

Administrative Unit Assessment Report

Assessment is a term commonly used to encompass the process of gathering and using evidence to guide improvements.

SACSCOC requires that "The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of seeking improvement based on analysis of the results".

Be sure to **SAVE** your progress as you work!

Administrative Unit

University Relations and Publications

Submission Year

2022-2023

Assessment Coordinator Name

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Enter Assessment Coordinator Email

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Unit Goal

Goal

Goal 1

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal

To support the Office of Admissions through timely completion of promotional materials.

Pillar of Success Supported

Selective, Competitive Recruitment and Enrollment of Ambitious and Talented Students

Outcomes

Outcome 1

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Completion and delivery of the Admissions Viewbook in time for the new admissions recruitment cycle.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

Lander Admissions Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"

Lander Admissions Viewbook is reviewed, updated, printed and returned to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"

Lander Admissions Viewbook is reviewed, updated, printed and returned the Office of Admissions on or after Oct. 2.

Assessment Measure Used

University Relations Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Viewbook delivery date: 10/29/21.

Score (Met=3, Partially Met=2, Not Met=1)

1

Comments/Narrative

The viewbook is the largest printed recruitment piece for the Office of Admissions. For it to be produced in time for the fall recruitment cycle, a production schedule allowing time for review, design, editing, print and delivery is necessary.

In 2021, the Office of University Relations outsourced production on five of our major recruitment-cycle marketing pieces, including the viewbook. The purpose of this outsourcing was to completely overhaul the University's major recruitment pieces in one cycle, which would not have been possible with in-house staffing and resources. As part of the outsourcing, the production timeline on the viewbook was adjusted to accommodate this process. This resulted in delays that impacted the delivery of the viewbook, as it was moved down in the cycle in order to complete other priority pieces first.

The outsourcing was a one-year contract, with University Relations resuming control of production and delivery for the 2022-23 cycle, which will move the viewbook back to into its normal production schedule moving forward.

Resources Needed to Meet/Sustain Results

\$2,500 annual - iStock Premium+Video subscription

Explanation of How Resources Will Be Used

Because of the number of additional projects required of our office, an annual subscription to iStock Premium + Video would be used to help expedite projects with pre-built graphics, stock photos and templates. This subscription level also provides access to video and music, which would be beneficial for our video projects. This level of subscription would support our design and audio/visual staff with access to 25 downloads per month.

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders

(alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Completion and delivery of the Admissions Travel Viewbook in time for the new admissions recruitment cycle.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"

Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"

Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or after Oct. 2.

Assessment Measure Used

University Relations Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Travel Viewbook deliver date: 9/22/21

Score (Met=3, Partially Met=2, Not Met=1)

2

Comments/Narrative

The Admissions Travel Viewbook is a condensed version of our larger Viewbook, and it is used primarily by Admissions Counselors during their travel to college fairs, high schools and other recruitment events. As with the Viewbook, the Travel Viewbook is a significant recruitment piece for the Admissions Office; and, like the Viewbook, the Travel Viewbook undergoes an annual update each summer to incorporate copy changes and new photography.

Similar to our viewbook, production on the travel viewbook was outsourced during the 2021-22 academic year in order to accommodate a complete overhaul on the University's major recruitment pieces. The travel viewbook was completed first in this new process, with proofs OK'd by the University on 8/25/21. The University coordinated printing on this piece, but due to the complexity of the design and specialty inks required, the printing took longer than usual (mainly due to additional drying and folding time required). Delivery occurred 9/22/21.

The outsourcing was a one-year contract, with University Relations resuming control of production and

delivery for the 2022-23 cycle, which will move the travel viewbook back to into its normal production schedule moving forward.

Resources Needed to Meet/Sustain Results

See Goal 1, Outcome 1.

Explanation of How Resources Will Be Used

See Goal 1, Outcome 1.

Outcome 3

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

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Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Completion and delivery of the Admissions Mass Distribution Brochure/Search Piece in time for the new admissions recruitment cycle.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and delivered to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"

Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and delivered to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"

Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and returned to the Office of Admissions on or after Oct. 2.

Assessment Measure Used

University Relations Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Mass Distribution Brochure Delivery Date:
10/08/21

Score (Met=3, Partially Met=2, Not Met=1)

1

Comments/Narrative

The Mass Distribution Brochure/Search Piece is the highest quantity piece produced by the University

Relations office, with approximately 100-125k brochures printed and mailed. In many cases, it is the first point of contact with a prospective student; as such, it is an extremely significant project that requires close attention to detail, not only with design and editing, but also with printing and production fulfillment (folding, tabbing and mailing).

As part of our outsourcing of recruitment pieces to Stamats in 2021, the first-contact piece was completely overhauled to match our new branding and incorporate digital variable print, which had not previously been a possibility due to in-house resources. As with the other pieces coordinated by Stamats, the first-contact piece was produced later than our original timeline, as we worked with the company to gather information and complete proofing and printing. Stamats' first design was provided to the University 9/8/21, with a final design approved 9/10/21.

Upon sign-off of proofs, the University learned that the variable print would drive the cost of printing well outside of our budget, so printing was temporarily paused until additional options could be discussed. The personalization was removed, and final approval granted 9/28/21. Mailing took place 10/08/21.

The outsourcing was a one-year contract, with University Relations resuming control of production and delivery for the 2022-23 cycle, which will move the first-contact (search) piece back to into its normal production schedule moving forward.

Resources Needed to Meet/Sustain Results

See Goal 1, Outcome 1.

Explanation of How Resources Will Be Used

See Goal 1, Outcome 1.

Outcome 4

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

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Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Completion and delivery of the Financial Aid Notification (FAN) Piece in time for the first mailing of financial aid notification letters.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

The Financial Aid Notification (FAN) letter is designed, proofed and final files provided to the printer by December 15.

Performance Target for "Partially Met"

The Financial Aid Notification (FAN) letter is designed, proofed and final files provided to the printer after December 15 but prior to January 1.

Performance Target for "Not Met"

The Financial Aid Notification (FAN) letter is designed, proofed and final files provided to the printer after after January 1.

Assessment Measure Used

University Relations Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

FAN Files Provided to Printer: 11/17/21

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

In the 2021-22 academic year, the Financial Aid Notification (FAN) brochure was added to our list of major recruitment pieces, in order to personalize admitted students' letters explaining their awarded aid. Previous letters had been produced by the Financial Aid Office; by bringing the piece into the University Relations portfolio, we were able to use variable data to highly personalize the brochure to each student, and add visual elements to make it more appealing and effective as a part of our recruitment efforts. This piece falls later in the recruitment cycle with first mailing taking place in December and is one of the final professionally printed pieces prospective students receive.

Resources Needed to Meet/Sustain Results

See Goal 1, Outcome 1.

Explanation of How Resources Will Be Used

See Goal 1, Outcome 1.

Goal Summary

Goal Summary/Comments

In the 2021-22 academic year, the Office of University Relations partnered with an outside design firm to completely overhaul the University's major recruitment pieces, giving them a fresh new look and personalization touches that helped increase their appeal and effectiveness. Though the design was outsourced, the University coordinated text updates and procurement of information, photos and other materials used to update each piece, as well as coordinated proofing on all pieces and printing on several of them.

While outsourcing the design portion allowed us to focus on content, it did create significant delays in production that impacted delivery of the viewbook, travel viewbook and first contact piece, as reflected in our unit goal outcomes. These delays were further hampered by paper shortages and other challenges that have plagued the print industry following COVID-19. As a result, our recruitment pieces arrived later than expected; however, the University still experienced record enrollment and applications for the 22-23 academic year, indicating that the pieces were effective recruitment tools, even if delivered later in the recruitment season.

Changes Made/Proposed Related to Goal

Looking ahead, the University will no longer be outsourcing the design component of our recruitment pieces. This will allow us to resume our normal production schedule and should help prevent the delays seen in the 2021-22 academic year.

Additionally, we anticipate challenges from COVID-19 will continue to impact printing, and as such, we

will continue to evaluate our production schedule for further adjustments that can help improve efficiency and reduce production time. Because of this, our outcome goals may need to be adjusted in future assessment cycles to reflect any changes that are made.

Upload Files (if needed)

Goal 2

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal

To build community awareness of Lander University's programs and initiatives; and to strengthen engagement of students, employees, alumni, donors, prospective students and community members through regular distribution of information via traditional and digital platforms.

Pillar of Success Supported

Highly-Valued Community Partner

Outcomes

Outcome 1

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What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Number of articles, announcements, captions and advances distributed to campus and the public via traditional, digital and emerging media platforms over a 12-month period.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

Distribution of 200 or more articles/captions/advances/announcements to campus and the public via traditional, digital and emerging media platforms over a 12-month period.

Performance Target for "Partially Met"

Distribution of 100-199 articles/captions/advances/announcements to campus and the public via traditional, digital and emerging media platforms over a 12-month period.

Performance Target for "Not Met"

Distribution of fewer than 100 articles/captions/advances/announcements to campus and the public via

traditional, digital and emerging media platforms over a 12-month period.

Assessment Measure Used

University Relations Print & Digital Archives

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Number of articles/captions/advances in 2021: 251

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

Using a 49-week calendar (to account for university closures at holidays and breaks) the above expected outcome criteria reflect an average of 4-5 press releases per week, allowing time for story development, interviews, writing, photography and event coverage. This frequent, consistent release of information regarding the University and its initiatives helps build awareness among current and prospective students, faculty, staff, alumni, donors and community members, and it helps promote a positive image of the University and its programs.

Throughout 2021, the writing staff issued more than 250 press releases and articles for an average of 5.1 stories per week. This represents an approximately 17% decrease over 2020 numbers, which were inflated due to necessary COVID-19 communications; however, it is still approximately 87% more releases than 2019.

Although quantity is less than last year, the quality of written releases and articles has improved and includes longer, in-depth feature stories that highlight our programs and people. This intentional shift from "quantity" to "quality" has allowed writers to dedicate more time to story development, interviews and research. Additionally, more focus has been placed on student-centered "I am Lander" features that also include companion videos that help expand our exposure and reach with each release.

Resources Needed to Meet/Sustain Results**Explanation of How Resources Will Be Used**

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

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What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Social Media Engagement: Followers gained across all platforms.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

Obtain 1,000 or more followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Performance Target for "Partially Met"

Obtain 500-999 followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Performance Target for "Not Met"

Obtain fewer than 500 followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Assessment Measure Used

Lander University social media dashboard.

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Total followers gained (Facebook, Twitter, Instagram, LinkedIn): 3,007

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

The Office of University Relations has maintained the University's official social media accounts since 2015, with the goal of using the platforms to increase awareness of campus news and events through regular sharing of articles, photos and videos. In 2017, we dedicated additional staff hours to social media, which has continued through 2021. These efforts have allowed us to surpass our assessment targets for the sixth consecutive year.

In 2021, we gained 3,007 new followers across major platforms: Facebook-1,271; Instagram-1,503; Twitter-24; and LinkedIn-209. This represents a 15.5% increase in followers gained on Facebook, and a 49.6% increase on Instagram, our two largest platforms. Twitter and LinkedIn saw much slower growth; this trend is expected to continue due to the changes in how we use those platforms, as well as how users engage with content on those platforms.

Looking ahead, we plan to shift content on Twitter to more of a daily events listing and news items, leaving features and visual content to platforms that are better suited for that type of post. This should help us resume growing that platform at a faster rate. Additionally, we are adding new social media platforms, such as TikTok, which will help us sustain our overall rate of growth by reaching new users.

Resources Needed to Meet/Sustain Results

\$10,000-15,000

Explanation of How Resources Will Be Used

This funding would allow us to purchase SproutSocial, which is a powerful platform for publishing, listening and analyzing social media content and engagement. SproutSocial is more customizable for our needs and would help us maximize the staffing and resources we currently have dedicated to social media. It would also assist with monitoring content generated by other University-based social media accounts, which play an important role in our overall brand and reputation.

This would also provide funds for our staff to attend professional development opportunities related to social media, such as new and emerging platforms, current best-practices, growing audience engagement, content development and marketing.

Outcome 3

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

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What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Social Media: Audience reach and engagement across all platforms.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

Maintain an average weekly reach of more than 30,000 across all platforms.

Performance Target for "Partially Met"

Maintain an average weekly reach of 20,000-29,999 across all platforms.

Performance Target for "Not Met"

Maintain an average weekly reach of less than 20,000 across all platforms.

Assessment Measure Used

Lander social media dashboards.

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Average total weekly reach: 38,169

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

Social media continues to be a significant part of public relations and communications efforts. The University Relations team aims to consistently release information through our social media channels, which contributes to a healthy reach and keeps audiences informed and engaged with content.

In 2021, average weekly reach equaled approximately 38,169, which is consistent with the previous year (39,442). Our total engagement for the year was approximately 1.9M reach, reactions, comments and shares across our main platforms, which included: 140,264 reactions, 5,074 comments and 10,578 shares on Facebook (approx. 881% increase over 2020); and 70,132 reactions and 2,537 comments on Instagram (approx. 151% increase over 2020).

Resources Needed to Meet/Sustain Results

See Goal 2, Outcome 2.

Explanation of How Resources Will Be Used

See Goal 2, Outcome 2.

Goal Summary

Goal Summary/Comments

The University Relations Office continues to release information on a consistent basis, to as many people as possible, to help build a positive image and awareness of the University among the Lander community and general public.

In 2021, staff continued building off of momentum established during the previous year, with an intentional shift toward more in-depth features and profile stories. This generated high-quality content for both press releases and social media/website use; it also resulted in continued strong numbers with our social media efforts, including significant growth on our largest platforms (Facebook and Instagram). This strong performance with engagement is made even more significant when compared to 2020 numbers, which were impacted by increased communication related to COVID-19.

Changes Made/Proposed Related to Goal

Because of the growth of social media and its importance with the University's branding and overall reputation, we determined that a full-time position is necessary to manage day-to-day posting, engagement and listening/monitoring. This staff member was added in 2022 and will allow us to better gauge the effectiveness of our current content and generate new, creative ideas for expanding our reach and engagement. As a result, we expect to be able to add additional social media outcomes for future assessment cycles.

Upload Files (if needed)

Goal 3

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal

To build alumni and donor connections through the distribution of the Lander Magazine.

Pillar of Success Supported

Engaged and Supportive Alumni

Outcomes

Outcome 1

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Lander Magazine – Spring Issue produced for alumni, donors and friends of the University.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

Spring issue files are delivered to the printer on or before the last working day of May.

Performance Target for "Partially Met"

N/A

Performance Target for "Not Met"

Spring issue files are delivered to the printer after the last working day of May.

Assessment Measure Used

University Relations Magazine Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

No spring 2021 magazine was published (hiatus).

Score (Met=3, Partially Met=2, Not Met=1)

Comments/Narrative

Through high-quality content, design and photography, the Lander Magazine provides the University with positive exposure for its students, alumni, faculty, staff and programs. The project involves every member of the University Relations staff and takes several months in preparation and production, from writing and photography to design and proofing.

In 2020, work on the Lander magazine was halted due to COVID-19 impacts, which included budgetary limitations and staffing/resource limitations. This printing hiatus was continued in 2021, in order to allow the University to focus on necessary communication regarding the ongoing pandemic, as well as a change in staffing/priorities within the Office of University Relations. Feature stories were instead published via the University's social media/website and issued as press releases to news outlets. This ensured that alumni and readers still had access to high-quality content and information from the University.

Because no magazine was produced, this performance target cannot be assessed for 2021.

Resources Needed to Meet/Sustain Results

\$10,000

Explanation of How Resources Will Be Used

The costs associated with producing and mailing the magazine increased approximately 13% between 2017-2019 (the cost of the Spring 2017 issue was \$16,928; Spring 2018, \$19,073; and Spring 2019, \$19,121).

Although no issues were printed in 2020 or 2021, printing costs have increased dramatically over that timeframe due to inflation of ink, paper, freight and mailing. Additionally, the University's alumni base continues to grow in size as a result of higher enrollment, which means that the quantity of magazines will need to be adjusted higher to include reaching those additional alumni.

A permanent increase of \$10,000 to the printing budget would help cover these rising costs for two issues a year, while allowing us to maintain our standards of high quality in the look and content of the magazine.

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

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Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Lander Magazine – Fall issue produced for alumni, donors and friends of the University.

Timeframe for this Outcome

2021 Calendar Year

Performance Target for "Met"

Fall issue files are delivered to the printer on or before the last working day of December.

Performance Target for "Partially Met"

N/A

Performance Target for "Not Met"

Fall issue files are delivered to the printer after the last working day of December.

Assessment Measure Used

University Relations Magazine Publication
Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

No fall 2021 magazine was published (hiatus).

Score (Met=3, Partially Met=2, Not Met=1)

Comments/Narrative

Due to ongoing challenges related to the COVID-19 pandemic, the fall 2021 issue of Lander Magazine was cancelled. (See Comments/Narrative from Outcome 1.) Because production on the fall issue was halted, this performance target cannot be assessed for 2021. It is anticipated that production will resume in 2022, as long as resources are available.

Resources Needed to Meet/Sustain Results

See Goal 3, Outcome 1.

Explanation of How Resources Will Be Used

See Goal 3, Outcome 1.

Goal Summary

Goal Summary/Comments

Mailing dates were adjusted in 2018 to reflect a longer production time, moving to the last working day of May (Spring issue) and last working day of December (Fall issue). As in 2020, magazine production was halted in 2021 due to ongoing challenges associated with staffing and resources in the wake of the COVID-19 pandemic.

Because of the importance of the Lander magazine - both as a communication tool and as a recruitment piece for students and fundraising - the University Relations Office plans to resume production of the magazine in 2022. However, rising costs of paper and postage may require an adjustment to the frequency (1 or 2 issues per year) or mode of production (i.e., printed vs. digital), which may impact our production schedule, and as such, require changes to our outcomes and goals.

Changes Made/Proposed Related to Goal

When production can be resumed, the amended performance target dates will be utilized once again to ensure the magazine can be produced, printed and mailed in a timely manner. Additionally, outsourcing a portion of the magazine - such as writing, design or editing - may be helpful if challenges related to the pandemic or staffing continue to persist.

Upload Files (if needed)