gifts confirmed for the first quarter of 2017 as result that dwarfs the fundraising activity of previous years. While private activity to support the campaign built up and launch started in 2013 at UQ, the public launch was only held in October 2017 – despite this on 2017, thanks to our generous donors, we reached \$323,822,605 towards our \$500 million target. This takes us 65% towards our goal for empowering students to succeed, driving discovery and impact and transforming teaching and learning.

# Brand awareness and message saturation

Upon the launch of the new Campaign website <a href="https://giving.uq.edu.au/">https://giving.uq.edu.au/</a> the website received more unique sessions in one month than the alumni and previous giving site had received in the year prior.

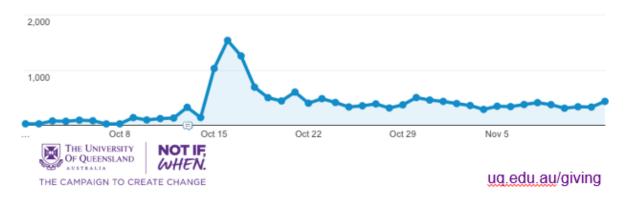
# Campaign Website

# PERFORMANCE

# Sessions

1 Jan – 9 Oct: **14,091** 

10 Oct - 10 Nov: 15,600



The suite of campaign videos (the full video here: <a href="https://www.youtube.com/watch?v=18ldPJgpLZU">https://www.youtube.com/watch?v=18ldPJgpLZU</a> and subsequent shorter cuts of each story) had a substantial market reach

A strong emotional appeal resulted in excellent engagement across social media channels:

Advertising through inflight bulletins had a reach of Reach: 1,903,965 total passengers.

# Website Campaign site further analytics (uq.edu.au/giving and giving.uq.edu.au)

Sessions: 31,829

Users: 26,441

Pageviews: 54,112

New vs returning: 81.4% vs. 18.6%

Male vs female: 54% vs 46%

Location: 28,732 in Australia, 3097 elsewhere (largest USA 818)

# Most popular individual pages (exc homepage)

1. Article - Dementia: 4785

2. Article – Reef: 3735

3. Article – Kate Heliotis (scholarships): 2,983 (there is a separate listing for this story that has another 1528 visits)

## Referrals

Direct: 11,793

Display: 9,282

Fairfax: 6452

Unruly: 1444

Xaxis: 1115

Google: 281

## **Social Media**

A strong emotional appeal resulted in excellent engagement for advertising across social media channels.

- Facebook: 11,500 website clicks (306,680 impressions)

- LinkedIn: 3,838 clicks (793,304 impressions)

- Twitter: 111 (no paid support)

- Instagram: 46 (no paid support)

# Videos on YouTube

While the full range of videos were displayed on a broad range of platforms these are just the YouTube views:

Full video: 263 views

60 second cuts

Dementia: 1014 views

Reef Crown of thorns: 327 views

Pro Bono Centre (Shirley): 49 views

Kate Heliotis (scholarships): 427 views

30 second cuts

Dementia: 53,587

Reef Crown of thorns: 55,416 views

Kate Heliotis (scholarships): 52,434

Pro Bono Centre (Shirley): 53 views

15 seconds cuts

Dementia: 64,148 views

Reef Crown of thorns: 65,130 views

Kate Heliotis (scholarships): 63,590

Pro Bono Centre: 22 views

**All Combined: 356,460** 

11. Please provide the name of the head of your organisation

Professor Peter Høj – Vice-Chancellor and President

12. So that we may recognize our winners through social media, please provide your institution's preferred @handle and/or #hashtag. (For example: @CASEAdvance #CASECOE):

@uqalumni

#uqalumni



# 13. Share any additional information to clarify the purpose and/or outcome of this work:

UQ Advancement plays a key role in building strong relationships with our network of more than 250, 000 worldwide through events, benefits and networking opportunities. The collective impact of alumni engagement and philanthropy is immense and this support has enabled the University to invest in teaching and learning, innovation, and discovery that has improved the lives of people worldwide.

The team that executed this gargantuan project while navigating the intricacies of a large de-centralised organisation under very strict timeframes is very small. They were able to achieve a lot with very limited human capital through the sheer love for what they do and the research and students they knew this initiative would support.