



UNIVERSITY OF LA VERNE

University Advancement Alumni Relations

Program Review 2011

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Executive Summary

Alumni Relations Program Review 2011

Background: In just over ten years, the alumni population has almost doubled in size since the Universities founding in 1891. The alumni population grows by approximately 2000 graduates each year. While the alumni population has grown the staff size and budget allocation has remained the same of two full time staff members.

The Alumni relations Program Review process began in the Spring of 2010. Data was collected from three one-time indicators and multiple ongoing effectiveness indicators. Findings:

The move of the Alumni Relations office to the “heart of campus” has, (while supported only through antidotal comments) significantly raised the awareness of alumni relations. Other significant improvements have been the implementation of program enhancement office tools. These include an online registration site, a user friendly mass email system and social media sites. A partnership between the College Deans, the Library, Career Services and Alumni Relations resulted in tangible benefits to provide alumni.

Ongoing challenges include an extremely diverse alumni population in terms of their student experiences. How best to identify their natural areas of connections and use limited resources to make those connections continues to result in major programming issues.

A repeated message from Alumni is the availability of career development resources. Given today’s economy it seems apparent that this needs to become a prominent area to address.

Program Review of Alumni Relations

Administrative Program Review

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Background:

The bond alumni feel to an institution is often predicated on their experiences and connections as students. The University of La Verne has a student population of 7,500, which includes the traditional undergraduate and adult learner. We offer over 50 majors, six Master's programs, three terminal degrees, as well as a Juris Doctorate degree. There are nine regional campuses throughout the state of California, with one of the campuses located on an air force base. The possibilities of such a vast array of affinity connections to the university are endless, yet pose significant challenges as to how alumni outreach efforts can most effectively succeed.

I. Program Mission

Build alumni loyalty, pride, engagement and a desire to support the university through advocacy, time and gifts.

II (a). Program Goal

Continually refine and institute a comprehensive communication and engagement plan to all alumni.

II (b). Program Objectives

(Note: Objective has been refined since the 2007 University Advancement Strategic Plan, Appendix).

- Objective 1: Use technology to communicate with and engage alumni.
- Objective 2: Produce and provide opportunities for alumni to attend social, networking events, events that highlight expertise of faculty members, and events that position the university as offering unique learning and cultural opportunities.
- Objective 3: Offer and expand tangible alumni benefits.

- Objective 4: Collaborate with the Academic Deans/Department Directors in mutually beneficial alumni outreach initiatives.
- Objective 5: Provide opportunities for alumni to demonstrate their pride as a graduate.
- Objective 6: Establish and manage volunteer and affinity group opportunities and structures.
- Objective 7: Increase awareness of becoming an “alum” while individuals are students.
- Objective 8: Assist in increasing alumni demographic and contact information.

III. Description of Program and Department Capacity

The alumni base is almost 55,000 individuals. This number increases by approximately 2,000 graduates each academic year. As a result, in just over a ten year period, the alumni population has almost doubled in size. While the numbers of graduates have grown significantly, the staff size of two full time individuals have remained the same since 1997. 53% of alumni live within 50 miles of the main campus.

In spring 2009, the Alumni Relations Office was relocated to what could be considered “the center” of the La Verne campus.

A full time, dedicated alumni professional was appointed in 1986. She held this position for six years. Between 1992 and 2002, four individuals held the position of Director Alumni Relations. Over this ten-year period, an alumni director held his or her position for an average of two years. The current Director of Alumni Relations has held her position for 8.5 years.

The second staff member was hired 3.5 years ago. This individual was hired as an Administrative Assistant. The two prior Assistants were in the position less than 2.5 years each.

Starting in October of 2010, a temporary administrative assistant was employed. However, due to a variety of circumstances, the total office personnel have been three individuals, 6.5 of the last 9 months.

The University of La Verne’s Alumni Relations staff’s size is extremely small in comparison to similar California private, comprehensive institutions: University of Redlands, University of Pacific, Pepperdine, Cal Lutheran and Whittier College.

The current program budget is \$74,000 (all activity outside of staff salaries, staff benefits and the Voice magazine). This equates to \$1.30 per alum per year.

Size of Alumni Staff and Alumni Population

| University | Alumni Population | Alumni Staff |
|---------------------------|-------------------|---------------------------------|
| University of La Verne | 55,000 | 2 + temp. position for 9 months |
| Cal. Lutheran | 24,000 | 4 |
| Pepperdine | 87,891 | 8 |
| University of Redlands | 50,000 | 6 |
| University of the Pacific | 52,000 | 8 |
| Whittier | 15,722 | 3 |

University and per \$ Spent on Alumni Programming

| University | \$ Spent |
|------------------------|----------|
| University of La Verne | \$1.30 |
| Pitzer | \$9.38 |
| Azusa | \$4.32 |
| Manchester | \$4.19 |
| Whittier | \$3.24 |

The technology is adequate. However, the one office printer the office has (also a color printer), is not capable of handling large copying/printing of up to 500 pieces at a time.

IV. Effectiveness Indicators

Objective 1: Use technology to communicate and engage alumni.

Ongoing effectiveness indicators:

1. Number of email blasts
2. Number of open rates on email blasts
3. Number of Facebook & LinkedIn postings
4. Number of Social Media Followers/Friends/Connections
5. Number of "likes" and comments in response to social media posts

One-time indicators:

1. SWOT Analysis (A)
2. Alumni Survey (B)
3. Kaludis Report (C)

Objective 2: Produce and provide opportunities for alumni to attend social, networking events, events that highlight expertise of faculty members and events that position the university as offering unique learning and cultural opportunities.

Ongoing effectiveness indicators:

1. Number of and type of events produced
2. Number of events supported by AR staff
3. Number of alumni invited to specific events
4. Number of alumni RSVP for events
5. Number and types of events alumni, living more than 30 miles from campus, have an opportunity to attend

One-time indicators:

1. SWOT Analysis (A)
2. Alumni Survey (B)
3. Kaludis Report (C)

Objective 3: Offer and expand tangible alumni benefits and services.

Ongoing indicators:

1. Number of emails requested
2. Number of alumni using library benefits
3. Number of alumni using career services and specific services used
4. Number of requests for alumni proof letter for insurance purposes
5. Number of life-long learning opportunities

One-time indicators:

1. SWOT Analysis (A)
2. Alumni Survey (B)
3. Kaludis Report (C)

Objective 4: Collaborate with Academic Deans in mutually beneficial alumni outreach initiatives.

Ongoing indicators:

1. Number and types of collaboration

One-time indicators:

1. Alumni Survey (B)
2. Kaludis Report (C)

Objective 5: Provide opportunities for alumni to demonstrate their pride as a graduate.

Ongoing indicators:

1. Number of license plate frames distributed annually
2. Number of Leo Lines submitted
3. Number of alumni giving to university

One time indicators:

1. Alumni Survey (B)
2. Kaludis Report (C)

Objective 6: Establish and manage volunteer and affinity group opportunities and structures.

Ongoing indicators:

1. Number of affinity or volunteer involvement opportunities
2. Number of alumni volunteer leaders in affinity groups
3. Level of activity status

One-time indicators:

1. SWOT Analysis (A)
2. Alumni Survey (B)
3. Kaludis Report (C)

Objective 7: Increase awareness of becoming an “alum” while individuals are students.

Ongoing indicators:

1. Number of electronic or printed communication students receive about becoming alumni
2. Number of invitations and events students are encouraged to attend with the objective, or the significant objective, to introduce students to becoming alumni

One-time indicators:

1. SWOT Analysis (A)
2. Kaludis Report (C)

Objective 8: Assist in increasing alumni demographic and contact information.

Ongoing indicators:

1. Number of Leo Lines
2. Request for emails

One time indicators:

1. SWOT Analysis (A)
2. Alumni Survey (B)
3. Kaludis Report (C)

V. Findings

Objective 1: Use technology to communicate and engage alumni.

Within the last year, the use of cost effective tools for communication have been researched and implemented. While, the system created is “pieced milled” and not as efficient as an all in one system, these tools have significantly improved our ability for outreach and the creation of a professional look. These tools include an email blast product and an on-line event registration web site, launched summer 2010. The use of both tools is a significant program enhancement.

We have 1,772 friends and 1,568 fans to our alumni Facebook pages. As of May 31, 2011 a total of 2,143 friends/fans actively participate in the La Verne Alumni pages. An active participant means they make a comment (post something on the Alumni pages) and/or express a “like” to something we have posted.

Social Media: Facebook and LinkedIn Evaluation from January 2008 to June 2011

The graph below is data retrieved from Facebook Insights on the Alumni Fan Page. Lifetime Likes and Post Feedback evaluated since the start of data collection -- after January 1, 2008. The participation count for LinkedIn began February 9, 2009. All Facebook and LinkedIn data collected as of June 17, 2011.

| Leo La Verne Facebook | University of La Verne Alumni (Fan Page) Facebook | University of La Verne CBPM Alumni Assoc. LinkedIn |
|-------------------------------|--|---|
| 1,772 Friends (as of 6/17/11) | 1,568 Fans (as of 6/17/11) | 671 Members (as of 6/17/11) |
| | 1,573 Lifetime Likes (since 1/1/08) | 116 Postings (as of 6/17/11) |
| | 570 Post Feedback (since 1/1/08) | |

Emma: Eblast Evaluation from February 2010 to June 2011

The open rate of email newsletters/blasts average just 2,757 out of the 17,000 mailed. Data collected from start of Emma use on February 18, 2010 through June 20, 2011. Percentage of emails sent and opened found on Emma Response tab.

| Date | Mailing | Synopsis of Mailing | Sent | Opened |
|-------------------|---|--|--------|--------|
| 2010 | | | | |
| February 18, 2010 | President Morgan's Retirement | Announced Steve Morgan's retirement. | 20,070 | 4,660 |
| February 22, 2010 | La Verne Alumni Events Spring 2010 | Outlined alumni engagement opportunities. | 2,416 | 650 |
| March 3, 2010 | 150 Mile Radius Mailing Re: Joshua Tree | Detailed Joshua Tree alumni overnigher. | 2,881 | 657 |
| March 23, 2010 | CBPM Lectureship Series | Invitation to Dr. Ivan Misner lecture. | 3,251 | 599 |
| April 12, 2010 | Diversity Workgroup Email to Alumni | Invitation for input on ULV's Strategic Plan on Diversity. | 2,482 | 474 |
| April 15, 2010 | MBA Alumni Survey | Invitation to participate in MBA alumni survey. | 1,046 | 265 |
| April 16, 2010 | Email re: Renoir Event (60 Mile Radius) | Detailed Renoir Museum Exhibit alumni event. | 2,598 | 495 |
| April 20, 2010 | Twelfth Night - College of Arts & Sciences | Invitation to Shakespeare's Twelfth Night play. | 19 | 14 |
| April 20, 2010 | Twelfth Night - College of Business & Public Management | Invitation to Shakespeare's Twelfth Night play. | 2,160 | 529 |
| May 6, 2010 | A Message From Fellow CAPA Alumna and Board of Trustee Member | Invitation to form a CAPA alumni interest group. | 598 | 118 |
| May 25, 2010 | 2010 Grads Email | Explained alumni benefits to 2010 graduates. | 3,431 | 590 |
| August 21, 2010 | Homecoming Weekend & News | Save the date for Homecoming Weekend and news. | 20,868 | 3,296 |
| October 1, 2010 | Class of 1980 & Friends Email | Detailed class of 1980 Homecoming reunion. | 286 | 70 |
| October 1, 2010 | Class of 1990 & Friends Email | Detailed class of 1990 Homecoming reunion. | 265 | 82 |
| October 1, 2010 | Class of 2000 & Friends Email | Detailed class of 2000 Homecoming reunion. | 413 | 89 |
| October 4, 2010 | MPA Email | Introduced MPA Alumni Achievement Award. | 217 | 62 |
| October 10, 2010 | President's Associates 2010 Luncheon & Lecture | Invitation to President's Associates Luncheon. | 3,431 | 773 |
| October 22, 2010 | Homecoming Weekend - General Email | Detailed Homecoming Weekend events. | 20,268 | 2,854 |
| November 17, 2010 | Alumni Update | Outlined campus news and engagement to alumni. | 17,947 | 3,109 |
| December 2, 2010 | Eblast re: Article on Don Pollock | Link to Voice article about professor Don Pollock. | 115 | 47 |
| December 2, 2010 | Eblast re: Ben Hines Tribute Video | Link to YouTube: Ben Hines tribute video. | 114 | 68 |
| December 7, 2010 | University of La Verne President Announcement | Announcement of Devorah Leiberman as next | 17,730 | 2,675 |
| December 17, 2010 | Winter Update | Outlined campus news and engagement to alumni. | 17,609 | 2,682 |
| 2011 | | | | |
| January 24, 2011 | Save The Date: DC Alumni Cocktail Reception | Save the Date invitation to DC Cocktail Reception. | 88 | 39 |
| February 1, 2011 | Save The Date: DC Alumni Cocktail Reception | Save the Date invitation to DC Cocktail Reception. | 71 | 26 |
| February 2, 2011 | Invitation to Alaskan Cruise | Outlined invitation and details about Alaskan cruise. | 40 | 12 |
| February 4, 2011 | February 2011 News | Outlined campus news and engagement to alumni. | 17,388 | 2,822 |
| February 8, 2011 | Concert: Reed Gratz Band | Invitation to Reed Gratz Band concert. | 2,656 | 536 |
| March 14, 2011 | Thanks from a Leopard in training. | Thank you letter from Devorah to DC event attendees. | 78 | 24 |
| March 27, 2011 | March 2011 News | Outlined campus news and engagement to alumni. | 19,347 | 3,459 |
| April 15, 2011 | April/May 2011 News | Outlined campus news and engagement to alumni. | 17,098 | 2,595 |
| May 2, 2011 | May 2011 News | Outlined campus news and engagement to alumni. | 16,980 | 2,744 |
| May 27, 2011 | Congratulations 2011 Graduates! | Explained alumni benefits to 2011 graduates. | 3,237 | 873 |
| June 15, 2011 | University of La Verne Alumni News, June 2011 | Outlined campus news and engagement to alumni. | 19,015 | 2,764 |

Out of 194 individuals who participated in a self selected survey, 120 indicated that they wished to be contacted via email, 43 indicated they prefer direct mail, and 21 indicated a preference of Facebook (Appendix, B). The high percentage of those indicating email on the survey, may be a result of how the survey was delivered: 1) those who attended

Homecoming from 9:30 am – 12:30 pm, 2) who are friends or fans of the Alumni Facebook pages, or 3) via email blast.

Of the 171 who responded to the question of how often they visit the university website, 62 individuals indicated monthly (Appendix B).

Alumni Website: Google Analytics Evaluation from September 2010 to June 2011

Data analyzed for 2 month periods, from beginning of September 2010, to end of October 2010, and so on. Data remains current as of June 20, 2011. Data has been collected since start of Google Analysis, on September 5, 2010; therefore, the first set of months should reflect a larger number of visits, absolute unique visitors, page views, and a higher percentage of new visits. As time goes by, percentage of new visits should decrease, but key monitoring should be emphasized during new student recruitment and special events time frames, as new visits should be increased.

| Criteria | Sept-Oct 2010 | Nov-Dec 2010 | Jan-Feb 2011 | Mar-Apr 2011 | May-June 2011 | Totals |
|--------------------------|---------------|--------------|--------------|--------------|---------------|--------|
| Visits | 2,757 | 2,801 | 1,766 | 2,024 | 2,469 | 11,817 |
| Absolute Unique Visitors | 1,922 | 2,106 | 1,265 | 1,406 | 1,429 | 8,128 |
| Page Views | 5,985 | 5,603 | 3,714 | 3,900 | 5,172 | 24,374 |
| New Visits | 62.57% | 62.51% | 61.49% | 59.68% | 47.31% | |

In the last six months, we averaged 1,079 unique visitors to the alumni web pages.

The SWOT Analysis (Appendix A) conducted with the Alumni Governing Board, indicates that the lack of technology resources is indicative of both a threat and opportunity for the program.

Objective 2: Produce and provide alumni opportunities to attend social, networking events, events that highlight expertise of faculty members and that position the university as offering unique learning and cultural opportunities.

Event participation has been a hit and miss. Given the small staff size and limited budgets, the focus has been on events that would seem to be of greatest appeal to the most individuals. By far, the overall event that takes the most time and effort with regards to staffing and budget is Homecoming Weekend. Homecoming Weekend typically consists of approximately 11 completely separate events three two days. Over the years, we have competed with alumni not participating in actual planned events, but instead opting to go to one of the Old Town La Verne bars during and after the football game. This has now become the culture of Homecoming Day. The downtown bars seem to be the appeal for alumni who have graduated in the last 20 years. Even those with children will often “skip” the family picnic and just head to the game, where they can be seen down on the south end zone. The nature of a “dry” campus seems to

present a problem, at least in terms of planning activities in connection with Homecoming.

In recent history, the single event that appears to be of the most interest to alumni was the lecture by Cornel West. Within a matter of a day or two, 193 people indicated that they planned to attend on our Facebook pages, 106 individuals said that they might attend, and over 40 individuals made a comment about the event.

Limited outreach or presence has been attempted with the regional campuses. The exception is with the Kern County campus. For the past 3 years, the Office of Alumni Relations has sponsored a bus from the Kern campus to the La Verne campus for Homecoming. All students and alumni living within a 30 mile radius of the Kern campus were invited to ride the bus.

Of the 167 alumni who answered the question on the 2010 Alumni Survey (Appendix B), on the activities they are most likely to participate in, the following activities received the highest response (in order): 1) graduating class reunion, 2) national speakers on campus, 3) professional music and theater performances on campus, 4) reunions with faculty and staff and, 5) student/faculty music and theater performances, (Appendix B). The following is a direct quote from the alumni survey, “Keep focused on educating folks in your service area. This is your expertise and where your resources should go.”

There were several quotes such as the following, indicating interest in young alumni target events; “[We need] alumni events for a younger crowd and/or reaching out more to the younger generation to come to things. I am very interested in the Joshua Tree trip, but am concerned that it will be all older alumni. It would be nice to get younger people involved.”

Objective 3: Create and expand tangible alumni benefits.

“Benefits and services to alumni are an essential ingredient of engagement. For many, it is viewed as the *quid pro quo* for philanthropic support. In reality, it is a precursor to such support, in that the tangible benefits received work to strengthen the bond with, and positive feelings toward, our *alma mater*” (Kaludis Report, 2011, Appendix C).

A 3-year financial commitment from the academic deans, Alumni Relations, Enrollment Management and Career Services enabled La Verne to offer alumni access to valuable online tools—Library databases, Ebsco Academic and Business Premiere, and Proquest Psychology and the National Association of College and Employer’s CareerLink. With limited advertisement of these benefits, we have had 743 alumni who have requested the use of these benefits. In the alumni survey (Appendix B), over half of the 174 respondents were not aware of these benefits. It is apparent that we need to find a method to communicate these tools with our alumni.

However, “the current array of benefits and services available to La Verne alumni is limited. We simply have not had the budget or staff to create, promote, and deliver a robust program. We need to do better” (Kaludis Report, 2011, Appendix C).

The overwhelming responses to the 2010 Alumni Survey open/ended question as to what types of services and opportunities alumni would like the university to consider were in the category relating to career services.

Career-related benefits and services are the areas that offer the combination of greatest potential benefit to alumni, and greatest likelihood of increased engagement. The University’s Career Services Office is understaffed to serve current and graduating students and is not equipped to provide meaningful support to alumni. The Career Services Office needs additional capacity to serve not only current/graduating students, but also alumni. In the current economic climate, many La Verne alumni may be un- or underemployed. If the unemployment rate for our 20,000 alumni who graduated in the last 10 years is at the regional unemployment rate, more than 2,000 La Verne alumni are unemployed. The University should not abandon its career support once students graduate. In addition to better support for alumni from Career Services, there are appropriate career-related services that can, and should, be provided by Alumni Relations (Kaludis Report, 2011, Appendix C).

In 2010, out of 884 individuals the Office of Career Services met with, 251 were alumni. Beginning in 2010, alumni and students were required to register on CareerLink (soon to be renamed LeoLink) before meeting with Career Services Counselors.

An additional tangible benefit desired by alumni, and specified in the 2010 Alumni Survey (Appendix B), is the ability for senior citizens to audit classes at the university. While the opportunity of senior citizens to audit classes has been available for years, the process for this was unclear and not promoted. Beginning Winter/Spring 2011, the College of Arts and Sciences created a process, and a designated faculty member, to oversee the enrollment. The first true advertisement of these benefits began with the February alumni e-newsletter, and an effort by the College of Arts & Science to promote this in the local newspaper.

The survey also indicated that the newly launched services of library privileges were not well known by alumni. Greater effort, since the November survey, has been put into informing people about the benefits. The list of benefits appeared in one issue of the Voice that was mailed to the entire alumni population. In addition, the library privileges have been reflected in multiple issues of the alumni monthly newsletter.

A printed Alumni Benefits Brochure has been developed, but the funds have not been available to send to all alumni. The brochure has been on display in the Alumni Office, library, and given out during new student orientation and the end of the year Graduation Celebration.

Word Press: Data collected on Alumni Pages from May 2010 to June 2011

The number of people, as of June 20, 2011, who completed an Email and Benefits Request since May, 17, 2010 is: **743**.

Objective 4: Collaborate with Academic Deans in mutually beneficial alumni outreach initiatives.

The enthusiastic participation of the Academic Deans to provide alumni with tangible benefits (Objective 3) demonstrates a culture of willingness and successful collaboration.

Primary collaboration from the years 2003 to 2009 has been the involvement of the deans and the colleges in Homecoming activities. The colleges have hosted receptions prior to the traditional Homecoming dinner. The event attendances at these receptions have varied greatly from year to year, and between colleges.

The alumni have had a positive, yet limited involvement with the Dean of the College of Arts and Sciences, in involving faculty in alumni day/weekend trips.

In Spring 2011, Alumni Relations coordinated events for each of the colleges during the opening week of the Morgan Auditorium. Alumni Relations also coordinated the logistics for the One Book, One University event, and the Cornel West event, both initiated by the College of Arts and Sciences.

Alumni Relations needs additional capacity to expand the partnership with (1) deans and faculty with respect to academic-related affinity groups and (2) student services administrators with respect to social, athletic, and other affinity groups in developing programs and activities that could include networking sessions, reunions, and volunteer opportunities (such as Alumni Admissions Ambassadors, Career Information Network/mentors, Alumni in the Classroom, etc.). College-specific (College of Arts and Sciences, College of Business and Public Management, College of Education and Organizational Leadership, and College of Law) alumni programming is an immediate priority to provide a framework for dean/alumni interaction, and to respond to the desire among alumni and students alike for more 'alumni networking opportunities and events (Kaludis, 2011 Report, Appendix C).

Objective 5: Provide opportunities for alumni to demonstrate their pride as a graduate.

University of La Verne license plate frames are seen throughout Southern California. This is in large part because of the initiative to give every graduate, who participates in commencement, a license plate frame. The program began in 2003, and initially just provided the traditional undergraduates with a plate frame. Beginning in 2004, any graduate who participates in the commencement ceremony receives a frame. Alumni

Governing Board members are at each ceremony to greet graduates and hand out the license plate frames as the new alumni leave the ceremony.

Alumni who share personal updates are ones that typically feel a closer connection to the university, and in return, have a sense of ownership and pride. The printed *Voice* magazine has been the avenue for sharing alumni personal updates via Leo Lines. However, given that the *Voice* is published infrequently, the desire to provide updates is not as enticing. The information shared is usually old by the time the actual magazine is published.

Both the 2010 Alumni Survey (Appendix B) and the Kaludis 2011 Report (Appendix C) found that we need to increase the non-solicitation direct mail efforts to alumni. While the funding and overall creation of the *Voice* is not with the alumni department's responsibilities, Leo Lines is.

***Voice*: Leo Line Evaluation from 2004 to 2011**

Data collected below is from printed *Voice* issues. Two magazines were issued each year, except for 2004, 2010 and 2011 (as of June 20, 2011).

| Month/Issue | Leo Lines | Little Leos | In Memoriam | Total |
|--------------------|-----------|-------------|-------------|-------|
| Summer/Fall 2004 | 46 | 11 | 18 | 75 |
| Summer/Fall 2005 | 56 | 7 | 21 | 84 |
| Winter/Spring 2005 | 26 | 8 | 17 | 51 |
| Summer/Fall 2006 | 43 | 4 | 13 | 60 |
| Winter/Spring 2006 | 38 | 11 | 18 | 67 |
| Summer/Fall 2007 | 45 | 5 | 10 | 60 |
| Winter/Spring 2007 | 43 | 5 | 23 | 71 |
| Summer/Fall 2008 | 66 | 6 | 12 | 84 |
| Winter/Spring 2008 | 28 | 1 | 9 | 38 |
| Summer/Fall 2009 | 39 | 2 | 19 | 60 |
| Winter/Spring 2009 | 24 | 2 | 14 | 40 |
| Summer/Fall 2010 | 31 | 5 | 11 | 47 |
| Winter/Spring 2011 | 13 | 2 | 12 | 27 |
| Totals | 498 | 69 | 197 | 764 |

Alumni donor participation is 11% of the traditional alumni population.

Objective 6: Create and manage volunteer and affinity group structures and opportunities.

Between the numerous regional campuses, majors and levels of degree programs, the opportunities for alumni to engage with self-selected, like interest groups is practically endless. In 2010, the alumni office created a structure and procedure for establishing and facilitating affinity groups. The handbook with these guidelines needs to be placed on the website. The activeness of an affinity group, in large part, depends on the commitment of the volunteer leadership; however, the handbook has helped to define this role.

Website presence and event guidance is given to established affinity groups, but little administrative support is provided.

As stated earlier, “Alumni Relations needs additional capacity to expand the partnership with (1) deans and faculty with respect to academic-related affinity groups and (2) student services administrators with respect to social, athletic, and other affinity groups in developing programs and activities that could include networking sessions, reunions, and volunteer opportunities (such as Alumni Admissions Ambassadors, Career Information Network/mentors, Alumni in the Classroom, etc.). College-specific (College of Arts and Sciences, College of Business and Public Management, College of Education and Organizational Leadership, and College of Law) alumni programming is an immediate priority to provide a framework for dean/alumni interaction and to respond to the desire among alumni and students alike for more ‘alumni networking opportunities and events’” Kaludis, 2011, Appendix C.

The Alumni Governing Board had limited revenue generated from the partnership with the Bank of America credit card. Some of these funds were allocated for “internal grants.” An affinity group could apply for a grant from the Alumni Governing Board to offset the cost of an activity that the affinity group wanted to implement. Unfortunately, the partnership with Bank of America has ended, so the funding to support affinity groups will end.

With the growing popularity of online social networking, affinity groups are encouraged to take advantage of these effective tools for communication and engagement. Given the vast array of ways alumni may decide to segment themselves; by levels of degrees, majors, student club affiliations, ethnicities and the ability to begin these online groups without needing permission from the university, the Office of Alumni Relations will now periodically scan the groups online. After vetting groups by speaking to the online owner or editor, the webpage of the group may be linked on the alumni website; thus increasing the number of alumni affinity groups.

| Affinity Group | No. in Leadership | Level of Leadership Activity | Web Presence Type | All Membership |
|---|-------------------|------------------------------|---|-----------------|
| Friends & Floaters | 2 | Very active | Website | 50 |
| College of Business & Public Management | 20 | Somewhat active | LinkedIn Site | 671 |
| CAPA | 10 | Somewhat active | Webpage | |
| Black Alumni Association | 3 | Not active | Facebook: update postings by one individual | 151 |
| Latino Alumni Association | 2 | Not active | Facebook: no activity | 77 |
| LVAAs | 10 | Active | Part of the athletics page | 220 |
| Ed.D | 0 | Not active | None | |
| Alumni Admission Ambassadors | Staff lead | Not active | Registration site | 10 |
| Fraternity/Sorority Alumni Advisors | 15 | Active | | Large potential |
| Alumni Governing Board | 20 | Active | | |
| Decade Reunions | 15 | Somewhat active | | 150 |

A theme of support for the Greek system was reflected in the 2010 Alumni Survey, (Appendix D).

Objective 7: Create awareness of becoming an “alum” while individuals are students.

Traditional student awareness seems to have increased, due to Alumni Office relocation to Hanawalt House (the center of campus) in April 2009. However, resources limitation has impacted regional campus student outreach and identification with the Alumni Office.

Together with Annual Giving, a graduation celebration was held on the La Verne campus for all soon-to-be graduates. During the event, graduating students received several items including information on alumni benefits, and how to stay connected/ remain involved with the university. An email went to all graduating students (regardless of campus location) wishing them luck on finals and explaining alumni benefits.

The Alumni Governing Board has sponsored a “Finals Study Break” during the Spring Semester for the past 2 years. In 2010, the Alumni Office participated in 6 days of SOAR (new student orientation), and is scheduled to participate again in 2011. The

actual impact of all of these activities is unknown; however, a best estimate is listed in the chart below.

| Outreach Activity | Estimated # Reached |
|--|--|
| SOAR 2010 | 90% Total Traditional Freshman and Transfer Students |
| Study Break 2010 | 30 Traditional Undergraduate Freshman |
| Alumni Governing Board: Homecoming Booth | 400 Students |
| Study Break Advertisement Email Blast | 2,000 |
| Study Break Advertisement, "Toilet Paper" 2011 | 500 |
| Study Break 2011 | 50 |
| SOAR 2011 | 600 |

Objective 8: Assist in increasing alumni demographic and contact information.

As described earlier within Objective 5, the use of Leo Lines has not been a successful technique to gather alumni data. It is hoped that with more funds allocated for printing issues twice a year to all alumni, participation in Leo Lines will become more attractive. The Alumni Relations currently collects alumni information through various methods. Since June 2010, 743 alumni contact information has been updated through the email/benefits requests. Google alerts are checked daily and information that pertains to alumni is updated in Viking. When alumni contact the alumni office alumni are asked if they wish to update their information.

Findings Related to multiple objectives:

In general, alumni seem to be favorable to their interaction with the Office of Alumni Relations. Out of 173 individuals who responded in the alumni survey (Appendix, B), 63 said they strongly agreed that when contacting the alumni office for assistance, they have found the staff to be responsive, friendly and timely; 49 individuals agreed and 1 disagreed.

Alumni also seem to be satisfied with the services and opportunities provided to them; 160 individuals responded to the question, 77 agreed they were satisfied, 53 indicated they strongly agreed, and 5 disagreed—indicating they are not satisfied.

The need to contact alumni via direct mail was indicated in the 2010 Alumni Survey where 22.5% said they preferred direct mail (Appendix B). This was also a finding of the 2011 Kaludis Consulting report.

VI. Action Recommendations

Recommendation for overall program:

The effective use of this entire Alumni-engagement infrastructure will generate a significant increase in administrative and clerical activities (e.g., alumni verification for Career Information Network, Google Alert data gathering and Leo Line entry, logistical arrangements, mailings/emails, RSVP system, acknowledgement of alumni accomplishments or celebratory situations (must be ongoing), Business Directory data entry, etc.). Current and new outreach activities will require the ability to handle mass mailings, the creation and distribution of printed marketing pieces, and a great amount of upfront office work that includes the array of alumni calls and emails received on a daily basis. The Alumni Office at La Verne, as it is in many places, functions as a triage unit, fielding and redirecting calls to many units within the university. Creating the professional capacities for relationship building and systems development without providing adequate administrative support will undermine the effectiveness and efficiency of the entire operation (Kaludis 2011 Report, Appendix C).

Recommendations for Specific Objectives Over 5 Years

Objective 1: Use technology to communicate and engage alumni.

1. Continue to generate alumni involvement in social networking sites.
2. Keep current and evaluate changing social networking opportunities.
3. Develop an active Alumni Business Networking Directory.
4. Develop a College of Education & Organizational Leadership LinkedIn site or Facebook site.
5. Gather, write and display continually fresh online "My La Verne Stories."
6. Produce individual College E-Newsletters.
7. Develop the use of virtual Alumni Affinity Groups using Skype technology.
8. Secure an online alumni directory connected to Banner.
9. Research, vet and engage rogue alumni affinity social networking sites.
10. Research best practices for developing methods of communicating with international alumni.

Objective 2: Produce and provide opportunities for alumni to attend social networking events, events that highlight expertise of faculty members, and events that position the university as offering unique learning and cultural opportunities.

1. Create opportunities for alumni to meet and engage with new President in the major alumni population centers.
2. Build on the foundation of Homecoming Weekend for alumni to reconnect, and build sport team reunions into weekend of events.

3. Produce six social events a year, targeted for alumni under 30 years old, living within 50 miles of the La Verne campus.
4. Produce events targeting critical mass pockets of alumni such as Ventura County, San Luis Obispo, Bakersfield, Orange County, San Diego, High Desert, Sacramento and selected cities outside of California, such as Washington DC. Grow, such that each of the 8-10 pockets of populations would have a minimum of two events a year in their region.
5. Produce 8 events a year that showcase the university as a resource for academic and cultural opportunities (on campus events, day trips or weekend trips).
6. Produce summer “Alumni College.”
7. Produce traditional undergraduate student club/sports involvement reunions.

Objective 3: Create and expand tangible alumni benefits.

1. Provide continued access to library resources already in place, enhancing them by adding Proquest Research and Proquest ABI Inform Business databases.
2. CareerLink is the foundational tool needed to list jobs and internships. It incorporates use of the web crawler site: www.indeed.com. La Verne is only offering alumni use of a fraction of these tools capabilities. Adding 2 additional components—Enhanced Resume Builder and Campaign Manager—will increase the robustness of this tool significantly. The Enhanced Resume Builder is a 24/7 virtual counseling service to aid alumni and students in creating their cover letter and resume. This functionality will allow the University Career Services Office staff to spend less time in the fundamentals of resume writing and more time providing holistic career counseling. The Campaign Manager component is a customer relationship management tool designed to help target, build, and manage communication with employers and potential employers. Significant one to one outreach needs to happen with alumni in hiring positions in order to build this resource.
3. The Alumni Business Directory, has the potential to benefit alumni and the university alike. The directory is an online resource for alumni to “advertized” businesses or professional services. Building and maintaining the directory will provide continuing stream of Advancement-relevant information about alumni. (1) secure a sufficient number of “listing” participants to make the directory valuable to the “potential customer” base and (2) promote its use effectively so the “listing” alumni perceive value in participating
4. Inform and encourage alumni to list positions/internship on CareerLink/LeoLink and promote its use by alumni.
5. Increase promotion of the ability for senior citizens to audit classes.

Objective 4: Collaborate with Deans/Departmental Directors in mutually beneficial alumni outreach initiatives.

1. Provide planning, staffing and financial support for college based “expert” presenters and exhibits on the La Verne Campus.
2. Collaborate in the creation of an “Alumni in the Classroom” program.
3. Enhance meaningful alumni benefits for total alumni population.
4. Create and build major-specific alumni affinity groups. These include the College of Business and Public Management:
 - Business undergrads,
 - MBA,
 - MSLM,
 - Accounting,
 - MPA and
 - DPA.
 College of Education and Organizational Leadership:
 - La Verne California Teachers and
 - Ed.D Alumni.
 College of Arts & Sciences:
 - Communications Department and
 - Theater & Music alumni group.
5. Create Social Networking site for College of Education.
6. Create College specific e-mail communication.

Objective 5: Provide opportunities to demonstrate alumni leadership, pride in the university and their personal accomplishments.

1. Continue to provide license plate frames.
2. More frequent publication of the *Voice* magazine will make Leo Lines an attractive feature for alumni, once again.
3. Reach out to individual alumni and write alumni success stories.
4. Build prestige of Alumni Governing Board membership in terms of professional and community leadership statuses, giving and voice of alumni.

Objective 6: Create and manage volunteer and affinity group opportunities and structures.

1. Resources must be allocated toward programs that can fully ignite the potential of such self-selected groups. Funding should be provided to each recognized and active group for programming. These funds could be monitored by the Alumni Governing Board. In order to empower the Alumni Governing Board, a model similar to the ASULV Board may be established. The ASULV Board model allows groups in good standing to apply for fund for a specific event or outreach activity to supplement the small amount of yearly operating funds.
2. Refine and consistently implement the Affinity Alumni development process.
3. Identify alumni with the interest and leadership potential for creating an affinity group.
4. In collaboration with the Office of Admissions build an Admission Ambassadors program.

5. In collaboration with the Office of Student Affairs develop an alumni Greek Life affinity group.

Objective 7: Create awareness of becoming an “alum” while individuals are students.

1. Continued participation in SOAR.
2. Create an active mentor program.
3. Alumni Governing Board involvement in significant university academic events and student study breaks.

Objective 8: Assist Advancement Services in increasing alumni demographic and contact information.

1. Refine an ongoing system to gather and input information from all of the following avenues:
 - a. Determine strategies for increasing participation in Leo Lines (*Voice* magazine) and enter into database.
 - b. Alumni Benefits requests.
 - c. Daily Google Alerts..
 - d. Social media platforms.
 - e. Event registration.
 - f. Ongoing phone/email contact to the Alumni Office.
 - g. Information gathered from conversations with alumni.
2. Use of such ongoing contracted services as RuffaloCody should be employed. Options include the use of RuffaloCody to contact alumni to gauge interest in expanding the pool of Alumni Admission Ambassadors. This would be a means to gather contact information and employment information. A second approach is to develop a La Verne Family Legacy program. Services such as RuffaloCody would be used to discover the family connections, and gather data as a result.
3. In collaboration with the Registrar's Office, create a process for including alumni-related information on a graduation exit survey.

The successful completion of the above 5-year plan will be impacted by allocation of university resources.

Scale for increasing staff and program budget over 5 years

| Fiscal Year June/July | No. of Alumni | Target \$ Added per Alum | Total Program Budget (not salary and benefits) | Increase of Staff Size | Total Staff Size |
|--------------------------|------------------|-----------------------------|--|------------------------------|---------------------|
| 2011/2012 | 57,000 | \$2.47 | \$140,000 | 1 | 3 |
| 2012/2013 | 59,000 | \$3.50 | \$206,500 | 1 | 4 |
| 2013/2014 | 61,000 | \$4.50 | \$274,500 | 1 | 5 |
| 2014/2015 | 63,000 | \$5.50 | \$346,500 | 1 | 6 |
| 2015/2016 | 65,000 | \$6.50 | \$422,500 | 1 | 7 |

The first major initiative will be a change and role clarification of a three-person staff size.

First year role change and clarification of present Alumni Staff:

Senior Director of Alumni Relations – Will become a prominent “face” for alumni. The Senior Director will spend significant time on: working with affinity groups, meeting individually with alumni, gathering “Alumni Stories;” encouraging alumni participation in the Business Networking Directory, Alumni Ambassadors program, mentorships; and participating in posting job opportunities on LeoLink. The Senior Director will work in recruiting and facilitating decade reunion volunteers.

Manager of Alumni Relations - Will be primarily responsible for handling the logistics for all events; this includes: overseeing vendor contracts, negotiations, signage, mail list, invitation design & production mailings, RSVP lists, VIP lists, compiling background on participants for briefing of the President, ensure all Executive Administrators have briefing, securing and managing staffing, overseeing all budgets and managing day of event staffing. These responsibilities include event logistics for supporting individual college initiatives that are agreed on and all reunion logistics.

Administrative Assistant - Will oversee: all web updates and creative postings in social media, creation of e-blasts; approving email/benefits requests, approving Business Directory listings, approving mentor listings, and approving postings for LeoLink. The Administrative Assistant will: be the first line responder in answering all correspondences from alumni, faculty and staff; track overall budget expenditures and payments; will be responsible for compiling, maintaining and writing Leo Lines, as well as acknowledging Leo Lines received; and tracking Google Alerts.

Note: Because of expected absence of the Manger of Alumni Relations, the clear transition of the roles will occur in January 2012.

First Year Budget Allocation

| Activity | Budget Allocation |
|---|-------------------|
| Homecoming (All Inclusive) | \$32,000.00 |
| License Plate Frames | \$10,000.00 |
| Internal Grants for Affinity Groups | \$5,000.00 |
| Benefits (Library & Career) | \$13,000.00 |
| Alumni Classroom Teachers (Packets) | \$800.00 |
| La Verne Branded Giveaways | \$1,500.00 |
| Alumni Brochure | \$2,000.00 |
| One To One Visits With Alumni | \$4,000.00 |
| Office Supplies | \$3,500.00 |
| Staff Development | \$3,000.00 |
| Email Communications | \$1,200.00 |
| One Direct Mail Piece Alumni Brochure | \$28,000.00 |
| Business Directory Yearly Hosting Fee | \$540.00 |
| Alumni Governing Board Meetings | \$1,500.00 |
| IPAD & Camera For One On One Meetings With Alumni To Demonstrate Business Directory, LeoLink, Alumni Ambassador, Library and Hold Alumni Stories/Photos | \$1,500.00 |
| Regional Alumni Events (Bakersfield, Orange Co. DC, Ed.D Alumni Group) | \$17,000.00 |
| On Campus Lectures, Performances, and Receptions | \$4,860.00 |
| Day/Weekend Trips Highlighting Faculty | \$3,500.00 |
| Young Alumni Event | \$2,000.00 |
| Extra Help/Overtime | \$3,000.00 |
| Staff Travel | \$1,000.00 |
| Total | \$140,000 |

Appendix List

- A. SWOT Analysis
- B. Alumni Interest Survey - Themes from open/ended responses to Alumni Survey
- C. Kaludis Report
- D. Outsider Reviewer Summary

Appendix A

SWOT Analysis Conducted with the Alumni Governing Board

Threats – Alumni Program – General

Cost
Technology
Apathy
Other colleges
Communication
Outreach
Networking
Asking for money too soon
Recruitment – offsite
Small office staff

Threats – Alumni Governing Board

Technology
Communication/ Marketing
Other Schools

Opportunities – Alumni Program – General

Website
Better use of technology
Diverse communications
Communication with graduation class
Approach all colleges, RCA for donations
Alumni Benefits
New permanent email

Opportunities – Alumni Governing Board

Using various methods to allow alumni to network/bond
Alumni Governing Board education training – technology
Booth at campus events to gather alumni updated information

Weakness – Alumni Program – General

Dealing with apathy
Increase population; make it less likely to connect on same level
Lack of up to date alumni information
Fundraising
Maximizing on opportunities available
Only 2 Staff in Alumni Office

Weakness – Alumni Governing Board

Going outside our circle

Geographic limitation

Fundraising

Lack of alumni mission – fulfilling, definition/understanding & implementation

Focus of Alumni Governing Board

Fundraising Committee

Strengths – Alumni Program – General

Supportive Alumni Governing Board

Excellent soft skills customer services

Strengths – Alumni Governing Board

Active

Supportive of the university

Ability to diversify

Recruitment of new students

Appendix B

Themes from Open/Ended Responses to Alumni Survey

Networking:

- More networking, alumni reconnection and alumni travel
- Networking opportunities
- Networking/professional development within career/ major field
- Chance to meet with current students within my profession/major and talk about interests and concerns relating to what they can expect after graduation
- Job placement opportunities, alumni networking events, greek reunions, alumni newsletter
- Alumni networking events

Travel:

- More networking and alumni reconnection and alumni travel
- Foreign trip
- Discounted tickets to attractions

Career Advancement:

- Internships
- Employment opportunities for "older" alums
- Employment opportunities
- Job postings
- Services to help jump-start a stalled career
- Job placement opportunities, alumni networking events, greek reunions, alumni newsletter
- Job analysis to see if career path/jobs are in need in future
- Job placement opportunities

Professional Development:

- Mentoring students
- I miss the Fasnacht Lectures
- Financial planning w/Ric Finley was extremely useful
- Professional development seminars– i.e.: organization skills, time management, conflict management, change, coaching/mentoring, forward thinking skills

Academic Development:

- Keep focused on educating folks in your service area. This is your expertise and where you resources should go!
- To buy new text books and course syllabus with printed documents from professors of the semester, that will help me to update my knowledge

Senior Alumni:

- Free classes for retired alumni

- Free classes for seniors (65+)
- Wider offerings for Hillcrest

Tours:

- Group tours, advance notice of theater events
- Day tours

Online Classes:

- On-line degree program-health care management
- Online doctoral programs

Marketing:

- Group tours, advance notice of theater events
- Better marketing for alumni during homecoming season
- Alumni events for a younger crowd and/or reaching out more to the younger generation to come to things too. I am very interested in the Joshua Tree trip but am concerned that it will be all older alumni. It would be nice if we could get younger people involved.
- To inform me the beginning of each DPA semester

Events:

- More reunions
- Low-cost young alumni events. I'm only 26 and still paying off student loans.
- Alumni events for a younger crowd and/or reaching out more to the younger generation to come to things too. I am very interested in the Joshua Tree trip but am concerned that it will be all older alumni. It would be nice if we could get younger people involved.
- I love the trips and things that are planned but it seems that usually it is mostly more senior alumni that participate. I would love to participate in a less expensive weekend trip with alumni from recent-ish years. Perhaps a white water rafting trip with alumni from the 2000 era?
- Having a real Alumni Weekend program like they have at the Claremont Colleges (namely Pomona College and Harvey Mudd College).
- Out of La Verne area alumni events

Greek Life:

- More support of Greek Life
- Promote and expand Greek Life
- Greek reunions

CAPA Scholarships

Alumni Newsletter

The 2010 Alumni Survey (Appendix D) asked a direct question as to the career services offerings desired. The bolded themes and the specific services indicated in the survey are listed below.

Job Assistance:

- Finding a job
- Job Help
- Employment opportunities for "older" alums
- Job postings for employers
- Job boards, networking mixers, updates on alumni job placements
- Job placement, listings and leads. Help with resume and cover letters. Other tips to help find a great job when I am ready to look at changing jobs.
- As a federal employee I can offer information, lectures, and career search opportunities for upcoming graduates.

Resume Assistance:

- Resume review
- Help with resume
- Resume review/ professional networking events
- Job placement, listings and leads. Help with resume and cover letters. Other tips to help find a great job when I am ready to look at changing jobs.

Networking

- Resume review/ professional networking events
- Department/science based fairs
- Networking for career opportunities in my field
- Job boards, networking mixers, updates on alumni job placements
- As a federal employee I can offer information, lectures, and career search opportunities for upcoming graduates.

Career/Job Fairs:

- Job fairs
- Career fairs

Professional Development:

- Professional development opportunities
- Education
- Getting my career out of 'stalled or ended mode'
- Job placement, listings and leads. Help with resume and cover letters. Other tips to help find a great job when I am ready to look at changing jobs.

Career Continuation:

- MBA program
- Higher education
- Non profit, education

Interview Assistance:

- Interviewing

Alumni Interest Survey

1. I received the following type of degrees from La Verne, (more than one answer may be selected).

Undergraduate, traditional student, main campus
67.9% 129

Undergraduate, adult student, main campus
13.7% 26

Undergraduate, adult student attending a regional campus
6.8% 13

Masters 21.1% 40

Doctorate 3.2% 6

answered question 190

skipped question 3

2. I received my first degree from La Verne in:

1940 - 1949 3.1% 6

1950 - 1959 7.3% 14

1960 - 1969 14.1% 27

1970 - 1979 13.5% 26

1980 - 1989 9.9% 19

1990 - 1999 12.0% 23

2000 - 2010 40.1% 77

answered question 192

skipped question 1

3. My undergraduate major was or my Masters or Doctorate Degree emphasis was:

answered question 186

skipped question 7

4. As a student, I participated in the following extra curricular activities:

answered question 147

skipped question 46

5. I prefer the University contact me by the following method. (Please select one)

Direct Mail 22.6% 43

Email 63.2% 120

Facebook 11.1% 21

Twitter 0.0% 0

LinkedIn 0.0% 0

Telephone 3.2% 6

Other (please specify) 2

Answered question 190

Skipped question 3

6. I am likely to participate in the following activities. . .

On campus lectures & seminars. 15.7% (24) 26.1% (40) 31.4% (48) 26.8% (41) 153

Day trips to museums & regional points of interest.
13.5% (20) 27.7% (41) 27.7% (41) 31.1% (46) 148

Student/faculty music & theater performances.
19.7% (29) 29.3% (43) 27.2% (40) 23.8% (35) 147

Student athletic competitions. 14.2% (21) 27.0% (40) 23.6% (35) 35.1% (52) 148

Student/faculty art & photography exhibits.
14.2% (21) 23.6% (35) 26.4% (39) 35.8% (53) 148

Professional art & photography exhibits on campus.
16.0% (23) 22.9% (33) 25.7% (37) 35.4% (51) 144

Professional music & theater performances on campus.
20.9% (31) 32.4% (48) 21.6% (32) 25.0% (37) 148

Student club reunions. 13.8% (19) 26.1% (36) 12.3% (17) 47.8% (66) 138

Reunion of my athletic team. 10.4% (14) 14.1% (19) 8.1% (11) 67.4% (91) 135

My graduating class reunion. 48.2% (80) 25.3% (42) 13.9% (23) 12.7% (21) 166

Reunions with faculty and alumni from my same major.
29.7% (44) 30.4% (45) 19.6% (29) 20.3% (30) 148

National speakers on campus. 27.8% (42) 26.5% (40) 21.9% (33) 23.8% (36) 151

Business networking opportunities on and off campus.
21.8% (32) 25.2% (37) 19.7% (29) 33.3% (49) 147

Social networking opportunities on and off campus.
23.3% (34) 28.1% (41) 15.1% (22) 33.6% (49) 146

Alumni group outings to professional sporting venues.
25.7% (37) 21.5% (31) 19.4% (28) 33.3% (48) 144

Group tickets to semi-professional sporting venues.
18.4% (26) 26.2% (37) 19.9% (28) 35.5% (50) 141

Weekend Trips. 18.7% (28) 22.7% (34) 26.0% (39) 32.7% (49) 150

Week long Trips. 13.5% (19) 19.1% (27) 22.0% (31) 45.4% (64) 141

Group outings to professional theater & music venues.
17.4% (26) 28.2% (42) 23.5% (35) 30.9% (46) 149

Social service volunteer opportunities.
18.7% (25) 26.9% (36) 18.7% (25) 35.8% (48) 134

Answered question 167

Skipped question 26

7. In addition to Homecoming, I have attend the following alumni events.

Response Count 87

Answered question 87

Skipped question 106

8. My overall impression of the event was

Great 65.0% 78

Good 30.8% 37

OK 4.2% 5

Not worth the time 0.0% 0

Answered question 120

Skipped question 73

9. When contacting the Alumni Office for assistance I have found the staff to be responsive,

friendly, and timely.

Strongly agree 36.4% 63

Agree 28.3% 49

Strongly disagree 0.0% 0

Disagree 0.6% 1

NA 34.7% 60

Answered question 173

Skipped question 20

10. In order to find information I visit the University website

Weekly 17.5% 30

Monthly 36.3% 62

3-4 times a year 14.0% 24

Yearly 18.1% 31

Never 14.0% 24

Answered question 171

Skipped question 22

11. I am aware that as a graduate I may check out books from the Wilson Library and access some of the online library databases for free.

Yes 47.7% 83

No 52.3% 91

Answered question 174

Skipped question 19

12. I am aware that I may request a LaVerne.edu email account and address.

Yes 59.1% 101

No 40.9% 70

Answered question 171

Skipped question 22

13. I find the information shared on the Alumni Facebook page to be.

Very informative and interesting 20.9% 36

Somewhat informative and interesting 23.3% 40

Not informative or interesting 1.7% 3

NA 54.1% 93

Answered question 172

Skipped question 21

14. As a student I accessed one or more of the resources offered by the University Career Services Office.

Yes 41.9% 72

No 58.1% 100

Answered question 172

Skipped question 21

15. As a graduate I have accessed one or more of the resources offered by the University Career Services Office.

Yes 22.9% 39

No 77.1% 131

Answered question 170

Skipped question 23

16. I have found the following career tools and services to be:

Extremely helpful, Helpful, Somewhat helpful, Not helpful NA, Response Count

On-line job board (LeoJobs or La Verne CareerLink)
6.9% (11) 12.5% (20) 5.6% (9) 3.1% (5) 71.9% (115) 160

Careers Services online resources 6.9% (11) 12.6% (20) 6.3% (10) 2.5% (4) 71.7% (114) 159

Career counseling/development 10.1% (16) 9.4% (15) 7.5% (12) 1.3% (2) 71.7% (114) 159

Mock interviews 7.6% (12) 6.3% (10) 4.4% (7) 3.2% (5) 78.5% (124) 158

Career Fairs 9.0% (14) 10.3% (16) 8.3% (13) 3.8% (6) 68.6% (107) 156

Workshops/Preparation 8.3% (13) 7.6% (12) 4.5% (7) 3.2% (5) 76.4% (120) 157

Resume preparation 15.9% (25) 8.3% (13) 3.8% (6) 3.2% (5) 68.8% (108) 157

Other 4.1% (5) 4.9% (6) 3.3% (4) 0.0% (0) 87.8% (108) 123

Answered question 162

Skipped question 31

17. I am interested in the following types of career assistances (please fill in)

Response Count 54

Answered question 54

Skipped question 139

18. Overall I am satisfied with the services and opportunities the university provides alumni.

Strongly agree 31.7% 53

Agree 46.1% 77

Disagree 3.0% 5

Strongly Disagree 0.0% 0

NA 19.2% 32

Answered question 167

Skipped question 26

19. I would like the University to consider offering the following types of services & opportunities (please fill in)

Answered question 46

Skipped question 147

20. I currently live in the following city/state. (Please fill in)

Response Count 166

Answered question 166

Appendix C

Kaludis Consulting

Financial Sustainability:
Three-Year University Advancement
Infrastructure Investment Plan

February 28, 2011

Alumni Engagement

Having a degree from La Verne does not, in and of itself, instill an ongoing, life-long love of and commitment to the institution. The relationship has to be nurtured. That nurturing is a key component of Advancement's job—and we need to do it better.

La Verne is blessed with a concentration of alumni that would be the envy of many private universities—nearly 53% of alumni live within 50 miles of the main campus in La Verne; only 18% live outside California. Unfortunately, their level of engagement and giving would not engender envy. The underdevelopment of the University's message-delivery system discussed above has inhibited communication with alumni. The absence of resources to mount engagement-enhancing programs has limited the impact of the Alumni program generally and philanthropically.

The total number of alumni increased by 20,370 or 47% in the past 10 years. This is on top of 17,469 new alumni in the previous 10 years. That's 37,839 new alumni in 20 years—more than half of our total alumni base. During the period when our alumni base more than doubled, the level of investment in Alumni communication and programming did not keep pace. We are now at the point where we barely communicate with most of our alumni. With limited resources, we have focused on electronic communication (email blasts, website, Facebook, Twitter), and have had some success, but because we have email addresses for fewer than half of the alumni, our reach is inadequate. We must invest additional resources to improve the frequency and quality of communication with our alumni body that continues to grow at the rate of 1,800-2,000 per year. Further, the communications program needs to include more print communication--alumni's desire for such has been well-documented in national studies by the Council for Advancement and Support of Education (CASE) and in a recent white paper by Pitney-Bowes, and two,

Engagement is a key element of the “Friend-Raising/Fund-Raising” continuum. Positive attitudes toward La Verne are a condition of desired behaviors. Everything we do for alumni engagement needs to be consciously designed to engender the desired behavior—be it make a gift, enroll a child, recommend La Verne to others, etc. Alumni staff play a particularly key intelligence-gathering role when it comes to fund raising. The best Alumni staff have a sensibility and an eye for the details that matter in identifying individuals with leadership and major gift potential. They work with Development staff to conceive and execute effective programs and events that sustain forward movement on the continuum.

Communication

Communication must be the foundation of any strategy to enhance alumni engagement. The tools and initiatives proposed in the Image/Identity/Reputation section of this plan will improve our ability to improve both the quality and frequency of contact with alumni. More frequent publication of VOICE Magazine will make *Leo Lines* an attractive feature for alumni once again. The creation of online alumni newsletters for each college will further enhance our ability to develop and deliver special-interest content.

The Alumni staff will be key participants in the proposed University Social Media Initiative. In fact, the Alumni staff will expand the existing alumni-specific social media strategy in ways that complement the overall University social media strategy. Having a unified events calendar will give the Alumni staff a continuing stream of social media content (e.g., announcements, invitations, updates, etc.). And, of course, the Success Stories initiative will give

prominence/visibility to alumni in a variety of forms and through multiple communication channels. However, our communications strategy emphasizes electronic communication and the effectiveness of that strategy depends on obtaining a working email address from the two-thirds of our alumni for whom we do not have one.

College and Affinity Groups

As mentioned above, La Verne is blessed with a remarkable concentration of alumni within 50 miles of campus. That close proximity should be turned into an asset in strengthening alumni engagement with effective programming.

The University is also blessed with more than a dozen alumni affinity groups. The existence of these self-selected groups (with self-defined commonality) provides a greater opportunity for engagement than if we had to reach out to an undifferentiated alumni population. The Alumni Relations Office is not staffed to serve these groups but has collaborated to create links on the official alumni Web site to the various affinity groups' pages, assist in helping them develop their pages, and promote their activities through social media. Alumni Relations has been able to provide only an extremely minimal level of budget support for these groups' activities.

Resources must be allowed toward programs that can fully ignite the potential of such self-selected groups. Funding should be provided to each recognized and active group for programming. These funds could be monitored by the Alumni Governing Board. In order to empower the Alumni Governing Board, a model similar to the ASULV Board may be established. The ASULV Board model allows groups in good standing to apply for fund for a specific event or outreach activity to supplement the small amount of yearly operating funds.

Alumni Relations needs additional capacity to expand the partnership with (1) deans and faculty with respect to academic-related affinity groups and (2) student services administrators with respect to social, athletic, and other affinity groups in developing programs and activities that could include networking sessions, reunions, and volunteer opportunities (such as Alumni Admissions Ambassadors, Career Information Network/mentors, Alumni in the Classroom, etc.). College-specific (CAS, CBPM, CEOL, Law) alumni programming is an immediate priority to provide a framework for dean/alumni interaction and to respond to the desire among alumni and students alike for more "alumni networking opportunities and events."

In a recent alumni survey regarding engagement distributed via Facebook and email, 194 alumni shared their opinions as to how likely they were to participate in certain types of activities. Twenty items were listed, 7 received 20% or higher in the "extremely likely to participate" category:

- 48% - My graduating class reunion
- 30% - Reunions with faculty and alumni from my same major
- 28% - Attend events with nationally recognized expert speakers
- 26% - Alumni group outings to professional sports venues
- 23% - Social networking opportunities
- 22% - Business networking opportunities
- 21% - Professional music and theater performances

While engagement can be defined on many levels the most significant opportunities are face-to-face. Recent anecdotal evidence supports this premise. Immediately following the announcement that Dr. Cornel West was to appear on campus, 144 responded on Facebook that they planned to attend and 97 individuals said they might attend.

It is important that we are cognizant of the big picture when presenting such opportunities, in terms of maximizing alumni (and alumni donor) interest and participation, whether events are on or off campus. Receptions and dinners should be planned in connection with such events (see Prospect Identification and Cultivation). We must maximize the publicity of these types of activities which includes mail, email, social media and media. The events should be documented with photography and at times podcasted/broadcasted.

Alumni events more than 50 miles from the main campus should be organized around critical mass pockets of alumni such as Ventura County, Bakersfield, Orange County and selected cities outside of California.

Alumni Services

Benefits and services to alumni are an essential ingredient of engagement. For many, it is viewed as the *quid quo pro* for philanthropic support. In reality, it is a precursor to such support, in that the tangible benefits received work to strengthen the bond with and positive feelings toward *alma mater*.

The current array of benefits and services available to La Verne alumni is limited. We simply have not had the budget or staff to create, promote, and deliver a robust program. We need to do better. Career-related benefits and services is the area that offers the combination of greatest potential benefit to alumni and greatest likelihood of increased engagement.

The programs discussed below are “career-related”, but they are not “career services” *per se* (in terms of personal advice and counsel). The University’s Career Services Office is understaffed to serve current and graduating students and is not equipped to provide meaningful support to alumni. The Career Services Office needs additional capacity to serve not only current/graduating students, but also alumni. In the current economic climate, many La Verne alumni may be un- or underemployed. If the unemployment rate for our 20,000 alumni who graduated in the last 10 years is at the regional unemployment rate, more than 2,000 recent La Verne alumni are unemployed. The University should not abandon its career support once students graduate.

In addition to better support for alumni from Career Services, there are appropriate career-related services that can and should be provided by Alumni Relations. The current set of career-related benefits offered by Alumni Relations includes:

- Access to CareerLink, an online tool for employer job-posting and job-seeker resume-posting
- Limited access to business databases as part of Library benefits
- Career Information Network, for one-on-one career information exchange between alumni and students

We need to expand and augment these resources:

- CareerLink is the foundational tool needed to list jobs and internships. It incorporates use of the web crawler site; www.indeed.com La Verne is only offering alumni use of a fraction of these tools capabilities. Adding two additional components—Enhanced Resume Builder and Campaign Manager—would increase the robustness of this tool significantly. The Enhanced Resume Builder is a 24/7 virtual counseling service to aid alumni and students in creating their cover letter and resume. This functionality will allow the University Career Services Office staff to spend less time in the fundamentals of resume writing and more time providing holistic career counseling. The Campaign Manager component is a customer relationship management tool designed to help target, build, and manage communication with employers and potential employers.
- A 3-year financial commitment from the academic deans, Alumni Relations, Enrollment Management and Career Services enabled La Verne to offer alumni access to valuable online tools—Ebsco Academic and Business Premiere, and Proquest Psychology. The 3 years are ending with no future financial commitment. Providing continued access to these resources and augmenting them by adding Proquest Research and Proquest ABI Inform Business databases will improve service to our alumni.
- The Career Information Network is in its infancy, but has a high ceiling. The system works to match students and alumni. The alumni volunteer to participate and register a profile online. Students who are interested in a particular field or career may search the database for alumni who match specified criteria. Contact is initiated and arrangements made for the informational interview. The infrastructure is in place, but staff is needed to promote alumni participation and student usage and to manage the operation. This is an ongoing process involving both marketing and one-to-one outreach with alumni to maximize involvement and ongoing promotion to students, particularly new students arriving on campus.
- The Alumni Business Directory, which launches this spring, has the potential to benefit alumni and the University alike. The idea behind the directory is to encourage and facilitate the exchange of goods and services within the La Verne family (alumni, faculty, students, staff) through the “advertising” of alumni businesses or professional services. Building and maintaining the directory will provide continuing stream of Advancement-relevant information about alumni. We need to launch the Alumni Business Directory successfully and build it into a useful—and utilized—resource. The challenges will be to (1) secure a sufficient number of “listing” participants to make the directory valuable to the “potential customer” base and (2) promote its use effectively so the “listing” alumni perceive value in participating.

The common thread across these programs/services is the need to build and promote. The Alumni Office needs an individual with strong sales/promotion skills to get:

- Jobs listed on CareerLink and promote its use by alumni
- Alumni to sign up for the Alumni Business Directory and promote its use among the entire La Verne family
- Alumni to sign up for the Career Information Network and promote its use among La Verne students

Further, this person will be expected to have that fund-raising sensibility and a knack for intelligence-gathering to feed the prospect identification/cultivation process. The strategy is to reorganize/reassign duties in the department so that a substantial amount of the current duties

of the Alumni Coordinator would transfer to a newly hired Administrative Assitant and the Alumni Coordinator would assume responsibilitiy for the work associated with enhancing the Alumni Services program as Manager.

Expressing Alumni Pride

Part of alumni work is helping to drive ones' pride in and sense of connection with the University. One small initiative is to provide every graduate with a University of La Verne license plate frame at graduation. Because of the ending of the partnership with the Bank of America card, the funds for this project of \$10,000 annually are no longer available. The costs are relatively modest, but the visibility benefits are huge. The costs will go up as enrollments grow and graduation rates increase, but the investment is worthwhile and has been included in this infrastructure investment plan.

Proposed Programs/Initiatives

- Alumni involvement in campus events program
- Alumni social events & regional events program
- Alumni Services Program enhancement
- College and Affinity Group Initiative
- Social Media Initiative
- Alumni Pride – License Plates

Resource Implications

- Staffing
 - YEAR 1
 - Social Media Specialist
 - Administrative Assistant/Alumni Events
 - Reassign Alumni Coordinator to Alumni Services Manager
 - YEAR 2
 - Assistant Director (CBPM & RCA/CAPA)
 - Administrative Assistant/Colleges & Affinity Groups
 - YEAR 3
 - Assistant Director (CAS, CEOL, Affinity Groups)
 - Administrative Assistant/Colleges & Affinity Groups
- Operating Budget
 - Program support for alumni campus and regional events/activities, print promotion/postage, food, entertainment, travel expenses to regional locations, photography, rentals
 - Program support for Affinity Group events/activities, print promotion/postage, food, entertainment, travel expenses to regional locations, photography, rentals
 - Enhanced CareerLink subscription
 - Enhanced Library database subscriptions
 - License plate frames
 - Affinity Alumni Group Yearly Operating Funds
 - Alumni Governing Board grant funds for outreach initiatives by Affinity Groups

Appendix D

Outside Review Findings

By: Jeff Campbell, McKendree College Illinois

While it is important to have visibility by offering more events how do you effectively measure whether the event was 1.) meaningful, 2.) produced benefit (\$) for the future? How do measure ongoing ROI?

In my experiences benefits are great, Alumni definitely want something for free or a specific perk (advance sales, discounted tickets). From my experience, we had the insurance discount through Liberty Mutual and Farmers and we advertised it, but very few utilized it or even saw it as a benefit.

Consider measuring alumni pride via the % or # of alumni who 1.) attended shows at the theater on campus, 2.) season ticket holder for sports, 3.) Participated in alumni/student activities such as Scholarship Weekend. These people are definitely proud of their relationship and it is fairly simple to track these numbers.

In order to increase students awareness of the time when they will become alumni consider giving out T-shirt to all incoming (and transfer) students that have a logo/slogan such as "Students Once, Alumni Forever". The students at McKendree wear that shirt all four years and then some. It really drives home the point that they have a lifelong relationship with the university.

Consider extending the partnership with Career Services deeper and identify/bring in alumni professionals (hand-picked) to serve as subject matter experts and give workshops and seminars on networking, resume writing and interviewing. It was a win-win-win. Career Services reached more alumni, and in turn you engage more alumni, instead of being asked just to give.

Enhanced and more frequent direct mail correspondence, (the magazine/letters, etc) without any gift appeal is extremely important. Monthly electronic newsletter typically only 1/3 of the constituents (at best) with an even smaller "open rates".

Regional student/alumni outreach: On-campus students have a connection with school spirit buildings, athletic facilities, etc. Remote campus students associate the institution with a store front, a local high school or civic center, etc. The issue is – how do you program to these non-traditional students? Being a Bearcat or associating with the purple and white school colors means nothing to them. On-campus students LIVED the college life while remote location students saw their education as a means to an end.

Effective methods for alumni information discovery and updates take multiple channels. Suggestions include: Scan Facebook daily to see which alumni "Friends" posted a

notice about 1.) getting married, buying a house, having a baby. Immediately reach out to them: 1.) get a class note and 2.) update their record. Establish a system and delegate it to a student worker. The alumni office should or have shared with them updates in local papers such as wedding announcements. Google Alerts is a great resource.

Providing alumni opportunities to participate in student recruitment, career planning, etc., is a great way to generate pride and satisfaction. The cost for this type of engagement is minimal.