Mission/Purpose
Improve UWA's financial status by increasing its efforts at productivity and by seeking additional funding from public and private sources.

I. Goals and Outcomes/Objectives, with Any Associations and Related Measures, Achievement Targets, Findings, and Action Plans

A. Goal: Improve the financial status of UWA
   Improve the institution's financial status by increasing its efforts at productivity and by seeking additional funding from public and private sources

1. Objective: Conduct an Annual Fund drive
   The Office of Institutional Advancement will conduct an Annual Fund drive which will begin on October 1 and will conclude on September 30. All faculty, staff, alumni, identified friends of the University as well as targeted members of the business community will be solicited for financial gifts to the University.

   a. Measure: Receive gifts and pledges through the drive
      The Annual Fund will receive gifts and pledges from those constituencies solicited. Blackbaud fundraising software will track all gifts and pledges received.

      Source of Evidence: External report

1. Achievement Target:
   We have a goal 500k in our annual fund drive

2. Findings (2010-2011) - Achievement Target: Partially Met
   The Office of Institutional Advancement worked on a drive for the Annual Fund. Gifts and Pledges were received throughout the course of the year. The total amount received was over $400,000.00 ($401,580.79). Considering the economy and the efforts of the office toward the capital campaign this was a successful result. A more concentrated effort toward improving the % of alumni who give to the annual fund will be evaluated.

3. Action Plan:
   Increase the percentage of alumni who give to the annual fund, which will increase the total amount raised.
   A more concentrated effort will be made to increase the percentage of alumni and friends who give to the annual fund. More attention will be brought to the annual fund through the alumni magazine, mailings and e-mails. Also, this office will work to educate alumni on the importance of the annual fund and how money raised helps the University during these tough economic times.

   Established in Cycle: 2010-2011
   Implementation Status: Planned
   Priority: High
   Implementation Description: This office will use the alumni magazine to promote the annual fund and use mailings and e-mails to improve the number of alumni who give to the annual fund.
Completion Date: 09/30/2012
Responsible Person/Group: VP for Institutional Advancement and the Director of Development
Budget Amount Requested: $1,000.00

b. Measure: Receive capital campaign gifts and pledges
The University will receive capital campaign gifts and pledges for the fiscal year. Blackbaud fundraising software will track all gifts and pledges received.

Source of Evidence: External report

1. Achievement Target:
Annual Fund received over 250k in pledges last year

2. Findings (2010-2011) - Achievement Target: Met
The Annual Fund received over $400,000 ($401,580) this past year. This office is going to continue to increase awareness of the annual fund and will try to raise the percentage of our alumni who give every year.

2. Objective: Retain professional fundraising counsel
The Office of Institutional Advancement will retain professional fundraising counsel to assist in the management of a capital campaign through at least March 2010.

a. Measure: Receive gifts and pledges through the drive
The Annual Fund will receive gifts and pledges from those constituencies solicited. Blackbaud fundraising software will track all gifts and pledges received.

Source of Evidence: External report

1. Achievement Target:
Use consultants to increase funding in annual fund

2. Findings (2010-2011) - Achievement Target: Met
We used the JF Smith Group to assist in the Capital Campaign.

b. Measure: Receive capital campaign gifts and pledges
The University will receive capital campaign gifts and pledges for the fiscal year. Blackbaud fundraising software will track all gifts and pledges received.

Source of Evidence: External report

1. Achievement Target:
Retain professional fundraising firm through the public phase of the capital campaign.

2. Findings (2010-2011) - Achievement Target: Met
The University has continued to use the assistance of the J.F. Smith Group, a professional fundraising group, through the public phase of the capital campaign. Staff from this office have attended several seminars and presentations with the J.F. Smith Group and are in regular contact with their office in times that assistance is needed.

3. Objective: Work collaboratively with representatives to increase state funding
The Vice President for Institutional Advancement will serve as the University’s registered lobbyist before the Alabama Legislature and will work collaboratively with
representatives from all of Alabama’s public universities to increase state funding for public universities.

a. **Measure: Receive capital campaign gifts and pledges**
The University will receive capital campaign gifts and pledges for the fiscal year. Blackbaud fundraising software will track all gifts and pledges received.

   Source of Evidence: External report

1. **Achievement Target:**
   Increase state funding to stay at a level playing field with the institutions that are our size.

2. **Findings (2010-2011) - Achievement Target: Met**
The Office of Institutional Advancement has worked in collaboration with state officials to increase state funding to stay on a level playing field with similarly situated college institutions. Despite the tough economic times that our state is facing, the University was able to receive adequate funding through the Legislature and was able to secure approximately $3 million in state funding to assist in the purchase of the Livingston High School property.

3. **Action Plan**
   **Increase presence in Montgomery to increase state funding**
   We will increase the presence of UWA in Montgomery by sending more personnel to Montgomery.
   - **Established in Cycle:** 2009-2010
   - **Implementation Status:** Planned
   - **Priority:** High
   - **Implementation Description:** Hire additional staff.
   - **Responsible Person/Group:** Institutional Advancement/President
   - **Budget Amount Requested:** $50,000.00

b. **Measure: Increase state appropriation**
The University will receive an increase in its annual state appropriation which will reflect a similar increase as like-sized institutions. A comparison will be made between the state appropriations of all public universities in Alabama.

   Source of Evidence: Administrative measure - other

1. **Achievement Target:**
   Increase State funding to stay at a level playing field with the institutions that are our size.

2. **Findings (2010-2011) - Achievement Target: Met**
The University stayed on a level playing field with other institutions our size.

4. **Objective: Federal Funding**
The VP for IA will present funding federal funding agenda to members of Congress.

   a. **Measure: Receive capital campaign gifts and pledges**
The University will receive capital campaign gifts and pledges for the fiscal year. Blackbaud fundraising software will track all gifts and pledges received.

   Source of Evidence: External report
1. **Achievement Target:**
   Increase federal funding through VP and lobbyist.

2. **Findings (2010-2011) - Achievement Target: Not Met**
   Did not receive adequate funding for last year.

3. **Action Plan:**
   Increase presence in Washington to assist with federal funding
   Increase presence in Washington by adding additional staff.
   **Established in Cycle:** 2009-2010
   **Implementation Status:** Planned
   **Priority:** High
   **Implementation Description:** Hire staff
   **Responsible Person/Group:** IA/President

b. **Measure: Increase in Federal Funding**
   The University will receive federal funding for projects submitted for
   Congressional consideration.

   **Source of Evidence:** Existing data

1. **Achievement Target:**
   We would like to secure funds in the range of 3-5 million dollars.

2. **Findings (2010-2011) - Achievement Target: Not Met**
   Federal funding in the amount of $3-5 million dollars was not secured.

3. **Action Plan:**
   Increase presence in Washington and work closer to elected
   Representatives
   The University will plan to work more closely with its elected Representatives
   in Washington and to work with its lobbyists to increase the University's
   presence.
   **Established in Cycle:** 2010-2011
   **Implementation Status:** Planned
   **Priority:** High
   **Implementation Description:** More coordination with lobbyists working for
   the University and look for ways to work more closely with elected
   representatives
   **Completion Date:** 09/30/2012
   **Responsible Person/Group:** IA/President

II. **Other Plans for Improvement**
A. **Conduct regular annual fund solicitation of all alumni, identified friends of the University, and identified businesses**
   Conduct regular annual fund solicitation of all alumni, identified friends of the University, and identified businesses.
   **Established in Cycle:** 2010-2011
   **Implementation Status:** Planned
   **Priority:** High
   **Implementation Description:** Send Annual Fund materials to everyone in the database.
   **Budget Amount Requested:** $10,000.00
B. **Continue individual solicitations for comprehensive capital campaign**

Continue individual solicitations for comprehensive capital campaign

**Established in Cycle:** 2010-2011  
**Implementation Status:** Planned  
**Priority:** High  
**Implementation Description:** Conduct prospect research and make visits  
**Additional Resources Requested:** Travel = $25,000  
**Budget Amount Requested:** $25,000.00

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III. **Analysis Answers**

A. **What specific strengths did your assessments show? (Strengths)**  
The department did a good job raising money for UWA through the capital campaign despite be a small staff and a horrible economy.

B. **What specific weaknesses or challenges did your assessments show? (Weaknesses)**  
UWA needs to increase presence in Washington to increase federal funding.

C. **What plans were implemented?**  
The fundraising principles were adhered to and appropriate money was raised towards the goal.

D. **What plans were not implemented?**  
The awareness of UWA in Washington to increase federal funding.

E. **How will assessment results be used for continuous improvement?**  
We can use this to see what we did in the past years and adjust as needed to continue raising money. The assessment results will be used to determine if this office should concentrate more on the capital campaign, annual fund or securing state and federal funding. The results will also allow us to see where funds from this office are having the biggest impact and allow us to transfer resources accordingly.

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IV. **Annual Reports**

A. **Key Achievements**
   1. Raised $1.5 million for Capital Campaign  
   2. Hired additional member to the Development Staff  
   3. Already reached 82% of the Capital Campaign goal for the Fund for Excellence  
   4. Raised 155% of the Capital Campaign goal for Nursing  
   5. Held Gala to kick off the public portion of the Capital Campaign  
   6. Raised over $800,000 in faculty/staff fundraising drive  
   7. Added a new Director of Development, Tom Tartt, and a new Development Officer, Robert Upchurch

B. **Staff Achievements**
   Fundraising added a new Director of Development, Tom Tartt, and added a new Development Officer, Robert Upchurch.

C. **Public/Community Service**
   Held carnival for alumni and children at Homecoming