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 Relations and Publications

Submission Year
2021-2022

Assessment Coordinator Name
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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 support the Office of Admissions through timely completion of promotional materials.

Pillar of Success Supported
Selective, Competitive Recruitment and Enrollment of Ambitious and Talented Students

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

Completion and delivery of the Admissions Viewbook in time for the new admissions recruitment cycle.

Timeframe for this Outcome
2020 Calendar Year

Performance Target for "Met"
Lander Admissions Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"
Lander Admissions Viewbook is reviewed, updated, printed and returned to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"
Lander Admissions Viewbook is reviewed, updated, printed and returned the Office of Admissions on or after Oct. 2.

Assessment Measure Used	**Frequency of Assessment**
University Relations Publication Schedule	Annually

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
Viewbook delivery date: 10/21/20.	1

Comments/Narrative
The viewbook is the largest printed recruitment piece for the Office of Admissions. For it to be produced in time for the fall recruitment cycle, a production schedule allowing time for review, design, editing, print and delivery is necessary.

Due to COVID-19 restrictions in place for the spring and summer of 2020, production on the 2020-21 viewbook was delayed until employees were able to return to the office. Text changes were received/completed in late August, with design taking place in September and printing occurring in October. Counselor travel was limited because of COVID restrictions, so the delay did not negatively impact admissions' recruitment efforts; additionally, a digital/PDF version of the viewbook was provided so that counselors could recruit via online sessions/email.

Resources Needed to Meet/Sustain Results
Full-time position: Marketing Coordinator

Explanation of How Resources Will Be Used
The addition of a full-time marketing/branding coordinator will improve the efficiency of the University Relations team. In addition to developing and coordinating marketing campaigns/content, the staff member is tasked with assisting with copy development and editing on our marketing pieces. This staff member was hired in April 2021, which was too late to impact the 2020 recruitment publication cycle; however, this position will help improve efficiency for the 2021 publication cycle.

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
Completion and delivery of the Admissions Travel Viewbook in time for the new admissions recruitment cycle.

Timeframe for this Outcome
2020 Calendar Year

Performance Target for "Met"
Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"
Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"
Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or after Oct. 2.

Assessment Measure Used	**Frequency of Assessment**
University Relations Publication Schedule	Annually

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
Travel Viewbook delivery date: 9/28/20 (digital)	2

Comments/Narrative
The Admissions Travel Viewbook is a condensed version of our larger Viewbook, and it is used primarily by Admissions Counselors during their travel to college fairs, high schools and other recruitment events. As with the Viewbook, the Travel Viewbook is a significant recruitment piece for the Admissions Office; and, like the Viewbook, the Travel Viewbook undergoes an annual update each summer to incorporate copy changes and new photography.

Similar to the viewbook, production on the travel viewbook was delayed until employees returned to the office in the summer of 2020. Text and photography updates were initiated in August, with design taking place in September. Additionally, because of the pandemic's impact on travel, Admissions decided to forego a printed version of the travel viewbook until counselors could safely resume travel. (Because of this change, our assessment information uses a delivery date for the digital version, rather than printed version.)

Once design and proofing was completed on the updated travel viewbook, a digital file was provided for use with online tours/info sessions and email. A printed version was produced later in the academic year (arrived 2/26/21).

Resources Needed to Meet/Sustain Results

See Goal 1, Outcome 1.

Explanation of How Resources Will Be Used
See Goal 1, Outcome 1.

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
Completion and delivery of the Admissions Mass Distribution Brochure/Search Piece in time for the new admissions recruitment cycle.

Timeframe for this Outcome
2020 Calendar Year

Performance Target for "Met"
Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and delivered to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"
Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and delivered to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"
Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and returned to the Office of Admissions on or after Oct. 2.

Assessment Measure Used	**Frequency of Assessment**
University Relations Publication Schedule	Annually

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
Mass Distribution Brochure Delivery Date: 9/16/21	2

Comments/Narrative
The Mass Distribution Brochure/Search Piece is the highest quantity piece produced by the University Relations office, with approximately 100-125k brochures printed and mailed. In many cases, it is the first point of contact with a prospective student; as such, it is an extremely significant project that requires close attention to detail, not only with design and editing, but also with printing and production fulfillment (folding, tabbing and mailing).

As with all other publications, COVID-19 impacted our production schedule with the mass distribution brochure; however, because updates to this piece were minimal, we were able to complete production more quickly than with the larger viewbook/travel viewbook. Design and printing were completed by mid-September and ready for admissions to mail as soon as their mailing list was compiled.

Because COVID-19's impacts will likely continue for the foreseeable future, it is our goal to begin production on these pieces as early as possible for upcoming recruitment cycles. By doing so, we can hopefully limit any delays due to pandemic-created circumstances, such as shortages in staffing, paper, printing, mailing, etc.

Resources Needed to Meet/Sustain Results
See Goal 1, Outcome 1.

Explanation of How Resources Will Be Used
See Goal 1, Outcome 1.

Outcome 4

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
Completion and delivery of the academic departmental brochures prior to Lander's first fall semester Open Houses.

Timeframe for this Outcome
2020 Calendar Year

Performance Target for "Met"
Lander academic department brochures are reviewed, updated, printed and returned to the Office of Admissions before the first open house of the fall semester.

Performance Target for "Partially Met"
Lander academic department brochures are reviewed, updated, printed and returned to the Office of Admissions after the first open house of the fall semester, but prior to the second open house.

Performance Target for "Not Met"
Lander academic department brochures are reviewed, updated, printed and returned to the Office of Admissions after the second open house of the fall semester.

Assessment Measure Used	Frequency of Assessment
University Relations Publication Schedule	Annually

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

2020 Departmental Brochures Delivery Date:
DISCONTINUED

Comments/Narrative

The University's academic department brochures were updated each summer to include programmatic changes, new copywriting and new photography, if available. These brochures were used by Admissions and academic departments for informational and recruitment purposes. Because of this, it was our goal to have the pieces completed and delivered in time for the first Open House of the fall semester.

In light of the pandemic, and due to the number of new academic programs that have been/are being added each year, the University's admissions and publications departments decided that the printed departmental brochures were no longer useful/economical to produce. Departmental brochures were discontinued, and individual program fliers will instead take their place. As such, this outcome can no longer be assessed.

Resources Needed to Meet/Sustain Results

Explanation of How Resources Will Be Used

Goal Summary

Goal Summary/Comments

Once again, the Office of University Relations made numerous updates and improvements to the University's three largest recruitment brochures in 2020, ensuring they remain in alignment with the University's current strategic plan and branding. Our staff worked diligently to produce these pieces, even in the face of numerous obstacles posed by the COVID-19 pandemic, including work-from-home orders and printing industry challenges.

Although delivery was delayed because of these challenges, the viewbook, travel viewbook and mass distribution piece were completed and received in time for admissions to recruit for the 2021-22 academic year. The university's continued record enrollment growth is evidence that these pieces continue to be important, effective recruitment tools. Additionally, we took this opportunity to evaluate the effectiveness of some of our recruitment pieces (i.e., departmental brochures), and made adjustments to improve our marketing communications while also better utilizing budget and staff resources.

Changes Made/Proposed Related to Goal

Looking ahead, we anticipate challenges from COVID-19 to continue to impact printing, and as such, we will be evaluating our production schedule for changes that can be made to improve efficiency and reduce production time. Because of this, our outcome goals may need to be adjusted to reflect changes that are made. This includes outsourcing some of the main recruitment pieces to allow for complete rebranding/updates without taxing our in-house staff, who may be focused on other communication priorities and pieces. These changes may also require updates to our assessment tools, specifically in regard to outcome goals and performance targets.

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
To build community awareness of Lander University's programs and initiatives; and to strengthen engagement of students, employees, alumni, donors, prospective students and community members through regular distribution of information via traditional and digital platforms.

Pillar of Success Supported
Highly-Valued Community Partner

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
Number of articles, announcements, captions and advances distributed to campus and the public via traditional, digital and emerging media platforms over a 12-month period.

Timeframe for this Outcome
2020 Calendar Year

Performance Target for "Met"
Distribution of 200 or more articles/captions/advances/announcements to campus and the public via traditional, digital and emerging media platforms over a 12-month period.

Performance Target for "Partially Met"
Distribution of 100-199 articles/captions/advances/announcements to campus and the public via traditional, digital and emerging media platforms over a 12-month period.

Performance Target for "Not Met"
Distribution of fewer than 100 articles/captions/advances/announcements to campus and the public via traditional, digital and emerging media platforms over a 12-month period.

Assessment Measure Used	Frequency of Assessment
University Relations Print & Digital Archives	Annually

Data Collected for this Timeframe (Results)	Score (Met=3, Partially Met=2, Not Met=1)
Number of articles/captions/advances in 2020: 303	3

Comments/Narrative
Using a 49-week calendar (to account for university closures at holidays and breaks) the above expected outcome criteria reflect an average of 4-5 press releases per week, allowing time for story development, interviews, writing, photography and event coverage. This frequent, consistent release of information regarding the University and its initiatives helps build awareness among current and prospective students, faculty, staff, alumni, donors and community members, and it helps promote a positive image of the University and its programs.

Following a decrease in article production in 2019 (due to staffing shortages), the University Relations department hired an additional part-time staff writer to assist with production. Throughout 2020, the writing staff worked tirelessly to release a consistent flow of information and news, particularly during the onset of COVID-19 in the spring, and throughout the operational changes that were implemented to protect the health and safety of the campus community. These efforts ensured University stakeholders remained updated on important news regarding COVID-19 and Lander's pandemic response. Staff writers continued to make contact via online meetings, email and phone to craft articles and features that kept the University in the public's view, even as we moved to online-only instruction. Because of the additional staffing, and the focused efforts of the entire team of writers, University Relations saw a 126% increase in announcements, articles and features over the previous year (up from 134 in 2019), and a 2% increase over 2018.

Resources Needed to Meet/Sustain Results
Full-time staff writer: $35,000-37,500

Explanation of How Resources Will Be Used
The number of campus events which require coverage by the University's writing staff continues to grow each year, and as a result, writers are unable to dedicate significant time to story development, interviews and research. As such, many of the articles currently being produced are brief and strictly news-driven. Additionally, with a lean writing staff, production is significantly impacted when there are unavoidable absences. The addition of a full-time staff writer would provide assistance with event coverage and allow all staff writers additional time to fully develop feature stories and longer-format articles for news and the Lander magazine.

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
Social Media Engagement: Followers gained across all platforms.

Timeframe for this Outcome

2020 Calendar Year

Performance Target for "Met"
Obtain 1,000 or more followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Performance Target for "Partially Met"
Obtain 500-999 followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Performance Target for "Not Met"
Obtain fewer than 500 followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Assessment Measure Used	**Frequency of Assessment**
Lander University social media dashboard.	Annually

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
Total followers gained (Facebook, Twitter, Instagram, LinkedIn): 4,030	3

Comments/Narrative
The Office of University Relations has maintained the University's official social media accounts since 2015, with the goal of using the platforms to increase awareness of campus news and events through regular sharing of articles, photos and videos. In 2017, we dedicated additional staff hours to social media, which continued through 2020.These efforts have allowed us to surpass our assessment targets for the fifth consecutive year.

In 2019, our goal was adjusted to no longer measure just Facebook likes, but instead measure followers gained across all platforms, which provides a better picture of social media growth. In 2020, we accumulated a total of 4,030 new followers/page likes across all platforms, representing approximately 29% increase over the previous year. Of these new followers, 1,100 were on Facebook; 112 on Twitter; 1,005 on Instagram; and 1,813 on LinkedIn.

Resources Needed to Meet/Sustain Results
$10,000

Explanation of How Resources Will Be Used
We currently use HootSuite to help manage social media scheduling and reporting; however, additional funding would allow us to transition to SproutSocial, which is a more powerful platform for publishing, listening and analyzing social media content and engagement. SproutSocial is more customizable for our needs and would help us maximize the staffing and resources we currently have dedicated to social media.

This also provides funds for our staff to attend professional development opportunities related to social media, such as new and emerging platforms, current best-practices, growing audience engagement, content development and marketing.

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
Social Media: Audience reach and engagement across all platforms.

Timeframe for this Outcome
2020 Calendar Year

Performance Target for "Met"
Maintain an average weekly reach of more than 30,000 across all platforms.

Performance Target for "Partially Met"
Maintain an average weekly reach of 20,000-29,999 across all platforms.

Performance Target for "Not Met"
Maintain an average weekly reach of less than 20,000 across all platforms.

Assessment Measure Used	**Frequency of Assessment**
Lander social media dashboards.	Annually

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
Average total weekly reach: 39,442	3

Comments/Narrative
Social media continues to be a significant part of public relations and communications efforts. As our follower/fan numbers continue to climb, this further expands our reach - not only to those individuals, but beyond as they engage (like, comment, share) with our content.

Despite the challenges associated with COVID-19, the University Relations team was able to consistently release information via social media, which contributed to a healthy reach and kept audiences engaged with our content. Our organic (news, feature articles, videos and photo galleries) and paid (ads and boosted posts) content maintained an average weekly reach of more than 39,000 people in 2020, which is consistent with 2019. Our total reach for the year was over 2M across all channels (Facebook - 925,000; Twitter - 388,000; Instagram - 573,000; LinkedIn - 165,000). This reach generated more than 11,000 reactions, 1,800 comments and 3,100 shares on Facebook; 29,000 likes on Instagram; and 4,200 reactions and 170 shares on LinkedIn.

Resources Needed to Meet/Sustain Results
See Outcome 2.

Explanation of How Resources Will Be Used
See Outcome 2.

Goal Summary

Goal Summary/Comments
The University Relations Office continues to release information on a consistent basis, to as many people as possible, to help build a positive image and awareness of the University among the Lander community and general public. In 2020, COVID-19 commanded a large portion of our communication priorities, and our writing staff more than doubled the number of releases, announcements and articles that were published in the previous year. This increase in content fueled record growth in our social media performance, generating thousands of new page followers/fans and reaching an average of nearly 40,000 across all platforms each week. This additional content also helped generate positive engagement among followers, which builds greater awareness of Lander's exceptional programs and people.

Changes Made/Proposed Related to Goal
Given the consistent increases across our social media platforms, performance targets and outcomes need to be adjusted for a more accurate measurement of improvement (or lack thereof). Since 2018, we have seen an almost 300% increase in the number of followers gained each year. Some of this considerable growth could be attributed to the changes implemented for COVID-19, as parents and students looked for more information through our social media channels. However, given its ubiquitous usage, and new platforms being added to Lander's social media lineup, we expect to see gains with this operational outcome each year. Therefore, performance targets should be adjusted higher moving forward.

Additionally, we believe assessing audience engagement as its own outcome, separate from reach, would better gauge the effectiveness of the content we are sharing. Good content generates positive engagement (likes, shares, comments, reactions), and as our audience reach and followers expand, engagement should grow as well. As a result, in 2021, we will create a new outcome to measure engagement separate from other outcomes.

Upload Files (if needed)

Goal 3

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 build alumni and donor connections through the distribution of the Lander Magazine.

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
Lander Magazine – Spring Issue produced for alumni, donors and friends of the University.

Timeframe for this Outcome
2020 Calendar Year

Performance Target for "Met"
Spring issue files are delivered to the printer on or before the last working day of May.

Performance Target for "Partially Met"
N/A

Performance Target for "Not Met"
Spring issue files are delivered to the printer after the last working day of May.

Assessment Measure Used	Frequency of Assessment
University Relations Magazine Publication Schedule	Annually

Data Collected for this Timeframe (Results)	Score (Met=3, Partially Met=2, Not Met=1)
No spring 2020 magazine was published, due to COVID-19.	

Comments/Narrative
Through high-quality content, design and photography, the Lander Magazine provides the University with positive exposure for its students, alumni, faculty, staff and programs. The project involves every member of the University Relations staff and takes several months in preparation and production, from writing and photography to design and proofing. Previous performance targets were based upon the mailing date of the magazine to alumni, donors and friends; however, because the magazine is printed off-site, the University Relations staff has little control over final mailing date, as it is dependent upon the printer's production schedule, capacity and operations. For this reason, the performance targets were adjusted to reflect the date that files are delivered to the printer from University Relations, which is a more accurate measure of our staff's efficiency in producing this piece.

Work on the Spring 2020 issue of Lander magazine began in February 2020, just prior to the University's transition to online learning. At that time, the office's priorities were shifted to pandemic-related communications, and production on the spring issue was halted. This decision was based on several factors: limited staff resources due to urgent internal communication needs; challenges with layout, editing and proofing without convenient access to office printers and equipment; uncertainties with our budget in light of the pandemic; and printing industry shut downs related to COVID.

All preliminary work completed for the spring magazine was held with the intention of using it for the next issue. Because no issue was produced in the spring, this performance target cannot be assessed for 2020.

Resources Needed to Meet/Sustain Results

$10,000

Explanation of How Resources Will Be Used
The costs associated with producing and mailing the magazine have increased approximately 13% since 2017 (the cost of the Spring 2017 issue was $16,928; Spring 2018, $19,073; and Spring 2019, $19,121). Although no issues were printed in 2020, it is expected that printing costs will increase significantly for the foreseeable future due to inflation of ink, paper, freight and mailing in the COVID-19 economy.

A permanent increase of $10,000 to the printing budget would help cover these rising costs for two issues a year, while allowing us to maintain high quality in the look and content of the magazine. Also, the additional resources requested in earlier sections of this report would provide more writing, design, photography and editing assistance, resulting in stronger stories.

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
Lander Magazine – Fall issue produced for alumni, donors and friends of the University.

Timeframe for this Outcome
2020 Calendar Year

Performance Target for "Met"
Fall issue files are delivered to the printer on or before the last working day of December.

Performance Target for "Partially Met"
N/A

Performance Target for "Not Met"
Fall issue files are delivered to the printer after the last working day of December.

Assessment Measure Used	**Frequency of Assessment**
University Relations Magazine Publication Schedule	Annually

Data Collected for this Timeframe (Results)	**Score (Met=3, Partially Met=2, Not Met=1)**
No fall 2020 magazine was published, due to COVID-19.	

Comments/Narrative
Due to ongoing challenges related to the COVID-19 pandemic, the fall 2020 issue of Lander Magazine was cancelled. However, many of the stories that would have been published in this issue were instead shared as news releases and posted on our website and social media channels. This ensured that our alumni and readers still had access to quality content and information from the University, and that Lander's exceptional people and programs were given an opportunity to shine. This additional content also contributed to the successful outcomes seen in our previous goals (increase in articles produced; increases in followers gained and engagements on social media).

Because production on the fall issue was halted, this performance target cannot be assessed for 2020. It is anticipated that production will resume in 2021.

Resources Needed to Meet/Sustain Results
See Goal 3, Outcome 1.

Explanation of How Resources Will Be Used
See Goal 3, Outcome 1.

Goal Summary

Goal Summary/Comments
Mailing dates were adjusted in 2018 to reflect a longer production time, moving to the last working day of May (Spring issue) and last working day of December (Fall issue). Because the University Relations staff cannot control the many variables that occur once files are delivered to a printer (which can cause delays in printing and mailing), our performance targets were adapted in 2019 to reflect the date that our files are provided to the printer, rather than when magazines are mailed to readers, which is a better assessment of our role in the project.

These targets were intended to be used for the 2020 issues of Lander magazine; however, no magazines were produced in 2020 because of COVID-19 obstacles -- both internal (staffing; shifts in priorities; access to equipment; budget) and external (industry shut-downs). This was a difficult decision, since this publication is a vital part of the University's communication and marketing strategy. The magazine provides information on University programs and initiatives; promotes a positive image of the University to the community; and helps stimulate alumni/community support of the University. The publication has also become an additional source of quality material for the office's news and social media efforts, as well as a recruitment piece for the Office of Admissions.

Although no magazine was published in 2020, the University Relations staff continued to produce quality content for readers, which was distributed to the press and posted on our website and social media channels. This is reflected in the successful outcomes in Goal 2.

Changes Made/Proposed Related to Goal
When production can be resumed, the amended performance target dates will be utilized once again to ensure the magazine can be produced, printed and mailed in a timely manner. Additionally, outsourcing a portion of the magazine - such as writing, design or editing - may be helpful if challenges related to the pandemic or staffing continue to persist.

Upload Files (if needed)