CORE PURPOSE
Connecting Alumni – Supporting UAF

CORE VALUES
Independent ◆ Loyal ◆ Engaged ◆ Collaborative ◆ Committed ◆ Ethical ◆ Inspired

LONG-TERM GOAL (2025)
Within 10 years, 25 percent of UAF alumni are active members of the UAF Alumni Association.

Vivid Description of Long-Term Goal:
• Achieving this long-term goal is a function of a decade of success in building a sustainable, relevant, aligned and respected association that alumni want to join, including 1) Incorporating programs and expanding benefits for association members; 2) Increasing outreach and marketing efforts; 3) Growing staff capacity to support the core purpose; 4) Improving the financial infrastructure and growing sustainable revenue; and 5) Being an active, committed and respected partner with UAF and other key stakeholders.

MID TERM GOAL (2020)
The UAF Alumni Association has made progress in developing sustainable revenue stream that is large enough and diverse enough to fund a thriving organization and generate operating reserves.

SUSTAINABILITY PRIORITIES (2016 – 2018)

1. Focus on increasing UAFAA membership by 10 percent annually
   • Finalize recommendations for a new membership and rate structure
   • Develop a comprehensive membership renewal/outreach & communications plan
   • Seek new membership benefits
   • Continue to build and improve membership database with good data
   • Go after “low-hanging fruit” – lapsed members
   • Special gift for Lifetime members

2. Build strong governance and management
   • Prepare for significant board transition in May 2016
   • Create board and officer job descriptions (Fall 2016) that clarify expectations, responsibilities, code of conduct and active committee participation
   • Add staff capacity by 2018 - administrative assistant – to better handle administrative operations
   • Provide an online voting option for members during 2016 board of director elections.
   • Update bylaws to reflect the current times/best practices
   • Update policies and procedures manual to reflect bylaws changes, MOA, best practices in membership management, volunteer management, list sharing, etc.

3. Improve Fiscal Management, Capacity and Financial Resilience
   • Update investment policy to better reflect the current realities of the investing environment, and to best meet the needs of the association
   • Begin the process of developing a UAFAA Business Plan for Sustainability
   • Build the Benefactor Fund through coordinated annual appeal and stewardship plan
   • Build annual budgets that are realistic of actual spending and needs
4. Pursue Active and Engaged Partnerships that move UAFAA Forward

- Actively pursue activities leading to meaningful participation in the 2016 Alaska Federation of Native annual meeting in Fairbanks
- Seek out natural partners (Young Professionals Council in Fairbanks, UAA and UAS alumni in some cases, New Student Orientation, etc.) for engagement and strategic event opportunities
- Increase the number of regional and affinity chapters by at least four by May 2016.
- Increase by four additional chapters by 2018.
- Alumni Awards—earlier timeline and utilize past recipients in nominations and selection process
Sustainability Priority One: Focus on Growing UAFAA Membership by 10 percent Annually

- Objective 1.1: Finalize recommendations for a new membership and rate structure
  - Action Steps
    - Explore “friends” category and simplify by eliminating club category entirely
    - Increase annual dues $10 (so $45/annual single and adjust the rest accordingly)
    - Decrease time to pay off a Lifetime installment from 5 years to 2 years; grandfather in those on current five-year plans.
    - Board vote required for all three of these; no bylaws changes necessary.

- Objective 1.2: Develop a comprehensive membership/outreach & communications plan
  - Action Steps
    - Implement a predictable and professional billing cycle for renewals (first notice, second notice, etc.)
    - Improve online website for membership (alumni “store”)
    - Eliminate type-written membership cards and move to plastic, with renewals being a sticker only
    - Showcase new membership packet, swag, benefits etc. as they are developed
    - Membership survey … what’s important to members?
    - New tri-fold brochure for improved marketing at events

- Objective 1.3: Seek new membership benefits
  - Action Steps
    - Pursue HotelStorm, AT&T and other pending member benefits
    - Consider new, local partners—Chena Hot Springs? Northern Alaska Tour Company?
    - Review current lineup of benefits; confirm existing ones and explore expansion of others, ie, hockey ticket discount for UAFAA members

- Objective 1.4: Continue to build and improve membership database with good data
  - Action Steps
    - Return all new addresses, phone numbers, etc., to UA Foundation for updating in Raiser’s Edge database
    - Load as “actions” in RE every renewal notice sent, event attendance, congratulations letter sent from alumni office, etc.

- Objective 1.5: Go after “low-hanging fruit” – lapsed members
  - Action Steps
    - Develop systematic plan for “we’ve missed you” notes to 3- and 5-year lapsed members.
    - Ask long-time lapsed members why they dropped
    - Tell everyone the story of the new and updated UAFAA via Alumnus, website, direct mail outreach
• Lifetime payment plan, lapsed members

• Objective 1.6: Special gift for Lifetime members
  o Action Steps
    ▪ Develop tactics to communicate with Lifetimers and let them know how much UAFAA values their membership
    ▪ Consider a thank you gift line-item in UAFAA budget (snow globe, scarf, etc.) that will become a gift for all new Lifetimers.
    ▪ Promote Lifetimers via social media. Make sure list on website is up-to-date.

Sustainability Priority Two: Build Strong Governance and Management
• Objective 2.1: Prepare for significant board transition in May 2016
  o Action Steps
    ▪ Commit to another round of board development with Foraker summer 2016
    ▪ Consider Foraker for new member orientation

• Objective 2.2: Create board and officer job descriptions (Fall 2016) that clarify expectations, responsibilities, code of conduct and active committee participation
  o Action Steps
    ▪ Board Development Committee to review and make recommendations to full board
    ▪ Publicize job descriptions on website
    ▪ Consider a UAFAA “open house” for prospective board members in 2017

• Objective 2.3: Add staff capacity by 2018 - administrative assistant – to better handle administrative operations
  o Action Steps
    ▪ This objective is dependent on funding

• Objective 2.4: Provide an online voting option for members during 2016 board of director elections.
  o Action Steps
    ▪ Research vendors and cost/benefits
    ▪ Have nominations/elections committee approve in time for action at January board meeting

• Objective 2.5: Update bylaws to reflect the current times/best practices
  o Action Steps
    ▪ Ad-hoc bylaws committee finish its work in time for recommendations to go before full board by January 16 meeting
    ▪ Publish full bylaws in January issue of The Alumnus, website and digital Alumnus to fulfill member notice requirements
    ▪ Put on agenda for full board vote at May meeting under old business. Outgoing board will need to vote on the changes and explain them to incoming members.
• Objective 2.6: Update policies and procedures manual to reflect bylaws changes, MOA, best practices in membership management, volunteer management, list sharing, etc.
  o Action Steps
  • Summer 2016 project to reflect the bylaws changes, MOA and best practices of the office.

Sustainability Priority Three: Improve Fiscal Capacity and Financial Resilience

• Objective 3.1: Update investment policy to better reflect the current realities of the investing environment, and to best meet the needs of the association
  o Action Steps
  • Finance Committee to review
  • Prepare for board action at January or spring meeting

• Objective 3.2: Begin the process of developing a UAFAA Business Plan for Sustainability
  o Action Steps
  • Finance Committee to consider
  o Benefactor, gaming, Fred Meyer Community Rewards, Membership drives, etc.
  • Build a more realistic, detailed budget for FY17
  • Finalize plan for future board action at appropriate time (September?)

• Objective 3.3: Sustain the Benefactor Fund through coordinated annual appeal and stewardship plan
  o Action Steps
  • Coordinate Benefactor Fund appeals with Development so they don’t overlap with annual fund asks
  • Segment into previous donors, members who never donated, non-members who never donated (and couple with membership incentive discount)
  • Thank you letters, acknowledgement on website and The Alumnus

• Objective 3.4: Build annual budgets that reflect reality from prior year and anticipate future
  o Action Steps
  • Use bookkeeper’s year-end data
  • Strategic plan is guidepost (as investment priorities)
  • Strategic events calendar

Sustainability Priority Four: Pursue Active and Engaged Partnerships that move UAFAA Forward

• Objective 4.1: Actively pursue meaningful participation in 2016 AFN in Fairbanks
  o Action Steps
  • Reach out to AFN to see what options are...what are goals of our involvement? Tactics should help reach goals
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  • Objective 4.2: Partner with colleges and units on existing events to maximize results
  o Action Steps
• Sponsor alumni reception in partnership with English Department/Midnight Sun Writers
• Science for Alaska Lecture Series, sponsor alumni reception
• Career services, explore partnerships and collaboration
• Summer Sessions, distinguished alumni lecture
• Chancellor’s gala, Centennial 2017, or other main UAF events
• Consider combining with other event for Alumni awards (eg, Usibelli or Honorary degree recipients)

• Objective 4.3: Increase the number of community and affinity chapters by at least four by May 2016
  o Action Steps
  • Identify areas where chapters make the most sense: firefighters affinity, volleyball, CEM, veterans; Seattle, DC, Houston, San Francisco, Portland.
  • Find opportunities to cultivate alum in those areas to sponsor a networking event
  • FAQ and template letter on starting up a new chapter
  • Bylaws change to require all 8 founding members of chapter to be UAFAA members