

Institutional Effectiveness Plan (IEP)
Annual Report Template

Purpose

The purpose of the annual Institutional Effectiveness Reports and Institutional Effectiveness Plans is to establish a transparent process to review department, college, and divisional goals, assessments, and resource needs as they relate to achieving the UAFS 2023-28 Strategic Plan and mission-critical goals.

Included materials

Institutional Effectiveness Plans will establish current and future year plans and resource needs as they align with the 2023-28 strategic plan. The annual reports will reflect the following:

Section I. Report on the outcomes of the previous year fall, spring, and summer (previous academic year)

Section II. Provide details of current year plan for fall, spring, and summer (current academic year)

Section III. Provide plan for following fall, spring and summer along with any short-term/resource needs (plan for following academic year and resource requests

Section IV. Provide plan for future years and longer-term resource requests/needs

Timeline for reports and plans for fall 2023

This timeline is to be followed for the reports submitted in fall 2023 to set baseline data for the UAFS 2023-28 Strategic plan.

Setting baseline KPI Data and Review of fall 2022, spring 2023, and summer 2023	Reports due from vice chancellors to chancellor by December 1, 2023	Public reports by vice chancellors on January 23, 2024 from 2:30-5 p.m.	Director of Budget compiles resource needs and reports to Budget Council on January 24, 2024
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The Budget Council will convene in spring 2024 to review resource needs and financial position to make recommendations about the tuition and fee rates for FY2024-25 and to recommend a balanced budget for the university which must be submitted in April 2024.

Template for Institutional Effectiveness Report and Plan

UNIVERSITY ADVANCEMENT

1/1/2024

SUBMITTED BY: BLAKE RICKMAN, VICE CHANCELLOR FOR UNIVERSITY ADVANCEMENT

Section I. Institutional Effectiveness Report for Academic Year 22-23 (FY23)

Academic Year 22-23 (FY23) was a fantastic year for University Advancement. Our goal is a consistent pace of incremental progress. For each of our departments, that implies distinctly different objectives and strategies. Overall, University Advancement exceeded expectations for the year and, in some specific areas, achieved far beyond what we set out to do.

The Campaign was an area of incredible success. At this point in the campaign cycle, the percent to goal is above the identified objective at the onset of campaign planning. The considerations of an elevated goal, or at minimum, expedited strategies, became apparent as the lead gifts phase gained significant traction. The upcoming challenges will involve maintaining the current momentum, which will mean a dramatic shift in donor audience and strategy, and executing an intentional resource strategy will be crucial to building on the progress as we move closer to the public phase.

Our University Development team arguably achieved the division highlight for Academic Year 22-23 (FY23). An institutional record was set for fundraising production, with over \$27M secured in private gift support. This was our most successful fundraising year in the institution's 95-year history. Records were also set for the number of faculty/staff donors, the number of unique donors, and the number of total gifts. This was primarily a result of the successful execution of multiple major gift and annual giving strategies. The challenges facing this department will pertain to keeping the momentum from such an incredible year. Secondly, in working with our campaign consultants to develop the pipeline strategies for the next few years, it became clear that additional personnel will be needed on the major gift side, and the prospect pool more than warrants the capacity to add a development professional dedicated to this area.

University Marketing continues to pave the way as a campus leader. As an institution, we have chosen a digital-first approach. Massive improvements have been made in strategic ad placement, lead generation, brand awareness, and campus/community awareness. The significant resources dedicated to our web presence have yielded an impressive (11.1%) increase in overall pageview traffic. Of note is the 35% increase in traffic to the Apply Now landing page and the 5% increase in traffic to the Admissions landing page. As these figures show, uafs.edu continues to be one of our most effective tools for recruiting new students. In addition to

increased web traffic, UAFS also enjoyed a 3.33% (58k) increase in digital advertising conversion rate, a 82% (\$161.29) decrease in acquisition cost, and a 40% (\$1.04) decrease in cost per click for digital ads. Our ability to provide real-time data such as this has improved the internal support from campus partners. With a primary focus on new student lead generation, our challenges come with targeted, strategic program marketing. As the five centers of excellence emerge, it will be vital to dedicate sufficient marketing resources to each to ensure their availability and awareness reach acceptable levels.

In FY23, the UAFS Communications team achieved remarkable results in public relations, media engagement, and digital outreach. Their industry-leading approach to organic social media led to 18.3 million impressions and 108,000 engagements, significantly surpassing previous years. More than 150 stories on the UAFS Newsroom page attracted 60,560 page views, with visitors spending an average of 2:41 minutes per page, well over the industry standard 54 seconds. New approaches to email newsletters have increased open rates across campus, and broad strategies for employer branding and internal communications are being developed to build employee affinity. In print, the Bell Tower Magazine, reaching 17,000 individuals, strategically targeted key donors, supporters, and alumni who do not typically engage with digital content, enhancing overall development and engagement strategies. In earned coverage, the university earned more than 6,323 unique mentions online, keeping negative sentiment at a remarkable two percent. A comprehensive media outreach effort across the region resulted in over 900 mentions from more than 150 news sources at a substantial ad value equivalency of \$221,500, showcasing incredibly effective resource stewardship. These outreach efforts led to more than 20 million additional earned impressions, boosting the university's visibility and engagement. Future growth areas include consolidating nearly 400 UAFS-related social media accounts to address rampant brand fragmentation and launching two new strategic publications, including the comprehensive Chancellor's Report in FY24 and a fully personalized Foundation Report in FY25. As the university eyes enrollment of Gen Z and early engagement of Gen Alpha, innovative digital engagement will be critical to driving students to our enrollment funnel. Further, as the campaign progresses and the university nears its centennial, a close eye on public relations and engagement will be critical to developing the giving pipeline.

The Department of Alumni Engagement and Annual Giving continued its incredible progress and development. Increased efforts for strategic engagement opportunities began to materialize, and an evaluation of overall activity led to a more intentional structure for academic year 22-23 (FY23). In Alumni Engagement, we spent significant time on the purpose and scope of our Alumni Advisory Council. The evaluation led to a shift in committee structure and a change in strategy for appointing new board members. We began fine-tuning the event schedule with an enhanced focus on specific details, such as first-time attendees, alumni participation, and donor conversion. The communications tactics also changed focus from a volume-centric approach to becoming more targeted from a content and audience perspective. Annual Giving also saw a dramatic shift in tactics. First, the Day of Giving achieved all-time highs. This appeal continues to lead the way in new donor engagement and significantly contributed to the record-setting year we experienced. The calendar mail and email appeals were again examined and restructured for audience and institutional voice. The volume of each appeal is still something we are experimenting with to determine baselines. Across the country, more mature

operations are experiencing significant declines in participation. On a positive note, we don't have these decades-old habits and have been able to experiment with the "right" solutions for our annual giving donors. As we move closer to the campaign's public phase, ramping up efforts in this area and infusing the campaign copy at every opportunity will be vital.

The UAFS Foundation Inc. achieved record highs closing FY23 with a balance of just short of \$130M in total assets. The Foundation portfolio gained 7.2% in the financial markets and outperformed several institutional benchmarks. The goal of the Foundation's portfolio will continue to be to provide support for UAFS. We will strive to add new assets to the portfolio while maintaining a conservative approach to its involvement in the financial markets to protect the resources our donors have entrusted to us. The UAFS Foundation Inc. was Arkansas's 29th largest private foundation, ranking 3rd among institutionally related foundations (only UA and ASU were larger) for the previous year. In relation to the strategic plan, UAFS has prioritized the scholarship component of the Foundation's resources. In FY23, we strived to optimize the Financial Aid process while internally building a new accounting tool to provide more immediate balances. This new tool (set to be released in January 2024) will allow all departmental representatives serving as foundation account spending authorities real-time access to their accounts. This will include scholarships. The finance committee of the UAFS Foundation shifted its voting calendar to better align with the university's recruitment process. Moving forward, KPIs will be set to optimize the calendar for awards but also to spend down available scholarships as much as possible in a strategic manner. In the following years, goals will be set for all foundation-endowed accounts.

Objective	Alignment with Strategic Plan Pillar and Tactic	Assessment Measure and Performance Target	Results	Response to Results
Continue the "Quiet Phase" progress of the Comprehensive Campaign	2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2	Continue the transition from the "Planning" phases of the campaign into the "Quiet Phase" with a target future date of 2025 for the official launch of the "Public" phase. The performance target of the public phase is 85% of the stated goal.	An institutional fundraising record was achieved in FY23, with \$27,673,583.94 raised. That amount brought the campaign goal to 69.5%. Campaign branding began to take shape with priorities, and the first kickoff event was held for the university's top donors.	University Advancement leaders came together to create a roadmap to a successful campaign. A staggering number of strategies are underway to begin layering the campaign's more outward facing/public aspects.

<p>Increase Development Activity</p>	<p>2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2</p>	<p>Increases in the core development metrics related to overall production, receipts, proposals, visits, contacts, moves management, events, sponsorships, and private grants</p>	<p><u>FY23 Results:</u> Production- \$27,673,407.94 Receipts- \$13,587,754.20 Proposals-139 Visits-552 Contacts-1,006 Moves Management</p> <ul style="list-style-type: none"> • Qualification- Baseline • Cultivation- Baseline • Solicitation-Baseline <p>Events- Baseline</p> <ul style="list-style-type: none"> • Production- Baseline <p>Sponsorships- 20</p> <ul style="list-style-type: none"> • Production- \$39,100 <p>Private Grants- 11</p> <ul style="list-style-type: none"> • Production- \$115,400 	<p>Our University Development team achieved incredible success in FY23, and to their credit, they immediately began executing strategies to keep the momentum moving forward in the campaign.</p>
<p>Increase Efficiency of Strategic Marketing and Advertising</p>	<p>1.1.2, 1.2.2, 2.2.2.3, 2.3.4.1, 2.2.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.2.6.1</p>	<p>Increases in the core metrics related to Strategic Marketing and Advertising</p>	<p>Website (FY23)</p> <ul style="list-style-type: none"> • Sessions- 789,596 • Sessions-to-RFI Ratio- N/A • Avg. Search Position- 35.2 <p>Advertising</p> <ul style="list-style-type: none"> • Impressions- 23.4M • Click-Through Rate (CTR)- 0.6% • Conversion Rate- 4.36% • Cost Per Acquisition (CPA)- \$36.41 	<p>University Marketing continued its impressive transformation into the digital-first approach. The buy-in from internal campus partners continued to grow, and from external constituents, more qualitative feedback was received than ever before.</p>
<p>Increase Community and Campus</p>	<p>1.6.2, 1.8.3, 2.2.2.3, 3.4.3, 4.1.1.1, 4.1.2.1,</p>	<p>Increases in the core metrics related to Campus and</p>	<p>Brand Awareness</p> <ul style="list-style-type: none"> • UAFS.edu Sessions- 789,596 	<p>The institutional brand was more present in the community than</p>

Engagement and Brand Awareness	4.1.3.2, 4.1.3.3, 4.2.1.1, 4.2.3.3	Community Engagement and Brand Awareness	<ul style="list-style-type: none"> • My.UAFS Sessions- N/A Engagement (FY23) <ul style="list-style-type: none"> • Licensing Royalties- \$2,864.61 • Corporate Sponsorships- 20 • Corporate Participation- 16 • Ticket Sales- Baseline Media Engagement (Earned Coverage) <ul style="list-style-type: none"> • Baseline 	<p>ever. The same can be said for corporate partners displaying their logos on our campus and activities. A new value proposition has been established between the campus and community and the town-gown relationship continues to grow at an incredible pace.</p>
Increase Strategic Communications	1.1.1, 1.1.4, 1.6.1, 2.1.5, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 3.4.3, 4.1.1.1, 4.1.1.3, 4.1.2.2, 4.2.2.1, 4.2.3.1, 4.2.3.3, 4.2.6.1, 4.2.7.1	Increases in the core metrics related to Strategic Communications	<u>Owned Media Output</u> <p>Social Media</p> <ul style="list-style-type: none"> • Total Views- 8.2M impressions • Interactions- 71,300 engagements • Brand health (unchecked social accounts)- 397 accounts • Sentiment- 2% negative • Engagement Rate- 8.54% Newsroom (UAFS.edu/news) <ul style="list-style-type: none"> • Content- 166 Stories • Total Views- 60,560 page views • Interactions- 2:41 mins. /pg. UAFS Newsletters (Campus Announcements) <ul style="list-style-type: none"> • Content- 62 newsletters • Total Views- 224,972 opens • Interactions- 5,914 clicks 	<p>Our Communications team continued to display their expertise and grow their positive influence on campus. The increased efforts to make communications more strategic led to incredible results, and as with marketing, internal buy-in was at an all-time high. We look forward to the next few years of their strategies and are confident that their results will continue their positive</p>

			<ul style="list-style-type: none"> Engagement Rate- 2.60% Print Publications <ul style="list-style-type: none"> Fall Belltower Magazine- 17,000 Foundation annual report- Baseline Chancellors Report- Baseline <u>Earned Conversation</u> Earned conversation: overall <ul style="list-style-type: none"> Content- 6,323 mentions Unique authors- 3,035 individual Overall Impressions- 21.12M Sentiment- 2% negative <u>Earned: Media Coverage</u> <ul style="list-style-type: none"> Content- 908 mentions Unique authors- 154 news sources Overall Impressions- 209,030 Sentiment- 3% negative 	influence on all institutional communications.
Grow the UAFS Foundation, Inc. Portfolio and Increase Available Foundation Scholarship Aid While Optimizing the Process for Awards	1.4.1, 1.4.2, 4.2.7.1, 4.2.7.2	Increases in the core metrics related to UAFS Foundation Inc. scholarships	<u>FY23 Results:</u> 6/30 Portfolio Balance- \$127,895,446.44 Scholarships Awarded- \$2,130,668.54 Scholarships Available- \$2,935,936 Percent Awarded- 73% Students Awarded- 1,453 Average Scholarship Amount- \$1,466.39 New Scholarships Created- 5 <ul style="list-style-type: none"> Amount- \$421,563 Date Available for Fall Cycle- 2/10/22 Application Open- 2/1/22 Application Close- 7/15/22	The FY23 results were celebrated by all members of the UAFS Foundation Board of Directors. FY23 was the final board vote before changing the spending/budget cycle. While challenging to communicate, the progress made in the spending cycle will

				undoubtedly lead to a more effective use of Foundation funds. As the mechanisms surrounding the process continue to sophisticate, the students, faculty, and staff of UAFS will reap extraordinary benefits from this work.
Increase Alumni Engagement and Annual Giving	1.5.3, 1.7.3, 1.8.3, 2.1.3.1, 4.2.3.1, 4.2.3.3	Increases in the core metrics related to Alumni Engagement and Annual Giving	<p><u>FY23 Results:</u></p> <p>Events Hosted- 14</p> <ul style="list-style-type: none"> • Registered- 1,571 • Attended- 1,326 • 1st Time Attendee- N/A <p>Graduate Email Capture Rate- 94%</p> <p>Alumni Participation Rate- 0.86%</p> <p>Calendar Appeals- 3</p> <ul style="list-style-type: none"> • Mail Pieces- Baseline • Emails- Baseline • Receipts- \$10,420 • Donors- Baseline <p>Communications</p> <ul style="list-style-type: none"> • Social Media Followers- Baseline • Impressions- Baseline • Annual Emails- Baseline • Open Rate- Baseline • Opt-outs- Baseline <p>Annual Giving</p> <ul style="list-style-type: none"> • Receipts- Baseline 	A more targeted, strategic approach to all alumni engagement activity was a dynamic shift for everyone involved. Changing the dynamics of long-standing council roles was handled with incredible professionalism, and a reshaping of communications and events calendars has already seen positive results. The examination of the Annual Giving operation has led to efficiencies in records

			<ul style="list-style-type: none"> • Donors- 1,586 • Gifts- 3,391 • 1st Time Donors- 954 • Faculty/Staff Participation-48% <p>Day of Giving</p> <ul style="list-style-type: none"> • Projects- 16 • Ambassadors- 328 • Donors- 915 • Receipts- \$96,634 	management and gift processing and has begun the trend towards more productive appeals. The Day-of-Giving is starting to cement itself as a campus tradition and continues to grow in all engagement metrics.

Section II. Institutional Effectiveness **Plan** for the Academic Year 23-24 (FY24)

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Continue the “Quiet Phase” progress of the Comprehensive Campaign	2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2	Achieve 80% of the overall Campaign goal and begin to shape the overall strategy with an eye on the public phase.
Increase Development Activity	2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2	Increases in the core development metrics related to overall production, receipts, proposals, visits, contacts, moves management, events, sponsorships, and private grants with a particular focus on staggering the pipeline strategies for existing and new major gift prospects.
Increase Efficiency of Strategic Marketing and Advertising	1.1.2, 1.2.2, 2.2.2.3, 2.3.4.1, 2.2.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.2.6.1	Increases in the core metrics related to Strategic Marketing and Advertising with an emphasis on Athletics marketing, new student recruitment, and increased levels of efficiency and engagement in current campaigns.

Increase Community and Campus Engagement and Brand Awareness	1.6.2, 1.8.3, 2.2.2.3, 3.4.3, 4.1.1.1, 4.1.2.1, 4.1.3.2, 4.1.3.3, 4.2.1.1, 4.2.3.3	Increases in the core metrics related to Campus and Community Engagement and Brand Awareness with a particular emphasis on branding within campus and community and a more strategic approach to corporate sponsorship engagement.
Increase Strategic Communications	1.1.1, 1.1.4, 1.6.1, 2.1.5, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 3.4.3, 4.1.1.1, 4.1.1.3, 4.1.2.2, 4.2.2.1, 4.2.3.1, 4.2.3.3, 4.2.6.1, 4.2.7.1	Increases in the core metrics related to Strategic Communications with a particular emphasis on institutional voice through a targeted approach to centralize multiple communication strategies across campus.
Grow the UAFS Foundation, Inc. Portfolio and Increase Available Foundation Scholarship Aid While Optimizing the Process for Awards	1.4.1, 1.4.2, 4.2.7.1, 4.2.7.2	Increases in the core metrics related to UAFS Foundation Inc. and scholarships with a particular emphasis on foundation account reporting and increased efficiencies in the scholarship distribution process.
Increase Alumni Engagement and Annual Giving	1.5.3, 1.7.3, 1.8.3, 2.1.3.1, 4.2.3.1, 4.2.3.3	Increases in the core metrics related to Alumni Engagement and Annual Giving with a specific focus on engagement with AAC and events and more targeted annual mail and email campaigns.

Section III. Short-term Resource Requests for FY 25

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of budget request for FY25
Targeted Efforts in Strategic Marketing and Advertising efforts to	1.1.2, 1.2.2, 2.2.2.3, 2.3.4.1, 2.2.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.2.6.1	\$250,000 (\$50,000 dedicated to each Center of Excellence to		\$250,000

boost the Centers of Excellence		execute comprehensive marketing campaigns)		
Tool to optimize the process for Foundation awards and centralize awarding within Enrollment Management	1.4.1, 1.4.2, 4.2.7.1, 4.2.7.2	\$15,000 (50% Cost share with UAFS Foundation for 2 nd instance of SLATE to award all private aid via Office of Financial Aid)		\$15,000

Section IV. Long-term Plans and Resource Requests

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Launch of the Public Phase of the Campaign	2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2	85% of the overall Campaign goal will be achieved in the calendar year 2025, and work towards 100% in 2028.
Increase Development Activity	2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2	Continue the progress of engaging new major gift prospects, soliciting current prospects, and stewarding past donors.
Increase Efforts and Efficiency in Strategic Marketing and Advertising	1.1.2, 1.2.2, 2.2.2.3, 2.3.4.1, 2.2.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.2.6.1	Continue growth with Marketing and advertising strategies and evolve tactics to adapt to new generations of prospective students and enhanced campus priorities
Increase Community and Campus Engagement and Brand Awareness	1.6.2, 1.8.3, 2.2.2.3, 3.4.3, 4.1.1.1, 4.1.2.1, 4.1.3.2, 4.1.3.3, 4.2.1.1, 4.2.3.3	Continue with the next phase of “Paint It Blue” campaigns across the community, complete campus signage and wayfinding projects, and further engage the corporate sponsor community.
Increase Strategic Communications	1.1.1, 1.1.4, 1.6.1, 2.1.5, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 3.4.3, 4.1.1.1,	Further embed the centralized communications strategies with a goal of increasing the strength of institutional

	4.1.1.3, 4.1.2.2, 4.2.2.1, 4.2.3.1, 4.2.3.3, 4.2.6.1, 4.2.7.1	voice while also expanding the scope of targeted communications among new and strategic audiences.
Grow the UAFS Foundation, Inc. Portfolio and Increase Available Foundation Scholarship Aid While Optimizing the Process for Awards	1.4.1, 1.4.2, 4.2.7.1, 4.2.7.2	Grow the UAFS Foundation portfolio above the \$150M mark, enhance campus foundation account reporting and spending practices, and create efficiencies for scholarship awarding practices to optimize available funds fully.
Increase Alumni Engagement and Annual Giving	1.5.3, 1.7.3, 1.8.3, 2.1.3.1, 4.2.3.1, 4.2.3.3	Sophisticate alumni engagement strategies which speak to all iterations of UAFS graduates, expand reach of alumni engagement, and continue the focus of efficiencies of the multi-layered annual giving strategies.

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY26-28
One additional Director-level fundraising professional will be needed in this phase of the campaign to manage a large pool of major and planned gift prospects	2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2	\$75,000 salary and benefits (30%) \$22,500	N/A	\$97,500
Campaign Public Phase Events, Marketing and Collateral Materials	2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2		\$125,000 (City-wide marketing push e.g. billboards, increase in mailing and print)	\$125,000

One additional communications professional will be needed to optimize internal communications fully	1.1.1, 1.1.4, 1.6.1, 2.1.5, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 3.4.3,	\$50,000 salary and benefits (30%) \$15,000		\$65,000
One additional communications professional will be needed to optimize niche external communications (CED, corporate engagement, advisory boards)	1.1.1, 1.1.4, 1.6.1, 2.1.5, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 3.4.3,	\$50,000 salary and benefits (30%) \$15,000		\$65,000
One-time money for external communications and internal employee appreciation efforts surrounding the centennial.	2.1.4.2, 2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.3.2, 2.3.4.1, 2.3.4.2, 2.3.4.3, 2.3.4.4, 2.3.4.5, 4.1.2.2, 4.1.2.3, 4.2.2.1, 4.2.7.1, 4.2.7.2		\$75,000 (media engagement, employee gifts, museum exhibit, campus displays)	\$75,000
One additional foundation finance and operations professional will be needed should the current pace of growth continue throughout the duration of the comprehensive campaign.	1.4.1, 1.4.2, 4.2.7.1, 4.2.7.2	\$50,000 salary and benefits (30%) \$15,000		\$65,000