Analysis Questions and Analysis Answers

For Administrative Support and Student Support Units

Informed by your assessment activities, what changes have you made in your unit in the last three to five years? Describe the changes, the general results that prompted the changes, and the impact on your unit’s clients/customers that you might attribute to these changes.

Beginning in 2011, the unit has made annual revisions to the review and goal-setting process for all development officers. While development officers had stated goals for each review cycle, the unit sought to place more emphasis on some activities by holding the team members accountable with a quantitative measure tied to performance evaluations. The following changes were phased in over a three-year period with associated changes to the Measures and Findings reporting in WEAVE:

- Increased emphasis on all face-to-face visits with stated minimum of 144 visits per year tied to performance evaluation (FYE 2012)
- New goal and measure for face-to-face visits with new prospects tied to performance evaluation (FYE 2013)
- New monetary goal tied to performance evaluation (FYE 2014)

In 2011, the unit realized that assessment measurements for the team of development officers were difficult to evaluate success as the size of the team fluctuated. The result was a change to D.O. evaluations being more quantitative on measures stated in WEAVE. The number of face-to-face visits became one of the key factors in performance evaluations in addition to specific goals for new prospects, and (new in 2013-2014) specific monetary goal for each unit. The result of this change has been a marked increase in the average number of overall face-to-face visits and visits with new prospects.

Mission / Purpose

The mission of the fundraising department within central advancement is to maximize private support to The University of Alabama, thereby assisting the University in its long range goal to become a Tier 1, student-focused, research institution. The department works with all colleges and divisions of the University to secure private gifts from alumni, friends, and supporters. The purpose of the department is to solicit, accept, and effectively steward gifts. The department works in partnership with University administrators and deans to determine the University’s fundraising priorities and to generate private support for the University through major gifts, annual giving programs, planned gifts, and special-focused campaigns.

Other Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

OthOtcm 1: Funds will be raised in 2013-2014

Funds will be raised through gifts, pledges and expectancies in the fiscal year 2013-2014.

Connected Document
Fundraising and Plan Giv Timetable

Related Measures

M 1: Amount of major gift dollars raised annually
Amount of major gift dollars raised annually
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
$78,000,000 will be raised in 2013-2014.

Finding (2013-2014) - Target: Partially Met
Summary of Results: During the period of October 1, 2013 through March 31, 2014, $48,859,642 has been raised. This represents 62.6% of the stated outcome.

Interpretations and Conclusions: Based on giving trends over the past few years, Advancement will reach or surpass this goal by the end of the fiscal year.

Related Action Plans (by Established cycle, then alpha):
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
  Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
  Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
  Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
  Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
  Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 3: Increase number face-to-face visits
Number of face-to-face visits by UA fundraisers will increase when compared to last year’s numbers.
Source of Evidence: Activity volume

Connected Document
  Fundraising and Plan Giv Timetable

Target:
Average of 12 face-to-face visits per month

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
  Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
  Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
  Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
  Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
  Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 4: Number of face-to-face visits with new prospects
Number of face-to-face visits by UA fundraisers with new prospects will increase when compared to last year’s numbers.
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 5: 170 solicitations during year
Development staff will submit 170 solicitations during the fiscal year.

Source of Evidence: Activity volume
Connected Document
Fundraising and Plan Giv Timetable
Target:
Average of 3 major gift solicitations per month or 36 per year
Finding (2013-2014) - Target: Partially Met
Summary of Results: During the period of October 1, 2013 through March 31, 2014, the development staff has submitted 120 solicitations to prospects. This represents 70.5% of the outcome measure.

Interpretations and Conclusions: Based on giving trends over the past few years, Advancement will reach or surpass this goal by the end of the fiscal year.

Related Action Plans (by Established cycle, then alpha):
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired
Raised and donors acquired

**Measure:** Number of electronic communications sent | **Outcome/Objective:** Alumni and friends of UA will provide planned gifts

**Measure:** Number of face-to-face visits with new prospects | **Outcome/Objective:** Funds will be raised in 2013-2014

**Measure:** Number of print direct mail solicitations promoting planned giving annually | **Outcome/Objective:** Alumni and friends of UA will provide planned gifts

**Measure:** Number of proposals submitted | **Outcome/Objective:** Funds will be raised in 2013-2014

**Measure:** Number of staff follow-ups | **Outcome/Objective:** Alumni and friends of UA will provide planned gifts

**Measure:** Number of submitted proposals | **Outcome/Objective:** Grant funding will be acquired

**Projected Completion Date:** 07/2013

**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

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**M 6: Number of proposals submitted**

Number of proposals submitted

Source of Evidence: Activity volume

**Connected Document**

 Fundraising and Plan Giv Timetable

**Target:**
Average of 3 major gift proposals per month or 36 per year

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle:** 2011-2012

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

**Measure:** 170 solicitations during year | **Outcome/Objective:** Funds will be raised in 2013-2014

**Measure:** Amount of funding received annually from foundations and corporations | **Outcome/Objective:** Grant funding will be acquired

**Measure:** Amount of major gift dollars raised annually | **Outcome/Objective:** Funds will be raised in 2013-2014

**Measure:** Increase number face-to-face visits | **Outcome/Objective:** Funds will be raised in 2013-2014

**Measure:** Number of "touches" annually | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired

**Measure:** Number of dollars raised | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired

**Measure:** Number of donors acquired | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired

**Measure:** Number of electronic communications sent | **Outcome/Objective:** Alumni and friends of UA will provide planned gifts

**Measure:** Number of face-to-face visits with new prospects | **Outcome/Objective:** Funds will be raised in 2013-2014

**Measure:** Number of print direct mail solicitations promoting planned giving annually | **Outcome/Objective:** Alumni and friends of UA will provide planned gifts

**Measure:** Number of proposals submitted | **Outcome/Objective:** Funds will be raised in 2013-2014

**Measure:** Number of staff follow-ups | **Outcome/Objective:** Alumni and friends of UA will provide planned gifts

**Measure:** Number of submitted proposals | **Outcome/Objective:** Grant funding will be acquired

**Projected Completion Date:** 07/2013

**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

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**OthOtcm 2: Annual Gift Funds will be raised and donors acquired**

Annual Gift Funds will be raised and donors acquired for UA colleges and departments

**Connected Document**

 Fundraising and Plan Giv Timetable

**Relevant Associations:**
We left the Strategic goal designation blank for Outcome #2 because we did not find a good fit for that outcome with one of the strategic objectives.

**Related Measures**

**M 7: Number of dollars raised**

Number of dollars raised

Source of Evidence: Activity volume

**Connected Document**

 Fundraising and Plan Giv Timetable

**Target:**
Increase dollars raised over previous year.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 8: Number of donors acquired
Number of donors acquired
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
Increase number of donors from previous year.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired
Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 9: Number of "touches" annually
Number of "touches" annually such as direct mail campaigns, e-solicitations, phone, etc.
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
A minimum of 18 direct mail campaigns will be completed annually.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Amount of funding received annually from foundations and corporations |
Outcome/Objective: Grant funding will be acquired
Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

OthOt 3: Grant funding will be acquired
Grant funding will be acquired by Corporate donors and Foundations

Connected Document
Fundraising and Plan Giv Timetable

Related Measures

M 12: Number of submitted proposals
Number of submitted proposals
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
18 proposals will be submitted.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Amount of funding received annually from foundations and corporations |
Outcome/Objective: Grant funding will be acquired
Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 13: Amount of funding received annually from foundations and corporations
Amount of funding received annually from foundations and corporations
Source of Evidence: Activity volume

Target:
$22,000,000 will be raised annually from foundations and corporations.

Related Action Plans (by Established cycle, then alpha):
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
  Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
  Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
  Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
  Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
  Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
  Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

OthOtcm 4: Alumni and friends of UA will provide planned gifts
Loyal alumni and friends of UA will provide planned gifts through wills, trusts, and other estate plans.

Connected Document
Fundraising and Plan Giv Timetable

Related Measures
M 14: Number of print direct mail solicitations promoting planned giving annually
Number of print direct mail solicitations promoting planned giving annually
Target:
Planned Giving will mail minimum of two Crimson Legacy Newsletters per year.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Grants will be raised in 2013-2014
- Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of proposals submitted | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 15: Number of electronic communications sent
Number of electronic communications sent to identify prospects and promote planned giving.

Source of Evidence: Activity volume

Target:
Planned Giving staff will respond to 100% of inquiries from Planned Giving website.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: 170 solicitations during year | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding will be acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Increase number face-to-face visits | Outcome/Objective: Funds will be raised in 2013-2014
- Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds will be raised and donors acquired
- Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Grants will be raised in 2013-2014
- Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of proposals submitted | Outcome/Objective: Grant funding will be acquired
- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA will provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding will be acquired

Source of Evidence: Activity volume
**Measure:** Number of print direct mail solicitations promoting planned giving annually | **Outcome/Objective:** Alumni and friends of UA will provide planned gifts

**Measure:** Number of proposals submitted | **Outcome/Objective:** Funds will be raised in 2013-2014

**Measure:** Number of staff follow-ups | **Outcome/Objective:** Alumni and friends of UA will provide planned gifts

**Measure:** Number of submitted proposals | **Outcome/Objective:** Grant funding will be acquired

**Projected Completion Date:** 07/2013

**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**M 16: Number of staff follow-ups**

Number of staff follow-ups through written correspondence, telephone calls, personal visits, emails, and group presentations.

**Source of Evidence:** Activity volume

**Connected Document**

[Fundraising and Plan Giv Timetable]

**Target:**

Planned Giving staff will make a minimum of 500 follow-up touches per year via phone calls, letters, emails and visits.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle:** 2011-2012

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

- **Measure:** 170 solicitations during year | **Outcome/Objective:** Funds will be raised in 2013-2014
- **Measure:** Amount of funding received annually from foundations and corporations | **Outcome/Objective:** Grant funding will be acquired
- **Measure:** Amount of major gift dollars raised annually | **Outcome/Objective:** Funds will be raised in 2013-2014
- **Measure:** Increase number face-to-face visits | **Outcome/Objective:** Funds will be raised in 2013-2014
- **Measure:** Number of "touches" annually | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired
- **Measure:** Number of dollars raised | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired
- **Measure:** Number of donors acquired | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired

**Projected Completion Date:** 07/2013

**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**Details of Action Plans for This Cycle (by Established cycle, then alpha):**

**Set Specific Numeric Targets**

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle:** 2011-2012

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

- **Measure:** 170 solicitations during year | **Outcome/Objective:** Funds will be raised in 2013-2014
- **Measure:** Amount of funding received annually from foundations and corporations | **Outcome/Objective:** Grant funding will be acquired
- **Measure:** Amount of major gift dollars raised annually | **Outcome/Objective:** Funds will be raised in 2013-2014
- **Measure:** Increase number face-to-face visits | **Outcome/Objective:** Funds will be raised in 2013-2014
- **Measure:** Number of "touches" annually | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired
- **Measure:** Number of dollars raised | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired
- **Measure:** Number of donors acquired | **Outcome/Objective:** Annual Gift Funds will be raised and donors acquired
<table>
<thead>
<tr>
<th>Measure</th>
<th>Outcome/Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of electronic communications sent</td>
<td>Alumni and friends of UA will provide planned gifts</td>
</tr>
<tr>
<td>Number of face-to-face visits with new prospects</td>
<td>Funds will be raised in 2013-2014</td>
</tr>
<tr>
<td>Number of print direct mail solicitations promoting planned</td>
<td>Alumni and friends of UA will provide planned gifts</td>
</tr>
<tr>
<td>Giving annually</td>
<td></td>
</tr>
<tr>
<td>Number of proposals submitted</td>
<td>Funds will be raised in 2013-2014</td>
</tr>
<tr>
<td>Number of staff follow-ups</td>
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</tr>
<tr>
<td>Number of submitted proposals</td>
<td>Grant funding will be acquired</td>
</tr>
</tbody>
</table>

Increase number of face-to-face visits
Increase the number of face-to-face visits by 3%
Established in Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Projected Completion Date: 07/2014
Mission / Purpose

The mission of the fundraising department within central advancement is to maximize private support to The University of Alabama, thereby assisting the University in its long range goal to become a Tier 1, student-focused, research institution. The department works with all colleges and divisions of the University to secure private gifts from alumni, friends, and supporters. The purpose of the department is to solicit, accept, and effectively steward gifts. The department works in partnership with University administrators and deans to determine the University's fundraising priorities and to generate private support for the University through major gifts, annual giving programs, planned gifts, and special-focused campaigns.

Other Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

OthOtm 1: Major Gift Funds are raised through gifts, pledges, and expectancies

Major Gift Funds are raised through gifts, pledges, and expectancies for UA initiatives as directed by the president, provost, and vice president for advancement.

Connected Document
Fundraising and Plan Giv Timetable

Related Measures

M 1: Amount of major gift dollars raised annually
Amount of major gift dollars raised annually

Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target: No Target Established

Finding (2012-2013) - Target: Met

Summary of Results: Major giving totals: $38,832,607.57 Gifts from all constituent types $9,152,446.34 Pledges from all constituent types $14,172,596.87 Expectancies from all constituent types $22,670,473.33 Gifts and pledges from foundations, corporations, and organizations.

Interpretations and Conclusions: · Only major gifts/pledges/expectancies are included in totals. These are defined as having joint amount of $5,000 or above. · For pledges and expectancies, the full amount of the pledge/expectancy is counted. · For gifts, the deductible amount of the gift is counted, i.e., the quid pro quo is excluded. · Matching gifts are not included. The University continues to receive major gifts for the building and expansion of greek houses. This area of fundraising will decline over the next several years. One important benefit of greek fundraising has been identifying new donors to the University. Planned Giving remains a vital part of advancement in terms of realized gifts as does giving from foundations, corporations and organizations.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):

- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding is acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies
- Measure: Increase number face-to-face visits | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies
- Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds are raised and donors acquired
- Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds are raised and donors acquired
- Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA provide planned gifts
- Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies
- Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA provide planned gifts
- Measure: Number of proposals submitted | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies
- Measure: Number of solicitations | Outcome/Objective: Major Gift Funds are raised
through gifts, pledges, and expectancies

**Measure:** Number of staff follow-ups  
**Outcome/Objective:** Alumni and friends of UA provide planned gifts

**Measure:** Number of submitted proposals  
**Outcome/Objective:** Grant funding is acquired

**Projected Completion Date:** 07/2013  
**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**M 3:** Increase number face-to-face visits  
Number of face-to-face visits by UA fundraisers should increase when compared to last year’s numbers.

**Source of Evidence:** Activity volume

**Connected Document**  
[Fundraising and Plan Giv Timetable](#)

**Target:**  
Average of 12 face-to-face visits per month

**Finding (2012-2013) - Target: Partially Met**

**Summary of Results:** From 8/1/2012 - 7/31/2013, a total of 2,039 face to face visits were completed during the evaluation period by 16 FTE staff members. The total for the same period in 2011-12 was 2,234 made by 22 staff members.

**Interpretations and Conclusions:** Increase in face-to-face visits by individual development officers is largely the result of face-to-face visits being a primary component of performance evaluations.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific numeric Targets**

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**Relationships (Measure | Outcome/Objective):**

- **Measure:** Amount of funding received annually from foundations and corporations  
  **Outcome/Objective:** Grant funding is acquired
- **Measure:** Amount of major gift dollars raised annually  
  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Increase number face-to-face visits  
  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of "touches" annually  
  **Outcome/Objective:** Annual Gift Funds are raised and donors acquired
- **Measure:** Number of dollars raised  
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- **Measure:** Number of face-to-face visits with new prospects  
  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of print direct mail solicitations promoting planned giving annually  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
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- **Measure:** Number of staff follow-ups  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of submitted proposals  
  **Outcome/Objective:** Grant funding is acquired

**Projected Completion Date:** 07/2013  
**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**M 4:** Number of face-to-face visits with new prospects  
Number of face-to-face visits by UA fundraisers with new prospects should increase when compared to last year’s numbers.

**Source of Evidence:** Activity volume

**Connected Document**  
[Fundraising and Plan Giv Timetable](#)

**Target:**  
12 face-to-face visits with new prospects for the evaluation year

**Finding (2012-2013) - Target: Met**

**Summary of Results:** From 8/1/2012 – 7/31/2013, 734 face to face visits were completed with new prospects.

**Interpretations and Conclusions:** The high number of face-to-face visits is the result of Dr. Bonner challenging development officers to "expand the tent", development officers traveling together to large cities for the purpose of calling on new prospective donors, and visits with new prospects being part of performance evaluations.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific numeric Targets**
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- **Measure**: Amount of funding received annually from foundations and corporations | **Outcome/Objective**: Grant funding is acquired
- **Measure**: Amount of major gift dollars raised annually | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
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- **Measure**: Number of "touches" annually | **Outcome/Objective**: Annual Gift Funds are raised and donors acquired
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- **Measure**: Number of staff follow-ups | **Outcome/Objective**: Alumni and friends of UA provide planned gifts
- **Measure**: Number of submitted proposals | **Outcome/Objective**: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**M 5: Number of solicitations**
Number of solicitations

Source of Evidence: Activity volume

**Connected Document**
Fundraising and Plan Giving Timetable

**Finding (2012-2013) - Target: Partially Met**
Summary of Results: Staff members made a total of 262 solicitations for the evaluation period. This is an average of 16.38 solicitations per staff member for the year or 1.36 per month.

Interpretations and Conclusions: Development officer turnover and Dean turnover can result in a decrease of solicitations and proposals as fundraising is relationship-based.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- **Measure**: Amount of funding received annually from foundations and corporations | **Outcome/Objective**: Grant funding is acquired
- **Measure**: Amount of major gift dollars raised annually | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
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- **Measure**: Number of donors acquired | **Outcome/Objective**: Annual Gift Funds are raised and donors acquired
- **Measure**: Number of electronic communications sent | **Outcome/Objective**: Alumni and friends of UA provide planned gifts
- **Measure**: Number of face-to-face visits with new prospects | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
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- **Measure**: Number of solicitations | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure**: Number of staff follow-ups | **Outcome/Objective**: Alumni and friends of UA provide planned gifts
**Measure**: Number of submitted proposals | **Outcome/Objective**: Grant funding is acquired

**Projected Completion Date**: 07/2013  
**Responsible Person/Group**: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**M 6: Number of proposals submitted**
Number of proposals submitted  
Source of Evidence: Activity volume  
**Connected Document**: Fundraising and Plan Giv Timetable

**Target**: Average of 3 major gift proposals per month or 36 per year

**Finding (2012-2013) - Target: Partially Met**
Summary of Results: Staff members made a total of 89 proposals for the evaluation period. This is an average of 5.56 proposals per staff member for the year or .46 per month.

Interpretations and Conclusions: Foundation and Corporate Relations had a significant increase in proposals submitted compared to the previous year.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific numeric Targets**
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle**: 2011-2012  
**Implementation Status**: Planned  
**Priority**: High

**Relationships (Measure | Outcome/Objective):**
- **Measure**: Amount of funding received annually from foundations and corporations | **Outcome/Objective**: Grant funding is acquired
- **Measure**: Amount of major gift dollars raised annually | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
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- **Measure**: Number of print direct mail solicitations promoting planned giving annually | **Outcome/Objective**: Alumni and friends of UA provide planned gifts
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- **Measure**: Number of staff follow-ups | **Outcome/Objective**: Alumni and friends of UA provide planned gifts
- **Measure**: Number of submitted proposals | **Outcome/Objective**: Grant funding is acquired

**Projected Completion Date**: 07/2013  
**Responsible Person/Group**: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**OthOtcm 2: Annual Gift Funds are raised and donors acquired**
Annual Gift Funds are raised and donors acquired for UA colleges and departments  
**Connected Document**: Fundraising and Plan Giv Timetable

**Relevant Associations:**
We left the Strategic goal designation blank for Outcome #2 because we did not find a good fit for that outcome with one of the strategic objectives.

**Related Measures**

**M 7: Number of dollars raised**
Number of dollars raised  
Source of Evidence: Activity volume  
**Connected Document**: Fundraising and Plan Giv Timetable

**Target**: No Target Established

**Finding (2012-2013) - Target: Met**
$1,559,042.11 was raised from annual fund initiatives by the colleges and central advancement through direct mail, telemarketing, and e-solicitation.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific numeric Targets**
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

### Relationships (Measure | Outcome/Objective):
- **Measure:** Amount of funding received annually from foundations and corporations  
  **Outcome/Objective:** Grant funding is acquired
- **Measure:** Amount of major gift dollars raised annually  
  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Increase number of face-to-face visits  
  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of "touches" annually  
  **Outcome/Objective:** Annual Gift Funds are raised and donors acquired
- **Measure:** Number of dollars raised  
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- **Measure:** Number of donors acquired  
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  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of print direct mail solicitations promoting planned giving annually  
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- **Measure:** Number of proposals submitted  
  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of staff follow-ups  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of solicitation proposals  
  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of solicitations  
  **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of staff follow-ups  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of submitted proposals  
  **Outcome/Objective:** Grant funding is acquired

**Projected Completion Date:** 07/2013

**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**M 8:** Number of donors acquired  
Number of donors acquired

**Source of Evidence:** Activity volume

**Connected Document**  
Fundraising and Plan Give Timetable

**Target:**  
No Target Established

**Finding (2012-2013) - Target: Met**

7,200 donors made gifts to the Annual Fund from 8/1/12 - 7/31/13 compared to 6,607 in the previous reporting period.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

### Relationships (Measure | Outcome/Objective):
- **Measure:** Amount of funding received annually from foundations and corporations  
  **Outcome/Objective:** Grant funding is acquired
- **Measure:** Amount of major gift dollars raised annually  
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  **Outcome/Objective:** Annual Gift Funds are raised and donors acquired
- **Measure:** Number of dollars raised  
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- **Measure:** Number of staff follow-ups  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of submitted proposals  
  **Outcome/Objective:** Grant funding is acquired
M 9: Number of "touches" annually
Number of "touches" annually such as direct mail campaigns, e-solicitations, phone, etc.
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
No Target Established

Finding (2012-2013) - Target: Met
A total of 19 direct mail campaigns were executed through the Annual Giving department. 14 were included in the strategic plan, and 5 were additional solicitations. The campaigns consist of: - 3-part college specific series including a Fall, End of Year, and Spring solicitation to lapsed and non-donors - Renewal and Reminder solicitations to current donors of specific colleges - 1 centralized solicitation piece to increase participation in giving to the University. - 1 college specific direct mail campaign for facilities – 3 variable membership brochures for University Museums. All direct mail campaigns target specific markets through data mining efforts, respective to their objective and strategy.

Related Action Plans (by Established cycle, then alpha):
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding is acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies
- Measure: Increase number face-to-face visits | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies
- Measure: Number of "touches" annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds are raised and donors acquired
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- Measure: Number of solicitations | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies
- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

OthOtcm 3: Grant funding is acquired
Grant funding is acquired by Corporate and Foundations

Related Measures

M 12: Number of submitted proposals
Number of submitted proposals
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
No Target Established

Finding (2012-2013) - Target: Met
Summary of Results: 20 proposals were submitted by the Corporate and Foundation Relations area of Advancement. 7 proposals were submitted during the previous evaluation period. Leslie Abernathy, Director for Corporate and Foundation Relations, joined UA on September 24, 2012, and therefore did not fund-raise for the entire evaluation period.

Interpretations and Conclusions: Ms. Abernathy aggressively submitted grant proposals to prospective and established foundations.
Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- **Measure**: Amount of funding received annually from foundations and corporations | **Outcome/Objective**: Grant funding is acquired
- **Measure**: Amount of major gift dollars raised annually | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure**: Increase number face-to-face visits | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
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- **Measure**: Number of staff follow-ups | **Outcome/Objective**: Alumni and friends of UA provide planned gifts
- **Measure**: Number of submitted proposals | **Outcome/Objective**: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 13: Amount of funding received annually from foundations and corporations
Amount of funding received annually from foundations and corporations
Source of Evidence: Activity volume

Connected Document: Fundraising and Plan Giv Timetable

Target: No Target Established

Finding (2012-2013) - Target: Met
Summary of Results: $22,670,473.33 was received as gifts and pledges from foundations, corporations, and organizations.

Interpretations and Conclusions: In 2011-2012, The University of Alabama received a mega gift from a corporation which is rare. The 2012-2013 fundraising efforts reflect a more accurate range for foundation and corporate giving.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- **Measure**: Amount of funding received annually from foundations and corporations | **Outcome/Objective**: Grant funding is acquired
- **Measure**: Amount of major gift dollars raised annually | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
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- **Measure**: Number of print direct mail solicitations promoting planned giving annually | **Outcome/Objective**: Alumni and friends of UA provide planned gifts
- **Measure**: Number of proposals submitted | **Outcome/Objective**: Major Gift Funds are raised through gifts, pledges, and expectancies
OthOtcm 4: Alumni and friends of UA provide planned gifts
Loyal alumni and friends of UA provide planned gifts through wills, trusts, and other estate plans.

Connected Document
Fundraising and Plan Giv Timetable

Related Measures

M 14: Number of print direct mail solicitations promoting planned giving annually
Number of print direct mail solicitations promoting planned giving annually

Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target: No Target Established

Finding (2012-2013) - Target: Met
Summary of Results: 1. The Crimson Legacy Newsletter: * Mailed 2 issues to alumni & friends under consulting contract with The Sharpe Group; contract term expired in March 2013 and was not renewed. The Fall 2012 issue was mailed to 64,000 constituents and resulted in 61 good responses; 17 respondents indicated they would consider remembering UA in their estate plans, 17 indicated they have already remembered UA in their estate plans, and 5 joined the Denny Society. The Winter 2013 issue was mailed to 49,000 constituents and resulted in 13 good responses; 5 respondents indicating they would consider remembering UA in their estate plans; 3 respondents indicating they have already remembered UA in their estate plans, and 1 joined the Denny Society. * Moved production of newsletter in-house: Contrasted with creative writer to conduct interviews and write copy; Worked with UA Marketing & Publications to redesign the layout, focusing on simplicity of design; All aspects of production now managed by the UA Office of Planned Giving; June, 2013, mailed 1 issue created entirely in-house to 49,000 alumni & friends and resulted in 22 good responses; 8 respondents indicated they could consider remembering UA in their estate plans; 7 indicated they have already remembered UA in their estate plans, and 2 joined the Denny Society. June 2013, sent an email that contained a link to the on-line version of this issue to approximately 15,000 alumni & friends; 28.7% opened the email; 9.21% clicked on the link to the on-line version of the newsletter.
2. IRA Giving Solicitation: * Created a marketing piece to promote opportunities for gifts from Individual Retirement Accounts; due to the late December 2012 decision by the U.S. Congress to extend provisions first enacted in the Pension Protection Act 2006, the piece addressed how to make transfers that would qualify for the 2012 and the 2013 tax years. * A bulletin was sent via email on January 7, 2013 to almost 8,000 carefully selected alumni and friends and by standard mail on January 9, 2013 to approximately 6,000 specifically targeted households. * This initiative resulted in IRA charitable rollovers of $313,867.38 that qualified for tax year 2012. To date, for tax year 2013, a total of $48,100.00 in IRA charitable rollovers has been received. A follow up piece is planned for September 2013 and will include an email and a standard mail piece. *Interpretations and Conclusions: The Crimson Legacy newsletter continues to be our most effective marketing tool. The response numbers fall in the normal range for mature planned giving programs. The quality of response continues to be outstanding, meaning that follow up by a Planned Giving Officer resulted in multiple communications and some personal visits with the respondents. The newsletter opens the door for planned giving staff to build relationships with alumni and friends. Acting quickly and sending the IRA Giving package early in the year resulted in a higher than expected number of transfers.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Number of solicitations | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies
Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally
**M 15: Number of electronic communications sent**

Number of electronic communications sent to identify prospects and promote planned giving.

**Source of Evidence:** Activity volume

**Connected Document**

Fundraising and Plan Giv Timetable

**Target:**

No Target Established

**Finding (2012-2013) - Target: Met**

Summary of Results: UA's Planned Giving website:
- Redesigned the layout and revised the copy for the Planned Giving website and brought the site management and maintenance in-house; Terminated host relationship with Planned Giving Design Center and did not renew the consulting relationship with The Sharpe Group; Contracted with a creative writer to revise the copy on the site to be easier to read and understand with less technical information; Provides general information about planning giving options, the benefits of planned giving, The Denny Society, The Crimson Legacy newsletter, and frequently asked questions, encourages donors and advisors to contact Office of Planned Giving to discuss specific situations and questions; Provides on-line access to Donor Advised Fund kit & forms, available in fill-in-the-blank .pdf files for ease of use by donors and donor advisors; includes option to submit forms directly from site via email to Office of Planned Giving; Received 120 email inquiries generated from the Planned Giving website, Planned Giving responded to 101 of inquiries via email, other forms of follow up are included in the donor contact section of this analysis. Interpretations and Conclusions: Maintaining the Planned Giving website with current and accurate information has become simpler and faster now that the oversight is handled in our office; From the date the new Planned Giving website went live on March 4, 2013 through July 30, 2013, there were 990 unique visitors to the Planned Giving website; Trend line indicates an increased number of site visits soon after the Spring issue of The Crimson Legacy newsletter is released and again following the release of the Summer issue; Emails generated from website have provided vital information, such as informing us of a $200,000 bequest to UA.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle:** 2011-2012

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

- **Measure:** Number of proposals submitted | **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of solicitations | **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of staff follow-ups | **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of submitted proposals | **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of solicitations submitted | **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of proposals submitted | **Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies
- **Measure:** Number of staff follow-ups | **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of submitted proposals | **Outcome/Objective:** Grant funding is acquired

**Projected Completion Date:** 07/2013

**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

**M 16: Number of staff follow-ups**

Number of staff follow-ups through written correspondence, telephone calls, personal visits, emails, and group presentations.

**Source of Evidence:** Activity volume

**Connected Document**

Fundraising and Plan Giv Timetable
| **Target:** | No Target Established |
| **Finding (2012-2013) - Target: Met** |

Summary of Results: Planned Giving staff promotes, educates, and assists donors and advisors with multiple planned gift options using a variety of communication channels. Many of our contacts are initially generated by a newsletter response or an email from UA's planned giving website. Subsequent follow-up may take the form of letters, visits, phone calls, emails, and group presentations, or a combination of these. For the time period being evaluated, Planned Giving officers made the following number of contacts: Letters – 458 Phone calls – 303 Personal visits – 137 Emails - over 100 individual donors and advisors contacted; unable to track the exact number of emails sent & received Group presentations - PGAC, professional firms, and Denny Society events. The efforts of the Planned Giving staff resulted in over $7.2 million in bequest transactions and $13.5 million in new expectancies for the time period being evaluated. Interpretations and Conclusions:

Donors: letters and phone calls (“personal touches”) as well as visits remain the most effective form of communication for planned giving; based on the age and demographics of the majority of our donors, electronic communications (email) is the least preferred method of contact. Stewardship: repeat contact and understanding the donor’s preferred method of contact is crucial to developing and maintaining the relationship between the donor and UA. Hosting regional events for donors who are unable to travel to Tuscaloosa has provided an opportunity to visit with a small group and share news from campus. The response to these events has been overwhelmingly positive. Advisors: we use email extensively with advisors because it allows for quick responses, sharing of documents, and inclusion of multiple individuals; meet with advisors in person when requested by the donor.

**Related Action Plans (by Established cycle, then alpha):**

### Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**Relationships**

**Measure:** Amount of funding received annually from foundations and corporations  
**Outcome/Objective:** Grant funding is acquired

**Measure:** Amount of major gift dollars raised annually  
**Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies

**Measure:** Increase number face-to-face visits  
**Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies

**Measure:** Number of "touches" annually  
**Outcome/Objective:** Annual Gift Funds are raised and donors acquired

**Measure:** Number of dollars raised  
**Outcome/Objective:** Annual Gift Funds are raised and donors acquired

**Measure:** Number of donors acquired  
**Outcome/Objective:** Annual Gift Funds are raised and donors acquired

**Measure:** Number of electronic communications sent  
**Outcome/Objective:** Alumni and friends of UA provide planned gifts

**Measure:** Number of staff follow-ups  
**Outcome/Objective:** Alumni and friends of UA provide planned gifts

**Measure:** Number of proposals submitted  
**Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies

**Measure:** Number of print direct mail solicitations promoting planned giving annually  
**Outcome/Objective:** Alumni and friends of UA provide planned gifts

**Measure:** Number of solicitations  
**Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies

**Measure:** Number of dollars raised  
**Outcome/Objective:** Annual Gift Funds are raised and donors acquired

**Measure:** Number of staff follow-ups  
**Outcome/Objective:** Alumni and friends of UA provide planned gifts

**Measure:** Number of submitted proposals  
**Outcome/Objective:** Grant funding is acquired

**Projected Completion Date:** 07/2013  
**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

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**Details of Action Plans for This Cycle (by Established cycle, then alpha)**

### Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**Relationships**

**Measure:** Amount of funding received annually from foundations and corporations  
**Outcome/Objective:** Grant funding is acquired

**Measure:** Amount of major gift dollars raised annually  
**Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies

**Measure:** Increase number face-to-face visits  
**Outcome/Objective:** Major Gift Funds are raised through gifts, pledges, and expectancies

**Measure:** Number of "touches" annually  
**Outcome/Objective:** Annual Gift Funds are raised and donors acquired

**Measure:** Number of dollars raised  
**Outcome/Objective:** Annual Gift Funds are raised and donors acquired

**Measure:** Number of donors acquired  
**Outcome/Objective:** Annual Gift Funds are raised and donors acquired

**Measure:** Number of electronic communications sent  
**Outcome/Objective:** Alumni and friends of UA provide planned gifts

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"Success is the sum of small efforts, repeated day-in and day-out." - Ralph Waldo Emerson
provide planned gifts
Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies

Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA provide planned gifts

Measure: Number of proposals submitted | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies

Measure: Number of solicitations | Outcome/Objective: Major Gift Funds are raised through gifts, pledges, and expectancies

Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts

Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

Increase number of face-to-face visits
Increase the number of face-to-face visits by 3%
Established in Cycle: 2012-2013
Implementation Status: In-Progress
Priority: High
Implementation Description: Development officers will be charged with increasing the number of face-to-face visits.
Projected Completion Date: 07/2014
Responsible Person/Group: Karen Baldwin
Additional Resources: Will result in increased travel expenses
Mission / Purpose

The mission of the fundraising department within central advancement is to maximize private support to The University of Alabama, thereby assisting the University in its long range goal to become a Tier 1, student-focused, research institution. The department works with all colleges and divisions of the University to secure private gifts from alumni, friends, and supporters. The purpose of the department is to solicit, accept, and effectively steward gifts. The department works in partnership with University administrators and deans to determine the University’s fundraising priorities and to generate private support for the University through major gifts, annual giving programs, planned gifts, and special-focused campaigns.

Other Outcomes, with Any Associations and Related Measures, Targets, Findings, and Action Plans

OthOtcn 1: Major Gift Funds are raised

Major Gift Funds are raised for UA initiatives as directed by the president, provost, and vice president for advancement.

Connected Document
Fundraising and Plan Giv Timetable

Related Measures

M 1: Amount of major gift dollars raised annually

Amount of major gift dollars raised annually

Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target: No Target Established

Finding (2011-2012) - Target: Met

Major giving totals:

$57,033,559.36 Gifts from all constituent types

$23,426,736.54 Expectancies from all constituent types

$43,241,358.05 Gifts and pledges from foundations, corporations, and organizations

Specifications:

- Only major gifts/pledges/expectancies are included in totals. These are defined as having joint amount of $5,000 or above.

- For pledges and expectancies, the full amount of the pledge/expectancy is counted.

- For gifts, the deductible amount of the gift is counted, i.e., the quid pro quo is excluded.

- Matching gifts are not included.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):

Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding is acquired

Measure: Amount of major gift dollars raised annually | Outcome/Objective: Major Gift Funds are raised

Measure: Amount of major gift pledges raised annually | Outcome/Objective: Major Gift Funds are raised

Measure: Increase number face-to-face visits | Outcome/Objective: Major Gift Funds are raised

Measure: Number of direct mail campaigns mailed annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired

Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds are raised and donors acquired
M 2: Amount of major gift pledges raised annually
Amount of major gift pledges raised annually
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target: No Target Established

Finding (2011-2012) - Target: Met
$9,449,196.57 Pledges from all constituent types

Related Action Plans (by Established cycle, then alpha):
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding is acquired
Measure: Amount of major gift dollars raised annually | Outcome/Objective: Major Gift Funds are raised
Measure: Amount of major gift pledges raised annually | Outcome/Objective: Major Gift Funds are raised
Measure: Increase number face-to-face visits | Outcome/Objective: Major Gift Funds are raised
Measure: Number of direct mail campaigns mailed annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds are raised
Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of email campaigns sent annually | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of proposals submitted | Outcome/Objective: Major Gift Funds are raised
Measure: Number of solicitations | Outcome/Objective: Major Gift Funds are raised
Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 3: Increase number face-to-face visits
Number of face-to-face visits by UA fundraisers should increase when compared to last year’s numbers.

Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
Average of 12 face-to-face visits per month

Finding (2011-2012) - Target: Partially Met
From 8/1/2011 - 7/12/2012, a total of 2,234 face to face visits were completed during the evaluation period by 22 staff members. The total for the same period in 2010-11 was 2,614 made by 21 employees. Several
employees left UA for new employment, new job assignments, retirement, or maternity leave. They are as follows: Brooke Bacak, development officer for the School of Law, was unable to fund-raise for two months due to maternity leave. Diane Harrison, development officer for C&BA, was unable to fund-raise for seven months of the evaluation period due to new job assignment. There was no fundraiser for the College of Engineering for four months because Brandi Lamon Pinkerton left UA for new employment. Her replacement, Allen McClendon began in Engineering in May 2012. Liz Sadler, development officer for the College of Education, left UA in April 2012. Therefore, the College of Education did not have a fundraiser for 2.5 months of the evaluation period. Pam Parker, former Vice President for Advancement, retired in November 2011 and was unable to fund-raise for eight months of the evaluation period.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**Relationships (Measure | Outcome/Objective):**

- **Measure:** Amount of funding received annually from foundations and corporations  
  **Outcome/Objective:** Grant funding is acquired
- **Measure:** Amount of major gift dollars raised annually  
  **Outcome/Objective:** Major Gift Funds are raised
- **Measure:** Amount of major gift pledges raised annually  
  **Outcome/Objective:** Major Gift Funds are raised
- **Measure:** Increase number face-to-face visits  
  **Outcome/Objective:** Major Gift Funds are raised
- **Measure:** Number of direct mail campaigns mailed annually  
  **Outcome/Objective:** Annual Gift Funds are raised and donors acquired
- **Measure:** Number of dollars raised  
  **Outcome/Objective:** Annual Gift Funds are raised and donors acquired
- **Measure:** Number of donors acquired  
  **Outcome/Objective:** Annual Gift Funds are raised and donors acquired
- **Measure:** Number of electronic communications sent  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of email campaigns sent annually  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of face-to-face visits with new prospects  
  **Outcome/Objective:** Annual Gift Funds are raised and donors acquired
- **Measure:** Number of print direct mail solicitations promoting planned giving annually  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of proposals submitted  
  **Outcome/Objective:** Major Gift Funds are raised
- **Measure:** Number of solicitations  
  **Outcome/Objective:** Major Gift Funds are raised
- **Measure:** Number of staff follow-ups  
  **Outcome/Objective:** Alumni and friends of UA provide planned gifts
- **Measure:** Number of submitted proposals  
  **Outcome/Objective:** Grant funding is acquired

**Projected Completion Date:** 07/2013  
**Responsible Person/Group:** Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 4: **Number of face-to-face visits with new prospects**  
Number of face-to-face visits by UA fundraisers with new prospects should increase when compared to last year’s numbers.

**Source of Evidence:** Activity volume  
**Connected Document**  
[Fundraising and Plan Giv Timetable](#)

**Target:**  
12 face-to-face visits with new prospects for the evaluation year

**Finding (2011-2012) - Target: Partially Met**

From 8/1/2011 - 7/12/2012, a total of 849 face to face visits with new prospects were completed during the evaluation period by 22 staff members. The total for the same period in 2010-11 was 2,614 made by 21 employees. Several employees were unable to fund-raise for the entire 12 month evaluation period due to new employment, new job assignments, retirement, or maternity leave. They are as follows: Brooke Bacak, development officer for the School of Law, was unable to fund-raise for two months due to maternity leave. Diane Harrison, development officer for C&BA, was unable to fund-raise for seven months of the evaluation period due to new job assignment. There was no fundraiser for the College of Engineering for four months because Brandi Lamon Pinkerton left UA for new employment. Her replacement, Allen McClendon began in Engineering in May 2012. Liz Sadler, development officer for the College of Education, left UA in April 2012. Therefore, the College of Education did not have a fundraiser for 2.5 months of the evaluation period. Pam Parker, former Vice President for Advancement, retired in November 2011 and was unable to fund-raise for eight months of the evaluation period.

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High

**Relationships (Measure | Outcome/Objective):**

- **Measure:** Amount of funding received annually from foundations and corporations
Outcome/Objective: Grant funding is acquired
Measure: Amount of major gift dollars raised annually | Outcome/Objective: Major Gift Funds are raised
Measure: Amount of major gift pledges raised annually | Outcome/Objective: Major Gift Funds are raised
Measure: Increase number face-to-face visits | Outcome/Objective: Major Gift Funds are raised
Measure: Number of direct mail campaigns mailed annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of email campaigns sent annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Major Gift Funds are raised
Measure: Number of direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of proposals submitted | Outcome/Objective: Major Gift Funds are raised
Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 5: Number of solicitations
Number of solicitations
Source of Evidence: Activity volume
Connected Document Fundraising and Plan Giv Timetable

Target: Average of 3 major gift solicitations per month or 36 per year

Finding (2011-2012) - Target: Partially Met
Staff members made a total of 363 solicitations for the evaluation period. This is an average of 20.17 solicitations per staff member for the year or 1.68 per month.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding is acquired
Measure: Amount of major gift dollars raised annually | Outcome/Objective: Major Gift Funds are raised
Measure: Amount of major gift pledges raised annually | Outcome/Objective: Major Gift Funds are raised
Measure: Increase number face-to-face visits | Outcome/Objective: Major Gift Funds are raised
Measure: Number of direct mail campaigns mailed annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of email campaigns sent annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Major Gift Funds are raised
Measure: Number of direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of proposals submitted | Outcome/Objective: Major Gift Funds are raised
Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 6: Number of proposals submitted
Number of proposals submitted
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
Average of 3 major gift proposals per month or 36 per year

Finding (2011-2012) - Target: Partially Met
Staff members made a total of 87 proposals for the evaluation period. This is an average of 4.83 proposals per staff member for the year or .4 per month.

Related Action Plans (by Established cycle, then alpha):
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding is acquired
Measure: Amount of major gift dollars raised annually | Outcome/Objective: Major Gift Funds are raised
Measure: Amount of major gift pledges raised annually | Outcome/Objective: Major Gift Funds are raised
Measure: Increase number face-to-face visits | Outcome/Objective: Major Gift Funds are raised
Measure: Number of direct mail campaigns mailed annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of email campaigns sent annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Major Gift Funds are raised
Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of proposals submitted | Outcome/Objective: Major Gift Funds are raised
Measure: Number of solicitations | Outcome/Objective: Major Gift Funds are raised
Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts
Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

OthOtcm 2: Annual Gift Funds are raised and donors acquired
Annual Gift Funds are raised and donors acquired for UA colleges and departments

Connected Document
Fundraising and Plan Giv Timetable

Relevant Associations:
We left the Strategic goal designation blank for Outcome #2 because we did not find a good fit for that outcome with one of the strategic objectives.

Related Measures
M 7: Number of dollars raised
Number of dollars raised
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
No Target Established

Finding (2011-2012) - Target: Met
$1,441,068.11 was raised from annual fund initiatives by the colleges and central advancement through direct mail, telemarketing, and e-solicitation.

Related Action Plans (by Established cycle, then alpha):
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding is acquired
- Measure: Amount of major gift dollars raised annually | Outcome/Objective: Major Gift Funds are raised
- Measure: Amount of major gift pledges raised annually | Outcome/Objective: Major Gift Funds are raised
- Measure: Increase number face-to-face visits | Outcome/Objective: Major Gift Funds are raised
- Measure: Number of direct mail campaigns mailed annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
- Measure: Number of dollars raised | Outcome/Objective: Annual Gift Funds are raised and donors acquired
- Measure: Number of donors acquired | Outcome/Objective: Annual Gift Funds are raised and donors acquired
- Measure: Number of electronic communications sent | Outcome/Objective: Alumni and friends of UA provide planned gifts
- Measure: Number of email campaigns sent annually | Outcome/Objective: Annual Gift Funds are raised and donors acquired
- Measure: Number of face-to-face visits with new prospects | Outcome/Objective: Major Gift Funds are raised
- Measure: Number of print direct mail solicitations promoting planned giving annually | Outcome/Objective: Alumni and friends of UA provide planned gifts
- Measure: Number of proposals submitted | Outcome/Objective: Major Gift Funds are raised
- Measure: Number of solicitations | Outcome/Objective: Major Gift Funds are raised
- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013

Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 8: Number of donors acquired
Number of donors acquired

Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
No Target Established

Finding (2011-2012) - Target: Met
6,607

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
- Measure: Amount of funding received annually from foundations and corporations | Outcome/Objective: Grant funding is acquired
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- Measure: Number of email campaigns sent annually | Outcome/Objective: Alumni and friends of UA provide planned gifts
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- Measure: Number of staff follow-ups | Outcome/Objective: Alumni and friends of UA provide planned gifts
- Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired
M 9: Number of direct mail campaigns mailed annually
Number of direct mail campaigns mailed annually
Source of Evidence: Activity volume
Connected Document
Fundraising and Plan Giv Timetable
Target:
No Target Established
Finding (2011-2012) - Target: Met
A total of 18 direct mail campaigns were executed through the Annual Giving department. 15 were included in the strategic plan, and 3 were additional solicitations.
The campaigns consist of:
- 3-part college specific series including a Fall, End of Year, and Spring solicitation to lapsed and non-donors
- Renewal and Reminder solicitations to current donors of specific colleges
- 1 centralized solicitation piece to increase participation in giving to the University.
- 1 centralized direct mail campaign to reconnect with lost lapsed donors
- 1 Engineering solicitation to lapsed donors
All direct mail campaigns target specific markets through data mining efforts, respective to their objective and strategy.

Related Action Plans (by Established cycle, then alpha):
Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.
Established in Cycle: 2011-2012
Implementation Status: Planned
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Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired
Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 10: Number of email campaigns sent annually
Number of email campaigns sent annually to stratified groups
Source of Evidence: Activity volume
Connected Document
Fundraising and Plan Giv Timetable
Target:
No Target Established
Finding (2011-2012) - Target: Met
A total of 5 email campaigns have been sent through the Annual Giving department. These emails contained solicitation and stewardship content and consisted of:
- 1 Centralized Annual Giving solicitation reminder
- 1 Fall solicitation email Reminder
- 1 Fall video solicitation
- 1 End of Year solicitation email Reminder
- 1 Spring solicitation email Reminder

The markets include a segmentation of current, lapsed, and non-donors to specific to the following colleges:

- College of Arts and Sciences
- College of Commerce and Business Administration
- Communication and Information Sciences
- Community Health Sciences
- College of Education
- College of Engineering
- College of Human Environmental Sciences
- School of Law
- College of Nursing
- School of Social Work

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

**Established in Cycle:** 2011-2012
**Implementation Status:** Planned
**Priority:** High

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Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 11: Number of telemarketing campaigns initiated annually
Number of telemarketing campaigns initiated annually to stratified groups
Source of Evidence: Activity volume
Connected Document  Fundraising and Plan Giv Timetable

Target:
No Target Established

Finding (2011-2012) - Target: Met
A total of 22 telemarketing campaigns have been initiated and completed through the Annual Giving department. The markets include a segmentation of current, lapsed, and non-donors to specific to the following colleges:

- College of Arts and Sciences
- College of Commerce and Business Administration
- Communication and Information Sciences
- Community Health Sciences
- College of Education
- College of Engineering
- College of Human Environmental Sciences
- School of Law
- College of Nursing
- School of Social Work

OthOtcm 3: Grant funding is acquired
Grant funding is acquired by Corporate and Foundations
Connected Document  Fundraising and Plan Giv Timetable

Related Measures

M 12: Number of submitted proposals
Number of submitted proposals
Source of Evidence: Activity volume
Connected Document  Fundraising and Plan Giv Timetable

Target:
No Target Established

Finding (2011-2012) - Target: Met
7 proposals were submitted by the Corporate and Foundation Relations area of Advancement. 15 proposals were submitted during the previous evaluation period. Kim Gentry, Director for Corporate and Foundation Relations, left UA's employment on June 22, 2012, and therefore did not fund-raise for the entire evaluation period.

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set
specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

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Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 13: Amount of funding received annually from foundations and corporations
Amount of funding received annually from foundations and corporations
Source of Evidence: Activity volume

Connected Document
Fundraising and Plan Giv Timetable

Target:
No Target Established

Finding (2011-2012) - Target: Met
$43,241,358.05 Gifts and pledges from foundations, corporations, and organizations

Related Action Plans (by Established cycle, then alpha):

Set Specific Numeric Targets
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
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**OthOtcn 4: Alumni and friends of UA provide planned gifts**

Loyal alumni and friends of UA provide planned gifts through wills, trusts, and other estate plans.

**Connected Document**

*Fundraising and Plan Giving Timetable*

**Related Measures**

**M 14: Number of print direct mail solicitations promoting planned giving annually**

Number of print direct mail solicitations promoting planned giving annually

Source of Evidence: Activity volume

**Connected Document**

*Fundraising and Plan Giving Timetable*

**Target:**

No Target Established

**Finding (2011-2012) - Target: Met**

**Summary of Results:**

1. **The Crimson Legacy Newsletter:**

   *Continued to refine the newsletter to match the evolving target audience
   * Mailed 3 issues to alumni & friends
   *The criteria for mail selection was modified for each publication based on subject matter
   *Total number of constituents being touched ranged from 46,500 to 50,000 per mailing

   80 responses received as a direct result of newsletter packets:
   31 indicated they would consider remembering UA in their estate plans
   12 indicated they have already remember UA in their estate plans
   3 accepted Denny Society membership bringing total membership up to 811

   (representing approximately $162.2 million in past and future gifts to UA)

2. **IRA Giving Package:**

   * Created a marketing package to promote opportunities for gifts from Individual Retirement Accounts due to extensions by the U.S. Congress of provisions first enacted in the Pension Protection Act 2006
   *Approximately 5,000 households were identified as prospects based on the provisions of the Act
   *Package was mailed on September 30, 2011
   *Each respondent received follow-up by planned giving staff by letter, phone call or personal visit
   *This initiative resulted in gifts of $735,706 from Individual Retirement Accounts

**Interpretations and Conclusions:**

*The Crimson Legacy newsletter continues to be our most effective marketing tool. The response numbers fall in the normal range for mature planned giving programs. The quality of the responses continues to be outstanding, meaning that follow up by a Planned Giving officer resulted in multiple communications and some visits with the respondents. The newsletter opens the door for planned giving staff to building relationships with alumni and friends.

*Our IRA Giving package, according to the Chronicle of Philanthropy, was one of the most successful in the nation.

**Finding (2011-2012) - Target: Met**

**Summary of Results:**

**Related Action Plans (by Established cycle, then alpha):**

**Set Specific Numeric Targets**

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year’s evaluation.

**Established in Cycle:** 2011-2012

**Implementation Status:** Planned
Priority: High

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- Measure: Number of submitted proposals | Outcome/Objective: Grant funding is acquired

Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 15: Number of electronic communications sent
Number of electronic communications sent to identify prospects and promote planned giving.

Source of Evidence: Activity volume

Connected Document: Fundraising and Plan Giv Timetable

Target: No Target Established

Finding (2011-2012) - Target: Met

Summary of Results:

UA’s Planned Giving website:
- Provides information about gift planning options including personalized illustration tools, the Donor Advised Fund kit, and The Crimson Legacy newsletter
- Provides on-line access to Donor Advised Fund kit & forms; we recently uploaded .pdf versions of the Application and Grant Recommendation Form with fill-in-the-blank capability for ease of use by donors and donor advisors
- Received 162 email inquiries generated from the Planned Giving website; Planned Giving responded to 76 of the inquiries via email; other forms of responses were not tracked for this evaluation period

Planned Giving Design Center:
- UA hosts the state’s only PGDC website
- Currently have 51 followers of the UA-hosted site

Emails:
- Due to the age of most planned giving donors, we primarily use email to communicate with advisors
- Over 100 donors and advisors have been contacted via email during the evaluation period; due to the continuous nature of emails strings, we are unable to track the exact number sent and received

Interpretations and Conclusions:

Maintaining the Planned Giving websites with current and accurate information about legislation, tax laws, interest rates, and news articles is a continuous task for Planned Giving; we want to provide the most up-to-date data to our constituents in a user-friendly, electronic environment.

While constituents utilize our websites for research information, we find that they still prefer written correspondence, phone calls and personal visits instead of emails.
Set Specific Numeric Targets

The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High

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Projected Completion Date: 07/2013
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

M 16: Number of staff follow-ups
Number of staff follow-ups through written correspondence, telephone calls, personal visits, emails, and group presentations.
Source of Evidence: Activity volume

Summary of Results:
Planned Giving staff promotes, educates, and assists donors and advisors with multiple planned gift options using a variety of communication channels.

Many of our contacts are initially generated by a newsletter response or an email from UA's planned giving website. Subsequent follow-up may take the form of letters, visits, phone calls, emails, and group presentations, or a combination of these.

For the time period being evaluated, Planned Giving officers made the following number of contacts:
- Letters – 529
- Phone calls – 397
- Personal visits – 181
- Emails - over 100 individual donors and advisors contacted; unable to track the exact number of emails sent & received
- Group presentations - PGAC, CASE, Southeastern Business School, and professional firms

The efforts of the Planned Giving staff resulted in over $30 million in total planned gifts to UA for the time period being evaluated.

Interpretations and Conclusions:
Donors: Based on the age and demographics of the majority of our donors, electronic communication (email) is the least preferred method of contact. Letters and phone calls (“personal touches”) as well as visits remain the most effective form of communication for planned giving. Stewardship (repeat contact) and understanding the donor's preferred method of contact is crucial to developing and maintaining the relationship between the donor and UA.

Advisors: We use email extensively with advisors because it allows for quick responses, sharing of documents, and inclusion of multiple individuals.

**Related Action Plans (by Established cycle, then alpha):**

**Set SpecificNumeric Targets**
The action plan for improvement for the fundraising and planned giving area of Advancement is to set specific numeric targets for next year's evaluation.

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Projected Completion Date: 07/2013

Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally

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**Details of Action Plans for This Cycle (by Established cycle, then alpha)**

**Set Specific Numeric Targets**
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Projected Completion Date: 07/2013  
Responsible Person/Group: Karen Baldwin, Phil Adcock, Mary Lawhorn, and Kevin Nunnally
### III. Timetable: What Assessment Measures will be Administered When for Each Expected Outcome

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<th>Outcome #3</th>
<th>Outcome #4</th>
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<th>3.1-3.2</th>
<th>4.1-4.3</th>
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