

# *Pathways to Premier*

## *Renewing our Strategic Plan*



*The Association of Former Students*

*May 6, 2011*

## Pathway One

### *Communicate effectively and efficiently with the Aggie Network*

Our organization must execute effective communications with our constituents as well as among our team members and maintain and enhance the tools used in our communication efforts.

#### **Evaluate and enhance communication with our constituents.**

- Expand our annual Strategic Marketing and Communications Plan, focusing on a two year horizon.
  - Use communication channels to educate and engage constituents in interesting and meaningful ways that promote The Association's mission and deliver on our brand position. (*Brand position: For Aggies whose lives have been changed by Texas A&M, The Association of Former Students nurtures and sustains an active network of people who want to be a part of something bigger than themselves and who want to perpetuate and celebrate the values Aggies hold dear.*)
    - Enhance stewardship efforts to educate constituents on importance of giving.
  - Drive consistent communications that support and strengthen our brand position and showcase the unique mission and purpose of The Association of Former Students.
  - Develop a virtual worldwide Aggie Network that is relevant to our constituents.
    - Use social media platforms and other emerging technologies, including mobile device capabilities, to connect the Aggie Network.
    - Continue the evolution of AggieNetwork.com into a platform that provides ever-increasing functionality for communications, engagement and transactions.
    - Embrace and utilize evolving communications technology.

#### **Maximize the value of our database as a communications and fundraising tool and ensure security and appropriate use of constituent data.**

- Ensure the optimal level of data accuracy.
- Ensure highest level of data security available within our resources.
- Utilize data mining to improve efficiency and effectiveness of fundraising appeals.
- Leverage technology and social media to continually update The Association's database into a more robust source of information that connects the Aggie Network.
- Utilize volunteers, clubs and constituent networks to enhance our database.
- Utilize data to customize communications.

**Improve internal workflows and communication.**

- Centralize and improve internal communications and training through use of an intranet.
- Streamline the sharing of information related to event planning and execution through an events management system.
- Efficiently identify and utilize multimedia information through a multimedia asset library.
- Continually evaluate and align roles and responsibilities of divisions and departments to optimize organizational effectiveness.

## Pathway Two

### *Increase participation and involvement*

Our programs and events must align with our business objectives and be routinely evaluated to ensure they are relevant to our ever-changing constituent base.

**Deliver programs that align with our brand position and directly support our main business objective of building relationships with, and raising small gifts from, Aggies who wish to perpetuate the purpose and core values of Texas A&M and Texas Aggies.**

- Assess overall performance – including efficiency, relevance, success and quality -of existing programs and create, restructure or eliminate where appropriate during the annual planning and budgeting process.
  - Implement improvements to more efficiently plan and more effectively execute The Association’s core activities.
  - Create an annual survey of former students to accurately assess The Association’s relevance in the lives of our constituents.
  - Implement an annual survey of program-related volunteers to assess the overall performance – including efficiency, relevance, success and quality – of existing programs.
  - Revise the reunion scheduling and planning process to create a more streamlined and efficient process for both staff and Class Agents.
- Develop metrics to measure involvement over a significant time span (5-10 years).
  - Utilize technology to capture and measure constituent participation and involvement.
    - Evaluate database-integrated web portals and emerging technology to capture involvement data.
- Deliberately engage former students under the age of 40 with new and relevant programs and services.
  - Develop a team within Former Student Programs dedicated to young alumni and constituent networks.
- Cultivate engagement with current students to provide a foundation for continued involvement upon transition to former students that allows them to learn about and share the impact of The Association.
- Create a mechanism and protocols to capitalize on stewardship and friend-raising opportunities presented by all Association programs to grow friends first, then funds.
  - Enhance engagement opportunities with colleges and student organizations to encourage involvement with The Association through various constituent networks.
  - Create focused outreach programs that build and nurture relationships with current and former international students.
  - Increase volunteer opportunities and create a volunteer recognition program that rewards gifts of time and excellent service, in addition to financial gifts.

**Manage the Alumni Center to build affinity with targeted segments of the Aggie Network, promote The Association's mission and deliver on our brand promise.**

- Determine feasibility and impact of managing the Alumni Center as a source of alternative revenue or as a service to the campus community, supported as an Annual Fund project.
- Utilize the Events team effectively to position the Alumni Center to serve the Aggie Network and enable programming staff to cultivate relationships with constituents at events.
  - Maximize relationship-building opportunities presented by events in the Alumni Center.
- Create opportunities within the Alumni Center for demonstration of the Aggie Network in action.

**Provide tools, training and opportunities for volunteers and staff.**

- Improve resources provided to volunteers, creating a comprehensive volunteer orientation to include an organizational overview, education on specific roles and expectations and tools to help volunteers better serve The Association and their respective constituencies.
- Provide avenues for regular volunteer communication.
- Restructure Leadership Council Meetings to maximize volunteer input and training opportunities.
- Develop Phase II of our Association Professional Development Curriculum.
- Enhance our staff recognition to affirm and encourage a spirit of service and excellence throughout the organization.

## **Pathway Three**

*Raise friends and funds for Texas A&M and The Association.*

Strategic focus on raising friends and funds for Texas A&M requires current practices and strategies to be more effective in our friend-raising and fundraising efforts.

**Develop and implement a comprehensive fundraising strategy that will allow The Association, the Texas A&M Foundation, the 12<sup>th</sup> Man Foundation and Texas A&M University to work in concert on fundraising endeavors through coordination with the Texas A&M University Coordinating Council.**

- Develop coordinated and consistent long term and short term messaging and fundraising initiatives with the Texas A&M Foundation, the 12<sup>th</sup> Man Foundation and Texas A&M University to encourage giving to Texas A&M.

**Review current gift recognition programs and identify opportunities to improve retention.**

- Develop enhanced recognition for long-term loyal donors.
- Adjust recognition for first- through third-year donors.

**Develop targeted appeals, alternative giving mechanisms and new affinity programs.**

- Customize appeals for former students in the Young Family and New Grad market segments.
- Determine if partially directed giving opportunities would enhance the appeal of the Annual Fund.
- Identify opportunities for endowment of Association operational areas.
- Evaluate if an alternative name for the Annual Fund would encourage giving.
- Develop giving opportunities that are easy and attractive to younger graduates.
- Enhance focus on matching gift education and outreach.
- Develop additional and appropriate revenue-generating affinity programs.

**Nurture and grow those relationships integral to the success of The Association.**

- Identify relationship gaps and create opportunities to build new relationships with key partners previously unreached by The Association.
- Identify those existing relationships that must be nurtured and preserved to ensure continued success for The Association.
- Enhance efforts to build relationships and educate international students about the Aggie Network while they are still on campus.

## Pathway Three

### *Raise Friends and Funds for Texas A&M*

Goal	Objective	Specific Tasks	Team Lead	Target Completion	Indicators of Success
Develop and implement a comprehensive fundraising strategy that will allow The Association, the Texas A&M Foundation, the 12 <sup>th</sup> Man Foundation and Texas A&M University to work in concert on fundraising endeavors through coordination with the Texas A&M Coordinating Council.					
	Develop coordinated and consistent long term and short term messaging and fundraising initiatives with the Texas A&M Foundation, the 12 <sup>th</sup> Man Foundation and Texas A&M University to encourage giving to Texas A&M.		Executive / Annual Giving/Communications Teams	Ongoing	Increase in financial gifts to Texas A&M; less confusion among donor base on giving opportunities.
Review current gift recognition programs and identify opportunities to improve retention.					
	Develop enhanced recognition for long-term loyal donors.		Annual Giving Team	January 2012	Increase in retention rates of donors along all segments.
	Adjust recognition for first-through third-year donors.		Annual Giving Team	January 2012	Increase in retention of first-third year donors.

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Goal	Objective	Specific Tasks	Team Lead	Target Completion	Indicators of Success
Develop targeted appeals, alternative giving mechanisms and new affinity programs.					
	Customize appeals for former students in the Young Family and New Grad market segments.		Annual Giving Team	January 2012	Improved financial participation among Young Families and New Graduates market segments.
	Determine if partially directed giving opportunities would enhance the appeal of the Annual Fund.		Marketing and Programs Teams	June 2012	Increase in donor participation, if implemented.
	Identify opportunities for endowment of Association operational areas.		Development Team	January 2012	Creation of endowment opportunities and strategies to secure donors for such. Ultimately, will free Annual Fund dollars for greater university impact.
	Evaluate if an alternative name for the Annual Fund would encourage giving.		Annual Giving Team	June 2012	Increase in donor participation, if implemented.
	Develop giving opportunities that are easy and attractive to younger graduates.		Annual Giving Team	January 2012	Increased participation among New Graduate market segment.
	Enhance focus on matching gift education and outreach.		Annual Giving Team	January 2012	Increase in matching gift companies and matching gift utilization by constituents.
	Develop additional and appropriate revenue-generating affinity programs.		Finance/ Marketing and Programs Teams	January 2014	Increase in revenues from new affinity programs.



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Goal	Objective	Specific Tasks	Team Lead	Target Completion	Indicators of Success
Nurture and grow those relationships integral to the success of The Association.					
	Identify relationship gaps and create opportunities to build new relationships with key partners previously unreached by The Association.		Executive Team	Initial assessment February 2012; Ongoing	Enhanced understanding of The Association's impact among new audiences.
	Identify those existing relationships that must be nurtured and preserved to ensure continued success for The Association.		Executive Team	Initial assessment February 2012; Ongoing	Enhanced understanding of The Association's impact among key partners.
	Enhance efforts to build relationships and educate international students about the Aggie Network while they are still on campus.		Campus Programs	Ongoing	Increased participation and connectiveness among international former students.