Fundraising

Mission / Purpose
To provide opportunities through fundraising for students to pursue a quality education and assist in developing the important qualities of independent thinking, respect for the ideas of others, personal integrity and character in order to realize their quests for a philosophy of life and self-fulfillment.

I. Goals and Outcomes/Objectives, with Related Measures, 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.

      1. Achievement Target:
         The Office of Institutional Advancement has a goal 500k for our annual fund drive.

      2. Findings (2011-2012) - Target: Not Met
         The Office of Institutional Advancement has, thus far, raised $380,000 through the annual fund. The fiscal year does not end until September 30, 2012, so OIA will raise close to the target goal, $500,000, by fiscal year end. The annual fund drive was postponed until August so that it could be included in the University's magazine. OIA also plans to prepare a year-end mailing that will increase donations to the annual fund.

      3. Action Plans:
         a. 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: In-Progress
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.
Projected Completion Date: 09/29/2012
Responsible Person/Group: VP for Institutional Advancement and the Director of Development
Budget Amount Requested: $1,000.00 (recurring)

b. Complete Annual Fund Drive
An Annual Fund Drive will begin with the release of the new University magazine. An appeal for increased donations to the Annual Fund will appear in the magazine. Also, a year-end appeal will be made for the Annual Fund.
Established in Cycle: 2011-2012
Implementation Status: In-Progress
Priority: High
Implementation Description: The appeal that will appear in the magazine has already been completed. The year-end appeal will be developed by Institutional Advancement and e-mailed to alumni and supporters.
Projected Completion Date: 12/31/2012
Responsible Person/Group: Institutional Advancement
Additional Resources Requested: None.

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.

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

2. Findings (2011-2012) - Target: Met
The Annual Fund has already received over $380,000 in commitments. The fiscal year does not end until September 30, so it is expected that the total amount contributed to the Annual Fund will be much greater. The Annual Fund Drive is set to begin with the launch of the new University magazine. That will be coupled with a year-end mailing to encourage gifts to the annual fund before the tax year is over.

3. Action Plan:
Complete Annual Fund Drive
An Annual Fund Drive began with the release of the new University magazine. An appeal for increased donations to the Annual Fund will appear in the magazine. Also, a year-end appeal will be made for the Annual Fund.
Established in Cycle: 2011-2012
Implementation Status: In-Progress
Priority: High
Implementation Description: The appeal that will appear in the magazine has already been completed. The year-end appeal will be developed by Institutional Advancement and e-mailed to alumni and supporters.
Projected Completion Date: 12/31/2012
Responsible Person/Group: Institutional Advancement
Additional Resources Requested: None.

2. Objective: Federal Funding
The Vice President for Institutional Advancement will present 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.

1. **Achievement Target:**
   Increase federal funding through VP and lobbyist.

2. **Findings (2011-2012) - Target: Not Met**
   The University did not receive adequate federal funding this year. The University has done well to increase their presence in Washington, and the University is exploring several avenues to increase federal funding. The University will continue its work in this area with the expectation that federal funding will increase in the coming years.

3. **Action Plans:**
   **Increase Presence in Washington**
   The University, with the help of its lobbyists, will continue to increase its presence in Washington. The desired effect will be an increase in federal appropriations for campus projects.
   - **Established in Cycle:** 2011-2012
   - **Implementation Status:** In-Progress
   - **Priority:** High
   - **Implementation Description:** The University will work with its lobbyists to increase the school's presence.
   - **Projected Completion Date:** 09/30/2013
   - **Responsible Person/Group:** Institutional Advancement

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

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

2. **Findings (2011-2012) - Target: Not Met**
   Federal funding in the amount of $3-5 million dollars was not secured.

3. **Action Plans:**
   a. **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
      - **Projected Completion Date:** 09/29/2012
      - **Responsible Person/Group:** IA/President

   b. **Coordinate with Lobbyists and Elected Officials**
      The University will work more closely with its lobbyists and elected officials to secure more federal funding. The University believes through better coordination that projects on campus can receive federal funding.
      - **Established in Cycle:** 2011-2012
      - **Implementation Status:** In-Progress
      - **Priority:** High
Implementation Description: A more concerted effort will be made to coordinate with the University's lobbyists and the elected officials on funding opportunities.

Projected Completion Date: 09/30/2013

Responsible Person/Group: Institutional Advancement

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.

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

2. Findings (2011-2012) - 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 our state is facing, the University was able to receive adequate funding through the Legislature this year. The University continues to improve its standing compared with similarly situated institutions.

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.

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

2. Findings (2011-2012) - Target: Met
The University stayed on a level playing field with other institutions our size.

II. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)
During this tough economic period, the Office of Institutional Advancement has shown that it is willing and able to think creatively to reach its fundraising goals. The Office of Institutional Advancement has had to create new ways to raise money and fund University projects.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
The greatest challenge facing the Office of Institutional Advancement is the lack of resources available to colleges and universities from governmental entities. While private donations have remained fairly constant, the influx of resources from governmental entities has been greatly reduced during this economic down turn.

C. What plans were implemented?
The Office of Institutional Advancement will try to increase the University’s presence in Washington and work closer to elected officials. IA will increase percentage of alumni who give to the Annual Fund thereby increasing the total amount raised. IA will also improve coordination between lobbyists and elected officials.

D. What plans were not implemented?
The Office of Institutional Advancement was not able to increase the number of staff members.

E. How will assessment results be used for continuous improvement?
The Office of Institutional Advancement will use the assessment results to determine which approaches were helpful and which ones were not. The Office of Institutional Advancement has used several creative ideas to increase funding to the University. The assessment results will be beneficial in deciding how to move forward with those projects.

III. Annual Report Section Responses

A. Key Achievements
The Office of Institutional Advancement continues to near the end of the $15 million Capital Campaign. From October 1, 2011 through July 13, 2012, the Office of Institutional Advancement raised over $2.3 million towards the campaign. The campaign total now stands at $13.5 million with over a year to go until the end of the campaign.
### ANNUAL PLAN

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<td><strong>Goals</strong>&lt;br&gt;Goals are broad statements describing what the unit wants to accomplish. Goals relate to both the unit's mission and the University's mission. The goal(s) is stated as the University goal(s) a unit is attempting to meet.</td>
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<td><strong>Outcomes/Objectives</strong>&lt;br&gt;Outcomes and objectives are statements that describe in some detail what the unit plans to accomplish. Outcomes/objectives are associated with all applicable goals, strategic plans, standards, and institutional priorities.</td>
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<td>Objectives are active-verb descriptions of specific points or tasks the unit will accomplish or reach. Outcomes are active-verb descriptions of a desired end result related to student learning and the unit's mission.</td>
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<td><strong>Measures</strong>&lt;br&gt;Measures are statements to judge success in achieving the stated outcome or objective. Measures contain information on the type of evidence and assessment tool that a unit will use to verify if stated outcome/objective has been met.</td>
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<td><strong>Achievement Targets</strong>&lt;br&gt;Achievement targets are the thresholds that the measures must meet for the unit to determine that it has been successful in meeting its specified outcomes/objectives. Achievement targets are measurable statements.</td>
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Approved by: [Signature of Dean or Vice President]

Received by OIE: [Signature of Coordinator of Planning and Assessment]