

University of Cincinnati Alumni Association Strategic Plan

Executive Summary

May 2012

The UC Foundation's exciting work on "Creating a Culture of Philanthropy" is catalytic. It provides a framework for further refinement of historical approaches and invites new thinking and ideas to germinate within multiple functional areas of the University. The Foundation's "vision" is inspirational:

"To serve as a catalyst to inspire, unite and enlist the support of alumni, friends, colleagues, students, foundations and corporation in the mission of the University of Cincinnati to transform the lives, health and well being of the city, state, nation and global community."

The UC Alumni Association's work is additive and equally inspirational. The UCAA serves as the Foundation's "gateway" into truly developing a lifelong relationship with former students. The UC Alumni Association's vision is complementary to the UC Foundation's vision. Specifically, it is:

"By creating and strengthening connections between the institution and its alumni, and by reflecting and leveraging their commitment to each other, the UC Alumni Association will help enable the University of Cincinnati to realize its goal of being a clear leader in the social and academic community."

The alignment of the UC Foundation and UC Alumni Association's visions and major strategic goals is undeniably complementary. Both advance the overarching strategic goals of the University and leave much room for varied approaches. The stakeholder's goals may be summarized simply — to further engage and excite University of Cincinnati alumni, and to build a mechanism of understanding alumni long before the leave the university setting. It's in the development of student/alumni intelligence-gathering that truly engaging and customized communications approaches may be best leveraged. The work has short- and long-term implications. The overarching strategic goals follow.

Overarching Strategic Goals

University of Cincinnati Alumni Association	University of Cincinnati Foundation
Engage and Connect Alumni	Institute a more focused fundraising effort
Support Students – Current and Future	Expand philanthropic understanding and participation across the University
Strengthen UC and Support UC 2019	Create and foster strong productive relationships
	Improve and leverage strategic fundraising communications
	Secure the necessary human and fiscal resources

University of Cincinnati Alumni Association – Strategic Goals

Tactic	Baseline FY 12	Goal Achievement FY 13	Goal Achievement FY 15
Establish a Lifelong and Meaningful Alumni Relationship	TBD	75,000 15% giving percentage = 11,250 new donors	125,000 18.19% giving percentage = 22,737 new donors
Focus on Students and Young Alumni	TBD	10% of students engaged with UCAA	65% of students engaged with UCAA by graduation (2017)
Increase Visibility and Participation Nationally and Internationally – Key Metro Areas Receive High Focus	29 Active Networks 1 International Network	31 Active Networks 2 International Networks	
Increase Alumni Giving Through:			
1. Private donations for scholarships	\$100k – 2012	\$125k – 2013	\$150k – 2015
2. Myers Alumni Center support	\$25k – 2012	\$500k – 2013	\$500k – 2015
3. Number of contributors (gifts) to the various giving societies	4,268 – 2012	5,000 – 2013	7,500 – 2015
4. Grow sponsorship and affinity revenue	\$297k – 2012	\$325k – 2013	\$350k – 2015

University of Cincinnati Alumni Association

Strategic Plan

Established September 2008, Revised May 2012

Vision:

By creating and strengthening connections between the institution and its alumni, and by reflecting and leveraging their commitment to each other, the UC Alumni Association will help enable the University of Cincinnati to realize its goal of being a clear leader in the social and academic community.

Mission:

To support the University of Cincinnati's aspirations through engagement. The UCAA collaborates with the other colleges and units of the University, as well as alumni constituents and network groups, to maximize their support of the University by developing productive and life-long relationships with our alumni, friends, colleagues, and current students.

Core Values:

- Loyalty – To the University of Cincinnati, its mission, and each other
- Integrity – A trusted information source for all alumni
- Diversity – In the alumni with whom we engage, programs and services we offer, and means of engagement with the University
- Innovation and Continuous Improvement – Utilize best practices of peer and aspirational institutions; stay abreast of cultural, societal and technological trends relating to alumni population, programs, services, engagement opportunities and communications
- Transparency – With our alumni base, staff, volunteers, college and constituent groups, and University unit partners

Background:

In 2007, the University of Cincinnati Alumni Association (UCAA) organized a committee to draft a plan to set the strategic direction for the organization. After months of focus groups and volunteer hours, in June 2008, the board approved the plan, which was unveiled to the general public in September 2008. A copy of this plan is attached hereto.

In the fall of 2010, the UCAA Executive Committee recommended that the Strategic Development Committee of the Board review the Strategic Plan with the goal of updating and modifying the Plan. Board President Rusty Myers appointed Tom Vinciguerra to serve as Chair of the Strategic Development Committee of the UCAA. In the spring of 2011, the University of Cincinnati Foundation embarked on a Strategic Planning effort to prepare the Foundation and the University to achieve \$125 million in annual fundraising upon the conclusion of the current \$1 billion Proudly Cincinnati campaign. As part of the Foundation's Strategic Planning effort, the UCAA Strategic Planning Subcommittee was formed to broaden the UCAA's strategic planning effort. This subcommittee is being chaired by Tom Vinciguerra of the UCAA Board of Governors, Randy Smith of the UC Foundation Board of Trustees, and Gigi Escoe of the University Provost's Office, with UC Blue Ash dean Cady Short-Thompson serving as the liaison to the UCF Strategic Planning Steering Committee. After many months of deliberation and volunteer hours, the Subcommittee recognized the primary purpose of the UCAA to be, "***engaging and building lifelong and meaningful relationships with alumni, students, and friends of the University***". The work of this subcommittee has served as the foundation of this strategic plan which is a roadmap for the future of the UCAA and how the UCAA can best serve the University in the years to come. The subcommittee reviewed and evaluated plans from several universities across the country and it was determined that our best course of action would be to create this particular document.

The plan will be very much a living document and will be updated on an annual basis with the assistance of our alumni volunteers and UCAA and University staff. This plan is focused on three key areas:

1) Engaging and Connecting Alumni (Building Relationships)

UCAA will seek to engage greater numbers of alumni through a broad array of relevant events, programs volunteer opportunities, communications and activities as well as providing services for alumni that build loyalty and affinity with the University. Diversity of the alumni that we serve (approximately 275,000 alumni and friends worldwide) will be reflected in the diversity of engagement opportunities provided.

2) Supporting Students (Current and Future)

Students are our future. Their lifelong relationship with UC begins when they first apply to the University and it continues through every life stage. An outstanding student experience is the foundation of a strong alumni base, and the UCAA will focus on building relationships with students and young alumni.

3) Strengthen UC and Support UC 2019

Having a robust alumni community is vital in the continuous success of this great university and the achievement of the goals outlined in UC2019. Alumni involvement (the giving of time, talent and treasure) is paramount to success. The UCAA will continue to look for ways to strengthen its partnerships with various units, colleges, constituent groups, athletics, and other internal University groups to advance the University of Cincinnati in the Association of American Universities and other national rankings.