



Division of University
Advancement

UNIVERSITY *of* WEST FLORIDA

Strategic Plan

2022-2027



Division Mission, Vision & Values

2022-2027



Division Mission

Engage key stakeholders to build affinity, inspire giving, create awareness and leverage influence to support our world-class teaching and learning environment.

Division Vision

To create a culture of engagement and intentional giving which embraces learning, innovation and creativity.



Division Values

Team-Oriented

- Respecting and being committed to your team members, shared goals and objectives.
- Ensuring that actions taken individually do not hinder the team as a whole.

Innovative

- Focusing on solution driven leadership.
- Encouraging the open sharing of ideas.
- Fostering an environment that promotes research and development.

Resourceful

- Utilizing the best people, tools and teams to ensure the highest quality results.
- Optimizing processes to increase efficiency and effectiveness.
- Being honest with others to ensure the best possible outcomes for the organization.

Mission-Driven

- Making decisions that align with department, division and University values and strategic directions.
- Aiming for long-term, strategic planning in lieu of short-term solutions.
- Communicating and demonstrating the organizational mission in all we do.

Accountable

- Providing honest feedback to produce the best work in the best ways possible.
- Defining goals and expectations to ensure continuous improvement.
- Taking ownership and pride in your work.
- Ensuring integrity in all we do.

Division Strategic Goals

2022-2027

1. Engage stakeholders by developing meaningful, mutually beneficial relationships.

- a. Actively engage campus members and communicate the structure, purpose and partnerships available in University Advancement units.
- b. Connect with external stakeholders to share University news, needs and opportunities for support.
- c. Enhance and share the benefits, opportunities and resources available for UWF alumni.

2. Improve the giving process.

- a. Improve giving site user experience.
- b. Offer flexible and varied giving methods.
- c. Improve content and timeliness of donor communications.
- d. Review current giving platforms and software and upgrade, if needed.

3. Launch the public phase of the Here for Good campaign and achieve campaign goals.

- a. Create awareness of the campaign through launch event, campaign video, micro-site and news stories.
- b. Build a fundraising strategy which connects with donors and communicates our campaign needs.
- c. Share campaign successes and milestones throughout public phase.

4. Grow and improve infrastructure.

- a. Optimize meeting rooms to provide hybrid meeting options.
- b. Evaluate all software and hardware items for efficiency, value and utilization.
- c. Outfit workspaces for optimal use for each employee.
- d. Optimize opportunities for workforce flexibility, as appropriate.

5. Share successes of our University, departments, alumni and students.

- a. Share UWF news and accolades to promote affinity and enhance recruitment.
- b. Generate local and state interest in the research and work of students and faculty to garner support and interest.
- c. Celebrate the work of our graduates to build a stronger alumni network and connect with graduates of prominence.

6. Promote academic and community connectivity through varied resources and centers of learning.

- a. Partner with outside organizations to provide educational opportunities that serve the community and provide thought provoking experiences.
- b. Provide experiential learning opportunities through student employment, fellows programs and graduate assistantships.
- c. Host events and exhibits that promote culture, arts and history within our local community to act as a catalyst for cultural growth.



ADVANCEMENT ADMINISTRATIVE SUPPORT

The mission of the Office of the Vice President administrative support team is to manage administrative operations and provide resource management and administrative support to the programmatic activities of the University Advancement division.

SCOPE OF WORK

- Operational, administrative, reception and financial support for the division
- Meeting room, schedule and event calendar management and coordination with internal and external stakeholders
- Purchasing responsibilities
- Reporting and note taking for board and committee meetings, staff and donors.
- Executive administrative support to UA executive leadership and governing support to the UWF Foundation Board of Directors
- Reviews Advancement and Foundation (DSO) policies for possible revisions or modifications.

INITIATIVES

Record Keeping

Maintains records of donors and Foundation Board meetings
Manages financial transactions including P-card purchases, budget and travel, check requests, travel vouchers, proposals and correspondence

Preparation

Manages and coordinates events and meetings by scheduling, generating agendas, preparing meeting materials, reserving rooms, inviting attendees and booking resources/catering, as needed.
Organizes and prepares mail attendee lists for division events and initiatives.

Communication

Organizes and disseminates communication for various division and department events
Disperses vital information to internal and external stakeholders in the form of updates, reminders and website documentation

2022-2027 Goals

1. Monitor and maintain UWF Foundation, Inc. website and document libraries.
2. Identify and implement new skill-building tasks to front desk student staff responsibilities.
3. Continue to search for and provide up-to-date technology and equipment for conference/meeting rooms to support growing hybrid meeting culture.
4. Revitalize the Division of University Advancement Employee Recognition Program, as needed.
5. Utilize Google Docs, Forms, Sheets, Calendar as accessible working docs between departments, when applicable.

ADVANCEMENT SERVICES

The mission of the Advancement Services team is to oversee and manage all aspects of the alumni and donor database. The team maintains the records of every constituent, donor, graduate, prospect, corporation, foundation and supporter with whom the University connects. It's our highest priority to help Development, Alumni Relations, WUWF and the UWF Historic Trust to succeed.

SCOPE OF WORK

- Train and assist DUA employees in usage of the donor database.
- Design, enforce and maintain internal controls to prevent, or detect and correct inaccurate donor information.
- Provide correct and up to date donor and alumni details, history, and contact information
- Report statistical data in support of the University's Key Performance Indicators.
- Supporting each interaction of the division behind the scenes while advancing our mission.
- Keep records robust, timely and accurate

INITIATIVES

Reporting and Data Management

Oversight and maintenance for more than 100,000 records.

Focuses on accessibility, reliability, and accountability in all reporting activities.

Divisional Support

Provides donor and alumni details, history, and contact information for those developing donor relationships. Assists with university events to make sure all compliance is met.

2022-2027 Goals

1. Upgrade and support the latest version of the constituent database.
2. Continue to improve the quality of constituent data and database security by implementing best practices recommended by industry leaders.
3. Provide accurate data for KPI reporting, surveys and research.
4. Support Advancement teams in the capital campaign through prospect management, discovery, reporting and engagement.
5. Assist and facilitate improved data for donor relations and stewardship purposes.



ALUMNI RELATIONS

Alumni Relations aims to provide networking opportunities, affinity programs, benefits, alumni chapter gatherings and special events for all 95,000+ UWF Alumni. This engagement will bolster the alumni support for the institution and build a network of strong supporters for the future of the university.

SCOPE OF WORK

- Identifying and engaging alumni
- Sharing inspiring stories of the past, present and future of UWF and our community
- Educating and building a culture of student and young alumni philanthropy
- Providing opportunities for alumni to connect through events, travel opportunities, online experiences and social media

INITIATIVES

Events

- Hosting Signature Events (Homecoming, Golden Graduates, Founders Week)
- Organizing professional development & networking opportunities
- Partnering with other campus entities and board to host events

Outreach/Communication

- Collaborating with Institutional Communications to produce Connection Magazine
- Running active and engaging social media channels
- Promoting, celebrating and sharing stories about our alumni

Student/Young Alumni Philanthropy

- Coordinating University Ambassador program
- Offering Graduates of the Last Decade programming
- Promoting Graduation Medallions

Fundraising

- Promoting alumni participation (Argo Dollar, DOG, Sustaining Alumni)
- Offering alumni sponsorships and affinity partnerships
- Identifying alumni for Leadership Annual Giving/Major Giving pipeline

2022-2027 Goals

1. Achieve annual alumni participation goal.
2. Sustain and create revenue generating activities to support efforts of Alumni Relations team.
3. Expand reach to new and diverse alumni by increasing and formalizing city chapters and affinity networks.
4. Host high-impact signature events during Homecoming, graduation season and Founders Week to engage alumni at times of strategic importance. Supplement these events with an array of virtual and in-person events throughout the year.

DEVELOPMENT

The mission of Development is to engage and involve key stakeholders in order to cultivate lifelong relationships and connections to the University of West Florida. This team creates innovative strategies to provide additional value and benefit to the UWF donor experience and to increase the number of gifts, pledges and annual donors in support of students and programs.

SCOPE OF WORK

- Foster deeper relationships between donors, alumni, students and staff through implementing a comprehensive stewardship plan.
- Deliver a variety of unique experiences that engage existing and potential donors.
- Assist the DUA by creating stewardship plans that enrich the experience our donors have with the university and instilling trust.
- Continue to upgrade and improve donor relations reporting and engagement.
- Continue to increase collaborative, university-wide efforts to connect donors to our organization proactively and intentionally.

INITIATIVES

Discovery

Work with Advancement Services and Alumni to actively identify potential new donors and connect them to the university.

Cultivation

Engage with donors to determine passion points, capacity and accommodations for giving.

Provide a variety of unique experiences that engage existing and potential donors.

Solicitation

Deliver a comprehensive solicitation strategy to include both annual, major and planned giving.

Offer information to university initiatives that require support.

Stewardship

Strengthen and maintain relationships between donors, alumni, students, faculty and staff through implementing a comprehensive stewardship plan.

Deliver a variety of experiences that engage existing and potential donors.

Ensure consistent outreach and connection to the university.

2022-2027 Goals

1. Improve the giving process to create efficiency for donors and staff.
2. Fulfill 100% of our established annual goals.
3. Successfully complete the public phase of the Capital Campaign.
4. Increase mid-level giving support.
5. Increase board member engagement and stewardship.

FOUNDATION

The mission of the UWF Foundation is to ensure the responsible and ethical management of donor dollars, and to support fundraising and related activities.

SCOPE OF WORK

- Steward all donor funds
- Track donor gifts and pledges and process gifts in a timely manner.
- Provide fiduciary services to Housing & Residence Life including monitoring bond covenants and debt service
- Design, operate and maintain internal controls to prevent, or detect and correct misstatements on a timely basis.

INITIATIVES

Successfully manage the total investment pool.

Manage and pay expenses for Foundation and University operations including payroll, travel, scholarships and program services

Support the UWF Foundation Board of Directors

2022-2027 Goals

1. Earn clean audit opinions.
2. Optimize reporting systems and processes.
3. Utilize EFT payment solutions for receipt of funds and payment of funds.
4. Manage funds on behalf of the University and coordinate the use of those funds for scholarships, reimbursements and programmatic expenditures.
5. Manage investment advisor relationship and oversee investment pool.



INSTITUTIONAL COMMUNICATIONS

The mission of the Office of Institutional Communications is to build awareness, increase visibility and enhance support for the institution. OIC is the central marketing and communication team for the University of West Florida.

SCOPE OF WORK

- Institutional Branding and Visibility
- Institutional and Presidential Goals/Priorities
- Executive Leadership Communications
- Externally-Focused Divisional Communications
- Campus Communications Support and Brand Management
- Advisory Services to Communication Liaisons and Academic Communicators

INITIATIVES

Visibility

Maintain and enhance the visibility of the institution and position UWF as a nationally recognized, innovative University. Maintain and enhance presidential and executive leadership communications to increase the visibility of the institution.

Communications

Implement integrated communication plans and strategies for institutional goals and externally focused communications. Externally focused Divisional Communications impacting the institution's brand and visibility.

Execute integrated communication plans and strategies for enrollment.

Maintain the liaison model and provide additional support, assets and resources to the campus community.

2022-2027 Goals

1. Develop and launch a new brand campaign.
2. Expand local, state-wide and national publicity reach.
3. Increase follower counts across all institutional social media platforms by 5% over the next five years.
4. Increase and strengthen brand compliance across campus through annual internal brand reviews.
5. Bolster website accessibility to meet Web Content Accessibility Guidelines 2.2 AA compliance.



UWF HISTORIC TRUST

The UWF Historic Trust aims to offer public and educational experiences for the enrichment and benefit of the university and community. The Trust is a multi-functional organization, operating an archive, research, preservation, and museums with local connections and a global reach.

SCOPE OF WORK

- Operate and maintain 32 historic buildings, museums, and archaeological sites.
- Curate engaging exhibitions that address and amplify important cultural, historical and artistic narratives.
- Design interactive and dynamic public programs focusing on art and historical enrichment including educational programs and classes, living history interpretation, lectures, gallery talks, film screenings, performances and symposia.

INITIATIVES

Education

Produce and present classes, workshops, exhibitions and lecture series for local and national audiences.

Provide experiential learning opportunities and high-impact practices for UWF students through departmental partnerships and academic programming.

Outreach

Engage in meaningful community outreach through partnerships and events.

Assist with the needs of the greater community by providing experiences and resources otherwise unavailable to our local community.

Preservation

Collect, preserve and interpret historical, cultural, and aesthetic objects.

Partner with other cultural and heritage organizations to share collections best practices.

2022-2027 Goals

1. Continue to implement the visitor experience service plan to attract new and diverse audiences, provide stellar member experiences, expand visitor opportunities for on-site interactions, and improve visitor amenities and accommodations.
2. Enhance, sustain and increase opportunities for educational programming.
3. Ensure continuity of work by increasing full-time and part-time workforce members by hiring specific vital positions.
4. Increase funding by
 - a. garnering donor, grant and governmental support and
 - b. building additional revenue streams.

WUWF

WUWF Public Media aims to apply research and best journalistic practices in developing a comprehensive multi-platform regional news, music, and cultural arts service capable of moving public service and audience engagement to the next level.

SCOPE OF WORK

- Provide local, national and international news, music and local public affairs programming through multiple platforms
- Identify and pursue strategic community partnerships
- Provide a platform for UWF faculty to share academic research with the general public
- Earn revenue to assure sustained growth of the organization.
- Serve as a primary source of emergency information for students, faculty and staff

INITIATIVES

Programming

Produce a robust mixture of international, national, and regional programming and local events.

Collaborate with faculty to create program content through interviews and features

Meet and exceed the highest standards of public service in journalism and cultural expression

Giving Initiatives

Provide a legacy giving action plan

Apply research and best practices to maximize the efficiency and effectiveness of resource acquisition

Outreach & Engagement

Ascertain regional issues of importance.

Pursue strategic partnerships to provide enhanced programming and community support

Critical Emergency Infrastructure

Assure continuity of operations in times of emergencies.

Perform annual equipment checks to ensure reliability of broadcast infrastructure

Remain active in state association of public media to continue support of operations

2022-2027 Goals

1. Fully implement our “digital first” multi-platform action plan.
2. Meet or exceed revenue goals through individual gifts, corporate support, special events, and the WUWF Legacy Endowment Campaign.
3. Successfully continue execution of RadioLive, GGAF Main Stage, Tidings of Comfort & Joy, Acoustic Interlude Sessions, WUWF Book Club, and other engagement activities.
4. Engage in meaningful partnerships with community partners in the promotion of and technical assistance with cultural events.
5. Secure funding from FLDOE and other sources to replace the Bldg 88 emergency backup power system and other infrastructure needs to ensure emergency preparedness.
6. Continue to maintain a clean record of annual external audits and eligibility for Corporation for Public Broadcasting and Florida Department of Education funding.