



# THE UNIVERSITY OF SCRANTON

## ALUMNI SOCIETY STRATEGIC PLAN



### Mission Statement

The mission of The University of Scranton Alumni Society is to serve and promote the ideals and philosophy of The University of Scranton and its alumni in a manner that enriches the lives of its members and the quality of the institution “ in accordance with our Constitution and by-laws”.

The primary goals and objectives are:

- To promote the visibility of the University to the community, alumni, parents and its supporters.
- To promote enthusiasm, commitment, and a sense of stewardship throughout the alumni community.
- Provide an array of benefits and services to the Alumni Society membership
- To promote financial soundness of the Alumni Society

### Section I – Alumni Board of Governors

*Goal A. Develop and implement a Board structure and membership which supports achievement of the Strategic Plan and the mission of the Board.*

1. **Objective:** The Nominating Committee will develop a Board member recruitment process that results in alignment between Board member skills/experiences and Strategic Plan goals.
2. **Objective:** The Nominating Committee will develop a Board member orientation process that includes:
  - a. Overview of Board mission statement, programs and activities.
  - b. Overview of the Strategic Plan with progress to date (if appropriate).
3. **Objective:** The Executive Committee will review Board and Committee structure and revise, if needed, to align with the Strategic Plan and functions of Board.
  - a. Determine appropriate Board size.
  - b. Determine type of Committee needed and establish goals and objectives for each. Create guidelines for Committee operation (e.g. suggested frequency of meetings, documentation of meetings and activities, requirement to prepare written report prior to quarterly Board meetings, etc.).
4. **Objective:** The Executive Committee will review Board officer structure and revise, if needed, to align with the Strategic Plan and functions of the Board.
  - a. Review and amend functions of each Officer position, ensuring that there is a unique set of responsibilities for each Officer that is documented and clear.
  - b. Clarify relationship of Officers to Committees.
  - c. Review and revise, if needed, terms of office and requirements for Officer positions.

- c. Information on Board Committee structure and function.
- d. Overview of relationship of the Board to the University and other University groups (i.e. Board of Trustees, President’s Club, etc.).
- e. List of upcoming meetings for the next 12 months.
- f. Expectations of Board members (e.g. attend meetings, actively participate in Committee, attend at least x number of local Club activities annually, etc.) and Officers (if different than Board members).



*Goal B. Support efforts to generate additional revenue through current and new affinity programs.*

1. **Objective:** Continue to support existing affinity programs and identify additional opportunities for promotion.
  - a. Credit card/banking program
  - b. Mortgage program
  - c. Auto and Home Insurance program
  - d. Long-term care insurance program
  - e. Explore development relationships with those programs that have measurable results
2. **Objective:** Identify new opportunities to generate additional revenue.
  - a. Insurance - There are several segments of the insurance market that have yet to be explored. These coverages target various segments of the alumni society which are potentially under served. Those coverages are:
    - Pre-alumni (cobra coverage)
    - Mid-life or career changing alumni
    - Self employed or small business owners
    - Retirees
    - Health insurance
3. **Objective:** Explore possible discounts programs or marketing partners that offer a benefit to the alumni without any direct benefit to the school or the alumni society.
4. **Objective:** Explore the option of placing the travel program with a national travel agency in order to broaden its scope, offer more trips, increase alumni participation and generate higher revenue.
5. **Objective:** The Marketing Committee will increase efforts to market affinity programs to alumni.

## Section II – Regional Clubs and Class Affinity

*Goal A. Develop and sustain a process to identify, recruit, educate, energize and retain alumni volunteers in support of clubs and other priorities of the Board.*

1. **Objective:** Review a three year timetable, set priorities and identify and recruit alumni for active membership in regional clubs – review timeline, set priorities-over three years.
  - a. On-going: Board member(s) will work with Club Officers to maintain records on alumni 1) who attend events and 2) who volunteer and/or express interest in joining the core group.
  - b. Within 18 months: Board member(s), University representatives and Club Officers will develop club survey for distribution to alumni to assess level of interest in involvement with club organization and/or club-sponsored activities. Ongoing: Board member(s) and Club Officers will distribute, collect and analyze surveys on an as-needed basis but at least once every four years to reassess Club's effectiveness in meeting alumni expectations.
  - c. Within one year using a "how to" standard template, Board member(s) will develop an Open House model for recruitment of Club Members. Ongoing: Board member(s), Club Officers will host Open House for recruitment of new members as needed based upon Club membership but at least once every four years.
2. **Objective:** Educate Club Leaders and Members in order to increase their effectiveness.
  - a. Within one year – Board member(s) will revise/re-develop user-friendly Club manual to include all updated forms, outline of procedures for scheduling events and identification of Scranton staff. Ongoing: Board member(s) will contact each individual Club Officer (as identified/elected) to provide him/her with manual and review expectations.

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- b. Within one year – Board member(s) will revise/re-develop Four Corners Model for presentation to Clubs.
  - c. Ongoing – Board member(s) will be responsible for developing and distributing information such as a quarterly e-mail format newsletter to Club Officers regarding University news and Board meetings.
  - d. Within one year – Board member(s) will develop brief outline of various benefits of Alumni “membership” including career mentoring (please refer to Class Affinity section below), affinity relationships (credit card, mortgage services, etc.), career networking opportunities and other identified benefits. Ongoing: Board member(s) will maintain accurate, updated information.
3. **Objective:** Develop methods of maintaining and rewarding club performance, individual and group.
- a. Within six months – Board member(s) should develop formal schedule for regular contact with Club Officers to maintain awareness of club activities, membership and leadership (at least once per quarter and preferably by means of phone conference to include assigned Board member(s) and Club Officer(s) of several area clubs). Ongoing: Board member(s) maintain identified schedule of contact with Club Officers.
  - b. Within 18 months – Board member(s) should revise/re-develop Levels of Distinction model for Club acknowledgement to include procedures for ranking Clubs based upon both membership, level of activity and variety of activities (based on Four Corners Model). Ongoing: Board member(s) should collect information on Club activities (through A above) and present information to the Board at large at quarterly meetings with Club Officers if in attendance.
  - c. Within 18 months – Board member(s) should develop Recognition Program for Clubs based upon their Level of Distinction.
- Elements of the Recognition Program may include Board-sponsored event for core club members, distribution of Scranton merchandise such as t-shirts, profile in Scranton Journal, complimentary attendance at reunion event, etc.
- d. Within 18 months – Board member(s) should develop means (letter, email, Scranton postcard, updated web-site section w/ photos of event etc.) for Club Officers to express appreciation to alumni for attendance at Club events and to solicit feedback on events as well as a manner of acknowledging the efforts of the core member(s) or event organizer(s). Ongoing: Board member(s) and Club Officers will distribute means of communication and subsequently collect and analyze responses.
  - e. Ongoing – Board member(s) should review Club documentation (collection of surveys on events, minutes of Club meetings, event attendance lists, information regarding Levels of Distinction, etc.) to continue to identify club trends and effectiveness.
- Goal B. Begin the process of integrating class affinity into the Board structure and develop opportunities for collaboration between alumni of the same class year and clubs.*
- 1. **Objective:** Board member(s) to become involved in pre-existing student government structure as a means of promoting presence of alumni organization and mentoring current student body.
  - 2. **Objective:** Develop opportunities for current students to interact with Board/Alumni Clubs such as Alumni Office Work Study program.
  - 3. **Objective:** Incorporate into the Four Corners Model Club events specifically targeting recent graduates in order to promote the Class Affinity relationship among alumni.
  - 4. **Objective:** Develop “partnering opportunities” for mutual benefit of University and Alumni including encouraging alumni to contact Board member(s) and Club Officers with event suggestions.



5. **Objective:** Maintenance of records of alumni by sub-groups (sports team, University Club, etc.) to be utilized in targeting various alumni for Club events.
6. **Objective:** Development of Career Support network targeting recent grads including panel discussions and mentoring in various professional fields.

### Section III. Marketing the Alumni Society

*Goal. Develop and implement coordinated activities to increase the visibility of the Alumni Society in ways that are consistent with the University's overall branding efforts.*

1. **Objective:** Market the Alumni Society to current members.
  - a. Promote fellow Alumni to the whole of the Alumni Society.
    - i. Periodically publish and promote highlights of how Scranton Alumni have "fulfilled the promise." Through 2008 evaluate the current methods and develop a plan for implementation in 2009, considering the frequency, scope and cost of such program.
    - ii. Review list of current Alumni Affiliates (Medical Alumni, et al) and identify other potential sub-sets of Alumni who could benefit from the creation of a focused, specialized Alumni group.
      - Develop budget & fund start-up including co-sponsoring initial events.
      - Contact and recruit leadership.
      - Introduce leadership to leaders of existing affiliates for strategic planning.
    - iii. Work with Career Services to develop a network for Alumni job postings.
    - iv. Develop "buy alumni" programming allowing alumni to post services and/or products, etc. promoting networking among alumni.
    - v. Reintroduce an annual alumni event on campus separate of Reunion and commit to it for at least five, preferably 10 years. Offer campus housing when

available, it may be the gimmick that draws some alumni back. (Perhaps revive Homecoming.)

- b. Connect with Alumni on an individual basis.
  - i. Send a note of congratulations from the board/president for professional accomplishments. Beginning in 2008 the Board should review the achievements of Alumni (received through the media as well as Class Notes) and send out appropriate correspondence. This can occur monthly or quarterly.
  - ii. Send an appropriate note for personal milestones to Alumni Society members from the Alumni board. Again, monthly or quarterly, review the Class Notes and reach out to Alumni with congratulations or condolences as appropriate.
- c. Coordinate and Streamline Branding: this movement has already begun within the Alumni Office with standardized templates for invitations and announcements, both electronic and material. Over the 2008 calendar year review the current promotional materials and branding and determine if/ how it should be updated.
2. **Objective:** Market the Alumni Society to future members.
  - a. Investigate ways to incorporate Alumni Society branding into campus life. 2008 is the perfect time to build on the installation of the Alumni Tower on campus.
  - b. Develop messages and program to deliver consistently alumni society message to students from initial acceptance to graduation. Set goal of a specific number of "contacts" per year for each class. Consider establishing a theme, by graduating class, that messages support though-out their tenure at the school.
  - c. Invite parents of current students to regional club events (ongoing).
  - d. Review current relationship with Royal Recruiters and explore enhancements and improvements for the purpose of strengthening recruiting and enhancing our sense of pride, passion, and promise.