

University Advancement

December 2025

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Section I. Institutional Effectiveness Report for Academic Year 2024-2025

FY25 was a defining year for the Office of University Advancement, demonstrating the full potential of a coordinated, high-performing division working in alignment with institutional priorities. Through intentional strategy, disciplined execution, and deepened cross-campus collaboration, Advancement strengthened philanthropic support, enhanced the university's public profile, and expanded opportunities for students and programs. The achievements of this year reflect the maturity of our operations, the effectiveness of our strategic investments, and the growing confidence in UAFS by alumni, partners, and the broader community.

Development

Development's performance in FY25 elevated UAFS to a new tier of philanthropic capacity. The public launch of the comprehensive campaign—years in the making—generated a surge of interest and helped create an incomparable sense of momentum among donors and the community. The coordinated strategies deployed alongside the launch proved equally impactful, ensuring that messaging, stewardship, and solicitation efforts were all aligned to maximize engagement.

This effort resulted in one of the most productive fundraising years on record. The team secured five gifts of more than \$1 million, surpassing expectations and expanding the university's ability to invest in transformational priorities. The landmark \$7.5 million gift establishing the Center for Nonprofits stands as one of the most significant commitments in UAFS history, positioning the university as a regional leader in nonprofit education and community capacity-building.

The campaign overall remains ahead of schedule, with strong donor enthusiasm pointing toward a trajectory that may justify an increased goal. While FY26 projections anticipate a return toward typical production levels, the structural and relational advances achieved this year have fundamentally strengthened the long-term pipeline. Development enters the next phase of the campaign with unprecedented confidence, deeper capacity, and a clear strategic direction.

Marketing

FY25 was a year of strategic and measurable impact for Marketing. Efforts were concentrated on high-yield regional markets, including strategic geofencing and physical placements, which resulted in more efficient outreach and stronger engagement, and ensured that marketing resources

were deployed where UAFS already holds strong brand trust. These investments were complemented by targeted digital media timed intentionally to support on-ground recruitment activities, creating a synchronized and unified presence.

Significant enhancements to the university's website ecosystem further strengthened performance. Priority landing pages were redesigned for clarity, accessibility, and conversion, enabling a smoother user journey for prospective students. The implementation of a language translation module broadened access for multilingual audiences, an increasingly critical component of inclusive web design.

A major advancement this year was the introduction of built-in forms and full deployment of generative AI in the Roary ChatBot, which is becoming a central tool in the digital recruitment and engagement strategy. By providing immediate answers and extending support beyond traditional business hours, the ChatBot reduced friction in the inquiry process and gathered actionable insights into user behavior. Its early success indicates substantial potential for future KPI development and data-driven decision-making.

Continuous search optimization ensured that the UAFS name remained visible in an increasingly competitive online search landscape. Collectively, these efforts contributed to higher-quality traffic, deeper engagement, and stronger alignment between marketing strategy and institutional goals.

Retail efforts reached new heights with record advances in both sales and licensing, and placement in one of the nation's largest retailers. Additional community activations through the Paint the Town Blue and PerkStop campaigns further strengthened town-gown relationships.

Communications

The Communications team played a vital role in advancing the university's voice, telling its story, and strengthening its reputation across multiple audiences by translating complex institutional work into clear, public-facing stories—and by ensuring those stories were authentic, compelling, and consistent, across channels and audiences. In FY25, Communications distributed more than 200 press releases and feature stories that supported campaign priorities and the university's long-term strategic direction, creating a steady flow of stories that stakeholders could understand and share.

Throughout the year, earned media performance surpassed goals, with millions of mentions of the UAFS name across the digital landscape, and several thousand mentions from press media. Negative sentiment among press reached an incredible low of just 0.75%, an outcome that reflects both proactive storytelling and reputation management.

Social media engagement reached a record level this year, representing a deepening relationship with constituents across digital channels even as the online landscape becomes more saturated. Strategic print pieces, including the chancellor's report, the Bell Tower magazine, and the endowment report made institutional data and priorities tangible for readers.

In support of the comprehensive campaign, communications also built out the Intrepid Ambition brand, narrative, and visual identity, developing the campaign style guide, magazine, microsite, giving page, and campaign video series which all launched in April, paired with a coordinated communications and media plan.

These communication strategies helped reinforce trust, broaden awareness, and ensure that stakeholders had a clear understanding of the university's direction and impact. In a year of major public milestones, Communications served as a critical connection between internal achievements and external audiences.

Alumni Engagement

FY25 represented a meaningful evolution in UAFS alumni engagement. By strategically embedding alumni programming into existing academic events and campus traditions, the university expanded touchpoints and created more purposeful connections with former students. This shift enabled the team to reach a broader, more diverse group of alumni, many of whom re-engaged with the institution through familiar channels tied directly to their academic experiences.

These efforts laid the groundwork for a more sophisticated engagement model and the redefinition of key performance indicators. Early results indicate stronger participation, a broader reach across class years and disciplines, and an increase in alumni who are reconnecting with the university in substantive ways.

Corporate partnerships also experienced record-breaking momentum. The strategic expansion of development staff dedicated to corporate relations allowed UAFS to cultivate deeper, more targeted relationships with regional and national partners. FY25 stands as a high-water mark for partnership activity, with employers showing heightened interest in collaborating with the university through philanthropy, internships, recruitment, and programmatic support.

Together, these advancements signal a new era for alumni and corporate engagement—more intentional, more collaborative, and more strategically aligned with institutional priorities.

UAFS Foundation, Inc.

The UAFS Foundation continued its pattern of strong and stable performance, reinforcing its role as a critical steward of university resources. Portfolio growth remained steady, supported by disciplined investment strategies and the continued addition of new funds through the year's outstanding development activity. The Foundation's long-term health positions UAFS to expand its impact for years to come.

FY25 also marked a historic milestone in student support, with the highest total of Foundation scholarships awarded in university history, topping \$3 million. This year also marked the transition of scholarship packaging into the Enrollment Management office, resulting in a more

coordinated approach to awarding, and while the goal remains to approach a 100% utilization rate, FY25 demonstrated clear movement in the right direction, and future gains are expected as the process continues to mature.

Although new scholarship creation was average this year, the momentum of the public campaign phase signals strong potential for future growth. As donor engagement deepens and new priorities emerge, the Foundation remains well-positioned to expand scholarship opportunities and further enhance student affordability.

Looking Ahead

FY25 confirmed the strength and strategic clarity of the University Advancement division. This was a year defined not only by record fundraising and expanding engagement, but also by the establishment of new systems, deeper community partnerships, and innovative tools that elevate how UAFS connects with its community. The launch of the Center for Nonprofits, the continued success of the comprehensive campaign, and the expansion of digital infrastructure have set a powerful foundation for the university’s future.

As UAFS prepares for FY26, the path ahead is filled with opportunity. Advancement enters the year with strong momentum, a united vision, and the confidence that comes from delivering meaningful results. The work accomplished in FY25 has amplified the university’s potential—and the years ahead promise to build on this progress with even greater ambition and impact.

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, increase average search position, and to begin a process of evaluating the	<u>Website (FY25)</u> Sessions- 1,016,286 RFI Ratio- TBD Avg. Search Position- 22.8 ChatBot Sessions- 10,506	The FY25 strategy delivered strong results across all major marketing and recruitment channels. By concentrating our efforts on high-yield markets where UAFS maintains strong name recognition and community trust, we saw improved engagement and more efficient use of resources. Coordinated digital campaigns timed

		<p>effectiveness of the ChatBot (Rory). The goal in FY25 was to increase web sessions and average search position, and to set baselines for the session-to-RFI ratio and ChatBot sessions.</p>	<p>with on-ground recruiter visits strengthened our presence in these target regions and hopefully contributed to higher-quality inquiries.</p> <p>Our continued investment in digital experience paid clear dividends. Enhancements to priority landing pages improved user flow with an intent to boost conversion performance. The web translation module expanded our accessibility, increasing site engagement among multilingual audiences.</p> <p>Most notably, the introduction and full activation of the ChatBot significantly improved the on-site experience—providing real-time answers, extending after-hours support, and generating actionable insights into prospective student needs. There will be an opportunity to expand on future KPI's for the ChatBot.</p>
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				<p>Ongoing keyword and campaign optimization further strengthened our visibility, ensuring our messaging remained aligned with user search behavior throughout the year.</p> <p>Collectively, these efforts resulted in measurable gains in traffic quality, engagement, and recruitment support, underscoring the effectiveness of a coordinated, multi-channel strategy in FY25.</p>
Optimize the deployment of UAFS Foundation student aid mechanisms.	1.4	<p>FY25 marked the first award cycle following the transition of the Foundation scholarship awarding process to the Financial Aid/Admissions office. The goal of centralizing all packaging within a single unit was to create a more streamlined, consistent, and student-centered approach to awarding.</p>	<p><u>Scholarships</u> Available- \$4,076,513 Awarded- \$3,146,742 Percent- 77%</p> <p>Student Awarded- 1,937 Average Amount- \$1,625</p> <p>New Scholarships- 3 Amount- \$108,929</p>	<p>Overall, the transition was a success. We saw the highest amount for Foundation scholarships awarded in our history.</p> <p>Ideally, the percentage of awards made will be closer to 100% in future years, but we were certainly pleased to see that number continue to move in the right direction.</p>

		<p>To assess the effectiveness of this transition, we evaluated the proportion of available scholarship funds that were ultimately awarded—our primary indicator of efficiency and utilization.</p> <p>As a secondary measure, we continued to monitor the growth and optimization of our scholarship portfolio. The FY25 goal was to see progress in expanding scholarship opportunities, refining award amounts, and increasing the number of students reached.</p>		<p>We anticipate the amount of aid available will continue to rise; therefore, aggressive awarding strategies must continue in FY26 to make up that gap.</p> <p>This was an average year in terms of new scholarships created, and we will look to see that number increase throughout the public phase of the Campaign.</p>
<p>Expand local brand strategies, grow the licensing and royalties program, and evolve strategies to tell the UAFS story.</p>	1.6	<p>The FY25 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 Blue” and “Perk Stop” initiatives, and growing the alumni-owned business directory.</p>	<p><u>Community Strategies</u> Paint the Town Blue- 99 Perk Stop- 15 Alum Owned Business- 47</p> <p><u>Licensing Management</u> Royalties- \$11,582 Gross Sales- \$95,316 Total Units- 7,074 Licensed Vendors- 61 Retail Locations- 8</p>	<p>FY25 stands out as another exceptional year for one of our key Advancement strategies, building on the momentum generated in prior cycles. After years of persistent effort, our team not only secured placement within Walmart retail locations but also fully realized the</p>

		<p>The licensing and royalties program made great strides the previous year, so we needed to continue expanding among local retailers.</p> <p>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><u>Strategic Communications</u></p> <p><i>Social Media</i> 13.1M Impressions 50,911 Engagements 235 Accounts</p> <p><i>Newsroom</i> 200 Releases distributed 75,515 Page Views 1:09/page 294,403 Events</p> <p><i>Newsletters</i> 65 Newsletters</p> <p><i>Print Publications</i> Belltower- 18,000 Chancellor’s Report- 3,000 Foundation A.R.- 400</p> <p><i>Earned Media Coverage</i> 3,015 Mentions 389 News Sources 601.8k Impressions 0.75% Neg Sentiment</p>	<p>impact of that breakthrough. This achievement proved as effective as anticipated, contributing to notable increases across multiple engagement and revenue categories throughout the year.</p> <p>Our community-based strategies also reached new heights. Coordinated efforts from our Marketing and Alumni teams strengthened local visibility, deepened relationships, and expanded our reach.</p> <p>Communications continued to perform exceptionally well, with social engagement maintaining record-high levels and reinforcing our digital presence.</p> <p>Additionally, the introduction and refinement of new print communication pieces extended our ability to connect with audiences</p>
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				<p>who prefer traditional media. This allowed us to distribute key information strategically and broaden the overall awareness of our mission and initiatives.</p> <p>Together, these successes made FY25 one of our strongest years to date—demonstrating the effectiveness of a multi-channel, integrated Advancement approach.</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 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>	<p><u>Highlights</u></p> <p>\$7.625M to Establish the Center for Nonprofits (ED)</p> <p>\$60k for Nursing and Engineering Scholarships (HS & AM)</p> <p>\$35K to Art Scholarships (AD)</p> <p>\$25k to Nursing Scholarships(HS)</p> <p>Facilitated Data Science Listening Tours (DS)</p>	<p>The highlights of FY25, supporting our Centers of Excellence, were remarkable. This addition to the IEP allows us to call 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.</p> <p>Special attention is being paid the Center for Nonprofits. As this center begins its launch, the possibilities of its impact</p>

			<p>All 5 Centers represented in the Chancellor's Report, and 4 are in Belltower</p> <p>Specialized Workforce Marketing campaign to boost CTE in region (ED)</p>	<p>continues to encourage us all.</p>
<p>Achieve year-over-year goals of the development operations with specific strategies leading up to the public launch of the comprehensive campaign.</p>	<p>4.1.2</p>	<p>FY25 was the year of the public launch 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>	<p><u>Development</u> Production- \$15,637,944 Receipts- \$7,039,022 Proposal- 59 Visits- 157 Contacts- 408</p> <p><u>Campaign Progress</u> Amount-\$72,650,757 Percent to Goal-85%</p>	<p>In FY25, our development team performed remarkably well, taking full advantage of the strategies behind the public launch of the campaign.</p> <p>The launch itself went as well as we could have imagined. The comprehensive set of strategies that run parallel to the launch also worked incredibly well. The Development team secured 5 gifts of \$1M+ which exceeded the annual goal. The highlight gift was the \$7.5M to create the UAFS CNP.</p> <p>While our goal will be to repeat this same level of production in FY26, we expect a return to the mean, which would lead</p>

				<p>to production in the \$8-10M range.</p> <p>The campaign's progress towards the goal remains ahead of schedule, and discussions around an elevated goal are indeed underway.</p>
<p>Expand the alumni engagement operation and grow corporate partnerships.</p>	<p>4.2.3</p>	<p>In FY25, we continued strategies to expand our alumni and local corporate engagement.</p> <p>To assess the performance of these strategies, we will divide them into two areas: alumni engagement and corporate partnerships.</p> <p>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- 34,203 Non-Degree- 19,787 Events- 13/7 Registered- 1,319 Attended- 939 Email Capture Rate- 100% Participation- 0.48%</p> <p><u>Corporate Sponsorship</u> Companies- 43 Production- \$123,459</p>	<p>FY25 marked a significant step forward in both alumni engagement and corporate partnerships, establishing the year as one of the most successful in our history. Following the steady performance of FY24, our alumni engagement strategies not only held strong but evolved meaningfully. The refinements implemented this year, by partnering with existing academic events, positioned us to redefine our KPIs and elevate the ways we connect with and mobilize our alumni community. Early indicators show that these enhanced strategies are already delivering</p>

				<p>deeper engagement and broader reach.</p> <p>Corporate partnerships continued their remarkable upward trajectory as well. FY25 delivered another record-setting year, driven by strengthened relationships and the strategic expansion of our development team in this area. The increased capacity and focused outreach efforts allowed us to maximize opportunities and set new standards for engagement.</p> <p>Together, these accomplishments made FY25 a pivotal year—one that reflects both historic success and a strong foundation for continued growth in the years ahead.</p>
Continue strategies to grow the overall portfolio of the UAFS Foundation.	4.2.7	The FY25 strategy for the Foundation portfolio was again twofold.	<u>UAFS Foundation</u> 6/30 Portfolio Balance- \$155,468,673 <u>Endowment</u>	In FY25, we celebrated yet another high-water mark for the UAFS Foundation.

		<p>First, we aim to grow the total portfolio assets held in the Foundation.</p> <p>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 strategy for our campus partners.</p>	<p>Balance- \$113,919,085 Available- \$3,755,050 Awarded- \$2,968,152 Percent Spend- 79%</p> <p><u>Gift Revenue-FY25 Budget</u> Total- \$7,961,854</p>	<p>In conjunction with new funds added through development work, portfolio growth continues to see a sustainable path forward.</p> <p>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>

Section II. Institutional Effectiveness **Plan** for the Academic Year 2025-2026

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>Continue the evolution of the recruitment marketing strategies. Aside from the current tactics, additional emphasis will be placed on RFI Forms, Slate Events, and ChatBot data. This information will lead to a better understanding of conversion tactics. Furthermore, landing page optimization will continue with a goal to affect Average Search Position.</p>	<p>1.1</p>	<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 adjust goals for RFI forms and Slate events. An additional element will be data from ChatBot sessions, and we hope to sophisticate the KPIs related to the tool in the coming years. Each of these programs should have data associated with it that we can track and use to project future goals.</p> <p>Goals</p>

		<p>Website (FY26)</p> <ul style="list-style-type: none"> • Sessions- 1,000,000 • Slate Events- 250,000 • RFI Forms- 20,000 • ChatBot Sessions- 12,000 <ul style="list-style-type: none"> ○ Baselines to be set <ul style="list-style-type: none"> ▪ Messages Sent ▪ “Thumbs Up” Rating ▪ Hours of Time Saved ▪ Avg. Response Time ▪ Conversations ▪ Top Topics
Increase the volume of UAFS Foundation aid and align with strategies to maximize comprehensive aid leveraging.	1.4	<p>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 scholarships created closer to the ten mark annually.</p> <p>Goals</p> <p>Scholarships</p> <ul style="list-style-type: none"> • Available- \$4,000,000 • Awarded- \$3,200,000 • Percent- 80% • Students Awarded- 2,000 • Average Amount- \$1,600 • New Scholarships- 10 • Amount- \$250,000
Continue the expansion of local brand strategies, grow the licensing and royalties	1.6	<p>The key performance measure for this component will be similar to the elements</p>

program with an emphasis on new retail locations and expansion of the Walmart partnership, and expand the already successful strategy of telling the UAFS story.

stated in the last FY. Specifically, we will be looking to increase royalty numbers this year with the addition of new partners, but other key retail locations, including Walmart, will also play a role. 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. Expanding on the Foundation Annual Report allows us to have more targeted storytelling to key institution stakeholders.

Goals

Community Strategies

- Paint the Town Blue- 105
- Perk Stop- 17
- Alum Owned Business- 50

Licensing Management

- Royalties- \$15,000
- Gross Sales- \$100,000
- Total Units- 7,500
- Licensed Vendors- 65
- Retail Locations- 10

Strategic Communications

- Social Media
- 13M Impressions
- 60,000 Engagements
- 200 Accounts

		<p>Newsroom</p> <ul style="list-style-type: none"> • 70,000 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- 3,000 • Foundation Report- 400 <p>Earned Media Coverage</p> <ul style="list-style-type: none"> • 3,000 Mentions • 350 News Sources • 1M 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 significant supporting work goes into each center, so instead we’ll 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.</p> <p>Goals</p> <ul style="list-style-type: none"> • Begin capital project fundraising for a Center for Advanced Manufacturing (Advanced Manufacturing)

		<ul style="list-style-type: none"> • Begin capital project fundraising for a Center for Health Innovation(Health Sciences) • Continue major gift/grant fundraising in support of the Center for Nonprofits (Economic Development) • Continue Facilitated Listening Tours for Computer and Data Science (Computer and Data Science) • All 5 Centers represented in the Chancellor’s Report, Belltower, and NEW Foundation Annual Report
<p>Build on the strong launch of the public phase of the comprehensive campaign and deploy the development strategies that have been built for this purpose.</p>	<p>4.1.2</p>	<p>This tactic will also be measured with similar data points from the previous fiscal year. However, the current FY will follow the public launch of the comprehensive campaign. As a result, we should begin to see the annual giving program ramp up. Based on current modeling, FY27 should see the most significant increase in touchpoints.</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-80,000,000 • Percent to Goal-94%
Continue deploying the new alumni engagement strategic plan tactics and continue evolving the corporate partnership strategies.	4.2.3	<p>The current fiscal year will likely have some added assessment elements that haven't 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- 35,000 • Non-Degree- 20,000 • Events- 15/7 • Registered- 1,200 • Attended- 900 • Email Capture Rate- 100% • Participation- 1% <p>Corporate Sponsorship</p> <ul style="list-style-type: none"> • Companies- 40 • Production- \$120,000
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.	4.2.7	<p>In the current FY, we hope to continue reaching new heights with the overall value of the UAFS Foundation portfolio. The \$170M mark is more than achievable, even as we plan to spend more this year supporting UAFS. In planning for the FY27 budget, the</p>

		<p>gift revenue component is also on track to meet or exceed this year's figure, which was a recent high.</p> <p>Goals</p> <p>UAFS Foundation</p> <ul style="list-style-type: none"> 6/30 Portfolio Balance- \$165,000,000 <p>Endowment</p> <ul style="list-style-type: none"> Balance- \$115,000,000 Available- \$5,175,000 Awarded- \$4,140,000 <p>Gift Revenue-FY27 Budget</p> <ul style="list-style-type: none"> Total- \$9.5M

Section III. Short-term Resource Requests for FY 27

Resource Description	Alignment with strategic plan pillar	Budget request on-going	Budget request one-time	Total of budget request for FY25
FY27 Budget Reductions from University Advancement Cost Centers	4.2.4	-\$93,550 (Supplies/Services) -\$108,500 (Salaries)		-\$202,050
<u>Institutional Salary Adjustments</u> By Priority 1. Cost of Living Adjustment	2.2	TBD	TBD	TBD

<p>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.”.</p> <p>3. Merit pool to reward high performers</p>				
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Section IV. Long-term Plans and Resource Requests

Tactic	Alignment with Strategic Plan Pillar	Assessment Measure and Performance Target
<p>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.</p>	<p>1.1</p>	<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> <ul style="list-style-type: none"> Website • Sessions- 1,000,000 • RFI Ratio- TBD

<p>Increase the pool of available Foundation Aid so that “debt-free” programs become the standard.</p>	<p>1.4</p>	<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 • Average Amount- \$2,000 • New Scholarships- 20 • Amount- \$1,000,000
<p>Turn Fort Smith into a UAFS-themed “college town” and establish the UAFS story as commonly known to all community residents.</p>	<p>1.6</p>	<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• 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- 18,000• 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
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<p>Continue the expansion of the Centers of Excellence and develop further strategies to make them the focal point of our future direction.</p>	<p>2.3.4</p>	<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
<p>Complete and surpass the goals set out by the comprehensive campaign.</p>	<p>4.1.2</p>	<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

		<ul style="list-style-type: none"> • 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 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.</p>
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

		<ul style="list-style-type: none"> • Available- \$6,000,000 • Awarded- \$6,000,000 <p>Gift Revenue-FY?? Budget</p> <ul style="list-style-type: none"> • Total- \$10,000,000
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Resource Description	Strategic Plan Pillar	Budget request on-going	Budget request one-time	Total of Budget Request for FY27-29
Strategic Plan Pillar 2.2 TBD TBD TBD				
Targeted Efforts in Strategic Recruitment Marketing and Advertising	1.1	\$250,000		\$250,000
Celebrate the Centennial and Conclusion of the Campaign	1.6	\$300,000 (City-wide marketing push e.g. billboards, increase in mailing and print, and an event)	\$300,000	