

Claremont McKenna College Alumni Association

Strategic Plan–2005

The CMCAA Board of Directors brainstormed ideas of how to make CMCAA successful looking five years out. After consolidating those ideas, goals were identified. These goals are long-term and long-range in nature. *Measurements* are the ways we will know that goals have been achieved. *Action steps* are the actions we will take to accomplish measurements.

CMCAA DETAILED MISSION/GOALS

CMCAA MISSION

The Claremont McKenna College Alumni Association, including its chapters world-wide, is an independent non-profit corporation that exists to support the Claremont McKenna College alumni community and serve the College. The cornerstone of the Association's efforts is programming that is educational by nature and results in an engaged alumni population capable of providing counseling and financial support to the College.

GOALS

Goal #1 – Foster More Alumni Demand for Chapter Events through Varying Programming Activities

Measurements:

1. Minimum number of activities per year per chapter—four events: social, educational, career, and one of own choosing.¹
2. Increased turnout for similar events.
3. More participation in volunteer opportunities.
4. For family events, monitor attendance by number of alumni with children.
5. Match planned chapter events and anticipated attendance with actual event and attendance.

Action Steps:

1. Continue to develop chapter expectations and goals and incorporate into Chapter Manual.
2. Continue to review, revise, and distribute manual for chapter presidents with event descriptions and starter kit.

3. Develop communication and share information among all chapter presidents, including, semi-annual letter on chapter events, and quarterly chapter presidents' conference call.
4. Organize family events at minimal cost, e.g., park, picnic, beach, museum as reflected in CMCAA's events matrix.

Goal #2 – Foster a Closer Sense of CMC “Family” by Promoting Alumni to Alumni and Alumni to Student Networking and Resource Sharing

Measurements

1. Mentor program:
 - Number of mentoring pairs.
 - Number and type of mentor-mentee contacts.
 - Long-term: satisfaction/attitude regarding value of mentor relationship.
 - Longer-term: did mentees become mentors?
2. Chapters: Does each chapter offer each type of program, i.e., social, educational, career, as reflected on the chapter event matrix?
3. Career services:
 - Number of people who have expressed an interest and action taken.
 - On-line Directory: Number of hits by students, alumni.
4. General: Over the long-term, is there increased participation in Alumni Association?

Action Steps

1. Continue the alumni/student mentoring program and assess its effectiveness.
2. Continue the on-line mentor program using technology to bridge the distance and cost gap.
3. Bring alumni and students together with low-to zero-cost telephony, e.g., Skype.
4. Continue improvement of online directory by using new campus-wide data system and electronic delivery.
5. Enhance use of online directory for career services.
6. Improve system to facilitate profile updates.
7. Consider adding a free-text optional description in profile.
8. Consider inserting an error-reporting link for updating profiles.
9. Consider posting resumes on the system with text-search capabilities.
10. Improve website, and enhance photo gallery and Athenaeum lecture videos online.
11. Establish subgroups on website by interest group and professional/business affiliation.
12. Expand *CMC* magazine coverage of CMCAA activities and strategic priorities of CMCAA, with year-end letters from CMCAA President.

Goal #3 – Improve Communications to Alumni by Making Them More Valuable, More Relevant. Strategically Orient Communications around the Delivery of Intellectual and Social Value.

Measurements

1. Number of communications received from CMCAA unrelated to fundraising.
2. Number of people who participate in on-line directory (waiver).
3. Number of people who provide the Office of Alumni Relations their email addresses.
4. Survey results on satisfaction with *CMC* magazine.
5. Financial support for *CMC* magazine.

Action Steps

1. Develop a marketing piece, including, a brochure listing activities and services to alumni.
2. Continue annual message to entire alumni population in *CMC* magazine.
3. Continue to develop on-line courses and conduct survey to provide basis for future planning.
4. Continue to develop calendar on Website.
5. Continue to improve list alumni Website address (maybe 800-number) and mention Website activity/professional groups in *CMC* magazine.
6. Continue regular communications with alumni regarding College and alumni athletic events, and events in other geographic locations, e.g., e-newsletter, emails, and postcards.
7. Create communications program for non-chaptered alumni, e.g., e-newsletters.
8. Take advantage of faculty resources, e.g., faculty lecture series in chapters.
9. Update emails during Phonenite and other solicitation programs.
10. Consider subscription programs for *CMC* magazine.

Goal #4 – Increase Prestige/Recognition for CMCAA and Increase Enjoyment by Alumni

Measurements

1. Involvement of CMCAA in college decision-making process.
2. More alumni seeking positions on the Board than are available.
3. Click-Through on the Newsletter/Bulletin.
4. Number of alumni at Board of Trustees.
5. Number of alumni who actually vote for Board positions.
6. Alumni Satisfaction Survey.
7. Number of events.

8. Number of active chapters.

Action Steps

1. Continue to develop regular communications among Office of Alumni Relations, CMCAA President and committee chairs.
2. Identify marketing opportunities for CMC Gear, including, at Orientation, Homecoming, Reunion, and Parents Weekend; online ordering available through Huntley Bookstore website (linked to CMCAA page).
3. Continue to develop a process for appropriate recognition of all alumni volunteers.
4. Continue to have famous/widely-respected alumni active in the Association.
5. Develop an ad campaign around alumni that have succeeded.
6. Work to elevate fellow alums with economic drive.
7. Determine technological capabilities to measure electronic communications with alumni, e.g., web traffic, Click-Through, and communiqués.

<i>Goal #5 – Increase Alumni Participation in Recruiting</i>

Measurements

1. Strong alumni participation.
2. Number of alumni involved sufficient to meet the needs of Admission Office.
3. Alumnus/a available for any applicant wishing to be interviewed by an alumnus/a.

Action Steps

1. Identify alumni interviewers who can reach targeted geographic and ethnic populations in Alumni Admission Program.
2. Continue to maintain and update online manual for alumni volunteers that is clear and relevant.
3. Provide alumni to assist Admission Office efforts on and off campus.
 - Alumni speaking on career panel at Inside CMC Day.
 - Admitted student parties.
4. Continue to organize and host new student parties.
5. Increase legacy applicants admitted to CMC.
 - Increase Alumni involvement in application review process.
 - Increase CMCAA involvement in orientation for alumni parents of new students.

<i>Goal #6 – Increase Effectiveness of and Diversify Fundraising Programs</i>
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Measurements

1. Increased dollars.
2. Increased percentage of participation.
3. Expanded alumni volunteer force working on fundraising.

Action Steps

1. Regularly assess alumni attitudes and responses to giving messages and solicitations and develop new messages and solicitation methodologies that respond to concerns.
2. Implement Project Participation to increase participation rate.
3. Involve more alumni in fundraising efforts, including peer-to-peer telephone and email solicitation, the reunion giving program, event contribution pitches, major gift clubs, and Project Participation activities.
4. Tally and record volunteer participation in Phonenites, email campaigns, board solicitation, key volunteer activities, reunion giving, etc.
5. Improve ease of giving procedures with online gift forms and multi-year pledge capacity.

Goal #7 – Continue to Strengthen CMCAA’s Board, Committees, and Chapters, and Develop CMCAA Succession Plans Considering Increased Diversification

Measurements

1. Percentage of participation on Board and in activities by class year, gender and ethnicity.
2. Young alumni involved in CMCAA leadership, including, committees and chapters.
3. Percentage of Board members attending quarterly meetings.
4. Number of committee meetings per year and attendance at those meetings.
5. Number of committee goals and activities accomplished per year.
6. Smooth succession of CMCAA Presidents, chapter leadership, and other officers.

Action Steps

1. Identify volunteers for committees and Board.
2. Continue to increase the representation of alumni who live or work in regions outside of southern California on the CMCAA Board with particular attention to cities or regions with a high concentration of alumni.
3. Prepare manuals for each leadership position that are updated annually by appropriate volunteer.
4. Develop a timeline and method for knowledge transfer training, including manuals and one-to-one dialogue.
5. Continue to improve the productivity and effectiveness of Board committees with, among other actions, an action plan that includes strategies for additional Executive Committee and other volunteer support of committee chairs.
6. Continue to develop criteria for the selection of Alumni Trustees.
7. Continue to seek to balance Board Meeting agendas, to the extent possible, with both (i) CMCAA’s business items, and (ii) speakers, presentations or other items of general interest.

<i>Goal #8 – Increase Understanding of Needs from Alumni</i>

Measurements

1. A survey should be done on a regular basis.
2. Increased participation in activities as reflected in the CMCAA's events matrix.

Action Steps

1. Decide method, type and frequency of survey.
2. Use of on-line polling.
3. Issues referred to Board committees for action recommendations.

<i>Goal #9 – Continue to Monitor Established Long Range Goals and Identify New Goals as Appropriate</i>
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Measurement

Monitor completion of goals.

Action Steps

1. Revisit strategic plan annually, evaluate and update.
 - Create a year-end report that quantifies results vis-à-vis plan for each goal.
 - Thoughtfully review and assess long-range CMCAA objectives and identify new goals to be established to meet the changing needs of CMCAA's diverse population.
 - Determine the appropriate action for noting and recognizing goals that have been achieved to provide a historical reference for future CMCAA leaders.
 - CMCAA President-elect should review the CMCAA Strategic Plan as President-elect in preparing the agenda of projects and actions for the following year.
2. CMCAA President will request the assistance of a CMCAA Board member or volunteer to coordinate the annual review and evolution of the CMCAA Strategic Plan.

¹ These revised expectations, based on chapter size, were incorporated into the Chapter Manual.

***Adopted by the CMCAA Board of Directors
March 23, 2006***