

University Advancement

December 2024

SUBMITTED BY: Blake Rickman, Vice Chancellor for University Advancement and Executive Director, UAFS Foundation

Section I. Institutional Effectiveness Report for Academic Year 2023-2024

In Fiscal Year 2024 (FY24), the University Advancement division at the University of Arkansas – Fort Smith (UAFS) had much to celebrate, marking a year of remarkable progress across a range of key performance indicators. These KPIs, designed with a focus on incremental growth, reflect the diverse and sometimes vastly different goals and strategies across the various departments within University Advancement. As a division, our collective aim is to move UAFS forward in multiple capacities, from fundraising and donor engagement to marketing, communications, alumni relations, and overall institutional growth.

One of the division's most significant undertakings, the comprehensive campaign, continues to gain momentum. As of FY24, we are progressing steadily toward reaching the threshold for the public launch, currently sitting at 80% of the campaign's overall goal. This milestone is particularly exciting, as it demonstrates the strong foundation laid during the quiet phase, which has positioned us well for the public launch in April 2025. During the year, the focus has been on finalizing strategies for the upcoming public phase, with careful attention to cultivating the donor base and refining outreach strategies. In this regard, the next few months will be critical to maintaining and building momentum, especially as the donor audience evolves, with more diversified giving strategies likely to be employed in the coming phases. A successful public launch will depend on our ability to sustain this momentum and deepen our engagement with prospective donors.

While the overall fundraising goal for the year was not met, there were several notable successes, particularly within the Center of Excellence. The development team's hard work paid off with significant lead gifts that will help propel the campaign forward in the years to come. These gifts have been strategically directed to areas of greatest need, and their impact will be felt for years as UAFS continues to enhance its programs, faculty, and student support initiatives. Furthermore, the development team has done an exemplary job in prospect planning, which is setting the stage for the highly anticipated public phase of the campaign. Through careful cultivation of both warm and cold prospects, as well as building strong relationships within key committees, the fundraising strategy for the years ahead is well-positioned to meet its long-term goals. The development team's focus on relationship-building, donor stewardship, and strategic prospect engagement has proven essential for setting the trajectory of future fundraising success.

University Marketing continued to be a standout performer within UAFS, particularly due to its digital-first approach, which paid substantial dividends in driving increased website traffic and engagement across various platforms. The team's ability to innovate in the digital realm has

not only contributed to enhancing the user experience for prospective students and the campus community but has also elevated the visibility of the university's offerings. The website, which serves as a key informational hub, has never been more relevant or accessible, providing an invaluable resource for prospective students, faculty, staff, and alumni alike. Noteworthy programs such as "Paint the Town Blue" and "Perk Stop" continued to grow in influence and popularity, further cementing UAFS as an institution that fosters community engagement. Additionally, specialized campaigns like ADN have proven their worth, drawing attention to critical programs that support both UAFS's mission and its regional impact.

The University Communications team achieved remarkable success in FY24, with record engagement across both owned and earned media. The team's efforts to strategically position UAFS in the media spotlight resulted in increased visibility for the institution, enhancing its reputation across local, regional, and statewide audiences. One particularly successful initiative was the addition of a new print piece in the Chancellor's Report, which helped convey important institutional messages to a completely new audience across the state. The communications team's continued efforts to unify the campus voice also yielded significant results, including the removal of nearly 100 inactive social media pages. This initiative ensured that only active, accurate, and impactful voices were representing the university on social platforms, thus improving the quality and credibility of the university's online presence. This shift was directly reflected in another above-average year for social sentiment, showcasing how thoughtful, coordinated messaging can significantly enhance a university's public perception.

The Office of Alumni Engagement demonstrated continued excellence in FY24, marking a year of exceptional progress and transformation. The office undertook a strategic realignment of its operations, starting with a comprehensive review of its event calendar. By tailoring communications strategies and event planning to better align with the preferences and needs of distinct alumni segments, the office maximized engagement and participation. Furthermore, the Alumni Engagement team participated in an intensive strategic planning session, the outcomes of which will help chart the course for alumni relations for the next decade. This forward-thinking approach ensures that UAFS remains deeply connected with its alumni, fostering long-term relationships that benefit both the institution and its graduates. The office's ability to adapt, evolve, and embrace strategic innovation in its outreach and engagement practices will undoubtedly lead to continued success in alumni relations moving forward.

The UAFS Foundation capped FY24 with another record-setting achievement, closing the year with a total of over \$147 million in assets, a testament to the dedication and hard work of the entire Advancement team. This financial milestone is not only a reflection of strong donor support but also signifies the Foundation's capacity to effectively manage and grow its resources. More importantly, the year saw a notable increase in institutional gift revenue, which is a promising sign of greater institutional support in the future. However, beyond the financial achievements, the real success story lies in the improved processes and strategic insights gained throughout the year. The Foundation's finance team now has a clearer roadmap for proactively sharing financial information with institutional partners, improving transparency, and better positioning UAFS for future resource planning. This newfound clarity will be crucial for shaping the Foundation's approach in the coming years, ensuring the university's financial stability and growth.

In conclusion, FY24 has been a year of tremendous success, growth, and strategic alignment across the University Advancement division. Through innovative approaches to marketing, communications, alumni engagement, and fundraising, the division has laid a solid foundation for UAFS's continued growth and success in the years to come. As we move forward into FY25, we remain committed to building on the successes of FY24 and ensuring that our efforts continue to propel the university toward greater achievements. With a clear focus on incremental growth, strategic planning, and collaborative efforts across departments, UAFS is well-positioned to thrive and make a lasting impact in the community and beyond.

Objective	Alignment with Strategic Plan Pillar and Tactic	Assessment Measure and Performance Target	Results	Response to Results
Continue to adjust and evolve recruitment marketing tactics, emphasizing proven and effective strategies.	1.1	While there is a multitude of digital and physical strategies in play, the primary goal of recruitment marketing is to drive traffic to the website. An added element is to increase the sessions-to-RFI ratio of that web activity. The goal in FY24 was to increase web sessions and set a baseline for the session-to-RFI ratio.	<u>Website (FY24)</u> Session- 876,958 RFI Ratio- TBD	The FY24 strategy touched on several fronts. First, we wanted to ensure our target markets were focused on proven populations where we maintain a high level of name recognition and trust. We also made a concerted effort in digital buys to support on-ground recruiters when we knew they would visit certain areas. Secondly, efforts were made to bolster landing pages and tools once the prospective students made their way to the site. Investments were made in a web translation module and a chatbot to support the user experience once on the site. Additionally, continuous adjustments in

				keywords accompanied the overall efforts. In the end, we were pleased with the results of this multi-strategy effort.
Optimize the deployment of UAfS Foundation student aid mechanisms.	1.4	FY24 was a year of transition for the Foundation scholarship process. We worked to transition the awarding sequence to Financial Aid/Admissions so that all packaging takes place in a single office. To evaluate the effectiveness of the change, we look at the proportion of aid awarded to what was available for award. As a secondary metric, we are always seeking to grow the scholarship offerings and optimize the average amount of awards and number of students receiving awards.	<u>Scholarships</u> Available- \$3,236,330 Awarded- \$2,458,670 Percent- 76% Student Awarded- 1,460 Average Amount- \$1,684 New Scholarships- 7 Amount- \$147,713	Overall, this was a transition year, and we were pleased with the results. Ideally, the percentage of awards made will be closer to 100% in future years. We anticipate the amount of aid available will continue to rise; therefore, aggressive awarding strategies must be deployed in FY25 to make up that gap. This was an average year in terms of new scholarships created, and we will look to see that number increase as the campaign goes public.
Expand local brand strategies, grow the licensing and royalties program, and evolve strategies to tell the UAfS story.	1.6	The FY24 goal of this objective was, again, multi-faceted. The local branding strategies involved growing partnerships with regional school districts, expanding on the "Paint the Town	<u>Community Strategies</u> Paint the Town Blue- 98 Perk Stop- 12 Alum Owned Business- 46 <u>Licensing Management</u> Royalties- \$7,573 Gross Sales- \$62,349	In FY24, we were incredibly pleased with this element of our Advancement strategy. Our team worked for several years to break into Walmart retail locations, and that goal was finally

		<p>Blue” and “Perk Stop” initiatives, and growing the alumni-owned business directory. The licensing and royalties program made great strides in the previous year, so we needed to be in certain retail locations to expand it. The strategy to grow the audience for the UAFS story also made great strides. The performance measure for this objective will include partnerships, royalty/licensing figures, and a multitude of strategic communications elements.</p>	<p>Total Units- 4,428 Licensed Vendors- 51 Retail Locations- 5</p> <p><u>Strategic Communications</u></p> <p><i>Social Media</i> 4.4M Impressions 89,046 Engagements 297 Accounts 2% Neg. Sentiment</p> <p><i>Newsroom</i> 63,814 Page Views 0:49/page 5,825 Events</p> <p><i>Newsletters</i> 63 Newsletters</p> <p><i>Print Publications</i> Belltower- 18,00 Chancellor’s Report- 2,500</p> <p><i>Earned Media Coverage</i> 3,3031 Mentions 431 News Sources 1.18M Impressions 1% Neg Sentiment</p>	<p>achieved. We anticipate this accomplishment leading to a significant increase in several categories in the coming years. Highs were also seen in our community-based strategies, which can be attributed to our Marketing and Alumni teams. The communications strategies continue to work incredibly well. Social engagement remains at an all-time high, and the introduction of new print elements allows us to reach a new audience with a key information strategy.</p>
Utilize comprehensive advancement strategies to support the Centers of Excellence.	2.3.4	<p>The goals of this objective will certainly vary by year. The comprehensive strategies within University Advancement</p>	<p><u>Highlights</u> \$1M Naming for Jim Walcott FEC (ED)</p>	<p>The highlights of FY24, supporting our Centers of Excellence, were remarkable. This addition to the IEP allows us to call</p>

		will continually support and grow our Centers of Excellence. Each year, this objective will highlight the various achievements across departments. The goal will be to display progress within the five centers related to the work of Advancement.	<p>\$500k from the Caldwell Foundation to build a lab (HS)</p> <p>\$25k for Shipley Conference Room (ED)</p> <p>Facilitated Advanced Manufacturing Listening Tours (AM)</p> <p>All 5 Centers represented in the Chancellor's Report and 4 in Belltower</p> <p>Specialized Marketing campaign to launch ADN (HS)</p>	out some of the great work the advancement team is doing year-over-year for this campus. I anticipate the future years only growing in this objective.
Achieve year-over-year goals of the development operations with specific strategies leading up to the public launch of the comprehensive campaign.	4.1.2	FY24 was the final full year within the silent phase of the campaign. The performance measure will relate to the fundraising strategies for this portion of the campaign, with an eye on securing gifts in several key initiative areas.	<p><u>Development</u></p> <p>Production- \$4,852,590</p> <p>Receipts- \$6,891,964</p> <p>Proposal- 83</p> <p>Visits- 260</p> <p>Contacts- 560</p> <p><u>Campaign Progress</u></p> <p>Amount-?</p> <p>Percent to Goal-?</p>	In FY24, the final full year in the silent phase, our development team spent time in transition. The strategies before the public launch are being set, which altered how we went about our business. We closed the fiscal year below our production goals but are excited about a strong start in FY25. We look forward to getting back on track in this and future years.

Expand the alumni engagement operation and grow corporate partnerships.	4.2.3	<p>In FY24, we began executing strategies to expand our alumni and local corporate engagement. To assess the performance of these strategies, we will divide them into two areas: alumni engagement and corporate partnerships. Alumni engagement success will pertain to a few key metrics affiliated with alumni activity, and corporate partnerships will focus on their engagement with various areas on campus.</p>	<p><u>Alumni Engagement</u> Total- 33,335 Non-Degree- 19,983 Events- 11 Registered- 1,472 Attended- 1,448 Email Capture Rate- 96% Participation- 0.66%</p> <p><u>Corporate Sponsorship</u> Companies- 23 Production- \$83,536</p>	<p>In FY24, our alumni engagement strategies held to expected levels. An exciting development will be how these core strategies evolve for future years. We anticipate a significant change in our KPIs and feel confident about the strategy that will be deployed. In corporate partnerships, we continue to enjoy record-setting engagement numbers. As our development grows in this space, it adds confidence that we will continue to set records in the coming years.</p>
Continue strategies to grow the overall portfolio of the UAFS Foundation.	4.2.7	<p>The FY24 strategy for the Foundation portfolio was twofold. First, we aim to grow the total portfolio assets held in the Foundation. Second, we made strategic attempts to embed optimized figures within the institutional budgeting process for the next fiscal year, ideally leading to an aggressive spending</p>	<p><u>UAFS Foundation</u> 6/30 Portfolio Balance- \$147,711,631</p> <p><u>Endowment</u> Balance- \$108,842,196 Available- \$3,846,104 Awarded- \$2,894,429</p> <p><u>Gift Revenue-FY25 Budget</u> Total- \$9.2M</p>	<p>In FY24, we celebrated yet another high-water mark for the UAFS Foundation. In conjunction with new funds added through development work, portfolio growth continues to see a sustainable path forward. As we grow in our ability to serve the UAFS campus community, we are thrilled to see what the next few years will bring.</p>

		strategy for our campus partners.		

Section II. Institutional Effectiveness **Plan** for the Academic Year 2024-2025

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Continue the evolution of the recruitment marketing strategies. Aside from the current tactics, additional emphasis will be placed on the Advanced Manufacturing Engineering degree, the Smart Choice tuition waiver program, and the UAFS Guarantee. Furthermore, landing page optimization will continue.	1.1	<p>As stated above, our primary measure will certainly be web traffic, with a target of increasing sessions. As we move forward with more longitudinal data, we can set reasonable goals for the session-to-RFI ratios. An added element of the measures will be the success of the new initiatives in Engineering, Smart Choice, and Guarantee. Each of these programs should have data associated with it that we can track and then project into future goals.</p> <p>Goals</p> <p>Website (FY25)</p> <ul style="list-style-type: none"> • Sessions- 850,000 • RFI Ratio- TBD
Increase the volume of UAFS Foundation aid in conjunction with the changes to the order of aid and support new and existing programs.	1.4	The primary measure of available and awarded aid will be a focal point. Our performance target will continue to work closer to a 100% award of what is available, but we would reasonably like to see that percentage exceed the 80% threshold for this year. We would also like to see the new

		<p>scholarships created closer to the ten mark annually.</p> <p>Goals</p> <p>Scholarships</p> <ul style="list-style-type: none"> • Available- \$3,500,000 • Awarded- \$2,800,000 • Percent- 80% • Students Awarded- 1,600 • Average Amount- \$1,800 • New Scholarships- 10 • Amount- \$250,000
Continue the expansion of local brand strategies, grow the licensing and royalties program with an emphasis on the Walmart partnership, and expand the already successful strategy of telling the UAFS story.	1.6	<p>The key performance measure for this component will be similar to the elements stated in the last FY. Specifically, we will be looking for royalty numbers to increase this year with the addition of Walmart, but other key retail locations will also play a part. We have grown our local partnerships with regional school districts and now have a physical signage presence with top-feeder high schools. The social media strategies are constantly evolving, and we are paying particular attention to the reach of our print pieces in the current FY. Adding a Foundation Annual Report allows us to have more targeted storytelling to key institution stakeholders.</p> <p>Goals</p> <p>Community Strategies</p> <ul style="list-style-type: none"> • Paint the Town Blue- 100 • Perk Stop- 15 • Alum Owned Business- 50

		<p>Licensing Management</p> <ul style="list-style-type: none"> • Royalties- \$10,000 • Gross Sales- \$75,000 • Total Units- 5,000 • Licensed Vendors- 55 • Retail Locations- 7 <p>Strategic Communications</p> <ul style="list-style-type: none"> • Social Media • 4.5M Impressions • 90,000 Engagements • 200 Accounts • 2% Neg. Sentiment <p>Newsroom</p> <ul style="list-style-type: none"> • 65,000 Page Views • 1:00/page • 6,000 Events <p>Newsletters</p> <ul style="list-style-type: none"> • 65 Newsletters <p>Print Publications</p> <ul style="list-style-type: none"> • Belltower- 18,00 • Chancellor's Report- 2,500 • Foundation Report- 1,000 <p>Earned Media Coverage</p> <ul style="list-style-type: none"> • 35,000 Mentions • 450 News Sources • 1.5M Impressions • 1% Neg Sentiment
--	--	--

<p>Expand on the advancement support of the Centers of Excellence and intentionally grow each center related to the capabilities within advancement.</p>	<p>2.3.4</p>	<p>This tactic will look drastically different each year. In gathering this data, we have realized that much-supporting work goes into each of the centers, so instead, we'll be looking to report on specific outcomes within each. Several major development projects are underway in advanced manufacturing, economic development, and health sciences in the current fiscal year. In marketing, we will likely see new campaigns in Engineering, and we intend to launch the new program with a strong start. There is also a substantial marketing push with OSD funding, which will hopefully bear fruit starting this FY.</p> <p>Goals</p> <ul style="list-style-type: none"> • Begin capital project fundraising for a Center for Advanced Manufacturing (Advanced Manufacturing) • Begin capital project fundraising for a Center for Health Innovation(Health Sciences) • Secure lead gift to create a Center for Non-Profits (Economic Development) • Begin Facilitated Listening Tours for Computer and Data Science (Computer and Data Science)
--	--------------	--

		<ul style="list-style-type: none"> • All 5 Centers represented in the Chancellor's Report, Belltower, and NEW Foundation Annual Report • Specialized Marketing campaign to launch Bachelor's Degree in Advanced Manufacturing Engineering
Launch the public phase of the comprehensive campaign and deploy the development strategies that have been built for this purpose.	4.1.2	<p>This tactic will also be measured with similar data points from the previous fiscal year. However, the current FY will contain the public launch of the comprehensive campaign. As a result, we should begin to see the activity of the annual giving program begin its ramp-up. We will have some performance measures for the event in terms of reach. Based on the current modeling, the FY26 year, the first full public phase year, should see the most significant rise in touch points.</p> <p>Goals</p> <p>Development</p> <ul style="list-style-type: none"> • Production- \$10,000,000 • Receipts- \$8,000,000 • Proposal- 150 • Visits- 500 • Contacts- 1,000 <p>Campaign Progress</p> <ul style="list-style-type: none"> • Amount-? • Percent to Goal-80%
Begin the deployment of the new alumni engagement strategic plan tactics and	4.2.3	The current fiscal year will likely have some added assessment elements that haven't

<p>continue to evolve the corporate partnership strategies.</p>		<p>been in previous FYs. While we will still measure overall alumni numbers, events, and email capture rates, new components, such as alumni communications, volunteer opportunities, added community partnerships, and added elements of the Alumni Advisory Council, will play a role.</p> <p>Goals</p> <p>Alumni Engagement</p> <ul style="list-style-type: none"> • Total- 33,500 • Non-Degree- 20,228 • Events- 14 • Registered- 1,600 • Attended- 1,400 • Email Capture Rate- 100% • Participation- 1% <p>Corporate Sponsorship</p> <ul style="list-style-type: none"> • Companies- 25 • Production- \$85,000
<p>Continue strategies to grow the overall portfolio of the UAFS Foundation and expand on opportunities for the campus to utilize and plan with Foundation funds.</p>	<p>4.2.7</p>	<p>In the current FY, we hope to continue reaching new heights with the overall value of the UAFS Foundation portfolio. The \$150M mark is more than achievable, even as we plan to spend more this year supporting UAFS. In planning for the FY26 budget, the gift revenue component is also on track to meet or exceed this year's figure, which was a recent high.</p> <p>Goals</p>

		UAFS Foundation <ul style="list-style-type: none"> 6/30 Portfolio Balance- \$150,000,000 Endowment <ul style="list-style-type: none"> Balance- \$110,000,000 Available- \$4,600,000 Awarded- \$3,450,000 Gift Revenue-FY26 Budget <ul style="list-style-type: none"> Total- \$9.5M

Section III. Short-term Resource Requests for FY 26

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of budget request for FY25
<u>Institutional Salary Adjustments</u> By Priority 1. Cost of Living Adjustment 2. Raise the UAFS salary floor to the higher of \$15/hr. or 15th percentile of CUPA data, following up on last year's efforts to reach the 10th percentile with a long-range goal of sustaining a floor of 25th percentile."	2.2	TBD	TBD	TBD

3. Merit pool to reward high performers				
---	--	--	--	--

Section IV. Long-term Plans and Resource Requests

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
Continue the development of a comprehensive institutional recruitment marketing plan with added values placed on highlighting the Centers of Excellence and differentiating the opportunities provided specifically by UAFS.	1.1	<p>While the website will maintain a key assessment element for this tactic, we would like to delve deeper into the segmentation of specific strategies and opportunities. The Centers of Excellence provide an excellent opportunity for the marketing operation to diversify the target audience and delivery methods. The performance targets would be enrollment growth within the five areas and overall student enrollment.</p> <p>Goals</p> <p>Website</p> <ul style="list-style-type: none"> • Sessions- 1,000,000 • RFI Ratio- TBD
Increase the pool of available Foundation Aid so that “debt-free” programs become the standard.	1.4	<p>The assessment measure for this tactic will be the amount of aid available and awarded. To achieve this target, we know an additional estimated \$30M would be needed in endowed scholarship support.</p> <p>Goals</p> <p>Scholarships</p> <ul style="list-style-type: none"> • Available- \$5,000,000 • Awarded- \$5,000,000 • Percent- 100% • Students Awarded- 2,500

		<ul style="list-style-type: none"> • Average Amount- \$2,000 • New Scholarships- 20 • Amount- \$1,000,000
Turn Fort Smith into a UAFS-themed “college town” and establish the UAFS story as commonly known to all community residents.	1.6	<p>To assess this tactic, we want to see the UAFS Lion grow in appearance throughout the community. As in other towns, having more lion-themed elements become common would be a goal. We would also look to enhance the surrounding campus areas to grow the campus community's amenities via P3 partnerships. Knowledge of the UAFS story will grow if we continue on the current path. As digital and physical techniques expand, we must adapt to current trends and find new ways to attract regional audiences to the work of UAFS.</p> <p>Goals</p> <p>Community Strategies</p> <ul style="list-style-type: none"> • Paint the Town Blue- 250 • Perk Stop- 50 • Alum Owned Business- 75 <p>Licensing Management</p> <ul style="list-style-type: none"> • Royalties- \$25,000 • Gross Sales- \$200,000 • Total Units- 10,000 • Licensed Vendors- 100 • Retail Locations- 10 <p>Strategic Communications</p> <ul style="list-style-type: none"> • Social Media • 5M Impressions • 200,000 Engagements

		<ul style="list-style-type: none"> • 50 Accounts • 2% Neg. Sentiment <p>Newsroom</p> <ul style="list-style-type: none"> • 100,000 Page Views • 1:00/page • 6,000 Events <p>Newsletters</p> <ul style="list-style-type: none"> • 65 Newsletters <p>Print Publications</p> <ul style="list-style-type: none"> • Belltower- 18,00 • Chancellor's Report- 2,500 • Foundation Report- 1,000 <p>Earned Media Coverage</p> <ul style="list-style-type: none"> • 55,000 Mentions • 650 News Sources • 2.5M Impressions • 1% Neg Sentiment
Continue the expansion of the Centers of Excellence and develop further strategies to make them the focal point of our future direction.	2.3.4	<p>We have several key measures and targets in this respect for the coming years. We hope to build and open a Center for Advanced Manufacturing and a Center for Health Innovation in the future. There are also multiple opportunities to expand our work in economic development. Each of these initiatives is supported by key roles of the advancement team. From fundraising to marketing, we hope to build and fill these new initiatives to their full capacity.</p> <p>Goals</p>

		<ul style="list-style-type: none"> • Fully completed Center for Advanced Manufacturing • Fully completed Center for Health Innovation • Targeted Marketing campaigns for each Center of Excellence • Endowed positions leading each Center of Excellence • Named Centers of Excellence
Complete and surpass the goals set out by the comprehensive campaign.	4.1.2	<p>The assessment measure will be the year-over-year fundraising metrics set each year by the development team. The target measure will be achieving a \$100M campaign by 2028.</p> <p>Goals</p> <p>Development</p> <ul style="list-style-type: none"> • Production- \$10,000,000 • Receipts- \$8,000,000 • Proposal- 150 • Visits- 500 • Contacts- 1,000 <p>Campaign Progress</p> <ul style="list-style-type: none"> • Amount-\$100,000,000 • Percent to Goal-100%
Revamp and progress towards a comprehensive alumni engagement strategy and continue the growth of the corporate partnership strategy.	4.2.3	<p>The assessment measures of this tactic will align with the current deployment of our alumni engagement strategic plan. The new elements, some underway and some being proposed will determine how our alumni feel connected to this institution. The target will</p>

		be to double the current number of alumni being reached and to double alumni participation. The corporate partnership strategy has been working well in recent years. Growth will always be the target, but soon, we would ideally like to rework the value of campus sponsorships and better communicate the value of companies partnering with UAFS.
Grow the value of the UAFS Foundation to \$200M.	4.2.7	<p>The assessment measure and performance targets of this tactic will remain the same. We would also like to set a goal of regular gift revenues exceeding \$10M annually.</p> <p>Goals</p> <p>UAFS Foundation</p> <ul style="list-style-type: none"> 6/30 Portfolio Balance- \$200,000,000 <p>Endowment</p> <ul style="list-style-type: none"> Balance- \$150,000,000 Available- \$6,000,000 Awarded- \$6,000,000 <p>Gift Revenue-FY?? Budget</p> <ul style="list-style-type: none"> Total- \$10,000,000

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY26-28
----------------------	--------------------------------------	-------------------------	-------------------------	-------------------------------------

Targeted Efforts in Strategic Marketing and Advertising efforts to boost the Centers of Excellence	1.1, 2.3.4	\$250,000 (\$50,000 dedicated to each Center of Excellence to execute comprehensive marketing campaigns)		\$250,000
Celebrate the Centennial and Conclusion of the Campaign	1.6	\$125,000 (City-wide marketing push e.g. billboards, increase in mailing and print, and an event)	\$125,000	