Administrative Unit Assessment Report

Assessment is a term commonly used to encompass the process of gathering and using evidence to guide improvements.

SACSCOC requires that "The institution <u>identifies</u> expected outcomes, <u>assesses</u> the extent to which it achieves these outcomes, and <u>provides evidence of seeking improvement</u> based on analysis of the results".

Be sure to SAVE your progress as you work!

Administrative Unit
University Advancement

Submission Year
2024-2025

Assessment Coordinator Name
Robyn S. Hoffman

Enter Assessment Coordinator Email
rhoffman@lander.edu

Unit Goal

Goal

Goal 1

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal
To provide scholarships for students to support increased enrollment, improved learning, and retention.

Pillar of Success Supported
Advancement Activities Leveraged to Further the University's Mission

Outcomes

Outcome 1

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome
Increase Scholarship dollars raised, to include endowed, annually funded, and general scholarship, by

5% over last fiscal year.

Timeframe for this Outcome
2022- 2024

Performance Target for "Met"
5% overall increase in scholarship dollars raised.

Performance Target for "Partially Met"
2.5% overall increase in scholarship dollars raised.

Performance Target for "Not Met"
Less than 2.5% overall increase in scholarship dollars raised.

Assessment Measure Used	Frequency of Assessment
Data from Raiser's Edge database on donors/gifts.	Annual

Data Collected for this Timeframe (Results)	Score (Met=3, Partially Met=2, Not Met=1)
All scholarship donations from FY22 totaled $3,359,923.61 (Endowed=$3,247,825.21; Annual/General=$112,098.40). All scholarship donations for FY23 totaled $724,031.32 (Endowed=$64,095.29; Annual/General=$83,936.03). All scholarship donations for FY24 totaled $638,469.79 (Endowed=$592,609.01; Annual/General=$45,860.78). We did not meet this goal.	1

Comments/Narrative
Our goal is to increase all scholarship giving by an overall percentage of 5%. From mid-2022 through the third quarter of 2023, the department did not have a VP, and it only had one major gift officer; so, there was a lack of focus as well as a deficit in understanding how to utilize data insights to engage current and new donors with Lander's scholarship opportunities. We are in the process of hiring new gift officers to aid in our donor engagement efforts. Further, the scholarship total for FY22 is a historical anomaly which resulted from a single gift of $2,505,000 from Self Regional Healthcare.

Resources Needed to Meet/Sustain Results
Additional staff members have been budgeted for FY25 (~$250,000) and include two major gift officers and a donor services director who will be tasked with helping us utilize data to drive outreach to prospects who have the capacity to support Lander.

Explanation of How Resources Will Be Used
These additional team members will be used to support more donor outreach, including formal proposals for major gifts, such as scholarship support.

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of

an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome
Increase faculty and staff giving, both in the alumni category and non-alumni category, by 5%.

Timeframe for this Outcome
2022-2024

Performance Target for "Met"
5% increase in faculty and staff giving.

Performance Target for "Partially Met"
2.5% increase in faculty and staff giving.

Performance Target for "Not Met"
Less than 2.5% increase in faculty and staff giving.

Assessment Measure Used	**Frequency of Assessment**
Data from Raiser's Edge database on donors/gifts.	Annual

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
In FY22, 56 employees gave a total of $23,815.51. Of the 56 employees, 19 were alumni. In FY23, 45 employees gave a total $24,505.51. Of the 45 employees, 15 were alumni. In FY24, 38 employees gave a total of $13,162.70. Of the 38 employees, 13 were alumni. We did not meet this goal.	1

Comments/Narrative
The data for the past three years indicate that this outcome is trending in the wrong direction. Lander has had substantial employee turnover during the reporting period, and the University Advancement department/Foundation has had a staffing deficit (no VP; only one Major Gifts Officer). We aim to cultivate a culture of annual giving on campus among faculty and staff (which includes alumni employees and non-alumni employees) by launching a targeted appeal to each of these two groups; including all of them in our communications strategy; and by consistently inviting a select group of individuals to Foundation activities and events. Our goal is to increase the overall philanthropic engagement of all employees--including alumni and non-alumni, thereby enhancing the culture of philanthropy on campus, and driving an increase in faculty and staff giving by 5%.

Resources Needed to Meet/Sustain Results
Alumni Director and Stewardship Coordinator who dedicate a portion of their effort to inter-departmental collaboration activities and a robust communication plan.

Explanation of How Resources Will Be Used
Regular communications; engagement of campus leadership; inter-departmental collaboration on

activities and events.

Outcome 3

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome
A more highly engaged Lander employee base with University Advancement and the Foundation, as evidenced by the increase in invited participation at our events as well as our participation in campus events and inter-departmental collaboration activities.

Timeframe for this Outcome
2022-2024

Performance Target for "Met"
5% increase in participation of invited faculty and staff at Foundation events; 5% increase in Foundation/University Advancement staff participation in campus events and inter-departmental collaboration activities.

Performance Target for "Partially Met"
2.5% increase in participation of invited faculty and staff at Foundation events; 2.5% increase in Foundation/University Advancement staff participation in campus events and inter-departmental collaboration activities.

Performance Target for "Not Met"
Less than 2.5% increase of invited faculty and staff at Foundation events; Less than 2.5% increase in Foundation/University Advancement staff participation in campus events and inter-departmental collaboration activities.

Assessment Measure Used	**Frequency of Assessment**
Data from Raiser's Edge database on invited employee attendance at Foundation events/activities. Number of inter-departmental collaboration activities.	After each event; each semester; annually.

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
This outcome has previously proven to be difficult to assess, as we were measuring overall employee attendance at our activities, when in reality, not all employees were invited to attend our functions. Further, the reciprocal measure of University	1

Advancement and Foundation employees participating in campus activities was not comprehensively tracked.

Comments/Narrative
Our goal is to increase engagement with faculty and staff by increasing invited faculty and staff participation in University Advancement (UA) and Foundation activities by 5%. Similarly, we would like to increase our engagement in campus functions and inter-departmental collaboration activities by a similar (5%) factor. We believe there will be a correlation between increases in employee engagement with us + our engagement with campus functions + overall employee giving to the Foundation. In the past, neither our employee annual giving goal nor our goal for increased employee participation in UA/Foundation events have been met. We did, however, make some progress on inter-departmental collaboration. In the fall of 2022 and 2023, we presented on behalf of the Alumni Association & Foundation at New Faculty Orientation. We have been in communication with HR to be intentionally involved with the New Staff Orientation as well. We, in turn, invited campus leaders to our annual Scholarship Dinner, Homecoming activities, Ring Ceremony, and Senior Picnic during 2023-2024. We believe that if we continue this collaborative trend, it will help our annual campus fundraising efforts via a faculty/staff giving campaign. This shift, along with a plan to engage current faculty and staff donors as ambassadors for the campaign, as well as intentional stewardship of these employee donors, can help to increase this participation.

Resources Needed to Meet/Sustain Results
Alumni Director and Stewardship Coordinator who dedicate a portion of their effort to inter-departmental collaboration activities and to the creation and implementation of robust annual giving and stewardship plans.

Explanation of How Resources Will Be Used
Regular communications with campus departments; intentional focus on new employees; engagement of campus leadership as ambassadors; inter-departmental collaboration on activities and events; stewardship activities.

Goal Summary

Goal Summary/Comments
By planning our work, hiring highly qualified staff to execute the plan, focusing on identified goals/outcomes and measuring progress, utilizing actionable data insights, and being laser focused on increasing resources for our students, we should be able to see an increase on all fronts.

Changes Made/Proposed Related to Goal
For FY 25, we have created an annual fundraising and engagement plan that includes major gifts and a robust annual giving program; increased focus on retaining existing donors and reengaging lapsed donors; targeted/segmented appeals and events; enhanced inter-departmental collaboration and faculty and staff engagement with UA and the Foundation; a focused digital communications strategy that includes quarterly newsletters and regular social media posts; and actively recruiting qualified professionals to join a high-functioning team.

Upload Files (if needed)

Goal 2

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal

Strengthen campus partnerships and collaboration to maximize alumni and student engagement throughout the donor lifecycle: student ->alumni->donor.

Pillar of Success Supported
Engaged and Supportive Alumni

Outcomes

Outcome 1

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome
Host a minimum of three student/alumni networking events of varying types throughout the year.

Timeframe for this Outcome
2022-2024

Performance Target for "Met"
Three different types (student major (business; education) / event platform (panel event; group meal) of student/alumni networking events hosted.

Performance Target for "Partially Met"
Two different types (student major (business; education) / event platform (panel event; group meal) of student/alumni networking events hosted.

Performance Target for "Not Met"
No more than one type (student major (business; education) / event platform (panel event; group meal) of student/alumni networking event hosted.

Assessment Measure Used	**Frequency of Assessment**
Number of events held; number of students and alumni at each; pre/post student feedback surveys.	After each event.

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
We held two different types of student/alumni networking opportunities during this reporting period--networking breakfasts and lunches between our Student Alumni Association and our Alumni Association Board of Directors. Of these two types, a total of 7 events were held. The third	3

type of student/alumni engagement activity saw accomplished alumni return to campus to speak in the classroom or at a symposium. Of this type of activity, there were also 7 distinct events held.

Comments/Narrative
Our goal was to offer a slate of events, differing in tone/theme, to meet the needs of many different students, along with those of our alumni looking to give back. We met this goal.

Resources Needed to Meet/Sustain Results
Budgeted funds for breakfast/lunch networking events between SAA and our Alumni Association Board; funds to support bringing distinguished alumni back as classroom speakers or to serve on panels for symposia.

Explanation of How Resources Will Be Used
Pay for food and travel to support alumni/student engagement activities.

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?
Operational Outcome

Enter Outcome
Collaborative and inclusive (student/alumni/donor) campaigns for Lander's Giving Days that utilize, print, web, and video content to promote philanthropy and engage alumni, with a target of a 5% increase in new donors, and a 5% increase in total donors.

Timeframe for this Outcome
2022-2024

Performance Target for "Met"
5% increase in new donors and 5% increase in total donors.

Performance Target for "Partially Met"
2.5% increase in new donors and 2.5% increase in total donors.

Performance Target for "Not Met"
Less than 2.5% increase in new donors and less than 2.5% increase in total donors.

Assessment Measure Used	Frequency of Assessment
Data from Raiser's Edge database on donor/gifts.	After Day of Giving; Annually

Data Collected for this Timeframe (Results) **Score (Met=3, Partially Met=2, Not Met=1)**

Giving DaysTotal Support for FY22-24: 2

Overall Funds Raised=$531,084.62

Total Donors= 2,438

Total New Donors=1,126

Total Gifts from New Donors=$163,067.79

By Fiscal Year:

- FY22: Total Giving=$151,811.63
  Total Donors=895
  Total New Donors=384
  Total Given by New Donors=$34,632.63
- FY23: Total Giving=$152,023.42
  Total Donors=643
  Total New Donors=285
  Total Given by New Donors=$48,220.62
- FY24: Total Giving=$227,249.57
  Total Donors=755
  Total New Donors=457
  Total Given by New Donors=$80,214.54

Comments/Narrative

While we only partially met this metric (due to the drop in both total and new donors between FY22 and FY23), Giving Days have proven to be vital sources of revenue that drive both restricted and unrestricted philanthropic support to Lander. In particular, they yield resources that help supplement the Athletics department's team budgets. We would also like for them to become revenue drivers for the General Scholarship and Excellence Funds. We saw a substantial increase in Giving Days revenue in 2024 because we had an Hour-A-Thon event approximately two months before Giving Tuesday. Both of these Giving Days were ardently supported by the Athletics Department and each sought to harness the personal networks of our student-athletes. Notably, the year-over-year revenue increase was over $75,000 and, expectedly, the number of both total and new donors increased. In order to continue to increase total philanthropic support and the engagement of new donors on Giving Days, we need to learn from the example of our Athletics department. Their strategy uses the pressure of time on Giving Day--and a well-coordinated planning effort with student-athletes who contact their personal networks of supporters--to increase engagement and total revenue. Also of note is the fact that the Athletics department had stand-alone giving days in all 3 of the fiscal years in which data was collected. In FY24, we created an all-campus (including Athletics) Giving Day on Giving Tuesday, and it was successful because of the inter-departmental collaboration and the momentum created by the Hour-A-Thon event that occurred a few weeks before. We are excited to see the positive uptick in total giving and new donors, and we hope to continue that trend with improved, targeted, multi-channel communication strategies, as well as increased collaboration and engagement of campus partners.

Resources Needed to Meet/Sustain Results

We will continue to work on increasing collaboration with campus partners, particularly Athletics and University Relations/Marketing. Budgeted funds will be needed for printing and mailing of Giving Day collateral materials and ad/event boosts on social media platforms.

Explanation of How Resources Will Be Used

Outreach to donors, especially parents of current students and alumni

Goal Summary

Goal Summary/Comments

Students have shared a desire to learn from, be mentored by, and have internships with alumni. Lander

alumni are following national trends that suggest a desire to be connected with their alma mater outside of financial support via meaningful interactions with students, speaking in classrooms, and by providing internships.

Changes Made/Proposed Related to Goal

An engaged alumni base will likely lead to increased philanthropic success. And student engagement with alumni in meaningful experiences should enhance the students' feelings about their Lander experience. This synergistic dynamic should drive long-term philanthropic support and should provide some short-term wins, including increased participation in Giving Days and annual and monthly support of Lander. We must work closely with academic departments to find opportunities for alumni to engage in classrooms and at symposia (like Business Week); and we must create more opportunities, which are well promoted, to facilitate alumni-student connections.

Upload Files (if needed)