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# Alumni, Forever UBC

VISION, MISSION AND STRATEGIC GOALS · OCTOBER 2012 - MARCH 2017

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The University of British Columbia  
*Alumni Affairs*

UBC Alumni Association  
Board Of Directors



## INTRODUCTION: VISION, MISSION AND STRATEGIC GOALS

As old as UBC's first graduating class, the Alumni Association has adjusted its approach over time to meet the changing needs of members and their alma mater. Today, it is convinced that a bolder and more energizing Vision is called for, one that reflects an understanding of alumni as an integral part of their University rather than as external stakeholders.

The philosophy informing this new Vision supposes the relationship between UBC and alumni to be at the core of the University, with deeper and broader alumni engagement being an essential component of a globally influential UBC driving world solutions.

A number of factors make now the optimal time for this critical shift:

- UBC's *Place and Promise* strategic plan includes a commitment to "engaging its alumni fully in the life of the institution."
- Mutual support exists between the development and alumni functions in the new DAE portfolio.
- A holistic and integrated organizational approach to alumni affairs is taking hold, whether the program/service/activity is sponsored by the UBCAA, a Faculty or a University-wide unit.
- Uniquely in North America, the *start an evolution* Campaign highlights dual dollar and alumni engagement goals; further innovations in approach will be required to reach the ambitious engagement target it has set.
- The University and Alumni Association now have a robust and often seamless partnership that respects the distinct organizational attributes of each entity.

The current Alumni Affairs value proposition speaks of alumni "having a chance to be part of a group and institution fostering positive change in the world." Through the strategic planning process launched by the UBCAA in February, 2012, a consensus has emerged that UBC is well-positioned, perhaps even uniquely among research-intensive public universities in North America, to shift the lens from viewing alumni as a priority audience to fully embracing them as core to the University and its ambitions. The Vision and Mission statement that follows proceeds from this analysis and a set of key values:

- Alumni are core members of the UBC community.
- As core members, alumni deserve the attention and support of their University and opportunities for influence; the feeling that they have a stake in UBC will grow commensurately.
- Alumni are enriched through life-long connection with UBC.
- UBC's commitments, currently articulated in *Place and Promise*, are advanced through alumni being engaged institutionally.
- Alumni have a sense of belonging to a UBC that is, with its alumni, engaging society and making a difference in BC, Canada and the world.

A Vision, Mission, and Strategic Goals have been developed that align with this new thinking and consultation is underway with key stakeholders across the University. At the same time, concrete actions and measurements are being identified to further inform the plan and guide implementation.

This new strategic plan can propel the Association and University to a next level of commitment and action.



# Vision, Mission and Strategic Goals

OCTOBER 2012 - MARCH 2017



## VISION

Realize the promise of a global community with shared ambition for a better world and an exceptional UBC.

## MISSION

A member-driven Association that, with UBC:

- promotes alumni personal and professional growth
- connects alumni with each other and their University
- stimulates the alumni community for positive change

## STRATEGIC GOALS

- GOAL I.** Alumni are Integral and Engaged
- GOAL II.** Alumni Advance UBC's Vision
- GOAL III.** The Alumni Experience is Mutually Beneficial
- GOAL IV.** Alumni Affairs Models Best Practice and Grows its Capacity to Serve



## Strategic Goals

### GOAL I. ALUMNI ARE INTEGRAL & ENGAGED

**As core constituents, alumni are well informed and have an influential voice and stake in their university**

OBJECTIVE	OUTCOMES	MEASURES
<p><b>1.</b> Establish dynamic on-going communication with alumni, using available research, that features outreach, two-way opportunities, transparency and timeliness.</p>	<p>Alumni feel part of UBC</p>	<p>Omnibus survey item 3E - "UBC values its alumni" (56% "yes" 2011)</p> <p>Omnibus survey item #3H - "Still feel part of the UBC Community" (23% "yes" 2011)</p>
<p><b>2.</b> Leverage the governance changes (Board of Directors and Alumni Advisory Council) and relationship with University leadership and the Board of Governors to elevate the influence of the UBCAA and alumni voice within the UBC community.</p>	<p>Alumni are leaders in influencing UBC's ambitions and impact</p>	<p>Bi-annual assessment from University UBCAA Board, Exec and Dean's at each campus</p>
<p><b>3.</b> Introduce all students at both campuses to the Alumni Association and provide interaction with alumni for each student who seeks such a connection.</p>	<p>Students as Alumni</p> <p>Students engaged annually with Alumni</p>	<p>Grad exit survey (items re recognition of UBCAA and engagement with alumni to be developed).</p>
<p><b>4.</b> Build the Alumni Centre as an iconic, living representation of the significance and energy of the UBC alumni community and the new Vision.</p>	<p>New Centre open Dec. 2014</p>	<p>On time, On Budget, Significant Utilization</p>



## Strategic Goals

### GOAL II. ALUMNI ADVANCE UBC'S VISION

**UBC's aspiration to be globally influential and foster positive change is realized in large part by its alumni through their engagement in the world.**

OBJECTIVE	OUTCOMES	MEASURES
<p><b>1.</b> Demonstrate the UBCAA's key values in its positioning strategy and brand platform – core to UBC, connected, life-long, mutually beneficial, with a distinct voice and positive societal impact</p>	<p>Alumni are UBC</p>	<p>Omnibus survey item 3D – "Have a stake in UBC's success and achievements" (32% "yes" 2011)</p>
<p><b>2.</b> Convey the impact of alumni worldwide and how that reflects UBC's contributions to British Columbia, Canada, and the world.</p>	<p>UBC impacts the world with its alumni</p>	<p>Omnibus survey item 3I – "UBC makes a difference in the world" (67% "yes" 2011)  Third party view of impact?</p>
<p><b>3.</b> Enable access to UBC's intellectual capacity to support graduates as they make change in the world, whether as individuals or through the regional and international communities in which they participate.</p>	<p>Alumni are supported</p>	<p># requests fulfilled</p>



## Strategic Goals

### GOAL III. THE ALUMNI EXPERIENCE IS MUTUALLY BENEFICIAL

**Alumni benefit from the intellectual, cultural and social resources of their University; UBC benefits from alumni skills and capacity.**

OBJECTIVE	OUTCOMES	MEASURES
<p><b>1.</b> Provide clear value to alumni from programs and services focused on: personal and professional development; the intellectual wealth of UBC; staying connected at the Faculty and affiliation group level; supporting graduates moving into a new community; and enriching the experience of visiting the Vancouver and Okanagan campuses</p>	<p>Alumni engage and re-engage            Alumni find value</p>	<p>Alumni engaged annually (both acquisition and retention)            Omnibus survey item 3G "A life-long relationship with UBC is worth maintaining" (45% "yes" 2011)            Client/customer satisfaction survey results</p>
<p><b>2.</b> Benefit UBC through alumni engagement in: student recruitment; enriched educational experiences for students; feedback on Faculty activities and degree program outcomes; building community and political support for UBC and post-secondary education; and growing philanthropy.</p>	<p>UBC finds value            Alumni donate</p>	<p>Growth in # and funding of Faculty-UBCAA partnerships            Growth in # and % alumni who donate</p>



## Strategic Goals

### **GOAL IV. ALUMNI AFFAIRS MODELS BEST PRACTICE AND GROWS ITS CAPACITY TO SERVE.**

**The Alumni Affairs operation - UBCAA, university-wide units and Faculties - is vision focused, growing in capacity to serve and engage, and demonstrates outcomes consistent with a high performing organization.**

OBJECTIVE	OUTCOMES	MEASURES
<p><b>1.</b> Ensure the relevance of Alumni Affairs programs/ services in terms of the Vision/Mission/Strategic Goals, the effectiveness of current partnerships and research on what drives engagement</p>	<p>Activity is focused and effective</p>	<p>Annual work plans are linked to strategic plan Objectives and reviewed quarterly</p>
<p><b>2.</b> Support a high performance culture through staff recruitment, development and retention.</p>	<p>Recognized "a place to be" at UBC and in the field</p>	<p>Workplace Climate survey results and reputational standing among peer institutions</p>
<p><b>3.</b> Report on progress and impact in a concise manner aligned with the new Vision, Mission and Strategic goals.</p>	<p>Results are known</p>	<p>Outcomes dashboard and status of strategic initiatives integrated into individual and unit workplans and reported quarterly</p>
<p><b>4.</b> Strengthen the resource development capability of the Association, while finding additional ways to serve and engage members.</p>	<p>New Revenue grows member benefits</p>	<p>10% annual growth in net revenue</p>
<p><b>5.</b> Lead strategic alumni communications institution-wide and position alumni as a communications priority for the University.</p>	<p>Communication is proactive and coherent</p>	<p>Brand recognition metric for key audiences; annual communication cycle in place</p>
<p><b>6.</b> Learn from what we do and share our experience broadly in the alumni affairs field.</p>	<p>Contribute to the field of alumni affairs</p>	<p>Record of publications, presentation and inter-institutional cooperation</p>