Temple University Alumni Strategic Plan 2017–2022

Drafted and Approved by the Temple University Alumni Association and the Office of Alumni Relations
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JULY 2014–JUNE 2017

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Dear Temple alumni and members of the Temple University community,

It is with extraordinary pride that we present the Temple University Alumni Strategic Plan for 2017-2022. This document culminates nearly three years of work in support of our incredibly diverse and energized alumni.

In the pages that follow you will see the work the Temple University Alumni Association (TUAA) and the Office of Alumni Relations undertook to study who we are and what we need to reach our goals over the next five years.

This plan was unanimously approved by the TUAA Board of Directors at its Fall 2016 meeting. We could not have reached this milestone without the support of the Board of Trustees, the Office of the President and the Office of Strategic Marketing & Communications. Many alumni and Temple employees participated in the creation and drafting of this plan. It was a literal “acres of diamonds”. While we cannot list them all, we must acknowledge TUAA Immediate Past President John Campolongo; TUAA President-Elect Dr. Paul Curcillo; Temple University Vice President for Institutional Advancement Jim Dicker; and Assistant Vice President of Alumni Relations Lisa Vacarelli for their contributions.

On behalf of the entire Temple Alumni Association Board of Directors and the Temple University Office of Alumni Relations, we hope this Plan will spark your interest to get further involved. We need you to make this a truly living and vibrant plan for our alumni. Please contact us with your interests, questions or comments at alumrel@temple.edu.

Thank you,

Scott F. Cooper, LAW ’92
President, Temple University Alumni Association
and University Trustee

Kenneth Lawrence, Jr., CLA ’95
Vice President, Alumni Relations

Michael Breeze, FOX ’96
Co-Chair, TUAA Strategic Planning Committee

Kristi DeSimone, SMC ’01
Co-Chair, TUAA Strategic Planning Committee
Executive Summary
EXECUTIVE SUMMARY

The Temple University Alumni Association (TUAA) Board of Directors proudly presents its strategic plan for 2017-2022. This plan is the culmination of three years’ work. It is a roadmap for the TUAA to fully serve our 310,000+ alumni around the globe for years to come.

We undertook this project for three reasons. First, this is a time of extraordinary growth and positive change at Temple. Second, the needs of our alumni are now more complex, diverse and geographically expansive. Third, technological advancements are largely reshaping the very nature of alumni engagement and interaction. The need for longer term planning and more sophisticated programming has never been greater. A plan that will help guide current and future alumni leadership is imperative to fulfilling our mission and preparing for potential challenges.

THE STRATEGIC REVIEW PROCESS

To deliver this strategic plan we undertook two distinct phases from 2013-16. First, we commissioned a strategic assessment. That project was a “snapshot” of who we are as alumni and what we need from our alumni association and the university. It was the first such self-study in over 20 years. With a more fully informed view of who our alumni are and what they need over the next five to seven years, we drafted this strategic plan. It is a roadmap that sets clear targets and deliverables, but remains flexible enough that each new generation of alumni and alumni leadership can remain responsive.

PHASE I: WHO WE ARE NOW

Our self-study revealed several notable findings:

• The Generation Gap. Temple’s alumni are straddling an appreciable “generation gap” between the Commuter Generation (pre-2000) vs. the Residential Life Generation (post-2000). The defining characteristic of each generation is their living situation while attending Temple: those who lived off-campus or at home and therefore had to commute vs. those who saw their academic experience being directly linked to living on a thriving urban campus.

• The significance of this divide affects almost every phase of our strategic plan such that it underscores that a “one size fits all” approach to alumni relations is simply not sustainable. A much more tailored approach is needed to address the needs of alumni regardless of their living situation during their time at Temple.

• Affinity for the University vs. a specific School, College or Unit. We also learned that there is great pride and passion for Temple in a general sense via connectivity through sports and broad-based marketing campaigns. But affiliation with Temple is much more personal. In many instances, “first identity” is with one’s school or college. In other cases, alumni connectivity is tied to a specific extracurricular activity or club and the friends made while involved. To service our alumni, we developed a plan that recognizes these related, but clearly distinct touchpoints.

• Connectivity Beyond Attending Events. We also learned that the traditional notion of alumni engagement—attending school-related events—remains very important. But it no longer can be the single source of connection with Temple and former classmates. Today’s alumni reside all over the world and utilize social media and technology to stay connected in a manner unthinkable even a decade ago. Our alumni association and Temple must keep pace with the times, and a comprehensive communications strategy is paramount. So too is creating content for our alumni that helps them connect professionally as well as beyond the city of Philadelphia.

PHASE II: A 10-POINT STRATEGIC PLAN TO GET US FROM HERE TO THE FUTURE

With this snapshot in mind, we then undertook Phase II and drafted a plan to address the items we discovered in our strategic assessment. In the following pages, we outline a 10-point plan to guide alumni through the year 2022.
Some of the items will fall heavily on the shoulders of volunteers while others will be the responsibility of the Office of Alumni Relations; some will be a mix of both. In addition, some items will be accomplished easily and quickly while others like an on-campus Alumni Center/House will take years as well as appreciable funding. The plan calls for us to honor what is best in Temple traditions while engineering for a rapidly changing alumni landscape.

1. Greater Involvement with Athletics and the Arts
2. Expanded TUAA Chapters and Societies
3. Update TUAA Governance and Broader Inclusion of an Increasingly Diverse Alumni
4. Create Engagement Metrics Beyond Events and Attendance
5. Develop a Comprehensive Marketing, Communications and Branding Strategy
6. Increased and Coordinated Engagement of Schools and Colleges
7. Continue Core University Alumni Events
8. Cultivate Student and Young Alumni Involvement
9. Expand the Temple Professional Network
10. Build an On-Campus Alumni Center House

We outline our findings and suggested plan for each item as follows. To help provide context, especially to our alumni who are not directly involved in planning or elected leadership, we first provide background material and a more in-depth review of our findings.
The Four Pillars of Temple University
THE FOUR PILLARS OF TEMPLE UNIVERSITY

All Temple alumni engagement and activity around the globe rests on four indispensable pillars: the university, the alumni themselves, the Temple University Alumni Association (TUAA) and the Office of Alumni Relations.

TEMPLE UNIVERSITY

In 1884, Temple Founder Russell H. Conwell, then a pastor of the Grace Baptist Church, began tutoring six men in his study. That number grew quickly to 40 and Conwell moved the sessions to the church basement and found volunteer teachers. Extensive tutorials and short courses continued until the fall of 1887 when Conwell announced the official formation of Temple College and set a formal schedule of classes.

Temple College was chartered and incorporated by the state of Pennsylvania on May 14, 1888. Its stated purpose was “the support of an education institution, intended primarily for the benefit of Working Men.” The charter was amended in 1891 to read “primarily for the benefit of Working Men; and for men and women desirous of attending the same.” The founder’s vision for the school was to provide superior educational opportunities for academically talented and highly motivated students regardless of their background or means.

The first commencement was held in June 1892. Eighteen graduates (14 men and four women) received degrees.

Temple University is experiencing an era of unprecedented momentum. Today, Temple is the 28th largest university and fourth largest provider of professional education in the United States with 38,297 undergraduate and graduate students.

Moreover, the campus has become increasingly residential over the past 20 years with new on- and off-campus student housing. There have also been other major capital improvements ranging from a science and research building to fitness and athletic facility renovations as well as a new library.

TEMPLE ALUMNI

As of 2016, Temple has nearly 317,000 living alumni and grows by an estimated 8,000 alumni per year. The related growth of its alumni association, the TUAA, is a proud part of the university’s history. In addition, partially due to Temple’s nine campuses around the world, alumni can be found in all fifty states of the U.S. as well as 147 countries. Some additional statistics are below.

• A total of 140,000 Temple alumni reside in Pennsylvania.

• One out of every seven college graduates in the five-county Philadelphia area has a Temple degree.

• A total of 7,978 alumni (2.5 percent) live outside the United States with the largest concentration being in Tokyo.
TEMPLE UNIVERSITY ALUMNI ASSOCIATION

The Temple University Alumni Association (TUAA) is the governing body of the alumni of Temple University. It is also the parent or umbrella organization that supports Temple’s school/college alumni associations, regional chapters and alumni societies.

Unlike the alumni associations of many universities, the TUAA is not a dues-based association. Its revenue comes from donations, affinity program revenue and earnings from its endowment. It is significantly dependent on support from the university and the Office of Alumni Relations for financial support and event planning.

Presently, the TUAA elects officers and its Board of Directors every two years. Its governing board also includes representatives from each school/college and a number of other organizations. One of the proposals described in this strategic plan calls for a governance change to allow greater inclusiveness.

Temple University founded its alumni association in 1927 as the General Alumni Association of Temple University. In 2006, the name officially changed to the Temple University Alumni Association. The TUAA is an independent 501(c)(3) that supports the university in its mission.

OFFICE OF ALUMNI RELATIONS

For many years, Temple University’s Office of Alumni Relations consisted of five full-time employees (two professional and three administrative). Beginning in the early 2000s, the office saw steady, but limited growth year over year, culminating in a significant staff investment between 2008 and 2016 during which time the office grew from seven to 18 full-time employees. On May 1, 2015, Kenneth Lawrence, Jr. was appointed vice president of alumni relations.

ALUMNI POPULATION DISTRIBUTION

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<tr>
<th>Area</th>
<th>Count</th>
<th>Percentage</th>
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<td>Philadelphia Metro Area</td>
<td>173,071</td>
<td>54.47%</td>
</tr>
<tr>
<td>New York Metro Area</td>
<td>21,914</td>
<td>6.90%</td>
</tr>
<tr>
<td>Washington D.C. Metro Area</td>
<td>11,037</td>
<td>3.47%</td>
</tr>
<tr>
<td>Lehigh Valley Area</td>
<td>6,035</td>
<td>1.90%</td>
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<tr>
<td>Southeast Florida</td>
<td>4,376</td>
<td>1.38%</td>
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<tr>
<td>All other domestic</td>
<td>75,281</td>
<td>23.69%</td>
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<tr>
<td>International</td>
<td>8,036</td>
<td>2.53%</td>
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<tr>
<td>No available contact info</td>
<td>17,976</td>
<td>5.66%</td>
</tr>
<tr>
<td>TOTAL LIVING ALUMNI</td>
<td>317,726</td>
<td>100%</td>
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Methodology: Two-Phase Strategic Approach
As noted previously, there were many reasons driving the strategic assessment and strategic planning processes that culminate in this report. The last strategic plan for the TUAA was completed in 2006.

A hallmark of this report is that it actually captures two distinct undertakings since 2013. Since there has been extraordinary growth of and within Temple’s alumni, the TUAA recognized that any serious planning for the future first required it to understand where it had come from as well as its current position.

Accordingly, the TUAA undertook two completely distinct, but interrelated tasks. First, it completed a strategic assessment of the TUAA and its ability to service alumni. Those findings are detailed below. Only with the results of the assessment in hand did the TUAA launch its second phase of planning for the future.

PHASE I: STRATEGIC ASSESSMENT

DISCOVERING WHO THE TEMPLE ALUMNI ARE IN 2016

The TUAA began a series of initiatives to look reflectively at the composition of its alumni and their views on the school. In early 2014, the TUAA engaged alumni in Performance Enhancement Group, Ltd.’s Alumni Attitude Study© (AAS), a national, multi-college research study that analyzes former...
students’ perceptions, attitudes, experiences and opinions of their alma mater. Over 200 universities and colleges have used the AAS process, providing a rich database of comparable data that assisted the TUAA and Temple in attaining a deeper understanding of its survey findings.

A total of 2,100 alumni responded to the survey, providing strong positive opinions of their alma mater. Feedback on several issues, including preferences in programming, news of university accomplishments and means of communication, offered potential opportunities for improvement. The results, available upon request, suggested the time was right for a professional strategic assessment and recommendation examining the entire alumni program.

In October 2014, with significant financial support from the university, the TUAA contracted with Grenzebach Glier and Associates (GG+A) to perform an “alumni relations review.” The GG+A team was led by Chris Marshall, and the review began in November 2014. The scope included: review of materials and data, 60 on-site or phone interviews with nearly 100 stakeholders, a benchmarking study with five similar institutions as well as general observations and recommendations.

On January 31, 2015, representatives of GG+A presented their findings to the TUAA Board of Directors. An executive summary of these findings also went to the president of the university and the Board of Trustees Committee on Alumni Relations and Development.

THE CORE FINDINGS

Of significance to the present process, GG+A articulated seven distinct themes in their report:

• The issue of the Commuter Generation (pre-2000) vs. the Residential Life Generation (post-2000) has an impact on alumni engagement and should form the basis of how Temple organizes and deploys available resources.

• Alumni have a strong emotional connection to the university, but a strong behavioral connection to a specific school, college or unit.

• Both internal and external communication issues were raised as some of the greatest challenges that staff and alumni face, including the fact that the TUAA lacks an overall brand and corresponding strategy.

• There are four distinct engagement areas with potential to add value to the alumni experience: volunteer opportunities, student and young alumni experience, regional chapters and professional and industry affinity.

• The roles of the TUAA Board of Directors, individual board members and the Executive Committee were issues that were frequently discussed along with the relevance of director-at-large and school/college alumni president positions. Governance changes are suggested to address these findings.

• Return on investment (ROI) was a term heard consistently throughout the review process. GG+A recommends amending this to discuss return on engagement (ROE), an emerging industry trend.

• While the possibility of an Alumni Center/House was not a topic raised often, those who raised the topic were often the more influential people interviewed for this project. When the topic was raised, it was done articulately and passionately.
PHASE II: STRATEGIC PLANNING

At the TUAA Board of Directors meeting on May 2, 2015, the board utilized break-out sessions with its members to further provide feedback on the process and the GG+A findings. The Office of Alumni Relations and GG+A representatives facilitated these discussions and recorded the findings. Work focused on the following high-level topics.

- Regional Chapters and Alumni Societies
- Marketing and Communications
- Signature Events
- Temple Professional Network
- Students and Young Alumni

Several meetings were held in July 2015 with the TUAA Strategic Planning Task Force, GG+A and Alumni Relations to discuss, refine and identify additional topics. Alumni task forces comprised of both TUAA board members and non-board members were convened to provide additional input and recommendations on the following:

- Engagement Opportunities for Regional Chapters and Affinity Groups Athletics
- Branding and Communications

Student and Young Alumni Engagement
TUAA Board of Directors (Structure and Role)
Core Event Programming and Recurring Signature Events
Establishment of an Alumni Center/House on Main Campus

In total, the recommendations highlighted in the plan are comprised of the input of over 100 diverse Temple alumni and students representing the TUAA Board of Directors, regional chapters and alumni societies. Additional student input was also received.

LEADERSHIP

The number of people who have had a positive impact on this process are simply too numerous to name. Each person who was involved deserves the thanks of the entire Temple alumni community. Several people, however, warrant special recognition for their time and substantial contributions to this process.

Discussions on what would become this strategic plan began in 2013 under the TUAA president at the time, John Campolongo. Recognizing that this project would take multiple years to complete, the TUAA leadership decided to undertake and complete this project with as much continuity among TUAA officers and board members as possible. To
Avoid significant turnover tied to the 2014 elections, the TUAA gathered significant data during President Campolongo’s term. Throughout 2013, the TUAA undertook a number of alumni surveys and census data collections so the information would be available for this project.

Beginning his term on July 1, 2014, TUAA President Scott F. Cooper announced on his first day in office that the strategic plan would be a major component of the TUAA’s work during his term. He also committed to completing the process “on his watch” so that the next set of TUAA elections could solicit applicants ready to take on implementing a completed plan.

President Cooper appointed Mike Breeze and Kristi DeSimone as co-chairs of the Strategic Planning Task Force. Their tireless work is a major reason this plan is both comprehensive and adaptable for use by Temple’s alumni over the next five to seven years. The co-chairs also worked extensively with Vice President Lawrence and his staff.

**TIMELINE FOR COMPLETION AND APPROVAL OF THE STRATEGIC PLAN**

The Strategic Planning Committee authored the first draft of this report in April 2016. It was then sent to the TUAA president and president-elect for comments. These comments were received on April 24, 2016, and a second draft of the strategic plan was issued on May 10, 2016.

The Executive Committee received a briefing on the strategic plan on May 4, 2016. The plan was then presented to the board for approval on October 8, 2016.

The plan calls for a 10-point plan of action. All of these support a vision, mission and aspirations of an alumni on the rise. The plan recognizes on multiple levels that Temple’s alumni are diverse and seek different things from their alma mater and that no one size will fit all for engagement or programming. This plan supports the mission of enriching the lives of current and future alumni by educating, empowering and inspiring them to a fulfilling, lifelong relationship with the university and with one another. The plan also seeks to make the TUAA and Office of Alumni Relations the preeminent partners for alumni experiences in Philadelphia and throughout the world.
Strategic Priorities: The 10-Point Plan for 2017-2022
Following the process outlined above, the TUAA Board of Directors and Alumni Relations have outlined and defined the following 10 strategic priorities. Some of these will be short-term projects and others will take multiple years to complete. With the exception of the issues related to communications, marketing and branding, these projects can and should run on parallel tracks. Their alphabetical listing below does not signify that any one project should take priority over another. It is the expectation of the Strategic Planning Committee that the majority of these projects should be completed by the end of fiscal year 2020. The committee encourages the TUAA to monitor its progress against this plan and evaluate near its conclusion whether a revised plan is needed beyond the expected deadline.

POINT ONE: GREATER INVOLVEMENT WITH ATHLETICS AND THE ARTS

ASPIRATION
To leverage the pride and loyalty generated by Temple’s athletics and arts departments to increase alumni engagement with Alumni Relations, the TUAA and the university as a whole.

BACKGROUND
Athletics and the arts remain two of the most vibrant and important ways Temple cultivates engagement with its alumni. Over the course of this plan, Temple will continue to build upon the success of its alumni involvement with athletic and performing arts events, exhibits and lectures. In addition to existing engagement at football and basketball games and the annual Mosaic Concert, Temple will look to expand engagement in the area of athletics and the arts throughout the entire academic year as well as across all sports and categories of arts and culture (performing and visual).

ATHLETICS
For many years, Alumni Relations has hosted athletics-related events such as tailgate experiences, regional watch parties and other one-off events. Two years ago, this area was formally designated as a priority with the creation of a full-time position partially dedicated to cultivating athletics-related opportunities for alumni. Since then, Alumni Relations has strengthened its working relationship with Temple Athletics and formalized programs such as Coaches Caravans, regional game watches and football tailgates. At this point, there is an opportunity to create a comprehensive engagement strategy related to athletics that focuses not on one sport or season at a time, but on all sports throughout the entire academic year. By doing so, Alumni Relations will continue to partner with Temple Athletics to engage alumni and friends around both men’s and women’s sporting events with an increased emphasis on Olympic sports.

THE ARTS
Over the past six years, Alumni Relations has been vital to the planning and execution of the annual Diamond Marching Band Reunion. As a result of this success and the growing partnership with the Center for the Performing and Cinematic Arts, alumni engagement in arts-related events has become a more consistent and formalized part of alumni programming. Beginning
in 2014, Homecoming programming was expanded to include a half day of arts programming, including Art Market at Tyler, a Crafts & Drafts Happy Hour and the annual Mosaic Concert. In addition, Temple has organized alumni events around regional performances by student groups such as the annual Temple University Jazz Band performance at Dizzy’s Club Coca-Cola in New York City. At this point, there is an opportunity to create a comprehensive engagement strategy related to the arts that increasingly leverages existing performances, exhibits and lectures throughout the entire academic year to create alumni engagement opportunities.

**GOALS AND OUTCOMES**

1. Increase number of unique alumni registrants at arts- and athletics-related events. Increase overall engagement scores of attendees of arts and athletic events, including:
   - The number of unique alumni who come to multiple arts and/or athletic events each fiscal year.
   - The number of event attendees who also attend other alumni events.
   - The number of event attendees who also donate and/or serve as alumni volunteers.

2. Increase overall engagement scores of arts and athletics season ticket holders.
3. Increase the number of unique alumni purchasers of season tickets who also attend Alumni Relations and/or TUAA events, donate and/or serve as alumni volunteers.

4. Increase school, college and unit participation in arts- and athletics-related events.

RECOMMENDATIONS
To meet the foregoing objectives, the strategic plan calls for the following action items:

ATHLETICS
1. Create significant and all-inclusive engagement experiences for alumni at and around athletic events. This includes:
   • Continuing to expand the tailgate experience at football games by hosting the Alumni Tailgate Tent and creating opportunities for campus partners to host individual tailgates for their own constituents.
   • Leveraging the new sports complex to engage alumni at specific sporting events (e.g., fall/spring home openers).
   • Utilizing premium seating and event space at new and existing athletic facilities, including The Liacouras Center, the new sports complex and East Park Canoe House, when available to cultivate new and existing alumni leaders.
   • Creating in-game experiences to highlight specific Alumni Relations programs, resources, benefits, etc.
   • Partnering with Temple Athletics to build alumni sections at specific sporting events with the potential to complement the Cherry Crusade.
   • Leveraging regional chapters of the TUAA to increase alumni tailgates and pre-game receptions at specific away games.
2. Partner with Temple Athletics to increase the engagement of alumni who are former Temple athletes by:

- Leveraging existing relationships between former athletes and their coaches and teams to increase alumni athlete participation in alumni and university events.
- Targeting former athletes in marketing and communications regarding existing engagement opportunities related to athletics.
- Continue to strengthen the partnership between Alumni Relations and Temple Athletics through ongoing communication and collaboration around shared programs and priorities.
- Facilitate greater transparency and communication between Temple staff and alumni leaders (e.g., the TUAA and Owl Club) in these areas.

THE ARTS

1. Create significant and all-inclusive engagement experiences for alumni at and around arts and culture events. This includes:

- Creating engagement opportunities around student, alumni and faculty performances on and around campus, including those held at Temple Performing Arts Center and Tomlinson Theater.
- Creating engagement opportunities around student, alumni and faculty exhibits on and around campus, including those by Temple Contemporary and at the Samuel L. Paley Library.
- Leveraging student performances and exhibits outside the Philadelphia area by hosting related regional chapter events and inviting local alumni to attend.
- Exploring opportunities to create virtual performances for regional alumni audiences by hosting viewing parties and live-streaming specific performances and events.

2. Partner with the Center for the Performing and Cinematic Arts to increase engagement of alumni artists and performers by:

- Providing student performing arts groups (e.g., Diamond Marching Band, Temple University Jazz Band) with the tools and resources to cultivate their alumni network.
- Leveraging existing relationships between faculty and alumni artists and performers to engage said alumni in university programming and events.
POINT TWO: EXPANDED TUAA CHAPTERS AND SOCIETIES

ASPIRATION
To connect alumni with one another, the university and the TUAA by facilitating engagement based on geographic location, individual identity and shared interests.

BACKGROUND
At present, there are 24 regional alumni chapters of the TUAA: 18 domestic chapters and six international chapters. Domestic chapters are located primarily in the Northeast where the greatest concentration of alumni reside. In addition, there are six alumni societies: the Temple University Young Alumni Association (TUYA), Temple University Black Alumni Alliance (TUBAA), Temple Women’s Network (TWN), Temple University Lesbian, Gay, Bisexual, Transgender, Queer or Questioning Alumni Society (TLGBTQ), Temple Ambler Campus Alumni (TACA) and Jewish Alumni Association.

GOALS AND OUTCOMES
1. Create a dynamic and diverse pipeline of alumni leaders for each regional chapter and alumni society that fuels the overall TUAA leadership pipeline.
2. Increase the growth and stability of alumni volunteer opportunities.

3. Increase overall engagement scores of regional alumni populations and alumni society members, including:
   • The number of unique alumni attending the events.
   • The number of active alumni volunteers.

4. Ensure programmatic diversity within regional chapter and alumni society events as is relevant for each individual group.

5. Create opportunities for chapter leaders to connect with one another and with the TUAA.

RECOMMENDATIONS

CHAPTERS

1. Create a clearly defined tiered approach to chapter management with corresponding levels of support, resources and activity. Tiers should be distinguished by:
   • Regional alumni concentration.
   • Regional donor concentration.
   • Recruitment priorities of the Office of Undergraduate Admissions.

2. Offer ongoing leadership development training, resources and networking opportunities for new and existing chapter leaders. This includes:
   • Establishing an annual on-campus volunteer training event with TUAA leadership for chapter leaders to share best practices.
   • Providing virtual training resources (e.g., webinars).
   • Developing an online toolkit for chapter leaders.

3. Enhance the integration of chapters and their leadership with the TUAA Board by:
   • Developing a mission statement for each chapter and defining their relationship to the TUAA in the bylaws.
   • Defining and enforcing clear expectations and responsibilities for chapter boards and leaders to increase accountability.
   • Creating an annual evaluation process of chapters.
   • Creating opportunities for chapter awards and recognition.
   • Inviting chapter leaders to participate on TUAA committees virtually.
   • Including TUAA leadership on the chapter chairs’ quarterly conference calls for each chapter.

4. Build a robust and diverse chapter leadership pipeline by:
   • Collaborating with Alumni Relations and Office of Institutional Advancement colleagues to identify, recruit and cultivate chapter leaders.
   • Increasing staff focus on succession planning for individual chapter boards.
   • Increasing diversity of chapter boards at all levels.
   • Identifying opportunities for increased involvement (e.g., with the TUAA, the various schools and colleges) once leaders finish their terms on the chapter board.

5. Identify opportunities for strategic partnerships with leaders of each school, college and unit.

6. Increase awareness of regional chapters including programming and leadership opportunities among Temple alumni and students.

7. Increase coordination with Institutional Advancement colleagues to enhance the integration of fundraising into the regional chapter program. This includes:
   • Leveraging chapter staff and leaders for donor prospect identification and discovery.
   • Creating cross-functional teams focused on the development of regional engagement strategies: teams to include representation from Alumni Relations as well as the departments of regional giving, annual giving and stewardship.
SOCIETIES

1. Create a clearly defined strategic approach to society creation and management that focuses on identity and affinities for specific student activities. This includes:
   - Assessing strong activity-based affiliations with potential for organization through societies (e.g., The Temple News, Diamond Marching Band, fraternities and sororities).
   - Leveraging milestones and anniversaries to build momentum for new and existing societies (e.g., Diamond Marching Band 100th Anniversary Celebration, Temple Rome 50th Anniversary Celebration).

2. Offer ongoing leadership development training, resources and networking opportunities for new and existing society leaders. This includes:
   - Establishing an annual on-campus volunteer training event with TUAA leadership for chapter leaders to share best practices.
   - Providing virtual training resources (e.g., webinars).
   - Developing an online toolkit for society leaders.

3. Enhance the integration of societies and their leadership with the TUAA Board by:
   - Developing a mission statement for each society and defining their relationship to the TUAA in the bylaws.
   - Defining and enforcing clear expectations and responsibilities for society boards and leaders to increase accountability.
   - Creating an annual evaluation process for societies.
   - Creating opportunities for society awards and recognition.
   - Inviting society leaders to participate on TUAA committees virtually.

4. Build a robust and diverse society leadership pipeline by:
   - Collaborating with Alumni Relations and Institutional Advancement colleagues to identify, recruit and cultivate society leaders.
   - Increasing staff focus on succession planning for individual society boards.
   - Increasing diversity of society boards at all levels.
   - Identifying opportunities for increased involvement (e.g., with the TUAA, the various schools and colleges) once leaders finish their terms on the society board.

5. Identify opportunities for strategic partnerships with leaders of each school, college and unit.

6. Increase awareness of alumni societies including programming and leadership opportunities among Temple alumni and students. This includes:
   - Partnering with student organizations to create awareness, increase engagement and develop a pipeline of alumni leaders.
   - Expanding programming for alumni societies beyond the Philadelphia area and integrating it with that of regional chapters where applicable.
POINT THREE: UPDATE TUAH GOVERNANCE AND BROADER INCLUSION OF AN INCREASINGLY DIVERSE ALUMNI

ASPIRATION
To reorganize the TUAH Board of Directors to be more reflective of the constituencies it serves and to be more adaptable to growth and change.

BACKGROUND
Concurrent with the overall strategic planning efforts, the Governance Task Force undertook a study of the TUAH’s governance structure and operations. It made two key observations during the summer of 2015. First, the task force and TUAH leadership recognized that the TUAH governance would have to change to adopt the twin goals of greater inclusiveness and efficiency.

Second, it recognized that it could not complete the strategic plan and offer any alternative structure on governance within the then existing election timeline. In order to have officers and directors-at-large ready to take office by July 1, 2016, the nomination process would have had to open in the fall of 2015. The strategic plan and related governance changes were not ready by that time period.

After meetings with the Committee of School Alumni Association Presidents and the Executive Committee, the task force recommended to the TUAH Board that all officers and board members should remain in place for one more fiscal year to complete the process and any proposed changes to the governance.

At the TUAH Board of Directors meeting in October 2015, the TUAH unanimously voted to extend officers’ and board members’ terms by one year to end on June 30, 2017. This extension will permit the current board to adopt the strategic plan, implement restructuring to the TUAH Board and nominate new members of the board.

At the TUAH Board of Directors meeting on Jan. 9, 2016, the TUAH president presented a conceptual blueprint for a new governance structure and received permission to work with the Governance Task Force to make proposals to the board for ratification and/or new bylaws.

The current TUAH Board of Directors consists of 54 members in the following categories: officers, directors-at-large, faculty representatives, student representatives, school/college alumni presidents, national directors, the most recent former TUAH president, legal counsel and committee chairs not represented in other categories. It was downsized to this number from 120 in 2006 during the organization’s last strategic plan. While the current board size is closer in number to industry norms, it is still considered large and yet its representation is limited. For example, not all the regional chapter leaders (24 in total) and affinity groups (six in total)—specifically the newer ones—have places on the board. In effect, the current board is considered “too small to be representative, but too large to be flexible.”

However, throughout this restructure process, the board continues to recognize its members’ philanthropic support of the university as a priority and will continue to strive for 100 percent participation among its members.

TUAH BOARD PARTICIPATION:

<table>
<thead>
<tr>
<th>Year</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY13</td>
<td>87%</td>
</tr>
<tr>
<td>FY14</td>
<td>86%</td>
</tr>
<tr>
<td>FY15</td>
<td>92%</td>
</tr>
<tr>
<td>FY16</td>
<td>90%</td>
</tr>
</tbody>
</table>
GOALS AND OUTCOMES

• Be inclusive and reflective of current alumni constituencies by adding places for regional chapter chairs, affinity groups and other approved alumni groups.

• Retain the “voice” of current alumni associations and groups.

• Be flexible and timely in decision-making.

• Create TUAA committees that represent new strategic priorities and programming initiatives

RECOMMENDATIONS

The currently recommended reorganization as of April 2016 expands the TUAA into two overlapping groups: an executive board and a parliament (names subject to change at a later date). The executive board would be a group of approximately 20 people and would focus on operations, finance, implementation of programming and coordinating with Alumni Relations staff as its chief duties. It would meet more frequently and allow for decision-making to occur more quickly than via the current board approval process.

The parliament would allow for broader representation of constituent groups, many of which are not represented on the board today. It would range in size from 70 to 100 people, preferably with an approval process for new entrants and a stated maximum limit on size. It would also have the ability to bestow power to the executive board and would meet in person twice per year. Some items that would likely occur at parliamentary meetings include the following:

• Budget approval and bestowing power to the executive board during pertinent times

• TUAA president and executive director reports

• Presentations by university officials

• Breakout opportunities for alumni groups, school presidents and committees

• Educational breakout sessions

• Socializing and networking
ASPIRATION
To advance the strategic goals and priorities of Alumni Relations through data collection, data analysis, strategic thinking and recommendations about programmatic opportunities and alumni demographics.

BACKGROUND
The Office of Alumni Relations historically has not had a comprehensive alumni engagement metrics program, meaning little data about alumni and their activities have been recorded. Thus far, the only data that has been recorded is giving activity, event attendance and volunteerism, the last two of which have been recorded partially and inconsistently.

There is an opportunity moving forward to create a comprehensive alumni engagement metrics program. In doing so, Alumni Relations will be able to make strategic programming and marketing decisions (e.g., where to start a new regional chapter, to whom to send print invitations, etc.). Accurately tracking this data will also allow staff and volunteers to monitor activity over time, noting growth and areas for improvement. It will also allow Alumni Relations to quantify the work and brief volunteers as well as leadership.

Using FY2016 as a benchmark, Alumni Relations reported that 8.13 percent of all living alumni were engaged with the university by attending an event, serving as a volunteer and/or making a gift. When also tracking for season ticket holders and those accessing alumni benefits and/or receiving an alumni award, the office found that the engagement rate rose to 8.36 percent.

GOALS AND OUTCOMES
• Build the program centrally, demonstrate effectiveness and get buy-in and participation from schools, colleges and units as well as other campus partners.
• Record alumni engagement data accurately and consistently.
• Manage surveys, utilizing results to improve quality of programs.
• Use accurate data to strategically make smart programming and marketing decisions.

RECOMMENDATIONS
1. Use a recommended engagement model to measure engagement for the following:
   • Event attendees, specifically by event type and host (GO)
   • Alumni donors (GIVE)
   • Alumni volunteers (HELP)
   • Alumni award recipients, benefactors, etc. (GET)
   • Season ticket holders, specifically for football, basketball and Temple Theaters (CHEER)
2. Build an interactive alumni engagement dashboard that demonstrates engagement rate across various populations (e.g., school/college, class year, geographic region, etc.).
3. Create an individual engagement score system, assigning a number to each alumnus and alumna that indicates how involved he or she is.
4. Report on trends (during the third year of the program).
5. Compare engagement rates of different subgroups to that of the general alumni population.
6. Track the activity of potential volunteers, faculty volunteers and student volunteers.
7. Implement Net Promoter Score standards and policies.
8. Transfer the student data collection and coding to alumni records after Commencement every year.
POINT FIVE: DEVELOP A COMPREHENSIVE MARKETING, COMMUNICATIONS AND BRANDING STRATEGY

ASPIRATION
To create a strong brand identity that resonates with both internal and external audiences. Also, to communicate said brand through a dynamic, multi-channel marketing communications plan that:

- Positions Alumni Relations and the TUAA as the gateway to the university for alumni, students and friends.
- Demonstrates the value of Alumni Relations and the TUAA as partners to key university stakeholders.
- Provides a platform for TUAA leadership to be able to connect with and hear from alumni.

BACKGROUND
At present, there is no dedicated communications support for Temple alumni activities beyond a part-time contractor and a student worker who provides social media content. This has led to reactive, largely event-based communications and has not allowed for a proactive and comprehensive communications strategy to promote alumni engagement and highlight alumni achievement.

Over the past two years, Alumni Relations has grown its social media presence, resulting in significant growth in engagement on these platforms as of July 2016:

- 13,245 page likes (29 percent increase from FY14)
- 7,009 followers (114 percent increase from FY14)
- 3,269 followers (885 percent increase from FY14)
- 19,261 members (25 percent increase from FY14)

However, communications efforts continue to be hampered by data issues. While the number of alumni who are accessible by mail is 298,663 (95 percent of total alumni population), the number of alumni who are accessible by email is significantly less at 149,835 (48 percent of total alumni population).

There is also an opportunity to create a comprehensive plan that leverages existing communication vehicles for increased exposure of TUAA leadership to the greater alumni population.

For the TUAA to grow beyond its current reliance on event-based connectivity, a comprehensive communications platform must exist to connect with alumni throughout the world.

GOALS AND OUTCOMES
1. Create a comprehensive marketing, communications and branding strategy.
2. Create opportunities for TUAA leadership to communicate directly with alumni (e.g., a TUAA president’s column, media appearances and targeted electronic and social media communications).
3. Increase alumni awareness of Alumni Relations and the TUAA (e.g., who we are and what we do).
4. Improve email metrics such as open rate, click-through rate and unsubscribe rate.
5. Contribute to programmatic and event-specific goals such as:
   - Increased alumni chapter and society membership and engagement.
   - Increased student and young alumni engagement.
   - Exceeding event-specific attendance and participation target numbers.
6. Create a platform that will enhance the visibility of alumni activities and outreach, especially by volunteers.

RECOMMENDATIONS
1. Secure communication resources within and/or outside of Alumni Relations to support marketing and communications strategy and production. This includes:
   - Alumni Relations and TUAA brand development and associated marketing strategy.
   - Programmatic and event-specific marketing strategy development (e.g., Signature Events, Temple Professional Network).
• Content creation and curation with a focus on digital marketing (web, email, social media, etc.).
• Design and production of visual assets for print and digital communication vehicles.
• Social media strategy, implementation and evaluation.

2. Develop a TUAA and Alumni Relations brand strategy that clearly articulates the role of the TUAA within the broader strategic priorities of Alumni Relations.

3. Redesign the alumni website to provide more personal, relevant and unique content. The website should incorporate the use of video, original content and social media. This includes:
   • Establishing processes and protocols for ongoing review and refreshing of content.
   • Integrating alumni content with content on www.temple.edu to better serve audiences.

4. Integrate social media strategy into all marketing, communications and programming efforts. This includes:
   • Establishing a comprehensive communications kit and calendar for alumni leadership to utilize during their terms of office.
   • Creating a coordinated social media strategy around all major alumni events.

5. Draft and implement an integrated marketing plan for Temple alumni, the TUAA and Alumni Relations. This includes:
   • Creating an editorial calendar aligned with institutional priorities.
   • Designing communication vehicles to increase and enhance communication between Alumni Relations and TUAA leadership.
   • Collaborating with Institutional Advancement to create a streamlined email communications strategy that curates content by various audience segments (e.g., region, school/college, age, etc.) rather than by event.

6. Empower alumni leaders with the tools and resources to promote university messages, individual programs, events and opportunities through their personal and professional networks. This includes:
   • Developing marketing toolkits (general, programmatic and event-specific) for alumni leaders.
   • Providing alumni leaders with social media training, including best practices and code of conduct.

7. Consolidate alumni-related events in one calendar to coordinate planning and streamline communications and marketing of said events both internally and externally.

8. Continue to identify and expand opportunities to feature alumni volunteers and leaders in Alumni Relations, TUAA and university communication vehicles.
POINT SIX: INCREASED AND COORDINATED ENGAGEMENT OF SCHOOLS AND COLLEGES

ASPIRATION
To leverage school/college-based affinity by providing opportunities for current and future alumni to engage with the university through programming, volunteer roles and other initiatives related to their own school/college.

BACKGROUND
As evidenced by multiple sources, Temple alumni have very strong affinities to their schools and colleges. As mentioned earlier, GG+A’s assessment anecdotally noted that alumni have a strong emotional connection to the university, but a strong behavioral connection to a specific school, college or unit. The AAS also revealed that over 56 percent of respondents felt their strongest affinity to their school, college and/or academic area of study compared to 28 percent who felt it to Temple in general. For these reasons, Alumni Relations should employ a nuanced engagement strategy that acknowledges and embraces this heterogeneity. See below for a breakdown of the alumni population by school/college as of September 2016.

GOALS AND OUTCOMES
1. Increase overall engagement scores of each school/college alumni population, including:
   • The number of unique alumni attending the events.
   • The number of active alumni volunteers.
2. Increase the participation of all schools and colleges in Signature Events and other university wide initiatives.
3. Foster partnerships between each school/college alumni association and the TUAA Board as well as the Office of Alumni Relations.
4. Create a dynamic and diverse pipeline of alumni leaders from each school/college.

ALUMNI POPULATION BY SCHOOL/COLLEGE

<table>
<thead>
<tr>
<th>School/College</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fox School of Business &amp; Management</td>
<td>57,594</td>
<td>18.13%</td>
</tr>
<tr>
<td>College of Liberal Arts</td>
<td>56,881</td>
<td>17.90%</td>
</tr>
<tr>
<td>College of Education</td>
<td>47,424</td>
<td>14.93%</td>
</tr>
<tr>
<td>College of Public Health</td>
<td>23,554</td>
<td>7.41%</td>
</tr>
<tr>
<td>School of Media &amp; Communication</td>
<td>22,544</td>
<td>7.10%</td>
</tr>
<tr>
<td>Beasley School of Law</td>
<td>15,619</td>
<td>4.92%</td>
</tr>
<tr>
<td>College of Science &amp; Technology</td>
<td>14,592</td>
<td>4.59%</td>
</tr>
<tr>
<td>Tyler School of Art</td>
<td>12,196</td>
<td>3.84%</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>11,135</td>
<td>3.50%</td>
</tr>
<tr>
<td>Lewis Katz School of Medicine</td>
<td>9,653</td>
<td>3.03%</td>
</tr>
<tr>
<td>All other schools and colleges (8 total)</td>
<td>46,552</td>
<td>14.65%</td>
</tr>
<tr>
<td><strong>TOTAL LIVING ALUMNI</strong></td>
<td><strong>317,726</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

* Note that these numbers are based upon the first degree received by each constituent. Individuals are not counted multiple times if they have received multiple degrees from the university.
RECOMMENDATIONS

1. In close collaboration with leadership and staff of each school/college, create a model for school/college-based alumni engagement that leverages Alumni Relations and TUAA resources to complement and enhance existing outreach and initiatives. This includes:
   • A variety of programs, volunteer and leadership opportunities, college-based affinity while also increasing support for the greater university community.
   • Developing resources and best practices for the staff of each school/college to support their alumni engagement efforts, particularly in terms of communications strategies, alumni board management and data-driven program planning and evaluation.
   • Utilizing program analytics and engagement metrics to inform program design and evaluation as well as to cultivate a volunteer and leadership pipeline for each school/college.
   • Restructuring the Temple Travels program to align with school/college programs, faculty and priorities.
   • Promoting TUAA grants, fellows, awards and benefits to enhance school/college volunteer engagement efforts.

2. Promote opportunities for communication and collaboration between schools and colleges. This includes:
   • Instituting quarterly Alumni Relations Round Table meetings to include staff from the Office of Alumni Relations and alumni relations staff from each school/college.
   • Working with university and Institutional Advancement colleagues to develop an internal event planning calendar to highlight opportunities for collaboration and to avoid scheduling conflicts.
   • Encouraging partnerships and shared programs between schools and colleges.

3. Define expectations and requirements for school/college alumni associations to create greater consistency and accountability. This includes:
   • The frequency and type of programming.
   • Board member duties and responsibilities.
   • Standardization of governance and board structure including elections.
   • Training and professional development opportunities for board leaders.
   • Annual reports to the TUAA Board.
   • Funding contingent upon meeting expectations and requirements.
POINT SEVEN: CONTINUE CORE UNIVERSITY ALUMNI EVENTS

ASPIRATION
To provide exciting programming and engagement opportunities relevant to current and future alumni of all schools, colleges, units, geographic locations and ages.

BACKGROUND
Historically limited to Homecoming and Alumni Weekend, Signature Events are cornerstone programs sponsored by the TUAA that bookend the academic year. Each initiative has existed in various iterations over the past four to five years with the main goal of attracting alumni back to Temple to engage with one another, the university and the Temple community. Successful engagement occurs when collaboration between Alumni Relations and all university partners is employed to maximum effect.

Homecoming is traditionally held in October and has grown exponentially over the past five years, from a football game at Lincoln Financial Field to a multi-day, multifaceted event that takes place both on campus and at the stadium.

Alumni Weekend began five years ago in conjunction with the Cherry and White spring football game, which takes place in mid-April. Other programming was created to attract more alumni back to Temple, including the Capt. Eileen Bradley 5K Run and Fun Walk, class and affinity-based reunions, a Philadelphia Phillies game and Dîner en Cherry. In 2016, Alumni Weekend was split from the Cherry and White spring football game and the 5K Run and Fun Walk in order to join with Commencement and its related activities in early May. The goal of the new pairing was to take advantage of the presence of Temple’s graduating seniors and their families and introduce them to the programming of Alumni Weekend. By doing so, we officially welcomed our new alumni into the new phase of their relationship with Temple.

Alumni Awards are conferred annually by the TUAA and Office of Alumni Relations to a variety of alumni. They include most notably the Gallery of Success Awards in the fall that celebrate alumni’s professional achievements in the fields for which they trained at Temple and the Impact Awards (formerly known as the Founder’s Celebration Awards) in the spring that honor alumni for outstanding contribution to Temple. The TUAA and Office of Alumni Relations are currently conducting an internal analysis of the Impact Awards and Gallery of Success Awards to address: 1) any confusion between the two sets of awards, 2) the total number of awards and 3) the restrictions to
nominating honorees, e.g., one per school/college. The TUAA also bestows an annual award to a faculty member who has demonstrated outstanding service to the university community that is conferred at the Faculty Service Awards Brunch in November.

GOALS AND OUTCOMES
1. Increase the number of unique alumni and student registrants for Signature Events.
2. Increase overall engagement scores of Signature Event attendees, including:
   • The number of unique alumni who come to multiple Signature Events each fiscal year.
   • The number of Signature Event attendees who also attend other alumni events.
   • The number of Signature Event attendees who also donate and/or serve as alumni volunteers.
3. Increase the participation of campus partners (schools, colleges, units, etc.) in Signature Events planning and programming.
4. Promote sponsorship opportunities for alumni, corporate and campus partners at Signature Events.
5. Create a dynamic and diverse pipeline of alumni leaders from each school, college and unit who serve as volunteers and/or advisors for Signature Events.

RECOMMENDATIONS
1. Create and foster partnerships with schools, colleges, units, etc. to create significant and all-inclusive experiences for alumni, students, parents, families, trustees and other Temple community members. This includes:
   • Enhancing existing university-wide initiatives, including Homecoming, Alumni Weekend and Global Day of Service.
   • Expanding university-wide initiatives beyond those affiliated with athletics to include arts-related and educational programs featuring Temple faculty and alumni experts.
   • Identifying opportunities to make both existing and new programs all-inclusive experiences for the entire Temple community.
2. Target outreach to unique demographic and/or geographic groups for each event to enhance relevance and increase participation.
3. For Homecoming:
   • Continue the expansion of activities beyond the weekend and hold events on-campus.
   • Continue the diversification of activities outside of football and traditional tailgating such as the recently launched arts programming.
   • Increase alumni awareness of Alumni Relations and the TUAA as well as foster meaningful engagement with students via marketing and programming.
4. For Alumni Weekend:
   - Build future alumni loyalty by offering the opportunity for graduating students to participate in alumni events.
   - Concentrate on reunions for younger alumni, including the most recent graduating classes and staying with them to build tradition.

5. For the TUAA Awards:
   - Confer fewer Impact Awards.
   - Hold the Impact Awards Ceremony every other year.
   - Change guidelines so they are no longer school/college-based and contribution to other areas of the university such as units and constituent alumni groups are included.
   - Frame awards to recognize the numerous possibilities of giving, whether from a capital, time or intellectual standpoint.
   - Review consistency of giving such that contributions should be measured more formally, perhaps in the form of a scorecard to which an awards committee could adhere. Level of giving should be more homogenous among honorees.
   - Change guidelines so that nominations may come from anyone within the university community, not just the schools or colleges.
POINT EIGHT: CULTIVATE STUDENT AND YOUNG ALUMNI INVOLVEMENT

ASPIRATION
To engage our future alumni and recent graduates by providing programs and opportunities that foster a lifelong and reciprocal relationship with Temple University.

BACKGROUND
As noted in the 2015 GG+A report, Temple has a relatively young alumni population compared to those of peer institutions.

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005–2016</td>
<td>95,775</td>
<td>30.14%</td>
</tr>
<tr>
<td>1995–2004</td>
<td>56,575</td>
<td>17.81%</td>
</tr>
<tr>
<td>1985–1994</td>
<td>51,867</td>
<td>16.32%</td>
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<tr>
<td>1975–1984</td>
<td>48,817</td>
<td>15.36%</td>
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<tr>
<td>1965–1974</td>
<td>40,801</td>
<td>12.84%</td>
</tr>
<tr>
<td>Prior to 1964</td>
<td>23,891</td>
<td>7.52%</td>
</tr>
<tr>
<td>Total Living Alumni</td>
<td>317,726</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Note that these numbers are based upon the first degree received by each constituent. Individuals are not counted multiple times if they have received multiple degrees from the university.

Until three years ago, very little time and resources were allotted for student and young alumni engagement. As of July 2015, based on the recommendations of GG+A, one full-time employee is fully committed to student and young alumni engagement. This staff member manages the Temple University Young Alumni (TUYA) Board and works closely with the Student Engagement Committee of the TUAA Board. A director and a program coordinator were also hired in July 2016. In addition, the Student Alumni Association (SAA) has been reconstituted with a newly formed committee that meets weekly.

GOALS AND OUTCOMES
1. Create a dynamic and diverse pipeline of student and young alumni leaders that feeds the overall TUAA leadership pipeline.

2. Increase overall engagement scores of each undergraduate class year over year, including:
   • The number of unique students attending the events.
   • The number of student leaders actively engaged as volunteers within the student engagement program.
   • The student donor participation rate, particularly within the current senior class.

3. Increase overall engagement scores of young alumni (age 30 and younger), including:
   • The number of unique alumni attending the events.
   • The number of active young alumni volunteers, particularly in leadership roles (TUAA, chapters and societies).
   • The number of young alumni donors.

4. Create opportunities for student and young alumni leaders to connect with one another and with TUAA leaders.

RECOMMENDATIONS
STUDENTS
1. Create exciting and meaningful leadership opportunities for current students to engage with Alumni Relations and the TUAA. This includes:
   • Continuing to build the Student Alumni Association (SAA) and establishing students as strong and visible leaders and partners both on and off campus.
   This involves:
   • Building a dynamic and diverse board of leaders.
   • Developing a mission statement for the SAA and defining their relationship to the TUAA.
• Defining and enforcing clear expectations and responsibilities for the SAA Board to increase accountability.

2. Partnering with the Division of Student Affairs to identify existing student leaders with potential for alumni engagement. This involves:
   • Leveraging data in the student engagement database.
   • Increasing collaboration with the Temple Student Government and other student groups.
   • Creating opportunities to recognize outstanding student leaders via awards.

3. Design programs and events aimed at:
   • Building class identity and unity throughout the undergraduate experience
   • Educating students about Alumni Relations and TUAA programs, opportunities and resources.
   • Connecting current students with alumni, particularly for networking and career advising.
   • Augmenting school pride via athletic events as well as new and existing traditions.

4. Foster partnerships with schools, colleges and units to ensure we are reaching students across the entire university.

5. Create a strategic marketing plan targeted at current students.

6. Partner with the Office of the Provost and Institutional Advancement colleagues to integrate philanthropy into the student engagement program.

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**YOUNG ALUMNI**

1. Build a robust and diverse volunteer and leadership pipeline for alumni age 30 and younger. This includes:
   • Expanding and diversifying the leadership of the Temple University Young Alumni (TUYA) with an emphasis on regional and school/college diversity.
   • Identifying and recruiting young alumni for volunteer and leadership opportunities related to Alumni Relations’ programs, schools, colleges, etc.
   • Fostering existing young alumni leaders for senior leadership roles across the university, including the TUAA Board.
   • Creating opportunities to recognize outstanding young alumni leaders via awards.
   • Promoting collaboration between the TUYA and student groups such as the SAA and Temple Student Government to foster student leaders for young alumni leadership roles.

2. Design programs and events aimed at:
   • Establishing reunion traditions for the youngest alumni classes (one-year, five-year and 10-year reunions) and maintaining these traditions in the future as these classes hit additional milestones, e.g., 15-year, 20-year, etc.
   • Connecting young alumni with current students, particularly for networking and career advising.
   • Providing mentoring and networking opportunities for young alumni.

3. Foster partnerships with schools, colleges and units to ensure we are engaging young alumni from all areas of the university.

4. Create a strategic marketing plan targeted at young alumni.

5. Increase coordination with Institutional Advancement colleagues to enhance the integration of fundraising into the young alumni program. This includes:
   • Exploring the possibility of developing a pipeline of young alumni focused on major gifts, i.e., a Young Alumni Council.
POINT NINE: EXPAND THE TEMPLE PROFESSIONAL NETWORK

ASPIRATION
To provide high-quality career management programming, resources and networking opportunities that support our alumni in all phases of their career development and engages successful alumni as an invaluable resource for current students and fellow alumni.

BACKGROUND
Temple's Alumni Career Services (ACS) launched in March 2013 with the goal of providing high-quality, lifelong career management programming, events and resources to assist alumni in all phases of their career development. ACS programming consists of job search, networking, professional development and tailored programming for alumni chapters, affinity groups, schools and colleges. ACS partners with the Temple Career Network, which is made up of career development professionals from the schools and colleges, the Career Center, Alumni Relations, Institutional Advancement and other university departments, to accomplish these goals. In addition to providing programming, events and resources, ACS focuses on recruiting and engaging alumni to participate in a range of career-related volunteer opportunities, including virtual and in-person networking events, workshops and seminars, panel discussions, mock interviews, resume critiques, career profiles, recruitment efforts of fellow alumni and participation in Temple's alumni group on LinkedIn.

Moving forward, Alumni Relations and the TUAA seek to incorporate these existing efforts as well as the measures outlined below within a culture that encourages the support of Temple owned-businesses and professionals and promotes the recruitment of both alumni and current students for internships and professional opportunities. This “Temple First” spirit is built upon the existing desire among alumni to strengthen their connection with the university and with one another through networking and professional development. The goal is to create an environment in which alumni are encouraged to:

- Hire fellow alumni and students.
- Mentor and advise fellow alumni and students.
- Support Temple-owned businesses and professionals.

Accordingly, “Temple First” not only encourages a reciprocal relationship between alumni and Temple, but it also provides an opportunity to highlight and support alumni business owners and entrepreneurs.
GOALS AND OUTCOMES

1. Increase the visibility of and access to career-related volunteer opportunities available throughout the university. This includes:
   • Increasing the number and diversity of these alumni volunteers.
   • Expand virtual and in-person networking and mentoring opportunities for alumni and students. This includes:
     • Increasing the number and diversity of unique alumni and student participants in networking programs and initiatives such as those active on Temple U Connect.

2. Build a robust and relevant online professional development library for alumni in all stages of their career development. This includes:
   • Increasing engagement with virtual resources as measured by unique visits, clicks, views, etc.

3. Increase overall engagement scores of Temple Professional Network participants, including:
   • The number of unique alumni and student registrants at Temple Professional Network programs and events.
   • The number of Temple Professional Network participants who attend other alumni events, donate to the university and/or serve as alumni volunteers.

4. Expand programmatic collaboration both within Alumni Relations and with campus partners (schools, colleges, units, etc.).

5. Develop a system of qualitative and quantitative metrics to assess the success and impact of ACS and Temple Professional Network programming, services and resources.

RECOMMENDATIONS

1. Expand career-related volunteer opportunities via leveraging the strength of the Temple alumni network to enhance programmatic offerings. This includes:
   • Continuing to recruit alumni volunteers for existing opportunities, including mock interviews, resume critiques, panel discussions, networking events and speaker engagements.
   • Consistently coding current and potential volunteers within Banner.
   • In collaboration with colleagues throughout Alumni Relations, developing an annual stewardship plan for these alumni volunteers.
   • Expanding career-related volunteer engagement by consolidating and publicizing all career-related events and opportunities into a university-wide calendar.

2. Offer a wide variety of networking opportunities (in-person and virtual) to meet the needs of students and alumni throughout their professional lifecycles and across industries. This includes:
   • Identifying potential industries for targeted programming.
   • Expanding the utilization of Temple U Connect, a mobile-friendly online networking tool that allows for
exclusive networking within the Temple community and engages alumni volunteers to serve as advisors and mentors.

- Partnering with student and young alumni leaders to create opportunities to connect current students and alumni for networking and career development.
- Identifying a platform to showcase and promote certain alumni such as entrepreneurs, authors, etc.

3. Offer a variety of career-related programs (in-person and virtual) to meet the needs of students and alumni throughout their professional lifecycles and across industries. This includes:

- Creating strategic partnerships with school/college staff to create programs that complement and enhance unit-based alumni career programs.
- Partnering with regional chapters and alumni societies to identify career-related programming goals and interests and offering programs and resources to meet said goals and interests.
- Partnering with student and young alumni leaders to create programs that meet the specific professional needs and interests of students and young alumni.
- Continuing to offer virtual programs such as webinars and OwlTalks virtual networking events to ensure accessibility to alumni regardless of location.
- Utilizing alumni as content providers (i.e., speakers or presenters).

4. Enhance professional development opportunities and resources for alumni entrepreneurs and business owners. This includes:

- Creating an online platform to showcase Temple-owned businesses and Temple professionals.
- Highlighting these businesses and professionals in alumni communications.
- Offering business-to-business networking events and programs.
- Increasing alumni engagement with the Fox School of Business’ Innovation and Entrepreneurship Institute.
- Continuing to promote recruitment efforts of alumni through job postings and other partnerships with the Career Center.
- Creating opportunities for peer-to-peer career advising, including alumni-led workshops on career transitions, professional advancement, long-term career planning, etc.

5. Provide a diverse array of career-related resources and services to complement the programs and events offered through the Temple Professional Network, including online, on-demand resources, which alumni can use at their convenience.

6. Encourage alumni employers to recruit both current students and fellow alumni.
POINT TEN: BUILD AN ON-CAMPUS ALUMNI CENTER/HOUSE

ASPIRATION
To develop and strengthen a lifelong connection between current and future alumni and Temple University by providing a warm, welcoming space on Main Campus where alumni and students can congregate.

BACKGROUND
Temple’s Main Campus does not currently provide a “home” for alumni—a place where they can congregate, host meetings, etc. For this reason, many alumni and alumni groups choose to meet at off-campus venues that are more convenient. This is a missed opportunity to engage our alumni in a meaningful way with the university and to bring them back to campus to witness the incredible transformation taking place.

An alumni house is critical to encouraging alumni to visit campus and nurturing the lifelong connection to their alma mater. At present, Mitten Hall is the subject of an architectural feasibility study for an alumni house. One of the oldest buildings on campus, Mitten Hall would provide an excellent venue with its gorgeous architecture to showcase our traditions as a university and welcome alumni and students.

GOALS AND OUTCOMES
1. Continue to work on the feasibility study, including the possibility of repurposing Mitten Hall into an alumni house.
   • Develop a fundraising plan to examine the feasibility of raising funds for the project and the time required to raise funds.
   • Gather alumni focus groups to solicit feedback and ideas for the alumni house.

RECOMMENDATIONS
1. Building Tradition and Alumni Culture
   • Provide a central gathering place for alumni and students that celebrates the alumni community with photos, memorabilia and other related décor.
   • Provide a meeting and event space for alumni to have both large and small gatherings, meetings, etc.
• Enhance annual events (e.g., TUAA Award ceremonies) by hosting them in the alumni house.
• Have a space where alumni can congregate in a relaxed social setting.
• Have comfortable seating areas inside the building and in the outside pavilion that can be transformed into larger meeting spaces as needed.
• Encourage students to see the alumni house as their “home away from home” both during their time on campus and after they graduate.

2. Access to Alumni Relations and ACS
• Provide a space to accommodate the staff of Alumni Relations and ACS.
• Have a place where Alumni Relations and ACS can partner to provide services easily to visiting alumni and students.
• Provide a space that facilitates meaningful interactions between Alumni Relations staff and visiting alumni.

3. Serve as a University Resource
• Strengthen the role of Alumni Relations as a key university partner by providing campus departments and groups access to meeting and event spaces.
• Provide amenities to all campus visitors, including families of alumni and friends of Temple.

4. Foster ongoing relationships with alumni and friends and increase connections by:
• Having a space for award ceremonies, retreats, orientations and parties that alumni feel is special and where they want to be honored.
• Providing a place to stop by and visit before sporting events.
• Having an office space for special campus visitors and guests.

5. Be a central gathering place that strengthens alumni connections with the university and with one another by:
• Serving as the physical headquarters for alumni and alumni activities.
• Having a space where alumni can have weddings and special events on campus.
CONCLUSIONS

The future of Temple’s alumni is bright. With the steps outlined above, the TUAA and the Office of Alumni Relations are well-positioned to implement positive changes over the next five to seven years. It is the authors’ sincere hope that this strategic plan will be a critical roadmap in helping alumni reach their goals.

Please contact us with your interests, questions or comments at alumrel@temple.edu.
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