ALUMNI ASSOCIATION STRATEGIC PLAN

VISION

To advance The Ohio State University by serving the most involved alumni community in the world.

MISSION

We are relentlessly committed to enriching lifelong relationships among the alumni body and our university.

OSUAA Strategy

We will fulfill our Vision and Mission by focusing on engagement. We must understand and anticipate the needs of our customers, both external (alumni and friends) and internal (colleges and units). By accomplishing this, the Alumni Association will add significant value to Advancement and therefore, to The Ohio State University.

Engagement defined: broaden and deepen constituent participation in activities that are sponsored by, or on behalf of, Ohio State with the aim of growing lasting and beneficial relationships that contribute to mutual success.

OSUAA Goal

Over the next five years, the Ohio State University Alumni Association will broaden and deepen constituent engagement with the University, developing more meaningful relationships with Ohio State’s alumni, friends, and students.

OSUAA Objectives

Strengthen ongoing relationships with alumni and friends through improved volunteer engagement.

- Implement the Office of Volunteer Relations.
- Improve systems, training, and resources for alumni and key constituent groups.
- Provide best practices to college, unit, Club, and Society volunteer leaders.

Increase annual giving to Ohio State.

- Assist units in planning and implementing annual giving tactics.
- Improve the effectiveness of the call center.
- Develop a new digital strategy for annual giving.
Design a regional strategy to engage alumni and friends around the world.

- Work with Advancement partners to develop an integrated regional strategy.
- Develop an engagement continuum for each region and Club strategy.
- Provide resources to Clubs in key regions.

Create an early engagement strategy to strengthen the bond between Ohio State and its students and young alumni.

- Partner with Admissions and Student Life to design opportunities for students to learn about and become involved in Advancement.
- Ensure appropriate data transfers between student and Advancement data systems.
- Develop programs and events to engage young alumni.

Develop shared engagement strategies aligned with college, unit, and institutional priorities and shared engagement services that assist with the work of colleges, units, and volunteers.

- Assist colleges and units with developing long-term engagement strategy.
- Provide central services for event registration, annual giving, and sharing best practices.
- Evaluate unit-based alumni relations and annual giving personnel reporting structure for even better collaboration between colleges, units, and the Alumni Association.

Strengthen and grow our culture and team.

- Increase employee engagement.
- Hire and retain the best team possible.
- Continually improve systems and policies.
**Advancement Mission**

Ohio State Advancement will support the University’s mission by expanding awareness of, advocacy for, engagement in, and giving to Ohio State.

By expanding awareness of, advocacy for, engagement in, and giving to Ohio State, we will enable The Ohio State University to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

**Advancement Vision**

Ohio State Advancement will be the most dynamic and effective advancement organization in higher education.

As the most dynamic and effective advancement organization in higher education, we will help The Ohio State University realize its vision to be the world’s preeminent public comprehensive university, solving problems of world-wide significance.

**Advancement Values**

Ohio State Advancement is committed to the University’s stated values and is dedicated to supporting the teaching, learning, research, innovation, outreach, and engagement of our constituents, academic partners, and University colleagues.

As members of The Ohio State University community, our values include:

- Excellence
- Collaborating as One University
- Acting with Integrity and Personal Accountability
- Openness and Trust
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in Our Work
- Empathy and Compassion
- Leadership

**Advancement Goals**

Over the next five years, Ohio State Advancement will:

1. Increase awareness of and advocacy for the University, resulting in recognition of Ohio State’s research, teaching and learning, and service excellence

2. Broaden and deepen constituent engagement with the University, developing more meaningful relationships with Ohio State’s alumni, friends, and students

3. Expand philanthropic support to the University, raising $550 million annually by 2018 for Ohio State’s students, faculty, and core institutional priorities

4. Build higher education’s top performing Advancement organization, with first-rate talent, integrated infrastructure, and a highly collaborative culture
Advancement Goals and Objectives

1. Increase awareness of and advocacy for the University, resulting in recognition of Ohio State’s research, teaching and learning, and service excellence
   a. Create ongoing partnerships that align and amplify marketing and communications talent
   b. Implement a One University brand identity and messaging program for consistent representation and continual recognition
   c. Expand and improve content development and delivery strategies to emphasize Ohio State’s status as a top-ranked public university with the power to transform lives
   d. Enhance audience segmentation and analytics to deliver the right messages to the right people
   e. Protect and promote Ohio State’s reputation through a proactive approach to issues management
   f. Increase the circulation and saturation of positive stories in regional, national, and international media

2. Broaden and deepen constituent engagement with the University, developing more meaningful relationships with Ohio State’s alumni, friends, and students
   a. Develop shared engagement strategies aligned with college, unit, and institutional priorities and shared engagement services that assist with the work of colleges, units, and volunteers
   b. Design a regional strategy to engage alumni and friends around the world
   c. Create an early engagement strategy to strengthen the bond between Ohio State and its students and young alumni
   d. Strengthen ongoing relationships with alumni and friends through improved volunteer engagement
   e. Improve events to strategically engage key constituents

3. Expand philanthropic support to the University, raising $550 million annually by 2018 for Ohio State’s students, faculty, and core institutional priorities
   a. Develop a comprehensive fundraising strategy anchored to core institutional priorities
   b. Improve donor retention through focused donor relations and stewardship strategies
   c. Increase the quantity of principal, major, annual, and first-time gifts by employing innovative fundraising strategies
   d. Improve giving rates among key constituent groups, including alumni, parents, corporations, and foundations, through particular attention to their unique characteristics
   e. Accelerate and elevate fundraising in every major philanthropic area, especially health sciences and medicine
   f. Exceed $2.5 billion in gifts and pledges for the But for Ohio State Campaign by June 30, 2016
   g. Begin planning for the next campaign by July 1, 2015

4. Build higher education’s top performing Advancement organization, with first-rate talent, integrated infrastructure, and a highly collaborative culture
   a. Clarify and communicate the structure and purpose of the Advancement organization
   b. Streamline management systems and policies for better services and stronger results
   c. Enhance core technology and data capabilities
   d. Recruit, retain, and cultivate the best talent in the industry