



Trent University Alumni Association Strategic Plan

2007-2017

Mission of the Trent University Alumni Association

As per Bylaw No. 9(3) of the Trent University Alumni Association, the Association seeks to:

- a) Initiate and support activities that will further the interests of Trent University, its students and alumni; and,
- b) Foster a spirit of fellowship among alumni.

Glossary of Strategic Planning Terms Used in this Document

- 1. Result – an end goal or final product for the strategic plan.**
- 2. Strategy – a general activity or plan designed to help achieve a result.**
- 3. Tactic – a specific, short-term activity that will help complete the strategy.**

SWOT Analysis (Strength's, Weaknesses, Opportunities, Threats)

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Strong University support (administrative, political, financial) • Close association with University Alumni Office • Collective history and experience of the Association available from Executive Director (Tony Storey) • Goodwill from many alumni (Association seen as an 'information broker') • Personal connections among volunteers help increase participation in Association activities 	<ul style="list-style-type: none"> • Geographic distance among Association/Council members makes 'face to face' contact difficult • Competing loyalties of membership (undergraduate versus grad affiliation) • Difficult to sustain volunteer involvement in the Association without constant communication and engagement • Budget of Association is tied to the budget of the University 	<ul style="list-style-type: none"> • 50th anniversary of Trent in 2014 will generate lots of interest in the University and the Association • Interest in Alumni Association activities is increasing (Chapter Events). New events may engage new alumni volunteers • Specific, targeted events (e.g., those targeted to specific groups – soccer, athletics, tip) appear to generate interest 	<ul style="list-style-type: none"> • Volunteers have many competing obligations and commitments (e.g., family, job, other volunteer activities) • Cannot support all Chapters at same level with limited resources • Executive Director (Tony Storey) will retire, meaning loss of experience and knowledge for Association • Councillor turnover in the coming years could mean loss of experience and knowledge for the Association

<ul style="list-style-type: none">• Willingness of University Community members (alumni, professors, university staff) to volunteer for short-term leadership roles in the organization			
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Internal and Campus Affairs Cluster Results-based Plans

<u>Result</u>	<u>Strategies</u>	Recommended Tactics		
		Short-Term (1-2 Years)	Medium-Term (2-4 Years)	Long-Term (5-10 Years)
1. Alumni Council members feel valued, prepared for their responsibilities, and exemplify alumni leadership.	1.1 Ensure Council members are properly trained for their role.	1.1.1 Develop a "Councillor Handbook." 1.1.2 Develop an 'intranet' for Councillors on the web, which includes items such as the "Councillor Handbook", meeting times, and agendas. 1.1.3 Organize a delegation for every Ontario Association of Alumni Conference, including all new	1.1.7 Develop and implement a training program for new Council members.	1.1.8 Undertake an annual review of the Alumni Association governance structure. 1.1.9 Seek out and/or develop opportunities for professional development of alumni Councillors.

		<p>Councillors.</p> <p>1.1.4 Hold at least one retreat a year for the Alumni Association Council.</p> <p>1.1.5 Ensure Councillors have the administrative tools to effectively fulfill their roles (e.g., business cards, access to email, etc.).</p> <p>1.1.6 Develop a long-term Council nominations plan.</p>		
	<p>1.2 Identify and implement a preferred model for TUAA/University governance relations.</p>	<p>1.2.1 Executive members clarify accountabilities and roles between the University and the Association (e.g., through a memorandum of understanding).</p>		

<p>2. The Alumni Association is a leader within the Trent University community.</p>	<p>2.1 The Alumni Association plays a significant role in the celebration of the 50th Anniversary of Trent University.</p>	<p>2.1.1 Work with the University to establish a sub-committee to begin preparations for a 50th anniversary celebration.</p> <p>2.1.2 Develop a communications and engagement plan to lay the foundations for bring alumni into the 50th anniversary celebration.</p>	<p>2.1.3 Complete a plan for a signature Alumni Association 50th anniversary celebration (e.g., gala, barbecue, etc.)</p>	<p>2.1.4 Host a signature Alumni Association 50th anniversary celebration.</p> <p>2.1.5 Organize the donation of a significant alumni gift to the University in celebration of the 50th anniversary.</p>
	<p>2.2 'Homecoming/Reunion weekend' is a signature event for the Trent University Alumni Association.</p>	<p>2.2.1 Hold one event at homecoming/reunion specifically designed for alumni and their families.</p>		
<p>3. The Alumni Association celebrates the success of its membership, students, and the</p>	<p>3.1 Recognize alumni for their leadership and community achievements through awards and award celebrations.</p>	<p>3.1.1 Alumni are recognized through at least one award celebration each year (e.g., distinguished alumni,</p>		

University Community.		young leader, etc).		
	3.2 Establish scholarships to honour alumni and members of the Trent community and support student success.	N/A	3.2.1 Establish one "Alumni Association" scholarship.	3.2.2 Establish a second Alumni Association scholarship.
4. Alumni have many opportunities to work with or feel connected to other alumni and/or current Trent Students.	4.1 Enhance the 'on campus' presence of the Alumni Association.	4.1.2 Host a graduate-alumni event during the convocation.	4.1.3 Establish an on-campus Alumni Association student group. 4.1.4 Investigate possibilities for an enhanced alumni mentorship program.	
	4.2 Create networking opportunities for Association members.	4.2.1 Hold at least one networking event for alumni professionals in Toronto, Ottawa and Peterborough.	4.2.3 Hold at least one professional development opportunity for alumni in Toronto, Ottawa and Peterborough.	4.2.4 Hold additional networking opportunities for professionals in other regions

<p>5. The Alumni Association recognizes, documents and celebrates the history and heritage of Trent University.</p>	<p>5.1 Document the Alumni Association's own history and heritage.</p>	<p>5.1.1 Create a document that outlines the history of the Trent University Alumni Association.</p>	<p>5.1.2 Hold an on-campus reunion event for previous alumni Council members, Chapter presents and other volunteers.</p>	
	<p>5.2 Work with the University to document Trent University's history and heritage</p>	<p>5.2.1 Develop a series of written 'heritage minutes' for the website that document Trent's history (e.g., "Tony's Stories")</p>	<p>5.2.2 Support the creation of papers or lecture series on the history of Trent University (e.g., the establishment of the college system, Tom Symons, etc.)</p>	<p>5.2.3 Support the establishment of a second book on the history of Trent University.</p>
	<p>5.3 Continue to honour the memory of "The Commoner"</p>	<p>5.3.1 Develop a permanent web page devoted to the memory of the Commoner within the alumni website.</p>	<p>5.3.2 Establish a plaque on the spot of form spot of the Commoner pub.</p> <p>5.3.3 Establish a "Commoner Bursary."</p>	<p>5.3.4 Host a second 'Commoner Reunion' at Trent University.</p>

External and Chapter Relations Cluster Result-based Plan

<u>Result</u>	<u>Strategies</u>	Recommended Tactics		
		Short-Term (1-2 Years)	Medium-Term (2-4 Years)	Long-Term (5-10 Years)
1. Members engaged in alumni association activities across Canada and the World.	1.1 Engage Alumni in three 'priority' Chapters: Toronto, Ottawa, and Peterborough.	1.1.1 Develop a fully-staffed, semi-autonomous committee for Chapters in Toronto, Ottawa and Peterborough.	1.1.2 Support at least two 'annual' events in each of three chapter areas.	
	1.2 Engage Alumni in Chapters in Ontario	1.2.1 Develop a Chapter handbook. 1.2.2 Make the Chapter handbook available in hardcopy and online.	1.2.5 Develop a semi-autonomous committee for Chapters in three additional geographic areas.	1.2.6 Develop a semi-autonomous committee for Chapters in additional geographic areas.

		<p>1.2.3 Hold at least one teleconference for all those Chapter Presidents in Ontario.</p> <p>1.2.4 Encourage the autonomous development of Chapters in Ontario</p>		
	1.3 Engage alumni outside of Ontario.	<p>1.3.1 Establish an 'online discussion forum' for International Chapter Presidents.</p> <p>1.3.2 Encourage the autonomous development of Chapters outside of Ontario.</p>	1.3.3 Hold one or two 'international chapter' event(s) supported directly by the Alumni Council.	1.3.4 Council members attend at least one Chapter event outside Ontario.
2. Services provided by the Alumni Association are valued by alumni in	2.1 Continue services in Ontario that alumni find valuable, and	2.1.1 Create a "Trent University" alumni license plate in Ontario.	2.1.3 Develop a partnership with a local winemaker for an 'alumni wine'	

<p>Ontario and across Canada.</p>	<p>develop new services.</p>	<p>2.1.2 Encourage the use of Trent University email by alumni.</p>	<p>program. 2.1.4 Undertake a review of services provided by the Association (e.g., ClearSight Wealth Management), research new services and make recommendations on such to the Alumni Council.</p>	
<p>3. The Alumni Association is a leader among the Ontario Alumni Association's Community.</p>	<p>3.1 Develop a partnership with other Alumni Associations</p>	<p>3.1.1 Work with other Alumni Associations to ensure the Ontario Association of Alumni Conference continues 3.1.2 Set up a breakfast meeting among presidents of the Alumni Associations in Ontario.</p>	<p>3.1.3 Partner with other Alumni Associations to have at least one meeting of alumni presidents per year</p>	

	3.2 Seek to host a second Ontario Alumni Association Conference at Trent University.	N/A	3.2.1 Engage other Alumni Associations about hosting a second alumni conference at Trent University.	
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Communications Cluster Result-based Plan

<u>Result</u>	<u>Strategies</u>	Recommended Tactics		
		Short-Term (1-2 Years)	Medium-Term (2-4 Years)	Long-Term (5-10 Years)
1. Alumni are informed about the activities and current events of the Alumni Association, and Trent University in a timely manner.	1.1. Ensure the TUAA website is the “one stop” for information on Trent University Alumni Activities.	<p>1.1.1 The TUAA website is reviewed and completely updated.</p> <p>1.1.2 Information about individual Councillors, including contact email and biographies, is posted on the website.</p> <p>1.1.3 Working with Trent University Communications, develop a protocol for updating the</p>	<p>1.1.4 Review and update the Alumni Website at least once each year.</p> <p>1.1.5 Reinvigorate the ‘alumni profiles’ on the website.</p>	

		TUAA website in a timely fashion.		
	1.2 Make use of current and new media outlets to engage alumni in Association activities.	1.2.1 Encourage all TUAA events and activities to be advertised/listed in Trent Magazine and the website.		
2. People feel like 'part of the Trent family' and the Alumni Association from beginning of their University career throughout the rest of their lives as alumni.	2.1 Increase the readership of Trent Magazine by alumni and Trent University students.	2.1.1 Increase the number of 'sunshine sketches' in the magazine to at least 10 per issue. 2.1.2 Make the Trent Magazine available to students in common rooms on campus.	2.1.3 Work with campus media (e.g., Absynthe, Arthur, Trent Radio) to promote / advertise the Trent Magazine. 2.1.4 Explore the creation of an 'online only' version of the magazine, that could be published in between hard copy issues.	

	2.2 Encourage alumni to actively participate in the Trent Magazine.	2.2.1 Continue to encourage alumni to participate in the editorial board meetings.	2.2.2 Develop a 'letters to the editor' section in the magazine.	
	2.3 Encourage alumni to actively participate in Committees and other leadership opportunities within the Association.	2.3.1 Post all committee mandates on the website.	2.3.2 Develop a plan to seek out candidates with relevant skills to sit on Alumni Association Committees.	
	3.4 Make the Alumni Association a 'known brand' on the Trent University Campus.	3.4.1 Sponsor at least one student-led event on campus.	3.4.2 Develop a welcome package or gift for Introductory Seminar Week. 3.4.3 Continue to support and develop new on campus alumni programs (e.g., alumni lecture series,	

			<p>alumni in residence).</p> <p>3.4.4 Create a distinctive Alumni Council presence (e.g., booth, activity) for Introductory Seminar Week.</p>	
	<p>3.5 Increase participation in the Alumni Association Annual General Meeting so that there are at least 50 members attending on an annual basis.</p>	<p>3.5.1 Investigate alternative formats for the Annual General Meeting (AGM) and report back to the Alumni Council with recommendations for increasing member participation.</p>		