

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

ANNUAL OPERATING PLAN WITH SUSTAINABILITY PRIORITIES (2016)

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
 - 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
 - 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
 - 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
 - Action Steps
 - This objective is dependent on funding
- Objective 2.4: Provide an online voting option for members during 2016 board of director elections.
 - 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
 - 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.
 - 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
 - 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
 - Action Steps
 - Finance Committee to consider
 - 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
 - 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
 - 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
 - Action Steps
 - Reach out to AFN to see what options are...what are goals of our involvement?
Tactics should help reach goals
 -

- Objective 4.2: Partner with colleges and units on existing events to maximize results
 - 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
 - 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