

EMPORIA STATE UNIVERSITY

■ ALUMNI ASSOCIATION

Alumni Association of Emporia State

University
Strategic Plan
2015-2025

Introduction

You know the old saying - the only thing constant is change. This saying certainly holds true for Emporia State University. Since 1863, Emporia State has constantly changed: its faculty, staff, facilities, programs, mission, and even its name has changed – several times. Since 1880, the Alumni Association has kept our alumni informed of these changes, always encouraging our alums to stay connected and engaged with their alma mater. Throughout these changes, one other constant is that the University and Alumni Association have consistently been aligned and supportive of one another.

As the University moves beyond its first 150 years and into a new era for both the institution and higher education, Emporia State University has designed a strategic plan to guide its priorities over the next 10 years. Entitled *The Adaptive University*, the University's strategic plan for 2015-2025 denotes the following four goals:

University Goal 1: Pursue distinctive initiatives in curricula and programs that will foster vibrant communities.

University Goal 2: Enrich the student experience with opportunities for leadership development and practice.

University Goal 3: Enhance the competitive role of Kansas by achieving the State's goals for public higher education.

University Goal 4: Create a culture of adaptive change as the foundation for innovation and growth.

The Alumni Association once again has the opportunity to support the University by ensuring that our plans align to the University's goals, and we are proud to partner with both the University and Foundation to ensure this strategic plan's success.

As we move forward, the missions of the Alumni Association, Foundation, and University have to be aligned. The mission of the Alumni Association is to build relationships to advance Emporia State University - today and tomorrow. The mission of the Emporia State University Foundation is to raise and manage philanthropic resources to advance the mission of Emporia State University. The mission of Emporia State University is to prepare students for lifelong learning, rewarding careers, and adaptive leadership. *Together, our efforts are focused on changing lives for the common good.*

As the University's Alumni Association, our actions impact the University's goals and overall success. The process the Alumni Association has created to live our mission is to **connect** with our alumni and friends via communication and events; to **serve** Emporia State by coordinating opportunities for

volunteers to give back their time and talent by promoting the institution, recruiting new Hornets, and hiring fellow Hornets; and to **support** the University by inspiring alumni to give. By connecting, serving, and supporting Emporia State University, our efforts will positively impact the University's vision, mission, and goals.

With all of this in mind, the Alumni Association plans to focus our time and resources towards three broad objectives over the next 10 years: alumni engagement, operational excellence, and board governance.

OBJECTIVE 1 - ALUMNI ENGAGEMENT

Goal: Engage passionate, committed, and proud Hornets across a wide spectrum of ages and geographic locations, including internationally, who act as a community to assist the University in achieving its goals.

Strategies:

Connecting

Immediate¹

- Partner with academic areas to further engage accomplished alumni and bring them back to campus for presentations / programs.
- Design and implement an alumni relations plan to reach national and international alumni.
 - Launch Chapter Welcome Program
 - Leverage Office of International Education travel
- Implement targeted alumni communications from the colleges and departments.
- Continuously improve the selection process for all alumni awards, including the Distinguished Alumni Award, University Service Citation, and Hornet Heritage Family, ensuring that the most acclaimed and deserving candidates receive these awards.
 - Outstanding Recent Graduates
 - Outstanding and Distinguished Seniors
- Leverage Family Day, Homecoming, and Founders Day as opportunities to engage alumni and friends and build connections with Emporia State University.
- Leverage Senior Week and commencement to build alumni connection.
- Assess effectiveness of *Spotlight* magazine and employ best practices in its design, content, and distribution.
- Design, implement, and maintain a vibrant online presence via HornetNation; drive constituents to website with calls to action.

Intermediate²

- Identify and implement strategic alumni programming, in addition to alumni events, to reconnect disassociated alumni, especially in Kansas, where the greatest numbers of alumni reside.
 - Design non-traditional alumni programming for re-engagement that is individualized in nature rather than group-focused. Consider an Alumni Ambassador Program where professional staff are hired or alumni volunteers are trained to meet one-on-one with

¹ Immediate timeline = 0-3 years

² Intermediate timeline = 3-5 years

alumni to welcome them 'back' to Hornet Nation, encouraging them to (1) recruit Hornets; (2) hire Hornets; and (3) support Hornets financially.

- Increase the value of the ESU degree by intentionally positioning and integrating successful alumni into the University's and Foundation's strategic marketing initiatives.

Long-Term³

- Sustain current traditions as well as create new traditions while simultaneously rallying Hornet Nation around traditions to build allegiance and school pride.

Serving

Immediate

- Continue and expand Teacher Appreciation Program (TAP).
- Leverage alumni advocates to support Emporia State and KBOR's legislative agenda (i.e., Hornets for Higher Education).
- Engage alumni and friends to promote Emporia State University in their communities, work places, and elsewhere (i.e., Kansas State Fair).
- Promote group reunion services and provide administrative support for these group reunions.
- Assess effectiveness of core planning groups in high-density regions and act accordingly.
- Assess value and logistics of mentor programs, implementing when appropriate.
 - Partner with School of Business in operationalizing its mentoring program.

Intermediate

- Assess value and logistics of mentor programs, implementing when appropriate.
 - Partner with School of Business in operationalizing its mentoring program.

Long-Term

- Volunteer Appreciation?

Supporting

Immediate

- Focus messages/communications/chapter events & activities on recruitment and employment opportunities.
- Leverage our alumni base to provide opportunities for student mentorship and employment.
- Partner with Career Services to continue building internship pipeline between the University and employers/alumni.
- Leverage our alumni base to assist the University in increasing its enrollment.
 - Refer a Hornet (RAH)
- Increase legacy enrollments through a targeted recruitment program; design system to establish baseline, measure progress, and set targets/goals.
 - Launch Corky's Crew legacy program.
- Further align the Student Ambassador Program to the University president's key initiatives and priorities.
- Partner with Foundation to promote annual giving strategies.

³ Long-term timeline = 5+ years

- Build alumni affinity programs to provide resources for enhanced alumni programming.

Intermediate

- Investigate legacy student scholarship incentives.

Long-Term

- Implement legacy student scholarship incentives.

Performance Indicators:

- Over the next ten years, the Alumni Association will partner with the Foundation to sustain and elevate the alumni participation rate, with a stretch goal of achieving 12 percent by 2025.
- The Alumni Association will partner with the Foundation to grow the number of annual donors by 5% each year.
- Increase number of internship opportunities for students (determining baseline in 2014-15).
- Increase number of legacy students who apply and enroll at Emporia State University (determining baseline in 2014-15).

OBJECTIVE 2 - OPERATIONAL EXCELLENCE

Goal: Retain and hire professional staff members who keep their eyes focused on becoming or remaining 'best in class' when compared with peers and aspirational peers, and who continuously adopt 'next practices' and maintain an adaptive mentality to retain a competitive edge.

Strategies:

Immediate

- Assign accountability for the three key organizational performance metrics to every level and position within the organization (connecting, serving, supporting).
- Imbed leadership language and practices into alumni work.
- Design and implement executive level reports for financial operations.

Intermediate

- Strengthen the infrastructure in the Office of Alumni Relations by continually assessing and refining roles, responsibilities, accountabilities, and decision rights.
- Implement a robust training program for staff members to inspire longevity.
- On an ongoing basis, benchmark indicators against peers, aspirational peers, and elite private universities.
- Intentionally consider diversity in professional staffing efforts.

Long-Term

- Maintain state-of-the-art alumni relations and financial systems (i.e., Blackbaud Raiser's Edge, Financial Edge, NetCommunity, etc.).
- Define a formal wellness program for employees, thereby facilitating long-term organizational health and vitality.

Performance Indicator:

- Successfully compete in annual CASE Awards

OBJECTIVE 3 - BOARD GOVERNANCE

Goal: Alumni Board members are advocates for public higher education and are engaged in the relationship-building process.

Strategies:

Immediate

- Develop a flexible, multi-year board members development plan that includes a succession plan for board leadership.
- Reorganize board committees to align with Connecting, Serving, and Supporting process.
- Intentionally consider diversity in Board recruitment efforts.

Intermediate

- Leverage KLC partnership to provide training for Alumni Board members.
- Implement and sustain modern, paperless online solutions for board member communications.

Long-Term

Performance Indicators:

- Board will be at capacity membership.
- Board meeting attendance will average over 90%, with each member having at least an 80% attendance rate over the life of his/her term of office.
- 100% of the board will make a gift to Emporia State University.

Addendum A: Vision, Mission, and Value Statement Alignment

Vision Statements

Emporia State University

Changing lives for the common good.

Emporia State University Foundation

Inspiring philanthropy to change lives for the common good.

Emporia State University Alumni Association

Inspiring engagement to change lives for the common good.

Mission Statements

Emporia State University

Preparing students for lifelong learning, rewarding careers, and adaptive leadership.

Emporia State University Foundation

Raising and managing philanthropic resources to advance the mission of Emporia State University.

Emporia State University Alumni Association

Building relationships to advance Emporia State University – today and tomorrow.

Value Statements

Emporia State University

The university has four core values: excellence, respect, responsibility, and service.

***With excellence*, the university values intellectual challenges, problem solving, and creative and critical thinking.**

***With respect*, the university values integrity, collaboration, diversity, freedom of thought, freedom of inquiry, and freedom of expression.**

***With responsibility*, the university values accountability and stewardship of the institution, the environment, human resources, and personal well-being.**

***With service*, the university values engagement in leadership and community that positively impacts our global society.**

Emporia State University Foundation

Partnering with the Emporia State University community, we embrace the university's values of excellence, respect, responsibility and service, and further define our philanthropic purpose with these action-oriented values: *Visionary, Inspirational, Adaptive, Trustworthy, Grateful, and Relational.*

Emporia State University Alumni Association

As we seek to engage Emporia State University constituents by connecting, serving, and supporting the University, we embrace the University's values of excellence, respect, responsibility and service.