Assessment of Non-Academic Outcomes (Fall 2003 and Spring 2004)

Please provide the information below about how your unit assesses the extent to which it meets its expected outcomes. If you need assistance, please contact Dr. Virginia Wheeless at 565-2085 or on Groupwise email. This information is due in the Planning Office no later than February 2, 2004 and will Rbe updated annually.

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Unit: Development Date January 15, 2004

Person Completing the Information: Dan Grigg Email dgrigg@unt.edu

Head of the Unit: Brent Davison, Interim V.P. Email: bdavison@unt.edu

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I. Mission: Provide the mission of the unit and a statement about how it relates to the university's mission.

The mission of the Office of Development is to serve the University of North Texas by functioning as an essential, valued partner with the Chancellor, President, deans, department chairs, faculty, staff, alumni, and friends in the development of private financial support and goodwill for the university. In carrying out this mission, the Development Staff:

- Solicits funds from private sources for the University's highest funding priorities, Building the University endowment in support of all colleges and & schools, programs & centers, as well as student organizations for targeted fund-raising needs
- Educates various constituencies in the development process
- Provides stewardship of the donors and their financial contributions to the University
- Cultivates alumni, friends, corporations, foundations, and other University prospects to increase Alunmi involvement & financial support to UNT
- Administers alumni records, giving records, contracts of gifts and planned gifts
- Communicates development progress, opportunities and procedures
- Provides prospect research, coordination and tracking
- Works in cooperation with the UNT Foundation and the UNT Alumni Association, The North Texas Exes, to advance the University
- Enlist Volunteers to serve on UNT Boards & Committees in an effort to advance the University

How does this relate to the University's mission statement?
The University is dedicated to the development of the institution as being the largest and most comprehensive research and doctoral degree-granting institution in the North Texas region, and being the flagship of the UNT System. The Development Office supports the mission by:

- expanding the University's base of financial support to carry out it's mission. This is accomplished by focusing on but not limited to the following:
- Securing funds to support the University's highest funding priorities.
- Raising scholarships and funds for various endeavors for the academic programs
- In many cases, raising the sole source for financial resources for many programs at the University.
- Providing the research to identify qualified prospects to request funds for the University
- Expanding the University's donor base to facilitate even stronger future financial support
- Organizing special events, such as Presidential Council Events, homecoming, and alumni awards, in addition to supporting many other alumni events

- Matching private foundation giving criteria to university and program needs to solicit financial support
- Assist students by raising scholarships by partnering with companies that hire UNT graduates to provide internships gaining support for students and programs

With 18 external individuals visiting with friends, alumni, corporations and foundations throughout the region, Development Officers serve as primary ambassadors of the University.

II. Previous Evaluations of the Unit: Provide a description of the evaluations/assessments conducted in your unit over the last 5 years and changes that have been made based on the results of these assessments.

The key objective for the Development Office is to raise funds for the University through contributions, in-kind gifts and planned gifts. Success is evaluated primarily by the amount of dollars raised. However, statistics such as percentage of alumni giving each year and the number of first-time gifts also are a barometer of the office's success. In addition, the Development Office seeks to move current donors into higher giving levels and encourage donors to continue to give on an annual basis.

The office also is responsible for supporting activities such as donor relations and stewardship, gift processing and reporting, gift acknowledgement, alumni database maintenance, special events, Annual Fund, prospect research, proposal writing and donor communication/education through print publications and a website. Each of these areas contributes to achieving the goal of supporting the University by soliciting gifts, but must be assessed and evaluated on standards related the area's function.

<u>Personnel Evaluation</u> - Each staff person and Development Officer is evaluated each year by their direct supervisor with the University form titled UPO 31. The job description is contained within this document as well as specific goals and objectives for the position. Each one of these objectives for the individual job is weighted 1 to 3 as to its importance and the individual performance for that objective is scored and given a 1-5 rating. The employee is then given a numeric score. In addition, a UPO 35 is completed which gives the supervisor the ability to put in writing the goals and objectives for the individual for the upcoming year as well as list the specific strengths and weaknesses. This document also allows the employee to make comments for record. These two forms are completed annually for each employee. On a more frequent basis, all employees meet with their supervisor once a month minimally; the external fundraisers must meet more stringent reporting criteria as discussed below (No. 1)

<u>Training Evaluation:</u> In 1998, the office management determined that there was a need for a formal training manual. The Director of Development and other managers initiated the development of a manual to be used by all new hired personnel. In addition, in 2003 as a result of the feedback managers were getting in individual and monthly meetings, a training format was implemented for the CDO monthly meetings.

<u>Personnel Real-Time Assessment and Evaluation</u> - The Management Team meets on a weekly basis to maintain communication and revise strategies to respond to real-time issues. This is an ongoing operational evaluation process and adjustments are made during these meetings to streamline operations as well as to accommodate new objectives and priorities handed to Development from University administration, and Schools and Colleges within the University. All areas of the office are represented in these management meetings.

On a broader scale the entire office staff meets once a month and all personnel are updated on the successes of the office. This meeting also serves as a forum for new ideas and to discuss issues within the office. Adjustment The office has recently started taking minutes of these meetings so that goals and objectives of the past meeting will be addressed before any of new business is addressed.

Fund-Raising -- The ongoing primary evaluation of the Development Office is based on the university's ability to meet a Capital Campaign goal of $150 million raised in gifts and planned gifts by September, 1 2004. Our progress toward this goal is assessed quantitatively. Because this goal was set in 1996, strategies were set in place to reach this goal at that time. Within the last five years, progress toward the goal was evaluated and new contact and activity goals set for external fundraisers. In addition, the reporting tools and schedule for external fundraisers was revised to so that these individuals meet with their supervisors more frequently and report their activity more accurately -- once a week to track their progress and discuss their upcoming goals and objectives. All of the external personnel are required to submit a weekly report as well as submit an individual call report for each external contact. These reports are maintained in institutional memory in the office computer system. The contact report form has been updated periodically to provide more pertinent information (see attached).

Highest funding priorities - The goal to meet the highest funding priorities of the University as determined by the Board of Regents, Chancellor, President, and Deans of the individual colleges and schools is assessed quantitatively based on the number of priority projects that are funded and the amount gifts to these areas. Evaluation of fund raising methods to meet this goal and action to change methods in order to meet this goal are the same as in item No. 1

Planned Giving - Evaluated quantitatively by the dollars of planned gifts and increase in number of planned gift arrangements to the University. Based on the results of surpassing the Capital Campaign goal and 5 year goal of planned gifts secured, it was determined to continue the expansion of the Planned Giving programs through addition of experienced and/or trained planned giving development personnel.

Computer System -- An assessment of the capacity and capabilities of the existing Legacy/main frame computer system over the last five years included an evaluation of the system's capacity, the end user's access to data and ability to retrieve data in report form. This led to changes that converted the system to an internet-based PeopleSoft system that will enable the Office of Development to view data in a more user-friendly format, store and access data more efficiently, improve gift processing time, increase the system's capacity, and link to a university-wide network that will provide the Office of Development with more complete constituent information. The go-live on the new system was November 2003 and the department is continuing post go-live items per the project plan and patches and upgrades are being applied. In additions, queries will be continually developed on an as-needed basis to allow users direct access to complex groupings of data.

Gift Counting and Reporting - CASE guidelines are used as an assessment and evaluation tool to determine gift counting and reporting procedures. Internally, the gift processing, acknowledgement and reporting procedures are evaluated by analyzing gift reports generated through the Development Office and monitoring the time it takes to get a gift posted and acknowledged, and data review for quality control. Changes over the last five years based on these evaluation tools include a revision in the work-flow process, the addition of procedures to produce and review weekly reports to ensure quality control, and the development of form thank-you letters that are revised monthly to speed the acknowledgement and receipt process.

Contact Tracking System – Based on observations by Development Office Management and feedback from external Development fund-raisers, an assessment was made that the system of tracking contacts with prospective donors and proposals should be improved. Changes made include the creation of a Donor Builder Form in an Excel format that is completed weekly by each Development Officer so that items such as name of prospect, number of visits, calls, solicitations, and amount of proposal request can be recorded in a format that can be sorted and tallied. In addition, each Development Officer also fills out Contact Sheets with more complete information that is input into the computer system for a permanent record.

Annual Fund/phonathon – In order to expand the donor base and increase revenue, a full-time Annual Fund Director was hired in 2002. Changes implemented by this director include improved Phonathon call sheets, tracking and scripts, and a change in strategy for direct mail appeals.

Direct Mail Appeals – Assessment and evaluation tools used to improve results of direct mail appeals include research to compare UNT's direct mail response rates with those of similar universities, an analysis of the demographics of the targeted alumni groups relating to the appeal's message, an analysis of the number of first-time gifts resulting from each appeal, an analysis of the total income from the appeal, and a review of the cost of producing and mailing the appeal.

Donor Communications – Assessment/evaluations tools to determine effectiveness of communications with donors include written donor feedback, discussions with individual donors and comparison with other similar universities.

Alumni Relations – In 2002, a new strategy was implemented to assist the North Texas Alumni Association in its efforts to increase membership. The development office created a regional alumni effort to increase alumni association memberships as well as cultivate relationship for the University by having regional alumni officers identify prospects for Presents Council. The regions in Texas are the Gulf Coast, Austin, Dallas, Ft. Worth & Denton. In 2003, new standards of performance goals were implemented. Each area Regional Alumni Officer's (RAO) goal is to bring in a minimum of 20 new members for the association as well as identify 3 potential PC prospects per month to be followed up by a development officer.

Special Events – Tools to assess and evaluate effectiveness and success of special events include feedback from event attendees, feedback from Development Officers, and, in some cases, number of attendees. Changes made to special events in the last five years in response to these evaluations include: Change in format and venue necessary to increase attendance. For example, other than the 50 year Golden Eagle Class reunion, this unit discontinued 25 and 40-year class reunions 8 years ago because of lack of interest. The focus is now more on affinity groups i.e. fraternity/sorority, NT40, cheerleaders, band etc. This has resulted in increased attendance and more interest. In 2001, scholarship students were asked to speak at President's Council events. Donors enjoyed the personal contact with the students. The students reinforced to donors the importance of their gifts to scholarships

Stewardship Organizations – It was determined in 1999 the University was in need of giving clubs in addition to the Presidents Council. This conclusion was reached as a result of seminars management and personnel attended as well as research of other Universities. The Eagle 500 club was developed as well as the Corporate Leadership Circle. Other giving clubs are currently being considered for various giving levels.

Prospect Research – Tools used to evaluate this area include number of new prospects generated over a designated time period and the ultimate value of these prospects in terms of funds generated and planned gifts as a result of these efforts.

III. Statement of Expected Outcomes: Provide a brief list of the expected outcomes for your unit for 2002-03 or 2003-04 as of this date. Each outcome listed must be capable of being measured by the means noted in IV below. Please number the outcomes (1 to x). After each outcome, describe how the outcome supports student learning and student development.

Each of the following expected outcomes support student learning and student development by making the Office of Development a more efficient department thus maximizing the departments ability to bring in resources for the all the entities described above, to support student learning

Expected Planned Giving Outcomes
Increase planned gifts to the university by $35 million over the next five years.

Personnel Evaluation Expected Outcome - By using the UPO 31 and 35 as blue print we hope to improve Personnel productivity as well as productivity and efficiency of the unit.

Training Expected Outcome: To have a more effective work force. This will be measured by monitoring obtaining goals within each area as well as units monthly, quarterly and annual goals.

Personnel Outcomes – Better communication within the Department, greater efficiency in working as a team to respond to real-time needs and meet departmental goals

Expected Fund-Raising Outcomes:
Fundraising goal of $150 million for the capital campaign will be exceeded by 33% when the campaign ends on Aug. 31, 2004.

Computer System Expected Outcome - Improved computer system outcomes include more accurate alumni data – which translates to more efficient prospecting and contact through email, phone and other means. Also improved gift reporting and acknowledgement time, time saved through shared biographic and demographic data with other university databases, and an improved ability to use data to target specific prospective donors groups by demographic characteristics such as age, geographic location, interest, major, martial status, family status, income, etc.

Gift Counting and Reporting Outcome – Save man-hours through more efficient work flow, provide more timely and more complete reports.

Contact Tracking System Expected Outcome - Maintain & improve “Call Tracking Database” including monthly reports and develop prospect management system in EIS.

Annual Fund/phonathon Expected Outcome– Expand the donor base and increase revenue, increase number of first-time gifts, keep annual donors current so that they don’t become lapsed donors, return lapsed donors to current donor status, move donors’ giving levels up, upgrade pledge amounts and update alumni address and employment information.

Direct Mail Appeals Expected Outcome – Expand the donor base and increase revenue, increase number of first-time gifts, keep annual donors current so that they don't become lapsed donors, return lapsed donors to current donor status, move donors' giving levels up, upgrade pledge amounts and update alumni address and employment information.

Donor Communications Expected Outcomes – Educate donors about ways to give and University needs, encourage a sense of community, increase number of hits on website, increase gifts through website, decrease budget by posting info on website rather than mailings.

Alumni Relations Expected Outcomes - To assist in increasing number of North Texas Exes members to 4,000 by 2003 and to increase pool of donor prospects for the University.

Special Events Expected Outcomes - Cultivation and enhancing a positive image of the University is the main objective. By presenting events that are interesting and fun, the goal is to encourage an alum/friend's involvement with the university – both monetarily and in service.

Stewardship Organizations Expected Outcomes – By stewarding (recognizing individuals and organization in some fashion) the existing donor base those donors are more likely to feel better about the University, and give additional funds as well as direct development to their fellow class mates, friends etc. we hope to increase the amount of overall giving to the University as well as increase the amount of the gifts as well as planned gifts.

Prospect Research expected outcomes - provide proactive research to identify & match the needs of the University with potential resources, To provide timely response to research requests.

IV. Measuring Expected Outcomes: Describe how the unit measures how the outcomes have been achieved and provide a list of methods and/or tools with the following information:

1. Name of assessment method or tool
2. If the method/tool is copyrighted, provide the name of the company who "owns" the tool.
3. Frequency of use - how often is this tool/method used, e.g., every spring semester students, staff, and faculty are surveyed about parking at UNT; customers are asked to complete evaluation forms when services are rendered; or each fall, the Enrollment Management Committee reviews the results of the Graduating Student Survey produced by the IR&A Office.

Personnel Evaluation Measuring Expected outcome
Overall productivity in office measured by UPO31 and 35 for all employees, and weekly call reports, monthly gift reports for the external fund raisers.

Training Measuring Expected outcome –
Feedback from personnel and overall giving to the University - monthly

Expected Fund-Raising Measuring Expected outcome:
Reports of gifts from records department-monthly

Computer System Measuring Expected
(same methods as in II)

Gift Counting and Reporting Measuring Expected outcome –
(same methods as in II)

Contact Tracking System Measuring Expected outcome
By tracking the activity of the call reports from the development office the management can follow the progress of a prospect from cultivation to a donation - monthly

Annual Fund/phonathon Measuring Expected outcome
Monthly reports

Direct Mail Appeals Measuring Expected outcome –
Monthly reports

Donor Communications Measuring Expected outcome
Written replies by e-mail or letter and by tracking increase of number of gifts

Alumni Relations Measuring Expected outcome
Number of new members and new donors reported by records monthly as well as the monthly call reports from Regional Alumni Officers.

Special Events Measuring Expected outcome
1. Attendance
2. Feedback
3. New involvement of alums/friends with the university.
4. Student involvement.
5. New membership of President's Council.

Stewardship Organizations Measuring Expected outcome– ongoing
1. Feedback from donors
2. Repeat gifts from existing donors
3. Number of referrals given from donors

Planned Giving Measuring Expected outcome
Record of planned gifts actually secured – reviewed monthly

V. Use of Assessment Results: Describe how the results of the assessments described in IV above are shared with staff in the unit? How are the results used to improve the unit? Help improve student learning? Enhance student development? Meet the university's vision?

Describe how the results of the assessments described in IV above are shared with staff in the unit?
The Manager of each area will review reports and share information with subordinates as needed. As discussed above, the office staff meets once a month to update all personnel on the successes of the office as well as a forum for new ideas and to discuss issues and procedures within the office.

How are the results used to improve the unit?
The results are discussed in many venues as mentioned above. At the highest level the VP reports the results to the President and Chancellor. Strategies are discussed and adjustments are made and brought back to the management team which is shared then shared with the staff.

Help improve student learning?

The success in the dollars raised that is realized within the development office is a direct "pipeline" to improve student learning. The dollars that are raised for scholarships and awarded may allow an individual more time to study rather than perhaps work a full time job while going to school. In addition, the money raised for Centers and programs within the University directly benefit the student by providing an alternative venue to expand their education. By creating Chairs, professorships and Lectureships within the University the departments can attract renowned professors in their discipline that translates directly to student learning by having the most qualified teacher. Student learning also is improved as these funds help the University to improve facilities, buy equipment, generate research, and publish research. These are just some of the examples of how achieving fund-raising goals help improve student learning.

Meet the university's vision?

The University's vision to be one of the nation's top-tier, comprehensive research universities only can be met with significant private support to supplement shrinking state budget support. Private donations for scholarships is required to attract the brightest and best students and renowned faculty. An increased percentage of alumni giving is a major criterion that is used in many national ranking systems – a these rankings also significantly contribute to helping the University meet its vision. Increased funding from private sources for research program costs, centers, equipment and facilities will enhance the University's academic excellence and help the University to create a student environment that will raise the profile of the University on a national level.

VI.Changes Made Based on Assessment Results: Describe how the unit has changed (or why it has not changed) based on the results of the assessment of outcomes. Indicate the year the change was implemented. Please indicate how the expected outcomes have changed if applicable.

Personnel Evaluation

Created the donor builder performance evaluation system fall 1997

Implemented new donor call report system1999

UPO 31 and 35 will continue to be the benchmark for evaluation for personnel.

Training

This year, 2004, based on feedback from personnel, in addition to external training through seminars and lectures, the management is preparing a survey to find which areas of training is thought to be most needed by Development Officers and staff. Plans are also in place for ongoing training with the new computer system as well as computer classes for support staff.

Fund-Raising

The Office of Development currently has an expectation of an increase in productivity and accountability for all fundraising personell . New accountability standard, through the management by objectives format, have been initiated to enhance productivity and success toward specific goals.

Computer System

The changes that were implemented in fall of 2003 will improve the quality and timeliness of data system-wide. On the old system, whenever a query was requested for an list of alumni for a specific targeted group, a programmer in the computer center was required to write a program to gather the names and pertinent information requested. Additional changes provided by the new system include far greater efficiency from reports to auditing tools i.e. the ability to producing reports following the progress of the cultivation of donors as well as being able to track a student from the day of enrollment, to that individuals death. Ultimately, this will be a huge step forward in this technology platform as the new system provides the end-user with pertinent information. Assessments and adjustments of this new system will be ongoing as we are just a few months into "post conversion." Development Office managers will meet weekly with the research and records managers to monitor the system and continue to explore ways to utilize it to its maximum benefit to the office as well as the University.

Gift Counting and Reporting Measuring New work-flow procedures and reporting mechanisms.

Contact Tracking/Research
The research department was actively involved in the setup and testing of the EIS database. This will allow the director of research to have a full understanding of the system in order to develop an effective prospect management system during the next phase of implementation.

The research office is gradually shifting its focus toward more proactive research as this has been determined to be the most effective and productive use of the limited human resources available in this department.

A "moves management" system that helps to identify the purpose of a contact as identification, qualification, recognition, cultivation, stewardship, solicitation, strategy, was developed and is being implemented incrementally. In addition, a separate proposal tracking form was developed in Excel to enable the Director of Corporate and Foundation Relations coordinate and track proposals submitted to corporations and foundations and serve as a reference for all Development Officers.

Annual Fund/Phonathon

Unit added a full time director in 2002. Changes implemented by this director include improved Phonathon call sheets, student hire process, tracking and scripts, and a change in strategy for direct mail appeals. Depending on the outcome of the calls, we determine what type of "ask" is best for each category of Non donors, Recent Grads, Old Donors, Donors, and Lapsed Donors. Specialize groups of students to work with different segments of Alumni.

Direct Mail Appeals
Change the frequency of appeals, target different age groups with a tailored message, change in paper/printing/design, preprint donor's name and address on response card, incrementally increase dollar amounts in response boxes to raise donors to the next level and strategically plan the time of year when appeals are mailed.

Donor Communications
A Director of Donor Communications position was established to oversee print/web communications and funding proposal production.

Gateway to Giving – The title of this periodic publication was changed from "Fundraising at UNT" and the design was updated. Also, the frequency of the publication was increased and a consistent publication schedule was established.

Honor Roll of Donors – Prior to 2001, the Honor Roll was not published every year. Through feedback from University Administrators and donors, and comparisons with other universities, it was determined that this should be produced annually to enhance the office's donor stewardship and cultivation activities.

Website – In 2000, the office developed a website to educate potential donors, communicate with current donors and post periodic publications online. In 2002, an on-line giving capability was added to the website.

Planned giving Publication –Assessment in planned gifts to the university by $35,000,000.

Target marketing direct mail estate and gift planning program implemented and expanded from 5,000 pieces 4 times annually to 40,000 contacts 3 times annually.
Produce a customized newsletter on estate planning, gift planning and tax related issues.
Email addresses – In 2001, an initiative was implemented to begin collecting and recording email addresses to improve communications with donors and constituents through e-newsletters.
Added proposal writer and supervisor of periodic mailings

Alumni Relations
In 2001 created a regional alumni effort to increase alumni association memberships as well as cultivate relationship for the University by having regional alumni officers identify prospects for Presents Council. Five regions in Texas, Gulf Coast, Austin, Dallas, Ft. Worth & Denton. Each area Regional Alumni Officer goal is to bring in a minimum of 20 new members for the association as well as identify 3 new PC prospects per month to be followed up by a development officer.

Special Events.
Changes necessary to increase attendance. For example, other than the 50 year Golden Eagle Class reunion, 25 and 40-year class reunions were discontinued 8 years ago because of lack of interest. More focus is given to affinity groups i.e. fraternity/sorority, NT40, cheerleaders, band etc. This has resulted in increased attendance and more interest. In 2001, scholarship students began speaking at President's Council events. Donors enjoyed the personal contact with the students. The students reinforced to donors the importance of their gifts to scholarships.

Stewardship Organizations
Development of Eagle 500 and the Corporate Leadership Circle
Establishment of the Cornerstone Fund Fall 2003 with the potential of "The Chancellors Circle"
Plans to have donor recognition wall identifying a number of different groups at different giving levels. Each level will result in different types of recognition. For example, Life Time Presidents Council Member" will receive a plaque and a luncheon from the Dean of the school which benefits from the gift.
Recognizing importance of President's Council memberships, all College Development Officers and Associates goal is to secure one President's Council membership per week.

Planned Giving
Continue programs implemented; continue to expand program through addition of experienced and/or trained planned giving development personnel.
Programs include:

1. Target marketing direct mail estate and gift planning program implemented and expanded from 5,000 pieces 4 times annually to 40,000 contacts 3 times annually.
2. Produce a customized newsletter on estate planning, gift planning and tax related issues.
3. Implemented estate and retirement planning service available to alumni and friends of UNT.
4. Conduct estate planning seminars to identify and cultivate planned giving prospects.
5. Initiated training with external development staff to identify and qualify prospects for planned giving and estate planning services.
6. Proactively seek to identify prospects for estate planning and planned gifts through prospect research and personal observation.

Signature of Person Completing the Form:

____ Date __________________

Signature of Unit Head after Reviewing the Form:

____ Date __________________