GOAL 1 Increase effectiveness through the Alumni Council and staff development.

OBJECTIVE 1 Ensure that Alumni Council and staff members collectively possess the following skills, expertise, and characteristics to provide effective leadership for the Ball State University Alumni Association.

- Technical/financial expertise
- Nonprofit governance
- Professional experience in advancement
- Pride and passion for Ball State University and alumni community
- Diversity—geographic, gender, ethnicity, age, affinity
- Community and university influence

PERFORMANCE INDICATOR 1
Review annually a matrix of staff, Alumni Council members, and Alumni Council nominees to maintain representation in categories of diversity, giving, volunteerism, professional expertise, nonprofit experience, interaction, and attendance at university events.

PERFORMANCE INDICATOR 2
Create job descriptions, requirements, and goals for Alumni Council members and review them annually.

PERFORMANCE INDICATOR 3
Report annually to the Executive Committee the contributions of each Alumni Council member and the cost to the alumni association for each member to participate on the Alumni Council.

PERFORMANCE INDICATOR 4
Develop a conflict of interest and confidentiality policy and require an annual signature affirming adherence to that policy from each member of the Alumni Council.

OBJECTIVE 2 Reorganize staff to achieve greater efficiency.

PERFORMANCE INDICATOR 5
Review and revise job descriptions for all professional and support staff members to align the organizational structure with the strategic plan. To be completed by the end of fiscal year 2014.

PERFORMANCE INDICATOR 6
Review staffing needs annually.

PERFORMANCE INDICATOR 7
Create an effective leadership training program for both staff members and volunteers and review annually.

OBJECTIVE 3 Reorganize the alumni association to optimize performance.

PERFORMANCE INDICATOR 8
Perform an annual review of the alumni association bylaws to ensure that they are aligned with university and the Ball State University Foundation bylaws wherein such alignment is deemed to be both appropriate and in compliance with state and federal law. (First review to be completed by the end of fiscal year 2014.)
OBJECTIVE 1 Increase participation and engagement of students and young alumni through expanded and additional programming—i.e., Homecoming, St.A.R.T., scholarship, and young alumni leadership programs.

PERFORMANCE INDICATOR 9
Develop partnerships with university departments (specifically, the Office of Admissions, Orientation, Student Life, and Annual Giving) to extend the outreach of the alumni association to the incoming and current student populations.

Develop a plan with the Office of Admissions to increase the number of partnered events to five per year.

Develop a plan by the end of fiscal year 2015 for the participation of the alumni association in the university’s orientation program to annually educate the incoming class regarding university traditions to create and encourage a culture of giving.

Develop a plan by the end of fiscal year 2015 wherein the Office of the Vice President for Student Affairs and Dean of Students assists the alumni association to identify annually three emerging leaders from each class to be recruited into leadership positions within existing organizations and programs developed under the auspices of the alumni association.

PERFORMANCE INDICATOR 10
Launch a Young Alumni Council as a separate constituent society by:

a. Executive committee by the end of fiscal year 2014.

b. Complete council by the end of fiscal year 2015.

PERFORMANCE INDICATOR 11
Evaluate alumni association resources and foundation alumni accounts annually to determine scholarship opportunities.

OBJECTIVE 2 Increase the participation and engagement of affinity and collegiate groups through expanded and additional programming.

PERFORMANCE INDICATOR 12
Expand the number of Cardinal Business Forum type events to make them available to additional affinity and collegiate constituencies with the ultimate goal to have such an event applicable to all alumni. The number of such events to be increased to three in three locations by the end of fiscal year 2015.

PERFORMANCE INDICATOR 13
Build a gift component into the registration fee for most of the events sponsored by the alumni association. A standard calculation for that gift component to be at least 10 percent of the registration fee. This will be implemented by the end of fiscal year 2015.

PERFORMANCE INDICATOR 14
Invite one student leader to attend each meeting of the Alumni Council beginning in fiscal year 2015.

PERFORMANCE INDICATOR 15
Fill student representative positions on all constituent governing Alumni Councils by the end of fiscal year 2015, where appropriate.

PERFORMANCE INDICATOR 16
Explore with the dean of each college the possibility of developing at least one annual, collegewide program or event with the goal of involving all of the academic departments within the university in some alumni function or event. The discussion with each dean to be completed by the end of fiscal year 2015.

OBJECTIVE 3 Provide new and expanded mentoring, career service, and networking programs for students and alumni while encouraging alumni to hire university graduates.

PERFORMANCE INDICATOR 17
Examine the possibility of expanding career service opportunities for alumni, offered both locally and regionally, by identifying potential persons, groups, or organizations that may be located either on or off campus with whom the alumni association might partner so as to offer such services on an ongoing basis. A report regarding the findings of this exploration to be made by the staff to the Alumni Council prior to the end of fiscal year 2015.

PERFORMANCE INDICATOR 18
Expand the existing alumni mentor network to include a program for students with the secondary goal of encouraging alumni to hire university graduates. Planning and implementation of this expansion to be concluded by the end of fiscal year 2016.

OBJECTIVE 4 Increase the focus on, and development of, geographic chapters/networks and host national tours in major markets.

PERFORMANCE INDICATOR 19
Establish a plan to develop and/or expand the chapters/networks in the top six alumni markets by the end of fiscal year 2014—Atlanta, Washington D.C., Los Angeles, New York, San Diego, and San Francisco.

PERFORMANCE INDICATOR 20
Encourage the development of local chapter/network activities that collaborate with other campus/alumni groups and are scheduled annually. A plan to encourage and facilitate the development of such chapter/network activities to be completed by the end of fiscal year 2015.

PERFORMANCE INDICATOR 21
The alumni association will organize a tour event in each major market annually; that event will include members of the university’s senior administration. To be implemented at the beginning of fiscal year 2015.

(Goal 2 continued on page 4)
GOAL 2
Develop and implement broad geographic, affinity, collegiate, and professional alumni and student outreach and engagement programs.

OBJECTIVE 5 Increase the visibility of the alumni association by increasing the amount of, and expanding the methods of, communication by the alumni association directed toward alumni.

PERFORMANCE INDICATOR 22
Collaborate more closely with University Marketing and Communications to expand the number of articles regarding, and promotions directed toward, alumni within the Alumnus magazine. Contact to discuss and plan for this expanded collaborative effort to be executed by the end of fiscal year 2014.

PERFORMANCE INDICATOR 23
Expand social media to engage alumni and gain valuable alumni data. While ongoing, the initial plan and implementation for such an expansion will be implemented by the end of fiscal year 2015.

PERFORMANCE INDICATOR 24
Investigate and implement current “best practices” of institutions (academic and nonacademic) as preparation to upgrade the alumni association’s e-communications program to be more effective, analytical, and data driven. While ongoing, the initial plan and implementation for such an upgrade will be executed by end of fiscal year 2016.

GOAL 3
Enhance current sources of revenue for, and contributions to, the Alumni Association; and increase the number of those sources.

OBJECTIVE 1 Increase the number of supporters of Ball State University through increased efforts by both staff and volunteers.

PERFORMANCE INDICATOR 25
Identify, cultivate, and engage 50 new supporters each year beginning of fiscal year 2015.

PERFORMANCE INDICATOR 26
Request each member of the Alumni Council to provide annually names of five currently inactive alumni to be cultivated by staff and volunteers as potential new supporters of the university. The first request to be made at the fall meeting of the Alumni Council in 2014.

OBJECTIVE 2 Enhance the current, and increase the number of, programs providing funding for the Alumni Association—i.e., advertising and sponsorship, merchandise, license plates, travel, and financial services/affinity partnerships.

PERFORMANCE INDICATOR 27
Partner with a company to offer logo merchandise. Partnership to be executed by the end of fiscal year 2016.

PERFORMANCE INDICATOR 28
Research and analyze the best practices of other institutions, both academic and nonacademic, to identify and develop at least two new funding sources annually. To be implemented during fiscal year 2016.

OBJECTIVE 3 Increase the number and amount of direct contributions made to the alumni association from individuals—i.e., former leaders, award winners, scholarship recipients, matching campaigns, reunion giving, chapter support, and general alumni.

PERFORMANCE INDICATOR 29
Target participants at sponsored events—i.e., CAP 50th Anniversary Celebration—for contributions. To be implemented during fiscal year 2015.

PERFORMANCE INDICATOR 30
Host a reunion for all former Alumni Council members and solicit individual contributions at that event. To be implemented by fall 2014.

PERFORMANCE INDICATOR 31
Encourage a 100 percent participation rate for each constituent group with representation on the Alumni Council to be assessed annually.
OBJECTIVE 1  Increase the percentage of undergraduate alumni making an annual contribution to the university to 15 percent of the total undergraduate alumni body by the year 2017.

PERFORMANCE INDICATOR 32
Develop the methodology to include undergraduate alumni participating in one of the revenue programs—i.e., license plates, alumni directories, and event registration—into the calculation of that percentage.

OBJECTIVE 2  Become directly involved in the capital campaigns initiated by the university.

PERFORMANCE INDICATOR 33
Establish and fund a matching gift program designed to encourage alumni to make a gift in support of the university’s Cardinal Commitment capital campaign. Completed.

PERFORMANCE INDICATOR 34
Encourage a 100 percent participation rate by Alumni Council members in that matching gift program. Report the results to Alumni Council at the May and September 2014 and winter 2015 meetings.

OBJECTIVE 3  Increase the involvement of alumni in student recruitment programs and events.

PERFORMANCE INDICATOR 35
Determine ways that members of the local chapters/networks can partner with, and provide support to, the Office of Admissions. Contact the staff in the Office of Admissions during fiscal year 2015 to review the possibility of implementing this concept.

PERFORMANCE INDICATOR 36
Employ current student leaders and Alumni Council members in the process of identifying prospective students. Use currently involved students (St.A.R.T., Homecoming Committee, etc.) as contacts for students from their hometown. Ask each Alumni Council member to identify five high school juniors from their hometown as prospective students by the end of fiscal year 2015.

OBJECTIVE 4  All programs, activities, and services sponsored by the alumni association to be data driven with outcomes to be measurable.

PERFORMANCE INDICATOR 37
Staff will create matrices for each program, activity, and service to identify key measurable objectives and the data required to measure those objectives. A review will be conducted at the conclusion of fiscal year 2015 to ascertain the degree to which this evaluation process has been adopted and employed.