

UNIVERSITY OF MARYLAND EASTERN SHORE NATIONAL ALUMNI ASSOCIATION

S
T
R
A
T
E
G
I
C



P
L
A
N

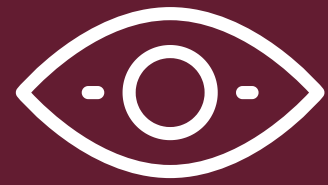
2024-2029

BRIEF INTRODUCTION

On August 26, 2023, the University of Maryland Eastern Shore National Alumni Association (UMES NAA) held an executive leadership retreat in Baltimore, Maryland. During the retreat, executive board members of local alumni chapters were asked to assist the Board of Directors with creating a plan that would charter a path for strategic sustainability.



MISSION & VISION



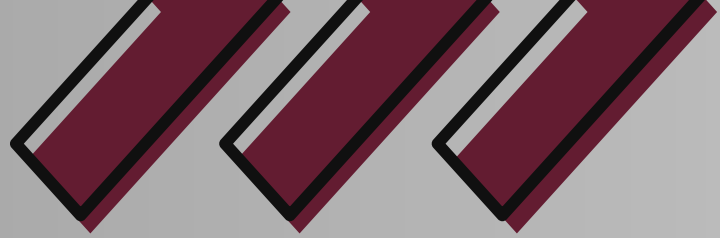
MISSION

To promote the mission of University of Maryland Eastern Shore (UMES) through alumni engagement, student support and philanthropy.



VISION

To create a legacy of advocacy, leadership, reciprocity, and sustainability.



CORE VALUES

The actions we take have an impact on alumni, students, UMES and the community and therefore, we strive to always implement the highest standards and ethics.

ACCOUNTABILITY

We strive to understand the perspectives of all alumni, students, and UMES staff.

EMPATHY

We are committed to engaging a broad and diverse group of alumni to join the association.

INCLUSION

We are committed to increasing UMES enrollment and retention rates.

RESILIENCE

We strive to foster a more collaborative and supportive environment.

SHARED LEADERSHIP



STATUS OF THIS PLAN


This plan was shared with local alumni chapters for feedback and was presented to the Board of Directors on Saturday, April 20, 2024 where it was adopted during the Quarter 4 Board of Directors meeting for the 2023-2024 membership year. The plan is to begin its implementation during the 2024-2025 membership year. The plan will be reviewed yearly to provide updates and budgetary adjustments.





STRATEGIC PLAN IMPLEMENTATION & ACTION PLAN

Based on the UMES NAA's mission, vision, and core values, in the next three to five years the association will launch new programs, recruit and train new alumni recruiters, stay abreast of new technologies to ensure functionality of social sites, maintain visibility of accomplishments, and perform periodic reviews of current programs to identify those needing improvement or removal (i.e., programs and/or partnerships that no longer serve the association and local alumni chapters). Concurrently, the UMES NAA will work to expand its community partnerships, broaden its geographic reach, and develop a broader base of funding sources and supporters.



GOALS & OBJECTIVES

To successfully pursue the strategic direction described, the UMES NAA will work to fulfill the following goals and objectives:

Strategic Plan Goal #1: IMPROVE FUNDRAISING RETURN ON INVESTMENT

- Objective #1:** Create an expense ratio of 35% or less which means that for every \$100.00 raised, we should have paid \$35.00 or less.
- Objective #2:** Create a fundraising ROI to evaluate the effectiveness and sustainability of fundraising strategies.
- Objective #3:** Improve donor retention.

Measure of Success:

- (1.) Evaluate our fundraising efficiency ratio to ensure that it meets the expectation.
- (2.) Compare and contrast fundraising channels, messages, offers, and techniques to measure their impact.

GOALS & OBJECTIVES

Strategic Plan Goal #2: IMPROVE ALUMNI MEMBERSHIP

Objective #1: Create innovative ways to attain a diverse set of new members with a yearly increase of 10%.

Objective #2: Improve the retention rate of financial members by 10%, yearly, through engagement and community partnerships.

Objective #3: Reclaim 10% of non-financial members, yearly, through targeted programming and outreach.

Measure of Success:

- (1.) Utilize the membership database to create benchmarks to ensure that expectations are met.
- (2.) Compare and contrast membership initiatives, targeted messaging, and technology uses to measure their impact.
- (3.) Identify geographic locations with significant alumni presence to support establishing a local alumni chapter.

GOALS & OBJECTIVES

Strategic Plan Goal #3: IMPROVE STUDENT ADMISSIONS

Objective #1: Maintain at least 75 certified alumni recruiters to cover college and/or career fairs.

Objective #2: Maintain at least 75 qualified alumni mentors to provide student coaching and support.

Measure of Success:

- (1.) Evaluate our efficiency at college and/or career fairs by analyzing data from students in attendance.
- (2.) Utilize student and alumni mentor surveys and interviews to solicit feedback about the mentorship program.

GOALS & OBJECTIVES

Strategic Plan Goal #4: ESTABLISH COMMUNITY OUTREACH INITIATIVES

Objective #1: Identify focus areas of outreach and engagement based on a needs assessment.

Objective #2: Identify communication measures to engage the target audience within the focus areas.

Objective #3: Identify partnerships that can increase the effectiveness of the initiatives.

Measure of Success:

(1.) Assess the quality of outreach and engagement through process, impact and context evaluations.

ACTION PLAN

Strategic Goal #1: Improve Fundraising ROI Responsibility: 1st VP & 3rd VP

Study our fundraising market and its potential as part of a comprehensive strategic resource development plan.

Identify the strengths and weaknesses of fundraising channels, campaigns, and methods.

Compare different fundraising options and make informed decisions about where to invest resources and time.

Build strong relationships with donors by providing regular updates, feedback, and recognition, as well as engage them in our mission and activities.

Strategic Goal #2: Improve Membership Growth Responsibility: 2nd VP

Identify the characteristics of financial members and create a plan to engage alumni not in the majority.

Identify the strengths and weaknesses of membership initiatives and engagement practices.

Identify geographic locations where establishing a local alumni chapter would increase engagement and membership.

Utilize membership surveys to improve retention.

Strategic Goal #3: Improve Student Admissions Responsibility: President

Offer 4 opportunities per calendar year to become a certified alumni recruiter.

Ask targeted questions at college and career fairs to collect data to include any on site admissions.

Offer 2 opportunities per calendar year to become an alumni mentor.

Utilize a combination of virtual and in person platforms to solicit continuous feedback about the program and track results.

Strategic Goal #4: Establish Outreach Initiatives Responsibility: Pres. & 3rd VP

Categorize community needs into 5 groups (perceived needs, expressed needs, normative needs, absolute needs and relative needs.)

Involve stakeholders in the assessment process.

Define our engagement community, identify community resources and assets.

Utilize partnerships to increase the strength and span of outreach initiatives.