

**Strategic Plan  
Section XIII**

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## EXECUTIVE SUMMARY

### Strategic Plan History

#### A Tradition of Expanding Service

Ball State's Alumni Association was founded when the first class of the fledgling "Indiana State Normal School" graduated in 1919. The Association was formed to meet the needs of alumni socially and educationally, and to encourage loyalty to Ball State. This group functioned until a more formal organization was established in 1926. The Association evolved from its informal beginning to a dues-paying organization in 1939, to its current structure, which since 1954 has effectively incorporated an annual alumni fund, replacing the dues-paying system.

The Alumni Association currently provides services, programs, and communications to the University's 120,000 living alumni. Over the years, the depth and scope of these services, programs, and communications have increased to stay abreast of the demands of the alumni body that is constantly increasing in size and expectations.

#### Strategic Planning: "Reflecting Alumni Needs"

In an effort to review and update the programs, procedures, and policies of the Alumni Association, the Alumni Council, governing body of the Alumni Association, embarked upon the development of a long-term strategic plan for the organization in November, 1981.

The initial committee work focused on programs, personnel, and facilities. A survey was conducted to review these three areas. The recommendation and outcome from the initial work was significant.

- I. Enhanced alumni staff relationships and benefits:
  - A. A new position was developed
  - B. Alumni staff car program was developed
  - C. A significant increase in the Executive Director's compensation was realized
- II. The concept of a new Alumni Center was formulated, which was the basis of the new building
- III. New programs were created:
  - A. A student relations programs was developed and served as the foundation for St.A.R.T.
  - B. An incentive giving premium was utilized for increased unrestricted alumni support to Ball State
  - C. A listing of every conceivable outing or program that alumni might want, the ultimate in service and activities, was developed and an extensive survey conducted
  - D. A merchandising program, the foundation of our current Cardinal Corner, Inc., was initiated

From the early direction of the strategic planning committee, the Alumni Association-sponsored programs and activities expanded and a comprehensive review and planning process was devised. In 1986, the committee utilized a needs-assessment document to solicit and verify alumni concerns. The conclusions of the needs assessment of 1986 further enhanced the following:

1. Alumni Association-sponsored scholarships
2. Wider national and state recognition via involvement with alumni constituent-based organizations and expanded geographic alumni outings
3. Expanded Alumni Council member participation and involvement and a more clearly defined committee structure
4. Extensive review of the *Alumnus* and *Spectrum* and a national readership survey
5. Confirmed the need for a new Alumni Center

### **Effects of Reorganization: "Redefining the Vision"**

The reorganization of the Alumni Association in 1989 prompted the Alumni Council, recognizing the need and value of constructive evaluation, to commission further review and evaluation of programs and to formally develop a multi-year plan for the organization. The Partnership 2000 Committee was formed to administer the process of conducting research and proposing a final document.

The committee prepared an extensive survey and audit and thorough evaluation by the committee to support significant enhancements and additions to current programs to assist the Association in fully realizing its mission and goals. The primary rationale is that there is a direct correlation between the quality and amount of offerings - services, programs, and communications - to the level of alumni pride, support, and financial commitment. Therefore, enhancing alumni programs and constituent relationships is a long-term investment in the future of Ball State University.

The committee also determined that the Alumni Association, although active and responsive, has historically been under-funded and under-staffed. The last staff addition was in 1981. Since then, 38,846 alumni have been added to the database, 39.5 percent of our entire alumni population; meanwhile, there have been no real additions made to the Alumni Association budget during that time.

An outgrowth of the Partnership 2000 process has been the update of the Alumni Association mission statement, its goals, and the suggested expansion of programs. Another outcome is that there is significant support for changes and additions to current programming. Among ways these changes can be accomplished by the Association are:

1. Developing a positive public opinion of Ball State University
2. Assisting in recruiting the best and brightest students
3. Providing counsel and advice to University leadership
4. Supporting legislative interests of Ball State University
5. Cultivating and inspiring financial generosity
6. Developing a program of alumni continuing education
7. Providing assistance in career planning and placement

### **Recommendations: "Expanding Programs to Meet Alumni Demands" (1994-1999)**

The Partnership 2000 Committee recommended that the following programs be developed, or significantly enhanced, between 1994 and 1999:

1. Develop a career-enhancement service for alumni to include, but not be limited to, resume assistance, job referral, employer relations, and alumni job networking.
2. Expand alumni geographic activities by 10 percent by January 1995 and by 30 percent by January 1998.
3. Increase alumni geographic representatives (Alumni Clubs or Alumni Ambassadors) by 10 percent by January 1995 and by 30 percent by January 1998.
4. Develop at least four additional alumni constituent organizations by January 1998. All current organizations should be reconfirmed and enhanced as appropriate.
5. Develop and coordinate an Alumni College program by January 1997.
6. Enthusiastically support and assist with all Alumni Center fund-raising projects and be a leader in the activities for the completion and opening of the Alumni Center.
7. Be proactive in offering support and administrative services to special interest groups.
8. Increase assistance and maintain financial support for the Ball State University History Book. Develop and actively market the completed book to alumni from 1995-1997.
9. Develop increased awareness of the Alumni Association, its programs, and services with alumni by use of direct mail, membership cards, video productions, and an informal hotline (1994-1999.)
10. Continue efforts to coordinate involvement of Athletics/Cardinal Varsity Club and the Alumni Association for the mutual benefit of both organizations and Ball State University.

### **Recommendations: "Staff and Resource Development" (1994-1999)**

The Partnership 2000 Committee further recognizes and recommends that resources appropriate to the program be developed to meet the needs of the aforementioned program enhancements by the following:

1. Increase the printing and postage budget \$40,000 immediately to maintain current programs.
2. Increase the printing and postage budget \$10,000 annually, 1994-1999, to cover the cost of producing the *Alumnus* for new graduates (3,000) annually and for expanded programs.
3. Increase the Alumni Association budget 10 percent annually to fund expansion and inflation through 1999.
4. Add an additional graduate assistant by July 1993 (\$3,900), funded by the Alumni Association to assist with promotions, communications, and special events.
5. Add an Assistant Director of Alumni Programs/Outreach by July 1994 to staff new initiatives and expanded activity (\$25,000).
6. Add an Assistant Director of Alumni Programs/Services by July 1995 to staff new initiatives, expanded programs, and increased communication efforts (\$25,000).

7. Purchase additional Macintosh computer equipment for communications efforts by January 1995 (\$20,000).
8. Purchase upgraded and new computer equipment (hardware and software) for efficiency of additional programs and support materials by January 1996 (\$12,000).
9. Add a Director of Alumni Services staff position for administration of additional benefits and services for alumni by July 1996 (\$35,000).

The additional programs, staff, and resources, coupled with proposed enhanced and expanded activities, must be realized concurrently, to meet the current goals and mission statement of the Alumni Association. They are necessary investments in the long-term enhancement of Ball State University and the Alumni Association.

### **"Evaluation of the Partnership 2000 Plan"**

Continuous evaluation of the Alumni Association is critical to its growth. After reviewing the Partnership 2000 document implemented in 1994, the Strategic Planning Committee found that the goals and initiatives set for that time period had been completed.

### **Evaluation: Programs**

#### **I. Career Services**

- A. Career Alumni Network (C.A.N.) was established to help alumni in their career search
- B. A relationship was formed with Career Services

#### **II. Geographic**

- A. Alumni activities were expanded between 10-30 percent including: shopping trips, hockey games, visiting a basketball Hall of Fame, CPE seminar, symphony, baseball, and zoo outings
- B. Increased geographic representation in Iowa; Raleigh/Durham, North Carolina; Cincinnati, Ohio; Boston, Massachusetts; Nashville, Tennessee; Portland, Oregon; and in Randolph and Tippecanoe Counties in Indiana
- C. Activities held in new geographic locations include: Huntington, West Virginia; Detroit, Michigan; Memphis, Tennessee; Lawrence, Kansas; Toledo, Ohio; and New Castle
- D. New golf and dinner outings were held in the following Indiana counties: Miami, Huntington, Shelby, and Kosciusko

#### **III. Constituent Societies**

- A. Natural Resources and Environmental Management Society was formed
- B. Home Economics was renamed Family and Consumer Sciences
  1. Outing in conjunction with the Symphony on the Green concert
  2. Inaugural Career Mentoring Day in December 1998
- C. College of Architecture and Planning Society was formed
  1. Held CAP Alumni Day
  2. Inaugural Outstanding Alumni Awards Program in 1997
- D. College of Fine Arts expanded its activities to include Jazz & Java and Symphony on the Green concert
- E. Journalism and College of Business expanded their admissions and marketing programs

#### **III. An annual Alumni College Weekend was established in June 1996**

- V. **Construction of the Alumni Center was completed in November, 1997**
- VI. **Continue to assist and financially support the Ball State University History Book**
- VII. **Increased Awareness of the Alumni Association**
  - A. New graduate mailing
  - B. Toll free number
  - C. Annual report
  - D. Alumni ID
  - E. Publications
  - F. WWW Homepage/Hotlinks
  - G. Affinity programs (credit card and insurance)
  - H. Expansion of the *Alumnus* by eight pages in July 1998
- VIII. **New social reunions and outings held for alumni groups**
  - A. Football Lettermen Golf and Dinner Outing
  - B. Beta Theta Pi Golf and Dinner Outing
  - C. Theta Chi Golf and Dinner Outing
  - D. Lambda Chi Alpha Golf and Dinner Outing
  - E. Cheerleader Reunion (Years 1983-1986)

**Evaluation: Staff and Resource Development**

- I. **Budget Enhancement**
  - A. The budget support during the five -year period dramatically increased
  - B. The following is the budget for the corresponding years:
 

1. 1994	\$223,282
2. 1995	\$246,727
3. 1996	\$263,123
4. 1997	\$356,000
5. 1998	\$551,000
- II. **Resources**
  - A. All professional and support staff computers have been upgraded since 1994
    - 1. The BSUAA currently has 12 PCs
    - 2. The BSUAA currently has 6 Macintosh computers
  - B. Computer software continues to be upgraded on an as-needed basis
  - C. All staff members have access to the Internet
- III. **Staff**
  - A. An Assistant Director of Technology was added in 1994
  - B. An Assistant Director of Services was added in 1995
  - C. An Assistant Director of Outreach was added in 1997
  - D. A technology graduate assistant was added in 1995
  - E. A marketing graduate assistant was added in 1998
  - F. A part-time *Alumnus* assistant was added in 1998

## **Recommendations: "Programming: 1999-2001"**

A survey was inserted in the September 1997 *Alumnus* magazine for alumni to evaluate the Alumni Association's services and programs. Furthermore, a more extensive survey was mailed randomly to obtain feedback on how the BSUAA can better plan for future programming.

The Strategic Planning Committee recommended that the following programs be developed, or significantly enhanced, between 1999 and 2001.

### **I. Publications**

- A. Add four pages to the *Alumnus* magazine by 2001
- B. Upgrade graphic presentation of bulk mailings by 1999
- C. Conduct *Alumnus* readership survey via the Alumni Communications Advisory Board during 1999
- D. Conduct an outside audit pertaining to the *Alumnus* during 1999
- E. Implement results of readership survey and audit by 2001

### **II. Career Services**

- A. Enhance the Career Alumni Network (C.A.N.) and have service available to alumni by 2001
- B. Enhance relationship with Career Center
- C. Act as a liaison between Alumni and Career Center

### **III. Marketing BSU and BSUAA**

- A. Admissions
  1. Out-of-State tuition discount for legacies--"Cardinal Legacy Award"
  2. Alumni High School Prospective Student Referrals
  3. Alumni Admission Volunteers to help recruit students in high schools
- B. Creating Awareness
  1. Waive license plate fee to new graduates so they are more apt to get a plate, therefore, advertising BSU
  2. St.A.R.T. tour and information sessions for various student groups
  3. The Cardinal Alumni Retail Discount (C.A.R.D.)--ID used for discounts at local merchants

### **VI. Awards/Scholarships**

- A. Increase Legacy Scholarships in amount and number
  1. Additional 10 awards by 1999
  2. Increase \$300 per award by 2000
  3. Increase \$200 per award by 2001
- B. Increase alumni recognition and awards program
  1. G.O.L.D. Award functioning and awards given by 2000
  2. Evaluate and add additional award programs as needed
- C. Gain greater publicity for awards and promote nominations

### **V. Continuing Education**

- A. Skill training workshops
- B. Enhance Alumni College course offerings
- C. Communicate existing College of Continuing Education offerings to alumni

- VI. **Social Activities**
  - A. Increase number of young alumni programs
  - B. Reach more alumni by developing new activities that would fit alumni current needs, situations, and lifestyles
  
- VII. **Technology**
  - A. Continue to stay up-to-date on technological advances
  - B. Further develop and market listservs
  - C. Further develop and market an alumni chatroom
  - D. Develop and cultivate relationship with Computing Services
  - E. Conduct an audit of BSUAA webpage by outside source in 1999
  
- VIII. **Further enhancement, development, and assistance of Alumni Professional/Constituent Societies**
  
- IX. **Further development and enhancement of the Alumni ID**
  - A. Recreational facilities pass
  - B. Library card
  - C. CARD--Cardinal Alumni Retail Discounts
  - D. Create new uses for system

### **Recommendations: "Staff and Resource Development: 1999-2001"**

The Strategic Planning Committee further recognizes and recommends that resources appropriate to each program be developed to meet the needs of the aforementioned program enhancements by the following:

#### **I. Staff**

- A. New staffing opportunities will be investigated annually to determine need for new positions
- B. Future staffing needs to include:
  - 1. Adding an Assistant Director of Alumni Communications by July 1, 2000
  - 2. Adding an Assistant Director of Alumni Programs/Admissions by July 1, 2001
  - 3. Adding an Assistant Director of Alumni Programs/Administration

#### **II. Resource Development**

- A. Publications
  - 1. Increase communication budget to maintain current programs
  - 2. Increase *Alumnus* budget to support additional pages
  - 3. Increase overall budget to support printing, postage, and expansion of publications
- B. Continue to utilize funds from the Marketing Committee to support Admission endeavors
- C. Increase the Award and Scholarship budget \$10,000 per year to support new and expanded programs
- D. Increase the Social Activities budget \$5,000 per year to subsidize new activities to fit alumni needs, situations, and lifestyles
- E. Staff Budget
  - 1. Increase \$30,000 by July 1, 2000
  - 2. Increase \$40,000 by July 1, 2001

## NEW AND EXPANDED INITIATIVES

The new or expanded initiatives and programs to be addressed by the Alumni Association during 1999-2001 as approved by the Strategic Planning Committee are:

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  - B. Future staffing needs to include:
    - 1. Adding an Assistant Director of Alumni Communications by 1999
    - 2. Adding an Assistant Director of Alumni Programs/Administration
    - 3. Adding an Assistant Director of Alumni Programs/Admissions
    - 4. Adding an Assistant Director of Alumni Programs/Technology
  
- II. **Resource Development**
  - A. Publications
    - 1. Increase communication budget to maintain current programs
    - 2. Increase *Alumnus* budget to support additional pages
    - 3. Increase overall budget to support printing, postage, and expansion of publications
  - B. Continue to utilize funds from the Marketing Committee to support Admission endeavors
  - C. Increase the Award and Scholarship budget \$10,000 per year to support new and expanded programs

- D. Increase the Social Activities budget \$5,000 per year to subsidize new activities to fit alumni needs, situations, and lifestyles
- E. Staff Budget
  - 1. Increase \$30,000 by July 1, 2000
  - 2. Increase \$40,000 by July 1, 2001

## **GOALS**

- 1) To promote Ball State University through the existence of alumni programs, developed to involve alumni throughout the world with the university and in service to the university.
- 2) To foster, among Ball State University alumni, a feeling of tradition, heritage, and spirit through programs, services, and benefits for alumni.
- 3) To assist Ball State University in achieving its ideals and mission as established by the Board of Trustees.
- 4) To encourage the financial support of Ball State University.
- 5) To address the causes and concerns of Ball State University alumni.
- 6) To facilitate communication between Ball State University and alumni.
- 7) To manage, support, and promote all alumni-related activities, resources, and services within Ball State University.
- 8) To further the Alumni Association and its mission through the continued growth and development of an effective professional staff.
- 9) To advance the relationship between the Ball State University Alumni Association, faculty, staff, and students.
- 10) To foster Ball State University students' awareness and participation in the Alumni Association through involvement in its awards, grants, scholarships, student organizations, student outreach programs, and activities sponsored through the Alumni Association.
- 11) To recognize special achievements of individuals representing all areas of the university's constituency.
- 12) To promote and utilize the Ball State University Alumni Center to its optimum potential.
- 13) To continue to manage the Organizational Plan of the Alumni Association (adopted February 4, 1989)

## PARTNERSHIP BY GOAL AND PROGRAM

Goal #1 **To promote Ball State University through the existence of alumni programs, developed to involve alumni throughout the world with the university and in service to the university.**

Programs

- Admissions/Alumni Events
- Affinity Credit Card
- Affinity License Plates
- Alumni Ambassadors
- Alumni Awards
- Alumni Clubs
- Alumni Out-of-State Outings
- Alumni Photo Identification System
- Alumnus* Magazine
- Annual BSUAA Wall Calendar
- Cardinal Corner, Inc.
- CardinalFax
- Career Alumni Network (C.A.N.)
- Constituent and Professional Societies Board/Events
- E-mail
- Greek Alumni Relations
- Homecoming
- News Releases/Brochures/Publications
- Regional Activities/Outings
- WWW Homepage/Hotlinks

Goal #2 **To foster, among Ball State University alumni, a feeling of tradition, heritage, and spirit through programs, services, and benefits for alumni.**

Programs

- Achievement Awards
- Affinity Credit Card
- Affinity License Plate
- Alumni College
- Alumni Out-of-State Outings
- Alumni Photo Identification System
- Alumnus* Magazine
- Annual BSUAA Wall Calendar
- Bracken Library Privileges
- BSU Welcome Labels
- BSUAA Insurance Programs
- Cardinal Corner, Inc.
- CardinalFax
- Constituent and Professional Societies Board/ Events
- E-mail
- Greek Alumni Relations
- Homecoming
- News Releases
- Post-It Notes
- Pre-Event Outings

- Recreational Facilities Usage
- Regional Activities/Outings
- Reunions - Class/Special Interest
- St.A.R.T.
- Tours
- WWW Homepage/Hotlinks

Goal #3      **To assist Ball State University in achieving its ideals and mission as established by the Board of Trustees.**

- Programs
- Admissions/Alumni Events
  - Alumni Ambassadors
  - Alumni Out-of-State Outings
  - Alumnus* Magazine
  - Constituent and Professional Societies Board/Events
  - Homecoming
  - Legislative Relations
  - Marketing
  - Strategic Planning Committee
  - WWW Homepage/Hotlinks

Goal #4      **To encourage the financial support of Ball State University.**

- Programs
- Alumni Center Tours
  - Alumnus* Magazine
  - Alumni Out-of-State Outings
  - Annual BSUAA Wall Calendar
  - Constituent Organization Events
  - Marketing
  - Regional Activities/Outings
  - Reunions - Class/Special Interest
  - St.A.R.T.
  - WWW Homepage/Hotlinks

Goal #5      **To resolve the causes and concerns of Ball State University alumni.**

- Programs
- Alumni Council Handbook
  - Alumnus* Magazine
  - Constituent and Professional Societies Boards
  - Alumni Council
  - Alumni Ambassadors
  - Alumni Clubs
  - Alumni Awards
  - E-mail
  - Individual Staff Effort
  - Legislative Relations
  - Listserv Groups
  - WWW Homepage/Hotlinks

Goal #6 **To facilitate communication between Ball State University and alumni.**

Programs

- Admissions/Alumni Events
- Alumni Ambassadors
- Alumni Chat
- Alumni Clubs
- Alumni Council Handbook
- Alumni Listserv Groups
- Alumnus* Magazine
- Annual Report
- CardinalFax
- Cardinals Illustrated*
- Class Notes On-Line
- Constituent and Professional Societies Boards/Newsletters
- E-mail
- Publications for Outings, Events, and Programs
- Surveys
- Toll Free Number
- WWW Homepage/Hotlinks

Goal #7 **To manage, support, and promote all alumni-related activities, resources, and services within Ball State University.**

Programs

- Alumni Council
- Alumni Out-of-State Outings
- Alumnus* Magazine
- Annual Report
- Campus Mailings of Brochures
- Campus Update* Publication
- CardinalFax
- Constituent and Professional Societies Board/Events
- E-mail
- Greek Alumni Relations
- Homecoming
- Regional Activities/Outings
- Upcoming Events Calendar
- WWW Homepage/Hotlinks

Goal #8 **To further the Alumni Association and its mission through the continued growth and development of an effective professional staff.**

Programs

- ASAE Meetings
- BSUAA Staff Evaluations
- BSUAA Staff Meetings
- BSUAA Staff Retreats
- CAAE Institutes
- CASE Meetings

- MAC Meetings
- NSFRE Meetings
- Other Professional Conferences
- Professional Publications

Goal #9 **To advance the relationship between the Ball State University Alumni Association, faculty, staff, and students.**

- Programs
- Alumni College
  - Alumni Staff Participation in Extracurricular Events
  - Alumni Staff Participation on University Committees/Lecturers/Presenters
  - Alumnus* Magazine
  - Constituent and Professional Societies Events
  - Dissertation Award
  - E-mail
  - Greek Alumni Relations
  - Homecoming
  - New Graduate Mailer
  - Scholarships
  - St.A.R.T.
  - WWW Homepage/Hotlinks

Goal #10 **To foster Ball State University students' awareness and participation in the Alumni Association through involvement in its awards, grants, scholarships, student organizations, student outreach programs, and activities sponsored through the Alumni Association.**

- Programs
- Alumnus* Magazine
  - Constituent and Professional Societies Events
  - Greek Alumni Relations
  - Homecoming Steering Committee/Homecoming Week Activities
  - New Graduate Mailer
  - Scholarships
  - Senior Congrats Party
  - St.A.R.T.
  - Summer Job Fair
  - Teacher Expo

Goal #11 **To recognize special achievements of individuals representing all areas of the university's constituency.**

- Programs
- Alumni Recognition Scholarships
  - Alumni Legacy Scholarships
  - Alumnus* Magazine
  - Athletic Hall of Fame
  - Benny Awards
  - Coach-of-the-Year Awards
  - Distinguished Alumni Awards

- G.O.L.D. Award
- Graduate Dissertation Award
- Retiree Award
- Student Scholarships for Talent Search

Goal #12      **To promote and utilize the Ball State University Alumni Center to its optimum potential.**

- Programs
- Alumni Activities/Meetings/Outings
  - Alumni Center Grand Opening Celebration
  - Alumni College
  - Alumni Continuing Education
  - Alumni Leaders Reunion
  - Alumnus* Magazine
  - Annual Report
  - Career Alumni Resources
  - Constituent and Professional Societies Meetings/Events
  - Greek Alumni Relations
  - Homecoming Meetings and Events
  - New Graduate Garfield Mailer
  - Pre- and Post- Game Outings
  - Reunions
  - Senior Congrats Party
  - St.A.R.T. Meetings and Events
  - WWW Homepage/Hotlinks

Goal #13      **To continue to manage the Organizational Plan of the Alumni Association (adopted February 4, 1989).**

- Programs
- Every activity, event, program or outing sponsored by the Alumni Association since February, 1989, was included in the statements of the organizational plan

## STRATEGIC PLAN

### Strategic Plan - 2001-2006

The BSUAA staff responded to a request from former BSU President Blaine Brownell to develop strategies that will support the university's strategic plan. The outcome was the following and the BSUAA continues to follow the plan into President Jo Ann Gora's term:

#### Vision

The BSUAA will be a model alumni association on the national level.

#### Mission

The Ball State University Alumni Association, an interdependent organization of the university, exists to foster and fully realize the ideals and mission of the university. The Alumni Association encourages loyalty, participation, and support of the university by informing alumni of the achievements and needs of their alma mater. The Alumni Association advances the university throughout the world and unites all alumni in closer bonds of education, fellowship, tradition, and mutual assistance.

#### Motto

To be an advocate for alumni, to enrich their lives, and involve them with Ball State University.

### Goals 2001-2006

1. Accepting the fact that the BSUAA currently offers a wide range of diverse activities and programs: We will expand alumni participation in existing activities and events and increase visibility through targeted publications. We will focus on quality rather than quantity of events and communication.
  - A. We will measure the number of alumni attending events.
  - B. We will evaluate alumni response via surveys and focus groups.
2. We will enhance services to alumni and their involvement with the university by incorporating an iAlumni Relations mentality. This will involve Internet-driven integration, independence, information, individualization, and innovation.
  - A. We will annually summarize and compare the number of alumni contacts via the Internet, e-mail, e-newsletters, push e-mail, [alumni1@bsu.edu](mailto:alumni1@bsu.edu) contacts, and alumni Internet registry participation.
  - B. We will evaluate the quality and quantity of information delivered to alumni via surveys, individual contact, and focus groups.
3. We will establish and expand partnerships with business, education, campus, and community organizations, to enrich our relationships with individual alumni and increase our alumni participation.
  - A. We will count the number of partnerships.
  - B. We will evaluate the quality and quantity of alumni participation that develops as a result of the partnerships.
4. We will evaluate appropriate data and alumni feedback on the work of the Alumni Association through extensive surveys and alumni focus groups.
  - A. We will count the number of surveys and focus groups undertaken.
  - B. We will analyze and make appropriate decisions ascertained from the information.
  - C. Survey results will be available for dissemination.