

STETSON UNIVERSITY



ROLL AHEAD GOALS PROGRESS REPORT: FEBRUARY 2022

ROLL AHEAD TO 2022

On May 3, 2019, the Stetson University Board of Trustees approved a shortened, Roll Ahead Strategic Map Goals document based on the 2014-2019 Strategic Map to guide the direction and focus of the university for the next two years.

Organized around the six roll ahead themes, this report documents the significant impacts and accomplishments achieved within the last year.

LEARNING EXCELLENCE

Through annual cycles of curriculum review and overall insight into our instructional programs, develop advanced methods to assure the highest opportunities for student learning. Examples of this include review and revision of first-year seminars and FOCUS Orientation, expansion of student access to meaningful experiential learning experiences, continued improvement as a result of program review, and more universal implementation of academic and non-academic assessment.

Experiential Learning: continues to be a core curricular initiative in the School of Business Administration, School of Music and the College of Law, and a distinctive element in many programs for the College of Arts and Sciences. Recent innovations include:

- Introduction of a [Certificate in Professionalism](#) in the School of Business Administration. This certificate program has several features designed to prepare students for their future at work, such as five in-person seminars; three virtual networking meetings featuring peer to peer mentoring; three virtual book club meetings discussing issues in leadership; several workshops in networking, current events and advanced communication skills; and the completion of a micro-internship. Within the first week it was introduced, over 130 students submitted an interest application for one of the 30 seats of the inaugural cohort.
- The impending launch of the Dick and Joan Jacobs Public Interest Law Clinic for Democracy and the Environment at the College of Law. This in-house legal clinic will provide opportunities for students to participate in legal representation of individuals and organizations in litigation, administrative rulemaking, legislation and other forms of public policy advocacy. Students participating in the clinic will be supervised by a full-time faculty member, and the College of Law is currently engaged in a national search to identify leading attorneys and scholars for that position.

Assessment and Accreditation: completing reaffirmation in the School of Business and School of Music in 2021, and advancing our three-year reaccreditation process with the [Southern Association of Colleges and Schools Commission on Colleges](#), these efforts have been core to our work over the past year. Advancements include:

- Program reviews for a variety of departments and interdisciplinary programs throughout the university, including in 2021 Creative Arts; History; Journalism; Psychology; and Russian, Eurasian, and East European Studies among others. Each review results in development and implementation of an action plan.

- Comprehensive engagement in the annual assessment process and efforts to revitalize our engagement with assessment coordinators across the institution. In working with units across the campus on instructional and non-instructional assessment, and enhancing the quality of the assessment, we are securing full participation, with 100% compliance across all units at the university.
- Submission of our Compliance Certification Report and [Quality Enhancement Plan](#). We received excellent feedback resulting in very few instances of the Off-Site Review Committee requesting additional clarification on our demonstration of a case for compliance. On average, institutions have 15.7 principles cited, whereas Stetson University only had nine.

Facilities and Equipment: Following the renovation of Sage Hall in Summer 2021, new interdisciplinary laboratories, including dedicated spaces for cell and tissue culture and microscopy, are enhancing student and faculty research. We have begun construction on the 42,000 sq. ft. Cici & Hyatt Brown Hall for Health & Innovation, with an expected opening in November.

Emphasis on Grant-seeking Efforts and Results: Following the decision to continue our collaboration with [McAllister & Quinn](#), we continue to experience a remarkable level of grant seeking success. A few examples include:

- A \$1.7 million award from the [John Templeton Foundation](#) for “[Catalyzing a Cultural Shift toward Effectively Integrating Religious and Spiritual Competencies in Mental Health Care Through Training and Systems-Level Change](#),” a grant project led by [Jesse Fox, PhD](#), associate professor of counselor education, is the largest single-investigator faculty research project in Stetson University’s history.
- Stetson University’s first grant from the [Andrew W. Mellon Foundation](#), [Seeding Justice](#), will fund food studies courses on the DeLand campus and at the Tomoka Correctional Institution taught by a postdoctoral fellow.
- A grant from the [Health Resources and Services Administration](#) (part of the Department of Health and Human Services) through the Behavioral Health Workforce Education and Training program will fund the [Hatters Behavioral Health Coalition](#), proposed as an initiative “to increase the number of Stetson’s master’s level counselor education graduates from underrepresented groups who will specialize in integrating behavioral health into primary health care facilities, thereby providing greater access to mental health services for medically underserved populations.”

Strengthening Programs: Stetson University continues to innovate in existing and new programs, as well as offer existing programs in new locations. Select examples include:

- The Business Foundation Curriculum Taskforce led by [Stuart Michelson, PhD](#), Roland and Sarah George Professor of Finance, and comprised of faculty from all academic areas is assessing the effectiveness of the curricular changes implemented in 2020 by the School of Business Administration. The goal of this assessment is to identify areas of improvement and make the necessary changes, if any, to strengthen our students’ learning experience and enhance their ability to compete in an everchanging professional landscape.
- The College of Law is working to assure student achievement at the highest level through the development of a robust academic success program designed to supplement the first-year required curriculum: Essentials for Law School Success Program. It is designed to help students understand

how to learn and analyze the law and, ultimately, pass the bar exam.

- Curriculum redesign is being considered in several areas, particularly in the School of Music (the first complete reconsideration of the curriculum since the move to a unit curriculum in 2012) and the Finance Department of the School of Business Administration, where there is an intentional interdisciplinary effort to increase finance students' abilities in math and computer science.

New initiatives:

- Samantha Wheeler began her role as the university's first full-time health professions advisor in August. In addition to engaging with nearly 500 students through a pre-health course on the Canvas learning management system, she has advised students through individual and group meetings, established shadowing and internship opportunities, and created an expanded array of virtual and in-person health professions programs and events.
- Members of the College of Arts and Sciences Advisory Board, working closely with Career and Academic Success, the Office of Development, the Biology Department and the Health Sciences Department have launched the Explore to Soar Program. The initiative aims to create experiential learning opportunities for students, connect students to alumni networks, offer mentorship, provide financial and other resources, and improve post-graduation outcomes.
- Implementation of [FSEM Professional Pedagogical Development Grants](#). These \$2,000 summer grants allowed six faculty members to add new voices to their syllabi in ways that advanced the number of different perspectives students were exposed to in these courses.
- Expanding course internationalization through faculty professional development, including:
 - Launching the [Curriculum Enhancement through Global Learning Initiative](#) to provide Stetson University faculty with concrete tools, grounded in theory and with measurable outcomes, for globalizing courses including global learning frameworks, content, activities and teaching strategies.
 - Implemented the Curriculum Enhancement through Global Learning Mini-Grants Program; awarded 11 faculty mini-grants (\$500 each) to internationalize courses during Summer 2021 by infusing at least two draft general learning outcomes into new or existing Fall 2021 courses.
 - Implemented a virtual two-hour Curriculum Enhancement Through Global Learning Workshop where the consultant, [Hilary Landory, PhD](#), associate professor of education and executive director of the Office of Global Learning Initiatives at Florida International University, offered to grantees a toolkit of strategies for getting started with internationalizing courses.

DEMAND, NATIONAL REPUTATION AND VALUE PROPOSITION

In concert with new and continuing deans, the provost and vice presidents of Enrollment Management, CLaSS and Marketing will develop and strengthen distinctiveness in our academic and campus life with demonstrated improvement in outcomes as measured by employment and graduate school enrollment in outcomes surveys. We will pursue increased national reputation for faculty scholarship and creative activity, as well as athletic competitive excellence.

DEMAND

Enrollment Management: continued efforts in the 21-22 recruiting cycle to emphasize Early Decision, Early Action I and Early Action II prospects.

Academics: partnered on the DeLand campus with enrollment management on revitalizing campus tour, improving materials sent to prospective students and signage around campus.

Development and Alumni Engagement: created relevance-led marketing of Stetson University's needs and increasing visibility through printed, digital, and multi-media strategies and provided consistent and robust engagement and messaging on the combined effect of relationship building and philanthropic support, especially in the younger and non-active alumni population.

NATIONAL REPUTATION

Academics: Began construction of Cici & Hyatt Brown Hall for Health & Innovation which will open in November and completed Stage 1 renovations of Sage Hall, our primary science facility.

Rankings

- U.S. News and World Report (March 2021) listed Stetson University's College of Law as No. 2 in advocacy and No. 5 in legal writing. The College of Law has been in the top five in both advocacy and legal writing since the categories were first established.
- U.S. News and World Report (September 2021) listed Stetson University as a top five regionally ranked university, South, as well as rankings for Best Undergraduate Teaching, No. 11 (tie); Best for Veterans, No. 12; Best Value Schools, No. 13; and Best Social Mobility, No. 24.
- For the seventh straight year, The Princeton Review included Stetson University in its list of top 10-15% of colleges and universities in the United States, *The Best 387 Colleges: 2022 Edition*.
- The Princeton Review named the Stetson University Digital Arts Program one of the 50 "Top Game Design Schools 2022" and one of only three in Florida.

VALUE PROPOSITION

Athletics: advanced planning and fundraising, securing over \$12 million in gifts, pledges, and City of DeLand financial commitment, in support of new and renovated facilities to increase handicap accessibility, as well as Division I competitive basketball, soccer, lacrosse, volleyball, and baseball facilities.

Academics

- Rebounding post-graduation data for undergraduate students shows broad increases in job and graduate school success.
- Return to full staffing (though some interim) in both career and success areas and reconfiguration of the career services area to combine with academic success and report through Academic Affairs.
- Substantial work at the College of Law to identify graduates, including those who graduated many years ago, who will be first-time bar takers and provide them with increased support for their preparation. This, in addition to a 2021 comprehensive study with BARBRI of our academic success and bar preparation services, has resulted in a substantial increase in bar passage, dramatically improving our most recent results which place Stetson as 4th among Florida Law Schools and yielded the best pass rate since July 2016.

EQUITY

To assure broad understanding of Stetson University's goals for providing an inclusive environment: concentrating on training opportunities for more inclusive searches, stressing the evolution into being a more open and respectful community and adopting best practices in ways to promote equitable policies and practices within and throughout our campuses.

University-Wide Campus Climate Action Plan: Following the [2020 Campus Climate Survey](#) process, Stetson University formed an Equity and Inclusion Leadership Team, which coordinated three university-wide, grassroots working groups charged with generating short- and long-term recommendations to help address the survey results, which predominantly included equity and inclusion concepts. The working groups were as follows: [Stetson Culture](#), [Relationship between Stetson and DeLand](#) and [Inclusive and Transparent Communication](#). The groups' comprehensive reports were released in July 2021, communicated to the university community through two webinars, including a Rolks Report presentation in September 2021.

In July 2021, several of the working groups' recommendations were compiled into a working, two-year [Campus Climate Action Plan](#). The action plan consists of four phases, each with a set of concrete action items for our community to evaluate and/or implement. This plan was presented to the community during the September 2021 Rolks Report along with multiple office hours and presentations to several university offices and groups. Phase 1, Building a Culture of Respect, began in Fall 2021 and the transition into Phase 2, Cultivating Strong and Collaborative Relationships, begins in Spring 2022. Some of the progress made during Phase 1 through February 2022 include:

- The Office of Community Engagement and Inclusive Excellence collaborated with the Campus Climate Action Plan to focus the theme of [Values Day](#) in Fall 2021 on the Phase 1 theme: Building a Culture of Respect. The presentations from Values Day are being reviewed for ongoing and expanded conversations with the community in Spring 2022.
- Starting in Fall 2021, Stetson University began the development of a university-wide equity and inclusion website to amplify our diverse community, programming, and initiatives from across the university's campuses and centers. This effort includes ongoing research and anticipated publication of Stetson University's history and achievements in equity, diversity and inclusion.
- In collaboration with DeLand's Office of Diversity and Inclusion and the College of Law's Committee of the Florida Law School Consortium for Racial Justice, Stetson University is evaluating the development of formalized and consistent orientation and training opportunities for students.

Executive Officer for Diversity, Collaboration and Inclusion: Also in July 2021, Stetson University appointed its first executive officer for diversity, collaboration and inclusion, a cabinet-level position that is responsible for coordinating campus climate efforts on behalf of the President's Cabinet and amplifying equity and inclusion collaboration across the university's campuses and centers. The executive officer launched the Campus Climate Action Plan in Fall 2021 along with a listening tour throughout the university. The executive officer also reformed Stetson University's diversity committee, the Equity and Inclusion Strategy Group, which will begin meetings in Spring 2022, with a focus on amplifying collaboration and support of equity and inclusion work.

Academic Affairs and Faculty Senate: The College of Arts and Sciences saw additional outreach in Spring 2021 and Fall 2021 searches to adopt inclusive hiring practices and educate committee members on these practices. All units, in all searches, pay particular attention to expanding the pool of qualified, diverse candidates and discussing issues of inclusion throughout the hiring process. The School of Business

Administration has also incorporated inclusive hiring discussions for chairs of departments and hiring committees.

In November 2021 and January-February 2022, the parliamentarian of the faculty in DeLand was activated to present about appropriate conduct, discourse, and decorum when having contentious conversations. These presentations have positively impacted the manner in which dialogue happens during DeLand faculty meetings. Compensation equity for faculty in DeLand and at the College of Law was also evaluated with ongoing analysis through Spring 2022, along with efforts to improve transparency of compensation information to DeLand faculty.

Finance: Efforts through the purview of the executive vice-president/CFO have focused on working with the Human Resources Department to amplify outreach and generation of diverse applicant pools for non-faculty search processes, including:

- Improved job posting outreach into diverse communities and continuing efforts to work with search teams to ensure diverse perspectives
- Employed several of these improved, diverse outreaches during the associate vice-president for human resources and organizational development search and hiring process, including posting the position through potential applicant pools and channels that promote diversity
- Will continue these efforts during the associate vice-president for facilities management search process
- Achieved 90% staff completion of inclusive excellence/diversity training, which was 4% higher than all the remaining population
- Working with senior leadership team to develop institutional action steps and policies to support inclusive excellence and diversity in regard to enrollment, hiring and student issues

Marketing and Communications: Starting in Fall 2021, the Office of University Marketing designated staff members to work with the web, creative and communications teams to establish central diversity, equity and inclusion webpages and presence for the university. The teams also assisted executive leadership and the new executive officer for diversity, collaboration and inclusion with communicating the Campus Climate Action Plan and coordinating the applicable webinars and campus announcements.

Several web governance and advisory initiatives also launched, including structure and appropriate participation in collaboration with external consultants. As we launch the DEI webpages and continue to incorporate specific goals and outcomes into university strategic planning, we envision more consistent communications.

Campus Life and Student Success: In Summer 2021, CLaSS researched and evaluated best practices to address bias reports, when appropriate, through the community standards process and updated the code in collaboration with student representatives.

In addition, three students were added to [Safer Stetson Campus Taskforce](#) as part of an initiative to create more spaces for student voices within university decision making. Funds were also allocated from the vice-president of CLaSS strategic fund to support the work of the [Woke Independent Student Empowerment](#) program managed within the Office of Diversity and Inclusion.

Starting in February, CLaSS is also working closely with University Marketing and the executive officer for diversity, collaboration and inclusion to evaluate best practices for equitable and clear pathways for crises communication, including those related to national and on-campus incidents that impact our student, faculty and staff communities.

Community Engagement and Inclusive Excellence: The Office of Diversity and Inclusion in DeLand has piloted a training series, targeted at students, faculty and staff, that centered topics of bias, racial microaggressions and navigating conversations across differences. The training series, seven sessions in total and didactic in nature with “share-out” components, offered participants an opportunity to reflect on data relevant to Stetson University and share experiences that has shaped their point of view. ODI also partnered with the Center for Community Engagement, helping to secure [Isabel Wilkerson](#), Pulitzer Prize winner and author of *Caste: The Origins of Our Discontents*, as Stetson University’s 2021 Values Day Speaker. The director of ODI has continued to co-chair DeLand’s [Bias Education and Support Team](#) since its inception. Through this involvement, ODI has played an integral part in strategically addressing incidences of bias and providing resources to edify all constituents.

The Office of Religious and Spiritual Life in DeLand is working to expand the kosher and halal food options available in the Commons. The office is also evaluating mental and spiritual health protocols for those affected by death and other stressful circumstances, as well as a religious observance policy for faculty and staff. In Fall 2021, the office partnered with University Marketing to send the first [open letter](#) from Sensei Morris regarding religious holidays and observances to DeLand faculty, staff and students. The letter also served as a model for similar messaging sent to College of Law faculty, staff and students in Fall 2021.

Development and Alumni Engagement: In addition to prioritizing inclusive alumni engagement and development opportunities, the Office of Development and Alumni Engagement is in the process of operationalizing the following commitments:

- Adopting a formal policy in Development and Alumni Engagement on diversity recruitment
- Improving procedures for both recruiting and onboarding new hires to ensure that new hires reflect both the values and mission of Stetson University
- Filling currently vacant positions with specific attention to diversifying the office
- Holding diverse events with inclusion of all alumni
- Recruiting and engaging diverse members for the Stetson Alumni Board
- Collaborating with the executive officer for diversity, collaboration and inclusion for events with alumni for students

College of Law: Through a faculty conversation and Staff Advisory Committee initiative, led by the College of Law Diversity and Inclusion Committee and the Staff Advisory Committee, faculty have discussed the priorities for culture of respect ideals, including a discussion of feedback provided in the 2020 Campus Climate Survey Report and how to better reflect Stetson University’s ideals. The Staff Advisory Committee at the College of Law also held a culture of respect presentation with faculty and is drafting a campaign proposal to share with the greater College of Law staff community, as well as faculty and students, for input.

The Dolly and Homer Hand Law Library is collaborating with the university-wide effort to develop a comprehensive DEI webpage and researching the history of the university’s efforts and milestones. Starting in December 2021, Human Resources collaborated with the executive officer for diversity, collaboration and

inclusion to relaunch an introduction and training session during New Employee Orientation. For 1L Orientation, the Office of Student Affairs is working in collaboration with the Florida Law School Consortium for Racial Justice and the College of Law Diversity and Inclusion Committee to expand orientation offerings around DEI topics.

Under the leadership of [Judith A.M. Scully, JD](#), professor of law, and others, Stetson University College of Law is a member of two consortia: The Florida Law School Consortium for Racial Justice, which was co-founded by [Michèle Alexandre, JD](#), dean and professor of law, and the St. Pete/Pinellas Higher Education for Race Equity, a consortium of higher education institutions in St. Petersburg under the [Truth, Racial Healing & Transformation](#) umbrella. The College of Law has several student fellows serving with each consortium and Professor Scully is creating a racial justice training curriculum that, once developed, will be incorporated into leadership program for interested students. Opportunities to extend this offering to faculty and staff will be evaluated at a later date.

FINANCIAL TRANSPARENCY & TRANSLATION

Assure an understanding of the Stetson University finances and budget processes, and translate budget planning and execution to university constituents as a way to build confidence and expand awareness.

Academic Affairs: During the past year, Academic Affairs has focused on reviewing faculty compensation policies across the university. At the College of Law, research was conducted and presentations were delivered to the faculty on faculty compensation, specifically on a review of market and equity analyses. Further studies on equity related to special populations, to include assistant and associate professor levels, and legal research and writing faculty) are also being conducted. The university has hired consultant [Kellye Testy, JD](#), president and CEO of the Law School Admission Council, to conduct further compensation analysis on College of Law research and writing faculty. At the DeLand campus, substantial progress has also been made by the DeLand Faculty Compensation Committee that will result in updates and changes to the [organizational peer list](#) for faculty compensation comparisons, that will be ratified by the Board of Trustees this May. In addition, a complete restructuring of the current comparative faculty compensation model is under consideration.

Budget and Finance: Amid economic uncertainty caused by the global pandemic, the budgeting function on all campuses has continued to partner with constituents across the Stetson University community. Through collaborations with academic deans, vice-presidents, budget managers, and DeLand Faculty Finance Committee members, a successful and transparent FY2021-2022 budget with a large contingency was submitted and subsequently approved by the Board of Trustees in May 2021. After the fall census date, the budget offices worked with similar campus partners to translate the financial position with our campus communities, while providing the ability to highlight our faculty and staff through restoration of 403(b) contributions and a 2% base salary increase. In addition, the executive vice president/CFO and assistant vice-president for budget and financial planning have each participated in Rolks Report webinars throughout the past year updating the community on recent financial projections.

During the year financial leadership met and presented to the College of Law Board of Overseers, faculty meetings at DeLand and Gulfport, Faculty Finance Committee, President's Cabinet, University Athletics Committee, University Board of Trustees and its various committees, the University Operations Group as well as the Vice-President's Operation Group. Leadership also participated in the College of Arts and Science Strategic Enrollment Management Committee and Faculty Compensation Committee work.

Ongoing activities include providing and explaining financial reports and information to the university community. These include audited financial statements and budgets posted on the Finance Office webpage, automated budget reports distributed to budget supervisors monthly, periodic financial reports prepared and distributed to select constituents and multiple reports provided upon request and as needed throughout the year.

Facilities: Facilities leadership has shared the Project Development Process for Property Acquisitions, Renovations & New Construction Projects > \$1,000,000 with the Facilities Committee of the Board as well as the dean of the School of Music. In addition, the CiCi & Hyatt Brown Hall for Science & Innovation continues progress towards completion.

Faculty Finance: Financial leadership met with the Faculty Finance Committee throughout the year and worked with [Joel Davis, PhD](#), Nell Carlton Chair and professor of English, to establish a data calendar and share budget and projections with the committee.

Information Technology: The Information Technology Department, through the associate vice

president/CIO and the director of online learning, continues its collaboration with the Academic Technology Committee to assess areas for improvement in the learning/teaching environment. These efforts include evaluating technologies that may be obsolete as well as reviewing and adopting new technologies for the various academic areas. Additionally, major implementations are shared with the committee and presented to the Faculty Senate as appropriate.

ADVISING & ENGAGEMENT

Review and revise advising and engagement activities based on best practices for institutions like Stetson University. Examples include evaluation of faculty advising, promotion of advisor development, creation of clear pathways for discovery students and increased awareness of the importance of effective advising.

Discovery Advising: Academic Success is working on improving the experience for discovery (undeclared) students by providing a more structured program with a goal of helping students confidently declare a major by the end of their first year. The changes that have been implemented (additional programming and an intake survey that helps make the student meetings more individualized) has led to decreasing the discovery population by 38% after the fall term (88 students to 54).

Appointing Coordinators of Faculty Advising: Under the leadership of the Brown Center for Faculty Innovation and Excellence director, three faculty have been appointed to serve as Coordinators for Faculty Advising: [Danielle Linder, PhD](#), associate professor of psychology, [Monica Mendoza, PhD](#), assistant dean and assistant professor of practice in accounting, and [Daniil Zavulunov, PhD](#), associate professor of music. The CFAs are supported by the Brown Center and serve as Faculty Fellows for Advising. Beginning in Fall 2021, the CFAs began reviewing literature, meeting with constituents, engaging the faculty senate and beginning their work on advising assessment.

Establishing an Academic Advising Council: Under the leadership of the Coordinators of Faculty Advising, we have established the charge and structure for an Academic Advising Council which will tackle some of the thorny areas in advising where we have been stuck for a while. The mission statement for the AAC focuses on providing coordinated leadership, guidance and representation for the academic advising community, including these particular emphases:

For students:

- Create a successful advising experience for each student's unique academic journey
- Promote student satisfaction, persistence, retention and success by enhancing the academic advising experiences
- Monitor the student experience of advising by way of regular surveys of that experience

For faculty and staff:

- Facilitate discussion, deliberation and communication for academic advisors across the university
- Encourage collaboration among those responsible for advising
- Develop and establish a framework for assessing advising effectiveness
- Incentivize, recognize and reward advising excellence and engagement
- Create, provide and promote faculty development opportunities to enhance advising effectiveness with the goal of meeting or surpassing Stetson University's [Expectations for Faculty Advisors](#) and the standards for academic advising programs from the [Council for the Advancement of Standards in Higher Education](#)

- Provide networking and training opportunities for those involved in academic advising

For the institution:

- Provide a unified vision for issues related to academic advising
- Serve as a hub for all matters related to academic advising
- Capitalize on existing advising strengths while also supporting a culture of continuous improvement in advising
- Serve as the collective voice for advising community to provide perspective, counsel and feedback on advising to key administrative offices
- Highlight the contributions of academic advising to the mission and goals of Stetson University's strategic plan
- Keep abreast of best practices in academic advising
- Review and/or propose policies and procedures related to academic advising
- Support advising assessment and program level effectiveness
- Share best practices and strategies in the field of advising across the advising community

CAMPAIGN

Continue and complete on-going fundraising efforts for focused campaigns and lay the groundwork for the next comprehensive campaign. Engage alumni more fully in deepening their relationship to Stetson and securing resources to enhance the institution's financial sustainability.

- Initiated endorsement of the Board of Overseers, to inform articulation of the needs of the College of Law and raise the stature and profile of the university and law school.
 - The Stetson University College of Law leadership recognized early on that it would need to engage its Board of Overseers in the fundraising process to raise the stature and profile of the institution. Ranked No. 1 or No. 2 in Trial Advocacy in recent years, the Board of Overseers sought to maintain the institution's comparative advantages by endorsing a \$7 million capital campaign to build a state-of-the-art facility that would attract national and international acclaim. An emeritus board member challenged the Board with a \$1 million matching gift. The chair, newly enlisted board members and other generous supporters have generated more than \$3.5 million in gifts and pledges to date. The Advocacy Institute is expected to be fully funded with gifts and pledges by its opening date in May 2023. Completion of this facility will be the first step in attracting new talented students, distinguished faculty and ultimately, national recognition.
- Developed new communications to educate advisory board members on the campaign planning process to ensure their endorsement of the university's development priorities and the expectation of a financial commitment.
 - Fundraising has been successful in supporting scholarships, campus projects and programs in addition to the [Hatters Care Fund](#) which helps COVID-19 emergency relief funding for the students we serve.
 - We continue to communicate the university's goals and aspirations while celebrating success stories around which alumni can mobilize.
- The DeLand campus has reinvested in the hiring of the vice president for development and alumni engagement and the executive director for alumni engagement and sustainable giving, while continuing to hire staff to pre-pandemic levels to strengthen the continued growth of engagement with our alumni and new donors and retain engagement of our current donors.
- Policies, processes and procedures have been implemented to professionalize the office while new technology platforms are being used to engage in a new non-in-person event world to keep our university community informed and connected.