

# 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 identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of seeking improvement based on analysis of the results".

**Administrative Unit**

University Relations and Publications

**Submission Year**

2018-2019

**Assessment Coordinator Name**

Megan Varner Price

**Enter Assessment Coordinator Email**

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## Unit Goal

### Goal

#### Goal 1

**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**

2017 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**

University Relations Publication Schedule

#### **Frequency of Assessment**

Annually

#### **Data Collected for this Timeframe**

Viewbook delivery date: 9/26/17.

#### **Score (Met=3, Partially Met=2, Not Met=1)**

2

#### **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. During the late winter/early spring of 2017, our staff began preparations for an extensive redesign of the Viewbook in order to align it with the University's strategic plan. Working with Admissions and the Office of the President, we identified key areas of focus for the Viewbook and then began work on new copy, photography, layouts and marketing/branding elements. The Viewbook had not undergone a significant redesign in approximately 10 years, and in addition to a new format (square), we chose to upgrade paper and binding, to create a similar feel to a magazine. As noted in the Indicators of Success/Expected Outcomes section, delivery of the Viewbook occurred later than our optimal target. This was due to the extent of the redesign, the number of additional projects our office was required to handle, and because of unforeseen delays in receiving materials/information from other campus departments. However, the Viewbooks arrived in time for the commencement of the recruitment cycle, and the enhancements resulted in a stronger recruitment piece for the Office of Admissions (as reflected by a record number of applications for the Fall 2018 semester).

#### **Resources Needed to Meet/Sustain Results**

Full-time position: Marketing Coordinator

#### **Explanation of How Resources Will Be Used**

The addition of an entry-level full-time marketing coordinator would improve the efficiency of the University Relations team. In addition to developing and coordinating marketing campaigns/content for multiple platforms, the staff member would also be able to assist with copy development and editing on our marketing pieces. This would allow our office to move more quickly in the pre-production phases of our brochures, providing our designer more time for layout and proofing, as well as helping to expedite delivery of finished pieces.

## **Outcome 2**

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**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**

2017 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**

University Relations Publication Schedule

**Frequency of Assessment**

Annually

**Data Collected for this Timeframe**

Travel Viewbook delivery date: 8/29/17.

**Score (Met=3, Partially Met=2, Not Met=1)**

3

**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. Delivery is time-sensitive, as counselors need the book available prior to the commencement of their travel schedule. As with the Viewbook, the Travel Viewbook is a significant recruitment piece for the Admissions Office; and, like the Viewbook, the Travel Viewbook underwent an extensive redesign in 2017, with a completely new layout, new copy and new photography. This redesign was done in an effort to align the Travel Viewbook with our new branding, key focus areas and strategic plan pillars. Preparations began in late winter/early spring, in tandem with the Viewbook production. The Travel Viewbook had not undergone a major redesign in approximately 4-5 years. As a result of the work, the Travel Viewbook is now a more robust recruitment piece, as evidenced by the increase in applications for the fall 2018 semester.

**Resources Needed to Meet/Sustain Results**

See above.

**Explanation of How Resources Will Be Used**

See above.

**Outcome 3**

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**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**

2017 Calendar Year

**Performance Target for "Met"**

Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and returned 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 returned 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**

University Relations Publication Schedule

**Frequency of Assessment**

Annually

**Data Collected for this Timeframe**

Mass Distribution Brochure delivery date: 8/25/17. 3

**Score (Met=3, Partially Met=2, Not Met=1)**

**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. Delivery is time-sensitive, as counselors need the book available prior to the commencement of their travel schedule. As with the Viewbook, the Travel Viewbook is a significant recruitment piece for the Admissions Office; and, like the Viewbook, the Travel Viewbook underwent an extensive redesign in 2017, with a completely new layout, new copy and new photography. This redesign was done in an effort to align the Travel Viewbook with our new branding, key focus areas and strategic plan pillars. Preparations began in late winter/early spring, in tandem with the Viewbook production. The Travel Viewbook had not undergone a major redesign in approximately 4-5 years. As a result of the work, the Travel Viewbook is now a more robust recruitment piece, as evidenced by the increase in applications for the fall 2018 semester.

**Resources Needed to Meet/Sustain Results**

See above.

**Explanation of How Resources Will Be Used**

See above.

**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.).

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**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 fall semester Open House events.

**Timeframe for this Outcome**

2017 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**

University Relations Publication Schedule

**Frequency of Assessment**

Annually

**Data Collected for this Timeframe**

Departmental brochures delivery date: 10/31/17.

**Score (Met=3, Partially Met=2, Not Met=1)**

2

**Comments/Narrative**

In the summer of 2017, the Office of University Relations updated and coordinated printing of 22 department brochures. Editorial changes were made to a significant number of the brochures, to incorporate academic program updates and a reorganization of several academic departments. Additionally, new classroom and marketing photography was included in the brochures, when it was available. The brochures are used by Admissions and academic departments for informational and

recruitment purposes; because of this, it is our goal to have the pieces completed and delivered in time for the first Open House of the fall semester. However, the quantities needed for each brochure was not determined until Aug. 30, which meant that quoting took place in early September and production in late September/early October. As such, delivery occurred after the first Open House, but in time for the second.

#### **Resources Needed to Meet/Sustain Results**

\$5,000-10,000.

#### **Explanation of How Resources Will Be Used**

: The funds indicated above would allow for the hiring of a full-time photographer (currently photography is a 3/4-time position in the office) or allow our department to contract with an outside professional photographer for additional high-level marketing photo shoots throughout the year. Generally, photo shoots take a full day of photography, with an additional day of post-processing image review and work by the photographer and/or our staff. If a full-time photography position is not possible, the additional funds would allow us to schedule 5-10 days of photography with an outside photographer, with 3-4 shoots per day, meaning we could update brochure covers and interior images on a more frequent basis.

## **Goal Summary**

#### **Goal Summary/Comments**

The Office of University Relations made significant updates to the University's three largest recruitment brochures in 2017, bringing them all in alignment with Lander's strategic plan and current branding. As a result, the university's Viewbook, Travel Viewbook and Mass Distribution Brochure/Search Piece are more effective and informative, and they have helped the Office of Admissions increase the number of applications to the University. Each of these redesigns was a major project, and to undertake all three at once was an ambitious challenge. There were some delays in receiving information from other departments, which resulted in us partially meeting two of the four indicators of success. However, our office worked as quickly as possible to complete projects once all information was received, thus providing Admissions with the materials needed for their recruitment cycle.

#### **Changes Made/Proposed Related to Goal**

Our production schedule is largely dependent upon other departments completing a review and supplying us with updated information, and unexpected delays in receiving information/proofs can have a significant impact on project delivery. Because of this, we will adjust our production schedule to allow for additional time for editorial review, layout and proofing.

## **Goal 2**

#### **Unit Goal**

To build community awareness of Lander University programs and initiatives; and to strengthen engagement of students, employees, alumni, donors, prospective students and community members through regular distribution of information via press releases and social media platforms.

#### **Pillar of Success Supported**

Highly-Valued Community Partner

## **Outcomes**

#### **Outcome 1**

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describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

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### **What type of Outcome would you like to add?**

Operational Outcome

### **Enter Outcome**

News Releases: Number distributed to news media and social media within a 12-month period.

### **Timeframe for this Outcome**

2017 Calendar Year

### **Performance Target for "Met"**

Distribution of 200 or more articles/captions to news media and social media accounts between Jan.1 and Dec. 31.

### **Performance Target for "Partially Met"**

Distribution of 100-199 articles/captions to news media and social media accounts between Jan.1 and Dec. 31.

### **Performance Target for "Not Met"**

Distribution of fewer than 100 articles/captions to news media and social media accounts between Jan.1 and Dec. 31.

### **Assessment Measure Used**

University Relations article archives.

### **Frequency of Assessment**

Annually

### **Data Collected for this Timeframe**

Approximately 320 articles /captions were released to news and social media between Jan. 1 and Dec. 31, 2017.

### **Score (Met=3, Partially Met=2, Not Met=1)**

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 communication plan development, interviews, writing, photography and event coverage. This frequent, consistent release of information regarding the university and its initiatives helps build awareness of the university among current and prospective students, faculty, staff, alumni, donors and community members, and helps promote a positive image of the university and its initiatives. Due to a staffing shortage in 2015 and 2016, as well as the assignment of other major duties, we recorded a production drop of about 20% in this category (data: 2012—244; 2013—206; 2014—212; 2015—175; 2016—171). In mid-2016, we added staffing and reorganized duties, including incorporating greater use of social media to share news items. Because of these changes, we were able to significantly surpass our previous averages by nearly 50% for 2017, with the release of approximately 320 articles.

## Resources Needed to Meet/Sustain Results

\$5,000

### Explanation of How Resources Will Be Used

: The funds listed above would allow us to contract with a media monitoring company that can track which broadcast, print and digital media organizations are using our content. This service would also help us monitor how Lander is perceived on social media by tracking mentions on corporate and private social media accounts. This information would allow our office to be more responsive to issues that require our attention, but it would also allow us to better tailor our own original content to what media companies are more likely to use, thus resulting in a more efficient use of our staff time.

## Outcome 2

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

Operational Outcome

### Enter Outcome

Social Media: Number of Facebook page likes.

### Timeframe for this Outcome

2017 Calendar Year

### Performance Target for "Met"

Obtain 500 or more "likes" for the university Facebook page between Jan. 1 and Dec. 31 of each calendar year.

### Performance Target for "Partially Met"

Obtain between 250 and 499 "likes" for the university Facebook page between Jan. 1 and Dec. 31 of each calendar year.

### Performance Target for "Not Met"

Obtain fewer than 250 "likes" for the university Facebook page between Jan. 1 and Dec. 31 of each calendar year.

### Assessment Measure Used

Facebook reporting dashboard.

### Frequency of Assessment

Annually

### Data Collected for this Timeframe

The Lander Facebook page received 2,767 "likes" between Jan. 1 and Dec. 31, 2017.

### Score (Met=3, Partially Met=2, Not Met=1)

3

### Comments/Narrative

The Office of University Relations has maintained the University's official Facebook account since 2015, with the goal of using the platform to increase awareness of campus news and events through regular sharing of articles, photos and videos. A social media committee was formed and a social media policy was developed that same year to ensure that satellite social media accounts follow Lander's official branding and standards of quality. In 2016, our staff began a strategic focus on increasing audience size through frequent, consistent posts and quality content, and in 2017, we dedicated additional staff hours to social media. Because of these efforts, we have significantly surpassed our assessment targets for the past two years. As a result, the assessment targets should be adjusted to reflect the consistent growth in our social media engagement.

## Resources Needed to Meet/Sustain Results

## Explanation of How Resources Will Be Used

### 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.).

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

Operational Outcome

#### Enter Outcome

Social Media: Engagement of audience across all platforms.

#### Timeframe for this Outcome

2017 Calendar Year

#### Performance Target for "Met"

Maintain an average total weekly reach of more than 30,000 (view, likes, follows, comments, shares) across all platforms.

#### Performance Target for "Partially Met"

Maintain an average total weekly reach of 25,000-30,000 (view, likes, follows, comments, shares) across all platforms.

#### Performance Target for "Not Met"

Maintain an average total weekly reach less than 25,000 (view, likes, follows, comments, shares) across all platforms.

#### Assessment Measure Used

Facebook, Twitter, Instagram and Snapchat reporting dashboards.

#### Frequency of Assessment

Annually

**Data Collected for this Timeframe**

This is a new goal; it cannot be assessed for 2017 Calendar Year.

**Score (Met=3, Partially Met=2, Not Met=1)**

**Comments/Narrative**

Due to the proliferation of available platforms and its near ubiquitous usage, social media is becoming a significant part of public relations and communications efforts. In mid-2017, University Relations made a decision to enhance its digital presence by expanding our usage of the most popular social media platforms, including Facebook, Twitter, Instagram and Snapchat. As part of this new initiative, a part-time position was added with a priority focus on social media, with assistance from a full-time writer, as needed. Since January 2018, we have been tracking usage data across all of our social media platforms, with the goal to build a comprehensive overview of our digital presence and brand. The 2018 data, including average weekly reach and engagement, will be available for the next assessment cycle

**Resources Needed to Meet/Sustain Results**

Full-time position: Social Media Coordinator; media monitoring service.

**Explanation of How Resources Will Be Used**

To effectively use social media to its full potential, staff hours must be dedicated to research in best practices and new technologies, content development and posting, account monitoring and responding to comments/issues. Additionally, the University Relations Office will have ownership of the University's new social media policy, which will require additional staff hours to monitor satellite social media accounts for policy violations. It is important to note that social media usage is highest outside of standard business hours, meaning that some of the hours spent in this role will be during evenings, weekends and holidays. Currently, we are only able to provide a part-time focus on social media, with assistance from our full-time writer. However, if we were able to add a full-time position dedicated to this role, we would be able to develop more original content and engagement opportunities, as well as explore other platforms where Lander can have effective engagement with its audience/users. And, as stated previously, a media monitoring service would greatly assist in this process by providing more robust reporting of Lander news and mentions across all media.

## 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.

**Changes Made/Proposed Related to Goal**

In 2017, a reorganization of duties and addition of part-time staffing allowed us to increase the number of articles/photos we released to the news media and social media. We will continue to build on this momentum by expanding and enhancing our use of social media as a communications and marketing tool. If additional staffing becomes available, we would be able to make more significant strides toward achieving this goal.