



NATIONAL HAMPTON ALUMNI ASSOCIATION, INC.

*POSSIBILITIES UNLIMITED*

# Strategic Plan

2010 – 2014

*Respecting the Past, Embracing the Future*

*Letting Our Lives Do the Singing*

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## Strategic Plan

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## Strategic Plan

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## Forward

NHAA, Inc.



POSSIBILITIES UNLIMITED

June 15, 2010



**I**n July 2008, we embarked upon a values base and inclusive process to build a premier NHAA, Inc. Embracing a “possibilities unlimited” mindset created a catalyst for igniting a “can do” spirit across the Hampton Village. At the outset, it was evident that a roadmap was needed if the desired outcome was to be achieved. As such, Jacqueline Rogers was asked to serve as Organizational Effectiveness Chair and lead the charge to create a *strategic plan* that could serve as the *blueprint for the Association’s future*.

Over a two-year period, Ms. Rogers engaged the NHAA, Inc. current and past leadership, alumni across all Regions, and students in assessing the organization’s current status and brainstorming about the future. During the same time period, she conducted an inventory of other alumni associations and benchmarked NHAA, Inc. As an outgrowth of these discoveries, she crafted a strategic plan for the association.

This strategic plan focuses on a four year period, 2010-2014 and builds upon the past as it provides guidance for the future. Nine bold goals and five strategic priorities have been identified that will propel NHAA, Inc. to a premier status and make it an indispensable asset to Hampton University.

We all recognize that we cannot continue to do what we always have done and expect different results. This plan provides the impetus for the change that is necessary for NHAA, Inc. to meet the challenges of the future.

I invite you to review the plan, share it with others, engage in supporting the work that must be done, and hold leadership accountable.

In the Hampton Spirit,

*Patricia Larkins Hicks*

Patricia Larkins Hicks, Ph.D. '71  
National President

# Blowing the Trumpet

At the May 2010 Plenary Session, the NHAA, Inc. Chaplain, Dr. Granger Browning, told us that we can choose to **"Play the Violin"** and whine about the things that are wrong or we can **"Blow the Trumpet"** and go out and be remarkable.

The definition of insanity is doing the same things, in the same way, and expecting a different outcome. Embarking on a strategic planning process was an attempt to end the madness of "playing the violin" about the decline of the association and instead to "blow the trumpet" by creating a plan for a return to greatness.

My interviews with Alumni Relations professionals and other college alumni groups and individuals, revealed common problems: aging alumni and donor base; difficulty engaging young alumni; inadequate funding of alumni activities; and executing Programs that we "think" alumni want rather than "asking" alumni about their interests.

If we all have the same problems, why are some alumni organizations successful while others are foundering? The successful ones assessed their organization; determined their vision of what the future should be; developed a sustainable plan; implemented the plans; and monitored the progress toward their goals.

The trends in alumni organizations are:

- Successful alumni organizations are those focused on maximizing the life skills, education and passion of their members for a higher social good.
- Participation is based on personal and professional interests, rather than love or affinity for the University.
- Alumni are concerned with the *impact* of their gift of time
- Alumni want opportunities which resonate with their personal and professional interests and talents
- Colleges and universities view Alumni as ambassadors and train them to deliver the message that is desired in the marketplace
- Formal Leadership Training – "on the job" training is no longer effective

The NHAA, Inc. Strategic Plan:

- Combines traditional strengths with a new vision
- Respects the past and embraces the future
- Moves from "one size fits all" to targeted programs for diverse alumni
- Preserves the Legacy by fostering a strong and effective alumni/student connection
- Enables the best *of* Hampton, to be the best *for* Hampton, by creating the *right* structure and tools for the *right* alumni for the *right* project

I urge you to adopt this strategic plan. It is a working document, so your input is both desired and expected.

**Blow the Trumpet!**

Yours in the Hampton Spirit,

*Jacqueline Rogers*

Jacqueline Rogers, '71

Organizational Chairperson

# Executive Summary

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To further our mission of engaging, connecting, and celebrating Hampton alumni and friends, the National Hampton Alumni Association (NHAA, Inc.) sets forth a strategic plan to map its direction, guide and build its programs, and define metrics for assessing its performance over the next four years.

The purpose of our planning is to create a guideline for prioritization and resource allocation. The strategic plan is a step towards our vision and identifies vision and values, and sets "overarching goals":

The Strategic Plan is for the period 2010-2014.

The overall goal of NHAA, Inc. is to increase participation by alumni in the life of the Hampton University through NHAA, Inc. programs and services. This goal is supported by the following:

**Mission**        The mission of NHAA, Inc. is to support and advance the mission, vision, and values of Hampton University by serving, communicating with, and involving alumni, current and future students, and friends of the University.

**Vision**         Through NHAA, Inc., alumni will have a life-long relationship with Hampton University through communication, programs and services, student connections, and financial support.

The goals are:

- Strengthen the financial base
- Increase membership
- Create stronger institutional ties with young alumni by bringing them together earlier, more often, and in ways that are meaningful to their generation
- Inspire students to a life of leadership, service and continuing education through early involvement with NHAA, Inc.
- Remain an integral part of the university's external relations strategy.
- Expand the structure of the Association to include the Graduate School Alumni
- Develop and implement recommended changes in the governance of NHAA, Inc.
- Develop a communication strategy to inspire and motivate alumni to engagement and service
- Develop a marketing strategy to compel alumni to engage in existing and newly designed activities

The NHAA, Inc. Board of Directors will have ultimate responsibility for the plan and will continue to meet in small study groups (in addition to traditional, standing committees) that parallel the strategic priorities to ensure the plan's success.

### Environmental Context

#### Overview

Successful Alumni Associations are reprogramming and retooling their programs to bring together alumni who want to see their institutions and local communities succeed.

Gone is joining the alumni association out of university pride. Rather these organizations are using the university affiliation as the entry point to involvement in the continued life of the institution.

Successful alumni organizations are those focused on maximizing the life skills, education and passion of their members for a higher social good.

Programming for all alumni (especially young alumni and early baby boomers) should reflect this trend toward participation based on personal and professional interests.

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#### Volunteerism

The time that alumni contribute as volunteers is precious and must be used wisely. "Volunteers of today are different than volunteers of a decade ago; their needs and expectations are changing at a dramatic pace."<sup>1</sup>

Many Alumni associations are losing leadership talent because they are consumed with administrative work without adequate support. This leads to frustration and burnout.

Volunteers seek active and participative engagement in mission fulfilling activities. They are concerned with the *impact* of their gift of time and they want opportunities which resonate with their personal and professional interests and talents.

Most non-profit organizations of today have moved from a model where volunteers do everything to one where a paid staff does most of the administrative work.<sup>2</sup>

To inspire alumni to greater service and to motivate them to lead, we must give them the tools and administrative support that they need. It is no longer advisable to have them "learn on the job", but it is necessary to provide adequate leadership training, so that they may function more effectively.

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<sup>1</sup> Association of Yale Alumni, **Ambassadors for Yale: The Strategic Plan**, New Haven, CT, January, 2008, page 7.

<sup>2</sup> Ibid, p.9.

### ***Environmental Context, continued***

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<b>Membership</b>	<p>Where membership in all of the Alumni Associations is open to all graduates<sup>3</sup>, increasingly it is no longer automatic. Graduates must pay annual dues to join.</p> <p>Graduate School alumni, honorary degree recipients, non-graduates on the faculty and administrative staff may also join the Association upon application and upon the payment of annual dues.</p>
<b>Value of Respect and Recognition</b>	<p>Alumni participation and giving is increased when alumni are treated with respect and are visibly appreciated by their universities and alumni affairs/relations offices.</p> <p>Howard University experienced a significant increase in alumni giving when the development and alumni affairs departments applied customer service and customer relationship management techniques to their interactions with alumni.</p> <p>Recognizing alumni in a prominent manner on campus, encourages participation by students in alumni activities as they matriculate, and increased membership when they graduate.</p> <p>For example:</p> <ul style="list-style-type: none"><li>• Yale University alumni have created a rotating gallery of alumni pictures and achievements which are prominently displayed in both the Student and Alumni Centers.</li><li>• Emerson College creates 30 second spots on alumni achievements which are played on the college radio station throughout the day. In addition to getting students more interested in alumni activities, it helps with student recruitment, as the spots are heard throughout the world.</li></ul>
<b>Declining interest in membership-based organizations</b>	<p>Americans are choosing not to join traditional membership-based organizations and geographically-based organizations. They are joining fewer formal community organizations whose sole purpose is social networking.</p> <p>In response to this disturbing realization, researchers began examining what replaced traditional membership organizations<sup>4</sup>.</p> <ul style="list-style-type: none"><li>• Communities/Organizations seeing success are organizing people around common interests, values and goals that are directly tied to promoting social good.</li><li>• Thriving organizations rely on a higher purpose as their call to action. Mentoring, advocacy and inter-generational volunteerism are seeing steady gains.</li></ul>

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<sup>3</sup> All alumni associations studied admit anyone who spent at least one semester in the University and withdrew in good standing.

<sup>4</sup> **Bowling Alone: The Collapse and Revival of American Community**, Robert D. Putnam, Simon and Shuster, 2000.

### ***Environmental Context, continued***

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#### **Impact of Technology**

Historically, Alumni Associations were the primary sources of communication, information, updates and news about their institutions.

In today's digital media and communications environment traditional alumni communications patterns are feeling the pressure to keep up with the pace of technology evolution.<sup>5</sup>

Our alumni community is advancing at a rapid pace with its adoption and use of technology. Technology is also forcing communication patterns and delivery methods to evolve. The continued reliance on social networking websites and services is projected to continue to climb.

- Gone are the days of trying to control and moderate all content from a central location.
    - Successful Alumni Associations nationally are filtering, sorting and packaging information in more accessible ways for their alumni.
  - Alumni Associations who have been traditionally late adopters to new forms of technology are now placed in the untenable position of constantly trying to stay ahead of the curve.
    - This requires significant strategic investments in communication delivery and measurement, online platforms, content development, and information filtering.
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#### **Volunteering and Giving**

The **MIT Giving/Engagement Study of 2002** found that graduates who participated in the Alumni Association activities were more likely to give; to give more consistently, and to give larger gifts.

In recognition of this relationship, many schools have greatly increased reunion activities through "every year reunions"; "cluster reunions" (encompassing several years); and holding reunions in the years 1-4 years after graduation to involve recent graduates as soon as possible.

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<sup>5</sup> According to Forrester Research, Inc.'s North American Consumer Technology Adoption Study 2006 Benchmark Survey of 66,707 US and Canadian households, 41% of North American households now have broadband Internet access at home, up from 29% at the end of 2004. Additionally, 75% of North American households have mobile phones, and fully 45% of Gen Yers (13-30 year olds), 27% of Gen Xers (28-42 year olds), and 17% of Younger Boomers (41-50 years old) who have a mobile phone use it beyond voice (specifically data services - text messaging, ring tones, and games).

## Methodology

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### Development of the Plan

The approval to begin the Strategic Planning process was given at the Biennial Convention in August 2008.

The Strategic Planning Process was designed between August and December 2008 and was presented to the NHAA, Inc. Board via *Hello, World*<sup>6</sup> in January 2009.

Based on the direct feedback and literature review, a new mission, vision, core strategies and goals were developed.

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### Workshops

Two workshops were held with NHAA, Inc. leadership to determine the critical issues facing the association and the critical success factors:

- September, 2009 as a part of the Leadership Retreat, facilitated by Past-President and Trustee, I. Emerson Bryant.
  - January, 2010 as a part of the NHAA, Inc. Board of Directors and Alumni Council Meetings.
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### Interviews

Interviews were conducted January – April 2010 with Alumni Relations Departments and Alumni Association leadership in the metropolitan Boston Area.

- There are more than 150 colleges and universities in the metropolitan Boston area. They vary in the structure of their Alumni Association:
    - Most do not have chapters. There is an elected alumni Board and the Alumni Relations Department interacts directly with alumni.
    - Many have staff, which the Alumni Association hires and pays. This staff does administrative tasks; updates documents and websites; gathers and updates alumni data.
  - Ten schools were selected: phone interviews were conducted with 5; face to face interviews with 3; and two were interviewed in an integrated group.
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### Focus Groups

Five Alumni who are not currently affiliated with a chapter were asked to review the draft document and to add their input.

An additional 5 – 10 alumni and students will be asked to review the draft plan and provide input.

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*Continued on Next Page*

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<sup>6</sup> Hello World provides video email and web conferencing (webcasting)

## Strategic Plan

### ***Methodology, continued***

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#### **Strategic Plan Review**

Other Alumni Association strategic plans were reviewed to determine trends:

- Iowa University
- Carnegie-Mellon
- Duke
- Yale University
- Winston-Salem
- Indiana University
- Princeton
- Princeton
- Ohio State University
- US Coast Guard
- LSU
- Harvard University

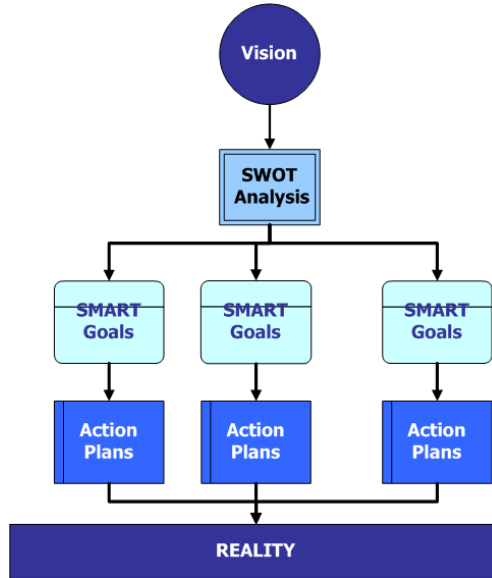
# Strategic Plan

## Strategic Planning Process

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### Planning Process

- The planning process developed the vision into reality<sup>7</sup>:



### In Scope

- The detailed planning process included these steps:

Step	Action
1	Define the planning process
2	Define NHAA, Inc. mission and values
3	Analyze the current state of the association
4	Create an inspiring vision
5	Compare the current state to the envisioned organization
6	Develop strategies and objectives to close identified gaps

### Out of Scope

- The following steps will be developed as part of the Implementation Plan, which will be developed by the incoming administration:

Step	Action
1	Develop the tactical action plans to close identified gaps
2	Execute the action plans
3	Monitor the results and make improvements

<sup>7</sup> Originally, the plan included developing action plans and timelines for implementation. Since a new administration will assume office on July 1, 2010, it seemed more appropriate that they not be encumbered by a pre-defined implementation strategy.

## Strategic Plan

### Key Strategic Assets

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**Overall NHAA, Inc. Goal**

Increase participation by alumni in the life of Hampton University through NHAA, Inc. programs and services

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**Mission**

The mission of NHAA, Inc. is to support and advance the mission, vision, and values of Hampton University by serving, communicating with, and involving alumni, current and future students, and friends of the University.

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**Vision**

Through NHAA, Inc., alumni will have a life-long relationship with Hampton University through communication, programs and services, student connections, and financial support.

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**Values**

NHAA, Inc is a learning organization, always listening to our stakeholders and each other and striving to institutionalize the discipline, processes and methodologies that offer the greatest reliability and quality of experience.

We enjoy working together as a team, helping each other, the Association and the University to grow.

Our core values are:

<b>Accountability</b>	Association leadership, at all levels, is responsible for producing results and outcomes.
<b>Collaboration</b>	The Association will develop strategic alliances that further the goals of the organization.
<b>Education</b>	The Association supports the advancing of a culture of lifelong learning among its alumni.
<b>Excellence</b>	The Association's communications, programs, and services will be of high quality, reflecting creative and innovative ways to serve our alumni and the university.
<b>Integrity</b>	The Association will manifest the highest standards of honesty, fairness, respect, and professional ethics

## Strategic Plan

### Strategic Goals

#### Goals and Objectives

The strategic goals and objectives of NHAA, Inc. are:

Goals	Objectives
<p><b>Strengthen the financial base</b></p>	<ul style="list-style-type: none"> <li>• Strengthen and diversify membership programs to maximize revenue.</li> <li>• Reduce Hampton University's subsidies necessary to support programs and services.</li> <li>• Contain costs and expenses throughout the organization.</li> <li>• Develop revenue producing activities and programs.</li> <li>• Consider instituting a dues-for-membership program.</li> </ul>
<p><b>Increase membership</b></p>	<ul style="list-style-type: none"> <li>• Demonstrate tangible benefits of affiliation</li> <li>• Increase Map membership retention to 85% for annual memberships.</li> <li>• Increase Member Advantage Program (MAP) membership by 5% each year for lifetime memberships.</li> <li>• Acquire 500 new alumni as donors each year until at least 25% of alumni are givers.</li> <li>• Ensure that graduate and satellite school alumni are recruited and included in programs.</li> <li>• Offer multiple avenues for alumni to deepen their engagement with the University.</li> </ul>
<p><b>Create stronger institutional ties with young alumni by bringing them together earlier, more often, and in ways that are meaningful to their generation</b></p>	<ul style="list-style-type: none"> <li>• Develop an organizational plan to engage more students and young (age 30 and younger) alumni.</li> <li>• Increase student participation in NHAA, Inc. programs by 5% each year.</li> <li>• Increase opportunities for young alumni participation and increase young alumni participation by 5% each year.</li> </ul>
<p><b>Inspire students to a life of leadership, service and continuing education through early involvement with NHAA, Inc.</b></p>	<ul style="list-style-type: none"> <li>• Develop and design a progressive leadership development program for freshman – senior years which includes student involvement in reunions and other alumni activities.</li> <li>• Create service project opportunities that involve students and alumni working cooperatively.</li> </ul>

## Strategic Plan

### Strategic Goals, continued

#### Goals and Objectives, continued

Goals	Objectives
<b>Remain an integral part of the university's external relations strategy.</b>	<ul style="list-style-type: none"> <li>• Enhance channels for involvement and improve access to information about the university for all alumni, with particular focus on non-association oriented alumni.</li> <li>• Work with the university to present a consistent message to alumni.</li> <li>• Maximize campus partnerships to ensure a broad number of alumni are aware of and have access to campus programs that are open to alumni.</li> </ul>
<b>Expand the structure of the Association to include the Graduate School Alumni</b>	<ul style="list-style-type: none"> <li>• Develop departmental reunions for the graduate programs</li> <li>• Create Special Interest Groups (SIG) and include graduate alumni in its membership.</li> </ul>
<b>Develop and implement recommended changes in the governance of NHAA, Inc.</b>	<ul style="list-style-type: none"> <li>• Review the current Board and Alumni Council structure and determine if it supports the plan. Make changes, if necessary.</li> <li>• Fully develop the <i>“Leading with Purpose”</i> leadership development webinars and workshops.</li> <li>• Replace the <b>“Care and Feeding”</b> Manual with easily accessible online modules</li> <li>• Develop and implement a Succession Plan for the Association</li> </ul>
<b>Develop a Communication Strategy to inspire and motivate alumni to engagement and service</b>	<ul style="list-style-type: none"> <li>• Focus on various segments of the alumni population, by degrees of engagement, with a goal of increasing their involvement.</li> <li>• Inventory the volunteer needs of the University and develop a campaign to match the needs with alumni interests and talents.</li> <li>• Add a Content Management Committee to the NHAA, Inc. Board to manage the content on NHAAINC.org, Newsletters and other print media, as well as the social networking sites.</li> </ul>
<b>Develop a marketing strategy to compel alumni to engage in existing and newly designed activities</b>	<ul style="list-style-type: none"> <li>• Gather life style and demographic data on all alumni and create a database.</li> <li>• Hold regional, class, and SIG focus groups to determine alumni interest areas.</li> <li>• Develop an organization wide marketing plan to promote the value of Association membership.</li> <li>• Define, develop and extend the NHAA brand</li> <li>• Develop a public relations strategy that increases the understanding and acceptance of NHAA's mission and activities by our core constituencies</li> </ul>

# Strengths

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The strengths of NHAA, Inc. are:

- Reputation of excellence and achievement of alumni
- The stature and reputation of the University.
- Diversity of alumni
- Proven ability to recruit talented students to Hampton
- Member Advantage Program (MAP) revenue
- Legacies continue to grow.
- Many faculty, administrators, and staff are alumni
- Endowed Scholarship Program
- Biennial Convention
- Class leaders
- Affinity Groups
- Pre-Alumni Groups
- The “Leading with a Purpose” brand
- The “Leading with a Purpose” online modules
- nhaainc.org
- Presence on social networking sites
- Launch of the NHAA, Inc. brand “*Possibilities Unlimited*” expands awareness and engagement of non-association oriented alumni.
- Improved on campus relationships with students and university administration.

### Weaknesses

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The identified weaknesses of NHAA, Inc. are:

- The challenge of understanding what appeals to our diverse alumni and meeting their needs.
- Difficulty engaging young alumni.
- Difficulty engaging and sustaining student involvement in Pre-Alumni Council.
- Alumni Affairs, which primarily provides administrative support to the volunteer Association leadership, is a part of the University's Department of Development.
  - While raising funds for Hampton is a primary focus, the association has other goals which are not priorities for Development; e.g., mentoring, student-alumni collaborations, recruiting and retaining talented students.
  - This creates a misalignment of goals between NHAA, Inc. and Alumni Affairs.
- Alumni Affairs staff size limits what we can do.
- Inability to control budget and allocations
- Decreased engagement of alumni residing west of the Mississippi.
- Alumni don't have a clear understanding about the need for support.
  - Benefits and impact of all gifts are not communicated
- The "culture of connection" and the Hampton network could be stronger
  - Many alumni are passive rather than actively engaged
  - Volunteer pipeline needs to be strengthened and supported
  - Links between students and alumni present challenges and opportunities for students to consider themselves as "alumni for life"
  - Relatively small percentage of alumni routinely participate in Association events
- Strong, consistent links between each class and the University are needed. Class Leaders should have a stronger, on-going role.
- There are too few affinity groups (e.g. professions, avocation interests) at the present time; SIGs have not been fully developed.
- Many Alumni have the cynical view that the University is only interested in alumni development for fundraising purposes

## Strategic Plan

### ***Weaknesses, continued***

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- The University does not integrate the Alumni Association to the fullest extent possible, and the Alumni Association's work isn't widely known by the student body.
- Students' changing attitudes and affinity toward the university.
- Substantial reliance on the University for operating funds.
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# Opportunities

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The opportunities of NHAA, Inc. are:

- Younger alumni are turning to organizations around common professional interests, and one-time community service projects.
- Older alumni and retired Baby Boomers are turning to organizations who can feed their desire to learn something new and stay connected intellectually to life around them.
- Hampton's development of online and distance learning provides an opportunity to extend continuous learning as a benefit of membership.
- Evolving electronic capabilities; especially social networking.
- New revenue generating opportunities.
- A growing alumni population.
- With technology, geography becoming less of an obstacle
- Ability to establish efficient and comprehensive Alumni Database
- Opportunity to have regular surveys and communication to build a strong knowledge base about our alumni and their expectations
- Hosting targeted events for affinity groups and SIGs with the President.
- Alliances with HU Career Development has potential to create work experiences for alumni
- Recent alumni gather together even if they do not affiliate with a chapter.
- Alumni are sending their children to Hampton for study. These legacies should be highlighted and celebrated.

### Threats

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The threats facing NHAA, Inc. are:

- Constraints on alumni participation such as physical distance, relationship decay, university discontinuity (no perceived clear outlet or process for involvement), and life stage priorities.
- The effect of economic factors on alumni giving and fund raising. Economic disruptions, including job losses and changes, can cause interruption of attention to and engagement with alma mater.
- There is competition for alumni resources of time, talent, and treasure
- Privacy issues constrain ability to get information from the University to contact and engage alumni.
- Implications of evolving technology affecting how we market the Association
- Greater competition for volunteers and donors
- Constant pressure to keep up with technological change
- Greater challenge to maintain a personal touch
- Declining interest in membership-based organizations
- A failure to recognize that Alumni are volunteers and they will participate only if there is a meaningful role for them, and their particular needs (as individuals and groups) are addressed
- Potential impact of identity threats makes it difficult in acquiring information for online projects.

### Plan Management

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The Strategic Plan is intended as a living document, one that all alumni will have opportunities to review through presentations, surveys, and focus groups.

- The NHAA, Inc. Board of Directors will facilitate these conversations and gauge measures of success.
- The Board of Directors will have ultimate responsibility for the plan and will continue to meet in small study groups (in addition to traditional, standing committees) that parallel the strategic priorities to ensure the plan's success.
- Action Plans and implementation schedules will be completed no later than **December 1 2010**.
- Mitigation strategies will be presented to alumni if schedules are not met and outcomes are not achieved.
- Status Reports will be presented to alumni quarterly.

## Strategic Priorities

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**Strategic  
Priority  
#1**

**Recognize students as future alumni, and nurture excitement about a lifetime of engagement with Hampton University**

Rationale	Implementation Strategies
<p>Today's students are tomorrow's alumni.</p> <p>The Alumni Association must find new ways to promote the benefits of alumni engagement so that the momentum is not lost when students graduate.</p> <p>If students are encouraged to feel pride in being "Hamptonians for Life," they are more likely to stay connected with their alma mater and with each other, and to support the University in a variety of ways.</p>	<p>Foster sense of pride and a philanthropic interest in giving.</p> <ul style="list-style-type: none"> <li>• View Alumni Weekend, Homecoming, and Reunions from student connection perspective.</li> <li>• Implement a plan for an online web networking community for connecting students, alumni, parents, faculty, staff, and College. This should include existing networks as well as identifying new opportunities.</li> <li>• Connect to student body in general and especially student leaders (influencers) as future leaders. Include Student Leaders in Leadership Development Training when possible.</li> <li>• Create seat(s) for student representative(s) on the NHAA, Inc. Board of Directors.</li> <li>• The Alumni Association will have a presence at key campus events that provide exposure to a cross-population of students, i.e. Orientation, Commencement, and Homecoming.</li> <li>• The Association will identify student events in which it can participate, and will strategically use these events to spread its message and purpose throughout the student population.</li> </ul> <p>The Alumni Association will strengthen its relationship with the student population:</p> <ul style="list-style-type: none"> <li>• Solidify its current relationship with the Pre-Alumni Council.</li> <li>• The Association will define a role for the Pre-Alumni President on the NHAA, Inc Board, allowing the Pre-Alumni to play a more prominent part in the activities of the Alumni Association.             <ul style="list-style-type: none"> <li>○ This relationship will result in improved access to and communication between students and alumni.</li> </ul> </li> </ul>

**Strategic Priorities, continued**

**Strategic Priority #2** Create and enhance opportunities for alumni engagement in support of Hampton University, and promote the benefits of the reciprocal relationship between alumni and the University.

Rationale	Implementation Strategies
<p>If alumni are “Hamptonians for Life,” the University and the Alumni Association must offer programs to interest and engage them in all stages of life as students and beyond.</p> <p>A culture of connection that begins even before a student matriculates at the College encourages involvement, which in turn can lead to increased philanthropic support.</p> <p>Benefits to alumni and to the institution are mutually rewarding</p>	<ul style="list-style-type: none"> <li>• Restructure and invigorate alumni structure and programs to include alumni and student interaction                             <ul style="list-style-type: none"> <li>○ Analyze the effectiveness of the current Regional structure, where 5 chapters can constitute a region.</li> <li>○ Consider adopting a regional structure that is based on geographic regions rather than number of chapters.</li> </ul> </li> <li>• Create new vertical associations (with affinities and SIGs) and include them in regional activities.</li> <li>• Consider “virtual” chapters as a part of the overall organizational structure.</li> <li>• Broaden the appeal of alumni activities through purposeful diversification of governance, planning, and implementation of the Association’s program</li> <li>• Recognize parents and faculty as valuable partners, especially those who are alumni.</li> <li>• Enhance and expand current lifelong learning opportunities                             <ul style="list-style-type: none"> <li>○ Create travel programs, book groups, academic symposia</li> <li>○ Facilitate discounted study for alumni in online courses</li> </ul> </li> <li>• Seek alumni input to more closely align programming with alumni interests..</li> <li>• Expand the role of class leaders and make it continuous rather than reunion-based.</li> <li>• Establish a training program for Class Leaders                             <ul style="list-style-type: none"> <li>▪ Leadership Development</li> <li>▪ Strategic planning for non-reunion events</li> </ul> </li> <li>• Include Class Leaders in the focus groups for input into action plans to implement the</li> </ul>

**Strategic Priorities, continued**

Strategic  
Priority  
#3

**Support and expand career networking programs for Alumni and Hampton University College community.**

Rationale	Implementation Strategies
<p>A significant way that alumni can foster a sense of connection with students and with each other is through career networking. Internships, externships, shadowing, mentoring, and other career programs offer alumni many opportunities to share their experience with each other, with students, and with members of the University community.</p> <p>With layoffs and other career transitions, the University can assist alumni with training and other career opportunities.</p>	<ul style="list-style-type: none"> <li>• Build programs for alumni to network with one another.</li> <li>• Support and encourage participation in current programs to serve students such as, internships, and encourage 100 percent participation from the Alumni Council in setting an example.</li> <li>• Recognize parents as valuable partners.</li> <li>• Consult with and support the efforts of the Center for Career Development.</li> <li>• Partner with the University to offer for credit Professional Development Days to enhance alumni career development</li> <li>• Consider the development of <i>an Alumnus in Residence Program</i> which targets retired alumni.             <ul style="list-style-type: none"> <li>○ The tenure of engagement would be a period of thirty to ninety days</li> <li>○ The Association would partner with the University to provide on-campus housing during this period.</li> <li>○ The alumnus in residence could participate in activities such as:                 <ul style="list-style-type: none"> <li>▪ Mentoring student leaders</li> <li>▪ Providing workshops and seminars to students, staff, and alumni in their areas of expertise.</li> <li>▪ Consulting with the University, where appropriate, to develop grant and funding opportunities.</li> </ul> </li> </ul> </li> </ul>

## Strategic Plan

### Strategic Priorities, continued

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**Strategic Priority #4**      **Develop a vibrant, diverse, plan for alumni of all ages to connect with one another and with the University on commonalities of interests and experiences**

Rationale	Implementation Strategies
Alumni will have an even greater sense of connection to the University if there are opportunities for them to experience their relationship to one another through affinity interests in addition to their class years.	<ul style="list-style-type: none"><li>• Review current areas of affinity and establish additional affinity groupings and SIGs (e.g. professions, recreation, young alumni).</li><li>• Advocate for and communicate about the above to alumni, parents, students, faculty, and staff.</li><li>• Implement an online web community as an essential tool for enabling and communicating with/among affinity groups.</li></ul>

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**Strategic Priority #5**      **Develop a NHAA brand and marketing plan**

Rationale	Implementation Strategies
NHAA needs a thematic framework by which to organize communications and programming throughout the year.	<p>We aim to reach the broadest number of alumni. To accomplish this, we must create and implement a communications plan and a marketing plan, which will include at least three major components:</p> <ol style="list-style-type: none"><li>1. Define, develop and extend the NHAA brand;</li><li>2. Expand our use of new and alternative media to reach more and larger audiences</li><li>3. Use mainstream media to promote alumni activities:<ul style="list-style-type: none"><li>• Ads in Jet, Ebony, Essence and other publications promoting activities.</li></ul></li></ol>

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## Strategic Plan

### Strategic Priorities, continued

**Strategic  
Priority #6**

**Develop metrics to measure all strategic priorities, annually and long-term**

Rationale	Implementation Strategies					
<p>Strategic planning involves strategic assessment measurement.</p> <p>Benchmarks will be established in the first year in order to measure meaningful metrics over time.</p>	<p>Quantifiable metrics include but are not limited to increases over the next four (4) years (2010-2014) in the following areas:</p> <table border="1" data-bbox="656 564 1338 1535"> <tbody> <tr> <td data-bbox="656 564 857 1220"> <p><b>Engagement</b></p> </td> <td data-bbox="857 564 1338 1220"> <ul style="list-style-type: none"> <li>• Young alumni (up to 10 years since graduation)</li> <li>• Establishment of new affinity groups and alumni participation in them</li> <li>• Online community participation</li> <li>• Increase number of Mentors by 15% each year</li> <li>• Increase number and strength of alumni interested in serving on the Alumni Board</li> <li>• Increase number of Leadership training offered via webcasts</li> <li>• An increase in the percentage of recent grads joining the Association within one-year of graduation 10% each year.</li> </ul> </td> </tr> <tr> <td data-bbox="656 1220 857 1535"> <p><b>Attendance at Events</b></p> </td> <td data-bbox="857 1220 1338 1535"> <ul style="list-style-type: none"> <li>• First time attendees</li> <li>• Students (pre-alumni) who attend events</li> <li>• Donors and donor prospects who attend events</li> <li>• Attendees at targeted receptions for affinity groups with the President.</li> </ul> </td> </tr> </tbody> </table>		<p><b>Engagement</b></p>	<ul style="list-style-type: none"> <li>• Young alumni (up to 10 years since graduation)</li> <li>• Establishment of new affinity groups and alumni participation in them</li> <li>• Online community participation</li> <li>• Increase number of Mentors by 15% each year</li> <li>• Increase number and strength of alumni interested in serving on the Alumni Board</li> <li>• Increase number of Leadership training offered via webcasts</li> <li>• An increase in the percentage of recent grads joining the Association within one-year of graduation 10% each year.</li> </ul>	<p><b>Attendance at Events</b></p>	<ul style="list-style-type: none"> <li>• First time attendees</li> <li>• Students (pre-alumni) who attend events</li> <li>• Donors and donor prospects who attend events</li> <li>• Attendees at targeted receptions for affinity groups with the President.</li> </ul>
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**Strategic Priorities, continued**

**Strategic  
Priority  
#6,  
continued**

**Develop metrics to measure all strategic priorities, annually and long-term**

Rationale	Implementation Strategies					
<p>Strategic planning involves strategic assessment measurement.</p> <p>Benchmarks will be established in the first year in order to measure meaningful metrics over time.</p>	<p>Quantifiable metrics, continued:</p> <table border="1" data-bbox="727 499 1369 1285"> <tr> <td data-bbox="727 499 930 1125"> <p><b>Alumni Giving</b></p> </td> <td data-bbox="930 499 1369 1125"> <ul style="list-style-type: none"> <li>• Number of Donors</li> <li>• Increased giving</li> <li>• Increased giving to the Endowed Scholarship Fund</li> <li>• Movement of donors to next highest level of giving</li> <li>• Ensure continued 100% participation by the Alumni Board and challenge other alumni groups to do the same.</li> <li>• Develop a program to recognize donors who have increased their annual giving gift by 50%.</li> </ul> </td> </tr> <tr> <td data-bbox="727 1125 930 1285"> <p><b>Alumni Satisfaction</b></p> </td> <td data-bbox="930 1125 1369 1285"> <ul style="list-style-type: none"> <li>• Implement annual survey of alumni event preferences</li> <li>• Implement post-event satisfaction survey.</li> </ul> </td> </tr> </table>		<p><b>Alumni Giving</b></p>	<ul style="list-style-type: none"> <li>• Number of Donors</li> <li>• Increased giving</li> <li>• Increased giving to the Endowed Scholarship Fund</li> <li>• Movement of donors to next highest level of giving</li> <li>• Ensure continued 100% participation by the Alumni Board and challenge other alumni groups to do the same.</li> <li>• Develop a program to recognize donors who have increased their annual giving gift by 50%.</li> </ul>	<p><b>Alumni Satisfaction</b></p>	<ul style="list-style-type: none"> <li>• Implement annual survey of alumni event preferences</li> <li>• Implement post-event satisfaction survey.</li> </ul>
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### Recommendations

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1. That the Organizational Effectiveness Committee be continued and that it be given the oversight for the implementation of the Strategic Plan
2. That if the Strategic Plan is approved for implementation that an implementation schedule be prepared by September 2010
3. That the Status of activities against plan be part of the agenda for Board and Alumni Council meetings
4. That the Status of activities against plan be part of the Association Newsletter and website

## Strategic Plan

### Sources

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Association of Yale Alumni	<a href="#"><u>Strategic Plan 2008</u></a>
California Alumni Association	<a href="#"><u>2008-2012 Strategic Plan</u></a>
Carnegie-Mellon Alumni Association	<a href="#"><u>Strategic Objectives</u></a>
Duke Alumni Association	<a href="#"><u>Forever Duke Strategic Plan, 2005-2010</u></a>
Franklin & Marshall College Alumni Association	<a href="#"><u>September 2008 Strategic Plan</u></a>
Gettysburg College Alumni Association	<a href="#"><u>2008-2012 Strategic Plan</u></a>
Kentucky State University Alumni Association	<a href="#"><u>Strategic Plan</u></a>
Louisiana State University Alumni Association	<a href="#"><u>Strategic Plan</u></a>
Ohio State University Alumni Association	<a href="#"><u>Strategic Plan</u></a>
Pomona College Alumni Association	<a href="#"><u>Strategic Plan July 2005 – June 2010</u></a>
Red Deer College Alumni Relations	<a href="#"><u>2008-2010 Strategic Plan</u></a>
Rice University Alumni Association Alumni Association	<a href="#"><u>Strategic Plan</u></a>
Sacramento State Alumni Association	<a href="#"><u>Strategic Plan in support of Destination 2010</u></a>
United States Coast Guard Academy	<a href="#"><u>Strategic Plan 2008</u></a>
University of Connecticut Alumni Association	<a href="#"><u>Strategic Plan 2009-2014</u></a>
University of Iowa Alumni Association	<a href="#"><u>2006-2009 Strategic Plan</u></a>
University of Maryland University College	<a href="#"><u>2006-2012 Strategic Plan</u></a>
University of Massachusetts Amherst Alumni Association	<a href="#"><u>Strategic Plan 2005-2008</u></a>
University Of Scranton Alumni Society	<a href="#"><u>Strategic Plan: 2008-2011</u></a>
Warner Pacific College Alumni Council	<a href="#"><u>Strategic Plan 2007 - 2012</u></a>
West Virginia Alumni Association	<a href="#"><u>Strategic Plan</u></a>
Winston-Salem State University	<a href="#"><u>Strategic Plan 2010-2015 :Achieving Academic Distinction: The Plan For Student Success</u></a>