MISSION

The mission of the Binghamton University Alumni Association is to reach, serve and engage all Binghamton alumni. The Association connects alumni to the University and to each other, provides valued service and supports the University’s mission of teaching, research and service. It does so by encouraging collaboration and inclusiveness, continuing the tradition of excellence and building pride.

VISION STATEMENT

The Binghamton University Alumni Association is a dynamic and inclusive organization that is recognized as a valuable resource by the Binghamton University community. A dedicated Board of Directors partners effectively with campus partners to offer programs that foster campus traditions and perpetuate a passion for a life-long involvement with the University. Students for a short time. Alumni for a lifetime.

Mission and vision adopted by the Alumni Association Board of Directors on October 13, 2012.
I. Executive Summary

This first-ever Binghamton University Strategic Plan for Alumni Engagement (the “Plan”) addresses the University-wide goal to engage all alumni. The Plan, which was conceived through the unprecedented collaboration of the Board of Directors of the Binghamton University Alumni Association, Alumni Relations office staff, University leadership and campus partners, as well as alumni volunteer leaders, is premised on the fundamental truth that the success of alumni relations requires the effort of the entire University community.

As set forth more fully below, the Plan, consists of five overarching goals:

- Affirm the Alumni Association as the University’s centralized organization for alumni relations;
- Develop high-quality programs and benefits that offer value to alumni;
- Create opportunities for alumni to connect with each other and with students;
- Create spirit and pride in Binghamton University; and
- Support a dynamic alumni volunteer program that provides opportunities, training, stewardship and recognition.

To attain and measure these goals, the Plan has been organized into seven focal points (Students, Alumni Constituent Groups, Alumni Center, Career Services, Affinity Groups, Chapters & Regional Programming and Volunteer Engagement). Supporting each focal point is a list of directives, desired outcomes and metrics. The metrics are important to track individual initiative growth and progress in each area of focus. The desired outcomes are benefits or changes resulting from efforts undertaken. The directives are specific activities to be performed or encouraged, ultimately resulting in one or more of the desired outcomes. Other portions of the Plan include an analysis of our Strengths, Weaknesses, Opportunities and Threats – a so-called “SWOT” analysis – and a current snapshot of the demographic makeup of Binghamton’s alumni population. The key indicators of success are comprehensive, qualitative measures that will be calculated on an annual basis to assess performance over the next five years.

Engaging our alumni means keeping them informed about their University, having them participate in the life of their alma mater, demonstrating their Binghamton pride in a visible way, and investing in our future. Our alumni engagement goals are ambitious and we are fortunate to have dedicated volunteers and University partners eager to accept this challenge. Funding will impact the timing and degree to which the directives can be implemented and the goals achieved. Accordingly, leaders of the Alumni Association and Alumni Relations office staff will work together with University leadership and campus partners to annually review and adjust the Plan to ensure that it continues to address current engagement initiatives and that our goals remain appropriate in all circumstances.

The Binghamton University Alumni Association is well positioned to work in concert with the entire University community to celebrate the traditions of excellence and pride that are part of Binghamton University’s past and present. With this Plan, we look forward to working together to help secure the University’s bright future.
II. Introduction

In 2011, we were attracting thousands of graduates to Homecoming and regional events each year; yet we felt we could do more to engage a broader alumni base. To achieve that goal, the Alumni Association engaged a consultant to review alumni relations at our University. As a result of the consultant’s interviews with key stakeholders and a comprehensive alumni attitude survey, we learned that 90% of the alumni respondents are proud of their Binghamton University degree and 82% have positive feelings about the institution overall. These alumni, however, feel disengaged from their alma mater. In particular, the following findings from the survey are worth highlighting: only 46% of respondents feel they have a stake in Binghamton’s success; only 32% feel they are still a part of the Binghamton community; and 44% cannot say whether Binghamton is moving in the right direction because they lack sufficient information.

While some of these figures may seem disappointing, they serve as a powerful reminder that most alumni have more immediate concerns than their alma mater. Despite the quality of their student experience, the goodwill and ongoing support of alumni cannot be taken for granted. Resources devoted to alumni relations are essential to sustaining lifelong relationships between alumni and the University.

Engaging our alumni network of nearly 120,000 is the responsibility of the entire University community and it starts when a student first makes his or her decision to become a part of our University. If a student has a positive experience at Binghamton, he or she is more likely to stay connected and ultimately to invest in Binghamton. If not, we have missed an opportunity to form a meaningful relationship.

Following our study, Binghamton University has made a great deal of progress, engaging – through a variety of methods – more than 20,000 alumni in the life of the University each year. This number includes alumni volunteers, event participants, social media followers and donors. All of these activities represent quantifiable and active behaviors that demonstrate commitment to the University.

To achieve further progress with respect to alumni engagement, a formal Strategic Planning Task Force was launched in October 2013. This group – headed by a committee of the Alumni Association Board of Directors – worked collaboratively with Alumni Relations staff, University leadership, campus partners, and volunteer alumni leaders to develop the Plan. Created on a University-wide basis, the plan will guide the campus community’s work over the next five years and aligns with the University’s Road Map to Premier, including Strategic Priority 4: “Enhance the University’s Economic, Social and Cultural Impact Through Engagement from the Local to the Global Level.”

The approach and ensuing Plan outline a new way of thinking, organizing and measuring success for alumni engagement, which will better meet the needs of alumni, students and the University. The Plan is informed by data, trends, best practices and, most importantly, by alumni feelings and perspectives. It is designed to foster broad participation and creative thinking, to encourage honest discussions and to strike a balance between aspiration and practicality. With the participation of the entire University community, our shared goals of greater alumni engagement will be realized and the Plan will be a tremendous success.
A. SWOT Analysis

The following analysis represents a snapshot of the current climate and internal and external factors impacting alumni engagement at Binghamton University.

Strengths (characteristics that give Binghamton an advantage over others):
- Prestigious academic institution (with rising reputation)
- Accurate data on alumni (93.5% of mailing addresses and 62.5% of e-mail addresses)
- Solid infrastructure with core programs established (regional chapters and programs, student-alumni programs, Homecoming Weekend, Alumni Leaders Conference, and Alumni Awards)
- Campus climate receptive to partnership and collaboration
- Philanthropic and service-oriented alumni base
- Positive attitude among alumni body toward the University (82% feel positively overall, including 48% who feel very positively)
- Talented and intelligent cadre of dedicated alumni leaders
- High-quality and diversified alumni communications

Weaknesses (characteristics that place us at a disadvantage relative to others):
- One-size-fits-all approach to outreach, engagement and solicitations
- Lack of class identity among students and alumni
- Lack of a system to structure the transition from students to alumni
- Relatively low rate of engagement and giving
- Absence of a strong alumni brand (other than BU)
- Lack of a culture of giving directed towards Binghamton among students and alumni
- Lack of University traditions
- Multiple name changes (Harpur, SUNY-B, BU, etc.)

Opportunities (strategies that will position us for success):
- Leverage social media to create excitement, engage and communicate with alumni and students
- Strengthen connections and increase the involvement of BOLD alumni, alumni abroad and graduate alumni
- Target alumni groups with key messages that spark interest, add value and inspire action
- Train students while still on campus to be actively engaged alumni
- Use increasing competition for students as an opportunity for alumni to play a major role in student recruitment, retention and yield. Meet increased expectations from alumni that their alma mater will help them in their career development
- Realize potential of affinity group programming
- Use intern placement for students as a way to engage alumni
- Retire events and programs that are not having a positive impact on strategic goals and devote resources to more impactful programming
- Open the Alumni Center in the heart of campus

Threats (external factors that could prevent us from engaging increasing numbers of alumni):
- Competing for scarce University resources
- Information and media overload on our students and alumni
- Competition for alumni time, talent and treasure
### B. Alumni by the Numbers

The chart below is a snapshot of the demographic makeup of Binghamton's alumni population as of April 1, 2014. The numbers represent living alumni.

<table>
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<tr>
<th>Total</th>
<th>Undergraduate Alumni</th>
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<tr>
<td></td>
<td>Graduate Alumni</td>
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<td>* Total Alumni</td>
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<td>Top 10 New York Counties</td>
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* Total alumni count is high due to alumni who receive multiple degrees. Does not include the class of 2014.
III. Alumni Engagement Strategic Plan

A. Strategic Goals for Alumni Engagement

Goal 1: Affirm the Alumni Association as the University’s centralized organization for alumni relations.

Goal 2: Develop high-quality programs and benefits that offer value to alumni.

Goal 3: Create opportunities for alumni to connect with each other and with students.

Goal 4: Create spirit and pride in Binghamton University.

Goal 5: Support a dynamic alumni volunteer program that provides opportunities, training, stewardship and recognition.

B. Focal Points

The five broad goals for alumni engagement, together with the key indicators for success, can best be attained and measured if we organize our engagement strategy into seven focal points as described below. Taken together, these different aspects of alumni engagement, which were chosen because of their importance to alumni and the University, define the overall direction for alumni engagement through 2020. Because of the interrelationships among these priorities, success in one area predicts success in the others.

Students: The enterprise of alumni relations commences when a student begins his or her Binghamton experience. Today’s students are future alumni; as such, it is crucial that we use the time our students are on campus to teach them about the value of the alumni network. Students who are engaged and involved during their time on campus tend to become more active alumni.

Alumni Constituent Groups: Segmenting the alumni body into key “constituent” groups (e.g., BOLD, experienced, graduate degree and international) allows us to develop programming and volunteer opportunities aimed at their unique needs, leverage their personal and professional life experiences and appropriately target messages.

Alumni Center: Leveraging the new Alumni Center will increase the visibility, success and strength of the Alumni Association while providing opportunities for students, faculty and staff to become acquainted with alumni on a daily basis and vice versa. The center will showcase the traditions and bind generations together. The center symbolizes the important place alumni have in the life of the University.

Career Services: This is both a benefit and a volunteer opportunity. Providing career services to alumni as well as opportunities for alumni to share their professional experiences with students should be a visible part of alumni activity on and off campus.

Affinity Groups: Building alumni connections and programs that are based on the activities, affiliations and interests of these former students, as well as age, industry and special interests will attract and maintain interest. We will place increased attention on strengthening these affinities and tying them together to the Alumni Association, which will pay dividends in increased alumni engagement.

Chapters & Regional Programming: Bringing Binghamton University to alumni across the United States and around the world through meaningful hands-on and virtual programming will increase engagement. We will leverage our world-class faculty to deliver some of the intellectual programming. We will evaluate current programming and structure future programming to best suit the needs and interests of an increasingly broad and diverse base of alumni.

Volunteer Engagement: Volunteers extend the reach of Binghamton. They carry institutional messages, serve as brand ambassadors and increase pride. We will strengthen existing volunteer opportunities for alumni and identify new ones. We will improve and enhance the experience of alumni already volunteering, including developing strategies and processes for stewarding, training and recognizing alumni volunteers.
Students

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

• Student organization leaders actively seek out the Alumni Relations office staff to assist in planning events that connect them with alumni.
• Students have opportunities to interact and develop relationships with alumni throughout their student experience.
• Alumni return to campus as role models and to connect with students.
• Upon graduation, students understand how their relationship with each other and with Binghamton will evolve over the rest of their lives.
• Students develop a sense of class identity.
• Students develop a culture of giving back to their alma mater.
• Students attend events sponsored by the Alumni Association and campus partners.
• Students possess a sense of pride in the history and traditions of the institution.
• Students understand the value of the alumni network.

Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

• Increase opportunities for students to network with alumni in person and virtually.
• Expand the agenda of outreach programs that bring alumni back to campus.
• Leverage the power of the alumni network to help students secure jobs and internships.
• Establish more affinity-based linkages between alumni and students.
• Enhance efforts to cultivate class identity before students graduate.
• Develop programs that embrace the diversity of the student body.
• Increase messaging via social media to engage students as future BOLD alumni.

Metrics (Measurements of work related to directives or specific activities.):

• Number of students participating in Cool Connections/Hot Alumni Virtual Career Series.
• Number of seniors attending the Senior Brunch.
• Number of students participating in Metro Career Night.
• Number of students participating in Senior Challenge.
• Number of Students participating in BAM!
Alumni Constituent Groups:
Bearcats of the Last Decade (BOLD)
(Alumni who earned their undergraduate degree within the past 10 years)

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

• BOLD alumni feel welcome in the Alumni Association and have an understanding of the resources and opportunities available to them.
• BOLD alumni are aware of the various ways in which they may contribute.
• BOLD alumni are aware of the significant resources available to them through the Alumni Association.
• BOLD alumni connect with alumni living in their region.
• BOLD alumni engage with the Alumni Association via social media.
• BOLD alumni take a leadership role in mentoring students.
• BOLD alumni are eager to return to campus for Homecoming.

Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

• Launch and grow the Virtual Career Toolkit.
• Launch and grow the BOLD Panel Series.
• Increase BOLD alumni use of social media tools.
• Increase opportunities for BOLD alumni to return to campus to interact with students and each other.

Metrics (Measurements of work related to directives or specific activities.):

• Number of BOLD attendees at BOLD Panel Series events.
• Number of BOLD alumni attending regional events.
• Number of BOLD alumni participating in the Binghamton Fund.
• Number of BOLD alumni attendees at Homecoming (include Zero- & Ten-Year Reunions).
Alumni Constituent Groups: Experienced Alumni
(Alumni who earned their undergraduate degree more than 10 years ago and after 1963.)

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- Alumni actively seek to hire Binghamton students and alumni for internships and jobs and help them build their professional networks.
- Alumni actively promote Binghamton to colleagues, family and friends.
- Alumni volunteer their time and financially invest in the University.
- Alumni return to campus for signature events such as Homecoming and the Alumni Leaders Conference.
- Alumni participate in lifelong learning programs.
- Alumni not only attend but participate in the creation of regional events tailored to this segment.
- Alumni are aware of the positive things happening on campus and are supportive of the direction in which the University is moving.
- Alumni provide for a planned gift to benefit Binghamton in their estate planning.

Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Invite alumni to share expertise through speaking engagements, hosting webinars, serving on Advisory Councils, Foundation and Alumni Association Boards of Directors.
- Provide relevant programming and support for alumni who are preparing their children for college or who are becoming “empty nesters” or taking care of elderly parents.
- Build a culture of giving.
- Leverage Binghamton’s world-class faculty and alumni to deliver meaningful programming.
- Increase opportunities for alumni to interact based on their strong affinity to their residential community.

Metrics (Measurements of work related to directives or specific activities.):

- Number of experienced alumni at Homecoming and regional events.
- Number of career-related panels and workshops designed for experienced alumni.
- Number of experienced alumni participating in the Binghamton Fund.
- Number of planned gifts.
Alumni Constituent Groups: International Alumni  
(All alumni currently residing outside the United States)

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- Acquire accurate alumni contact information in Millennium (alumni/development database) for alumni living abroad.
- Alumni actively seek to hire students and fellow alumni for international internships and jobs.
- Alumni assist students and fellow alumni to build their international professional networks.
- Alumni are proud of their alma mater and actively promote Binghamton to colleagues, family and friends.
- Alumni volunteer their time and financially invest in the University.
- Enhanced international recruitment channels – alumni become knowledgeable recruiters and referral agents.

Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Develop processes to collect and maintain contact information for alumni living abroad.
- Develop targeted growth of international alumni activity in areas with high concentrations of alumni and in areas that are strategic to assisting with our mission.
- Provide relevant programming (focusing on career and business development) and support for international alumni.
- Leverage faculty and staff traveling internationally as opportunities to connect with alumni.
- Create volunteer opportunities for international alumni.
- Increase coverage of international alumni in university web and print publications.
- Engage current international students so they become informed ambassadors after they return to their home countries.
- Determine what tools, tactics and vehicles are best utilized to connect international alumni with Binghamton.

Metrics (Measurements of work related to directives or specific activities.):

- Number of international alumni with accurate contact information.
- Number of international alumni volunteers.
- Number of points of contact with international alumni.
- Number of international alumni participating in the Binghamton Fund.
Alumni Constituent Groups: Graduate Alumni
(All alumni who exclusively earned advanced degrees)

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

• Graduate alumni feel a connection to and pride in the University.
• The Alumni Association facilitates interactions between graduate alumni and undergraduate alumni.
• Graduate alumni remain connected to their graduate program and the Alumni Association through regional chapter and campus programming.
• Graduate alumni stay connected to the Graduate Student Organization of their academic program as a mentor and resource.
• Increased and improved contact information for graduate alumni.
• Graduate alumni choose to financially support Binghamton in addition to their undergraduate alma mater.

Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

• Develop strategies to assist current graduate students with their programming by increasing graduate alumni participation.
• Incorporate activities of interest to graduate alumni in signature events like Homecoming.
• Increase targeted messages to graduate alumni regarding opportunities to return to campus and event notifications.
• Increase usage of social media tools.
• Tie programming to career and professional focus.
• Encourage graduate alumni participation in the local Binghamton regional chapter’s programming.
• Increase opportunities for graduate alumni to serve on leadership groups or councils.
• Leverage academic content generated by faculty as a way of connecting alumni and academicians.

Metrics (Measurements of work related to directives or specific activities.):

• Number of graduate alumni assisting with Graduate Student Organization programs.
• Number of graduate alumni attending Homecoming.
• Number of graduate alumni who actively participate in regional chapter programming.
• Number of graduate alumni participating in the Binghamton Fund.
Alumni Center

Desired outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take):

• The Alumni Center is a welcoming area on campus that develops a reputation for being the “first stop” for alumni visiting campus.
• The Alumni Center inspires alumni to feel proud of and connected to Binghamton University.
• The Alumni Center is a desirable location for important events, such as Alumni Association board meetings and VIP visits to campus.
• The Alumni Center showcases the traditions of the University and binds generations to each other.
• The Alumni Center enhances the visibility and importance of the Alumni Association and illustrates and strengthens its success.
• The Alumni Center proclaims the University’s esteem for its former students—that symbolizes the critical place of alumni in the life of the institution and lends itself to visits by former students.
• The Alumni Center establishes a strong sense of University identity that reflects the image and prestige of Binghamton University.
• The Alumni Center inspires deeper engagement, dedication and affinity among alumni and students.
• The Alumni Center allows memorabilia to be tastefully displayed honoring the University’s cherished history.

Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

• Showcase the Alumni Center during large-scale on-campus events, such as Homecoming, Commencement, Move-in Day and Family Weekend.
• Through a variety of print and electronic media, promote the Alumni Center as a “must see” location for alumni returning to campus.
• Include the Alumni Center on Admissions tours, in order to impress prospective students and their families and build early brand awareness for the Alumni Association and the value of the alumni network.
• Hold student programs and events at the Alumni Center in order to plant the seed for future alumni engagement.
• Hold alumni and other VIP meetings at the Alumni Center in order to showcase it and the success of our alumni and the value and strength of our alumni network.

Metrics (Measurements of work related to directives or specific activities.):

• Number of alumni visits to the center annually.
• Number of special events held at the Alumni Center.
• Survey data indicating alumni satisfaction with, and perceptions of, the Center.
Career Services

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- The value of the alumni network is realized by our key audiences.
- The Alumni Association takes a significant role in furthering the career development of alumni.
- The Alumni Association helps prepare current students for success in the job market.
- As a result of our efforts, both alumni and current students feel the Alumni Association is actively meeting their needs in the areas of network facilitation and career development.

Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Initiate and support efforts to bring alumni together for industry-specific networking.
- Increase the opportunities for students to network with alumni and learn career skills.
- Increase the number of alumni who volunteer to mentor or advise current students, network with peers, and provide opportunities for internships through the new Binghamton Plus Program.
- Effectively leverage social media as a means to connect alumni and students for professional networking.
- Expand the recruitment database so it can be a resource for all alumni as well as current students.
- Showcase the new Fleishman Center for Career and Professional Development and opportunities it presents to students and alumni.

Metrics (Measurements of work related to directives or specific activities.):

- Number of professional networking opportunities offered.
- Attendance at student-alumni networking events.
- Attendance at alumni-to-alumni networking events.
- Number of career development volunteers and collective hours served.
- Number of internships offered as part of the Binghamton Plus program.
- Participants in Alumni Association LinkedIn groups and online webinars.
- Number of virtual services offered to alumni.
- Increase in number of one-on-one mentoring opportunities.
Regional Chapters, Affinity Groups and Regional Programming

**Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):**

- An active and sustainable regional chapter program that provides valuable programming and opportunities that will promote our focus on engagement.
- Alumni actively engaged in diverse regional event programming where they make connections with other alumni.
- A broad range of regional alumni volunteer opportunities.
- Alumni actively engaged in activities with their respective affinity group, particularly at Homecoming, where they make connections with current students who are part of their affinity.
- Historically underrepresented alumni groups feel welcome and valued, and the Alumni Association functions as a diversity champion.
- Alumni express pride in their alma mater through their regional and affinity involvement.
- All regional chapters, affinity groups, councils and other alumni groups and organizations present a unified brand and consistent messaging that fosters pride, excitement and loyalty among alumni.

**Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):**

- Cultivate legacy families with special programming and communications.
- Develop an engaging and diverse regional programming model that appeals to a wide range of alumni.
- Leverage Binghamton’s world-class faculty and alumni to deliver substantive programming regionally and globally, both in person and virtually.
- Identify and promote regional volunteer opportunities to alumni around the world.
- Develop a strategy for identifying key affinity groups and foster their involvement regionally and during Homecoming.
- Direct attention and resources to alumni programs that focus on career services.
- Devote more attention to our historically underrepresented alumni groups and develop meaningful programming that engages substantially more diverse alumni in the life of the University.
- Provide opportunities for our Founders (graduates before 1964) to connect with each other and the University.
- Establish more affinity-based linkages between alumni and students.
- Ensure that campus partners and volunteer leaders representing regional chapters, affinity groups, councils, and all other alumni groups and organizations coordinate with the Alumni Association so that one unified brand and a consistent message is presented to the greater alumni and campus communities.

**Metrics (Measurements of work related to directives or specific activities.):**

- Number of active chapters and affinity groups.
- Number of annual regional events, attendees, and first-time attendees.
- Number of planned gifts.
- Number of affinity groups planning reunions during Homecoming or at other times of the year.
- Number of individuals associated with affinity groups participating in the Binghamton Fund.
Volunteer Engagement

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- Alumni actively volunteer for University-sponsored programs and serve in volunteer leadership roles.
- Alumni lead volunteer-driven regional chapter and affinity programs that engage alumni geographically or with specific interests and affiliations and assist in our efforts to promote volunteerism.
- Highly engaged alumni volunteers serve as role models and inspire others.
- Alumni volunteers feel recognized and valued.
- Alumni nominate fellow alumni for Special Recognition Awards.
- Alumni are aware of the positive things happening at the University and support the direction in which the University is moving.
- Campus community recognizes the value of alumni.
- Volunteerism is a stepping stone to future engagement.

Directives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Build a culture of volunteerism - giving of time and talents to assist the University, students and fellow alumni.
- Provide a range of meaningful and diverse alumni volunteer opportunities and collaborate with campus partners to identify new volunteer opportunities.
- Regularly highlight alumni volunteers and volunteerism via University and Alumni Association communications including website (video testimonials), social media platforms and electronic and print vehicles.
- Target alumni life cycle and affinity segments for specific alumni volunteer opportunities.
- Regularly communicate with and cultivate alumni with volunteer interest.
- Provide orientation and training for significant volunteer roles including leadership roles.
- Support a visible and dynamic Alumni Association Awards Program that recognizes our most highly engaged alumni so that they might serve as inspiration to others and develop a plan to engage award recipients with their respective schools and departments to ensure student access to accomplished alumni.
- Improve the stewardship of current volunteers so they deepen their relationship with Binghamton.
- Thank and recognize alumni volunteers.
- Create or purchase a centralized management system for alumni volunteers to allow for more seamless collaboration and communication across campus

Metrics (Measurements of work related to directives or specific activities.):

- Number of active alumni volunteers.
- Number of active Alumni Admissions Volunteers.
- Number of alumni engaged in providing career-related opportunities such as internships, Liberal Arts to Careers Externships, Binghamton Plus, etc.
- Number of alumni volunteers retained.
- Number of new alumni volunteers engaged and acquired.
- Number of people who attend Alumni Association Awards Ceremony.
- Number of alumni volunteers who participate in annual giving.
- Number of alumni who participate in Global Day of Service.
- Number of campus partners engaging alumni.
C. Key Indicators of Success
(Metrics below will be calculated on an annual basis.)

Our alumni engagement goals are ambitious and we are fortunate to have dedicated volunteers and University partners eager to accept this challenge. Funding will impact the timing and degree to which the directives can be implemented and the goals achieved. The Alumni Association Board of Directors will take the lead reviewing, monitoring and updating this “living document” annually.

**Goal 1: Affirm the Alumni Association as the University’s centralized organization for alumni relations.**

Key Metrics:
- Increase participation in the Alumni Leaders Conference from 200 in 2013 to 400 by 2020.
- Increase attendance at Homecoming from 650 in 2013 to 1,500 by 2020.
- Increase the alumni volunteer giving participation rate from 37% in 2014 to 50% by 2020.
- Increase the number of alumni events sponsored/co-sponsored by campus partners from 23 in 2014 to 35 by 2020.
- Increase the Senior Challenge giving participation rate from 5.7% to 20% by 2020.
- Increase the event attendee giving participation rate from 24% to 35% by 2020.
- Create new events held at, and increase visits to, the new Alumni Center. (Benchmark to be established in 2016 after the Center opens.)

**Goal 2: Develop high-quality programs and benefits that offer value to alumni.**

Key Metrics:
- Increase the number of annual alumni attendees at all events from 3,000 in 2014 to 5,000 by 2020.
- Increase the number of annual events involving faculty members including lectures, panels, poetry readings, etc. from 8 in 2014 to 25 by 2020.
- Increase the number of alumni attendees at events involving faculty members in the ways mentioned above from 230 in 2014 to 750 by 2020.

**Goal 3: Create more opportunities for alumni to connect with each other and with students.**

Key Metrics:
- Increase membership in the Alumni Association’s Professional Network and Job Forum groups on LinkedIn from 21,000 to 47,000 by 2020.
- Increase the total number of alumni regional chapters, each with sufficient activity level appropriate to the size of its population base from 12 in 2014 to 20 by 2020.
- Increase the total number of BOLD alumni engaged with the University (includes event attendees, volunteers, and donors) from 2,000 in 2014 to 4,500 by 2020.

**Goal 4: Create more spirit and pride in Binghamton University.**

Key Metrics:
- Increase from 5,000 to 10,000 the number of likes/followers on the Alumni Association Facebook page
- Increase the number of unique affinity groups holding alumni events annually from 4 in 2014 to 20 by 2020.

**Goal 5: Support a dynamic alumni volunteer program that provides opportunities, training, stewardship and recognition.**

Key Metrics:
- Increase the number of annual active alumni volunteers from 800 in 2014 to 1,300 by 2020.
- Increase the number of active Alumni Admissions Volunteers from 133 in 2014 to 215 by 2020.
MISSION

The mission of the Binghamton University Alumni Association is to reach, serve and engage all Binghamton alumni. The Association connects alumni to the University and to each other, provides valued service and supports the University’s mission of teaching, research and service. It does so by encouraging collaboration and inclusiveness, continuing the tradition of excellence and building pride.

VISION STATEMENT

The Binghamton University Alumni Association is a dynamic and inclusive organization that is recognized as a valuable resource by the Binghamton University community. A dedicated Board of Directors partners effectively with campus partners to offer programs that foster campus traditions and perpetuate a passion for a life-long involvement with the University.

Students for a short time. Alumni for a lifetime.

Mission and vision adopted by the Alumni Association Board of Directors on October 13, 2012.