ROLLINS

Alumni Association
2013-2016 Strategic Plan

Connected for Life

Developed by the Alumni Association Board of Directors
and the Office of Alumni Relations
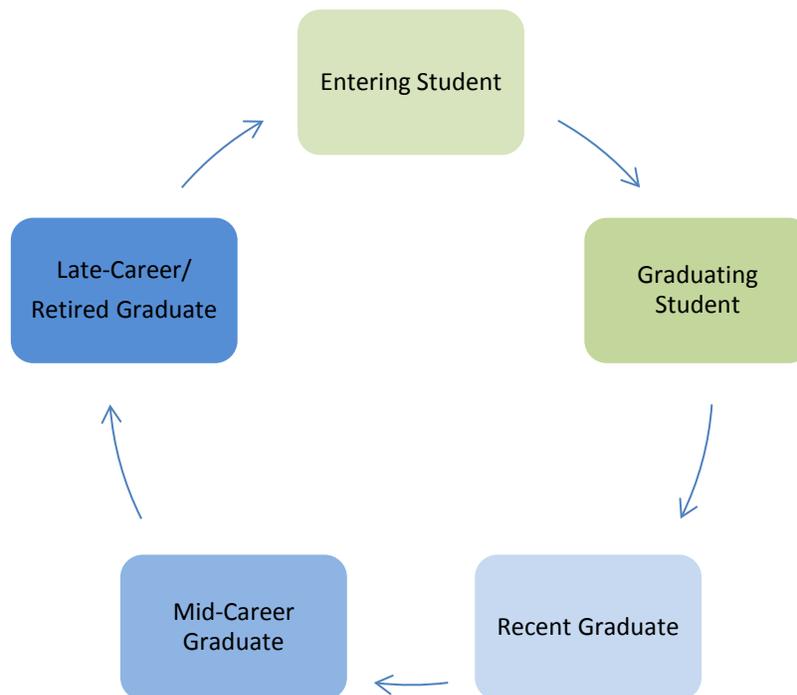
October 3, 2013

The Alumni Association

Purpose
To support and advance Rollins by keeping alumni connected for life.

Guiding Principles
The Rollins College Alumni Association ("RCAA") is committed to developing great alumni by partnering with the College in supporting the alumni life cycle that starts with the student experience, carries forward through the transition from college, and develops over a lifetime.

Life Cycle of a Tar

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        Entering Student
       ↗              ↘
Late-Career/          Graduating
Retired Graduate       Student
    ↑                      ↓
Mid-Career          Recent Graduate
Graduate    ←
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Phase: Entering Student (17-19)
   Needs:
   - Financial assistance
   - Academic advising
   - Social integration with the college environment

   Communication Preferences:
   - Text messaging
   - Social Media (Twitter/Facebook)
   - Personal, face to face

   How they can serve Rollins:
   - Represent Rollins to the community through volunteering
   - Study hard and get good grades
   - Become involved in the campus community
   - Persist and graduate

Phase: Graduating Student (21-23)

Needs:

- Assistance with graduate school applications or job search
- Provide network in transitioning to new location
- Financial planning advice
- Health insurance

Communication Preferences:

- Email
- Text messaging
- Social Media (Twitter/Facebook)
- Personal, face to face
- During business hours

How they can serve Rollins:

- Participate in any graduation surveys of recent graduation
- Update their address and employment information
- Participate in senior class gift
- Share experience and insights with younger students (extension of peer mentors)
- Reflect on your time and offer advice to incoming students

Phase: Recent Graduate (22-30)

Needs:

- Job search assistance
- Help with career planning
- Social integration with new career/location
- Health insurance

Communication Preferences:

- Email
- LinkedIn
- Personal, face to face
- During business hours

How they can serve Rollins:

- Connect with a chapter
- Participate in local events
- Attend 5 and 10 year reunion
- Begin making small donations

Mid-Life/Career Graduate (31-50)

Needs:

- Family friendly programming
- Career transition or advancement advice
- Access to seasoned professionals
- Leadership development opportunities
- Family life/work balance

Communication Preferences:

- Email
- Phone

- Late afternoon-early evening

How they can serve Rollins:
- Larger donations to annual fund
- Mentoring younger graduates on professionalism
- Stay connected through time at home with families
- Re-connect w/Rollins as re-enter work force (family obligations, change in career, advanced degrees etc.)

Later-Life/Career Graduate (51+)

Needs:
- Feel like they still belong to Rollins
- Easy way to spend time with or for Rollins (at home in addition to on campus)
- Re-connect with broader community

Communication Preferences:
- Email
- Phone
- Traditional mail

How they can serve Rollins:
- Have more time to give as volunteers
- Consider leadership or planned gifts to college
- Career network- offer internships & mentorship

Vision – *Connected for Life*

The RCAA will enable a lifelong connection through three core program components: 1) Local Chapters, 2) Student & Alumni Programming, and 3) Career Network. Each of these components are targeted to engage alumni across the "life cycle of a tar". Our local chapters will bring Rollins to our sixteen (16) largest communities across the United States (an international strategy is under consideration). These chapters will engage local Alumni to lead and direct the activities, leverage college developed programs, and encourage volunteerism amongst the Alumni.   Alumni programming will span the diversity of the Alumni population interests: including athletic competition, arts, academic and cultural programs, social events and networking, travel opportunities, and community service events. The career network will work in conjunction with Rollins to activate our Alumni to participate and take advantage of our global reach.

The RCAA will support these program components through proper governance and frequent communication. We have established the necessary board of director disciplines to set up, support, and continue these programs into the future. We are taking advantage of various media to facilitate communication to our Alumni and bring Rollins into our communities. These programs will evolve as the needs and desires of our Alumni change over time.
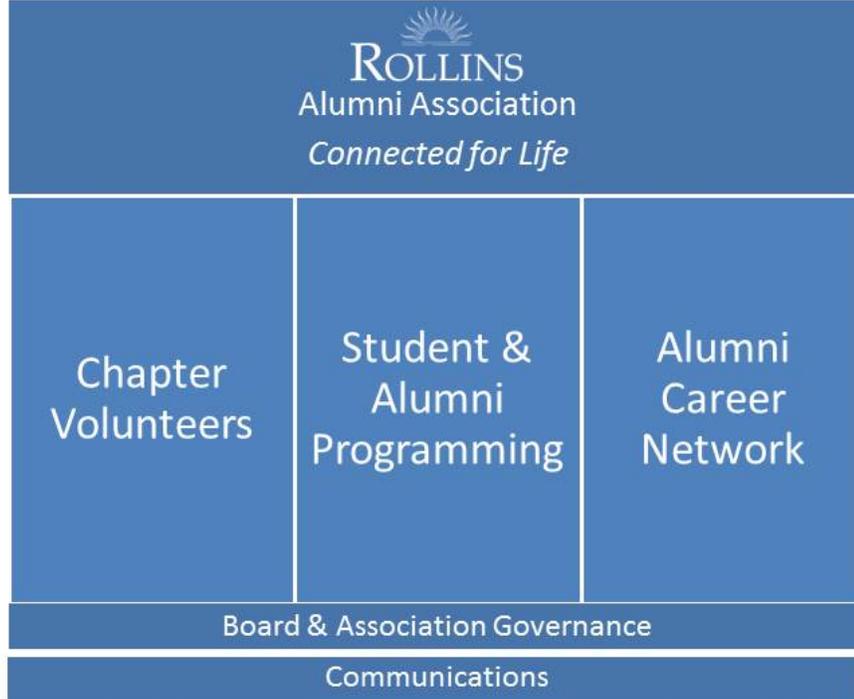
2013-2016 Strategic Plan Priorities

As we start the Public Phase of The Campaign *for* Rollins in Fiscal Year 2015, alumni relations at Rollins will be cutting-edge and leading the industry in innovative educational, career, and community service programs and volunteer opportunities. Our Alumni Board priorities and organization will be a model for peer and aspirant institutions, and our alumni will be engaged and active participants in the life of Rollins, on-campus and within their own communities.

In looking forward to the next three years, the focus will be on developing and enhancing the new programs established, including Regional Chapters and the Alumni Career Network, and increasing our volunteer base while providing ongoing training and leadership development, and incorporating alumni board support of annual giving to successfully launch The Campaign *for* Rollins.

Priority Initiatives Include:
- Chapter Program Volunteerism
- Student and Alumni Programming
- Alumni Participation
- Communications
- Alumni Career Network
- Board and Association Governance
- Dual-Alumni and All-Alumni integration
- Prospective Students

Priority Initiatives and Specific Objectives

Chapter Program Volunteerism
o The 16 chapters exist to bring Rollins to our alumni, our alumni closer to the College, and to offer opportunities for volunteer engagement and leadership to create a culture of volunteerism for Rollins
o FY14 Goals
   o Volunteer leadership weekend
      ▪ Purpose: bring chapter leaders to Rollins with the board learn from and educate each other, have fun, training opportunity for key volunteers
      ▪ Alumni relations staff to oversee event logistics and develop draft agenda and program
      ▪ Chapter Committee to suggest speakers, training leaders, and entertainment for the weekend
      ▪ Alumni Board president to personally invite Crummer alumni board to participate in weekend
   o Quarterly Council E-newsletter
      ▪ Implementation by Alumni Relations staff
   o Formalize volunteer roles on Council, adding Social Media Ambassador
      ▪ AR staff with Councils
   o Chapter Committee members and Alumni Board members maintain contact throughout the year with Chapter Councils
      ▪ Implemented by Alumni Board
   o Online training materials, i.e. How to Plan an Event
      ▪ Implemented by AR staff
   o E-survey annually to gauge success and track feedback for future event planning
      ▪ Implemented by AR staff, feedback shared with Chapter Committee
   o Chapter Summary of activity with number of events, participants and giving rate
      ▪ Created by AR staff and distributed quarterly to Chapter Committee
      ▪ Chapter Committee to review and utilize when communicating with assigned Council
o FY15-16 Goals
   o New volunteer orientation led by Chapter Councils in each region
   o Empower volunteers to have self-sustaining chapters
   o Annual all Council Webinar/Planning Meeting
   o Rollins Update video/presentation to share during each year's kick-off event
   o Develop recognition plan for volunteers per Council and amongst all Councils to build unity and pride in their important work

Student and Alumni Programming
o Programming is essential to educate and inform our students about the Alumni Network and benefits to staying connected to Rollins, as well as how alumni can serve the institution
o FY14 Goals
   o On-campus
      ▪ Increase Alumni Weekend attendance by 10%

- Results of FY13 Alumni Weekend survey state that track priorities are 1) Rollins History and Traditions, 2) Arts, 3) Tie- Academic & Athletic, 4) Community Service
- AR staff to gather feedback and suggestions to develop effective programming and manage logistics
- Alumni Board members and Program Committee to promote Alumni Weekend to their peers, serve as ambassadors during the Weekend
  - Host 3 collaborative Central Florida Chapter & Anchor Club Events
    - AR staff to select 3 events annually to partner with athletics
  - Strengthen culture of philanthropy on campus- student and faculty/staff engagement
    - Incorporate RAN scholarship recipients into alumni programming
    - Senior class gift, senior send-off, and other senior activities
    - Orientation activities
    - International student orientation
    - National Philanthropy Day activities
    - Love R Alumni week leading to Alumni Weekend
- Off-campus
  - Maximize Alumni Fox Day as premier Chapter Program
    - Utilize Council volunteers to organize events in each Chapter
    - Alumni Board members each have active role in this premier Chapter event, photograph and share images for post-event stories
  - Enhance new Rollins Off-Campus Program
    - Increase to three Off-Campus events with faculty and/or students to emphasize continued education
    - Targeted communications so that the broad Rollins family all feels welcome, invitation list extends to all school alumni, current parents, and current donors
    - Program Committee to recommend faculty and students that would resonate with alumni, and suggest Chapters to maximize opportunity, promote events to peers
    - AR staff to manage event logistics
  - Add Summer Serve opportunities for alumni families to Chapter program options
    - AR staff and Councils to establish new service event
  - Incorporate Rollins athletic events with alumni Chapters
    - AR staff to send athletic schedule to Councils for consideration in scheduling events
    - Capitalize on coaches travel to bring them to alumni events
  - Increase participation with Alumni Travel Program
    - AR staff to select two trips to offer to alumni
- FY15-16 Goals
  - Student pairing program- consider pairing a pool of seniors with Rollins graduate program alumni and/or freshman with young alumni to bridge the gap and foster a connected for life theme
  - Develop community engagement/immersion trips for alumni, possibly with students during Alternative Spring Break

- o Welcome to the City parties as fall premier event for Chapters for new grads/re-located alums
- o Re-design Sports Hall of Fame as evening event in Fall 2014 at the Alfond Inn
  - ▪ Program and logistics implemented by Rollins athletics, with support from AR and Alumni Board on nominations, staffing, and promoting event
- o Consider domestic Alumni Travel Program

Alumni Participation
- o Alumni giving rates are a key indicator for rankings such as US News & World Report, measuring alumni satisfaction by the percent of alumni who contribute, and alumni giving shows pride in the institution and commitment to the mission
- o FY14 Goals
  - o Explore ways to increase participation
  - o Regional Chapters compete for highest participation, as Chapter giving is key metric for success of the program
    - ▪ Explore additional restricted/designated giving options (Alumni Programming or Career Programming) to increase participation
    - ▪ Rollins Fund staff to continue promoting mini-challenges
    - ▪ Alumni Relations to promote affinity fundraising as part of Alumni Weekend programming
  - o Maintain 100% participation in giving back from Alumni Board
- o FY15-16 Goals
  - o Consider separate Alumni Participation committee of the Board
  - o Alumni Board Challenge to all alumni to increase participation

Communications
- o Integrated and targeted communications of services, programs, and opportunities are necessary to strengthen alumni relationships with the College throughout the Alumni Life Cycle and inform alumni about the Rollins of today
- o FY14 Goals
  - o Utilize technology to share information, i.e. live streaming of faculty speaker on campus
  - o Share alumni success stories through online and print mediums
    - ▪ Alumni Board nominate alumni for potential stories
    - ▪ AR staff coordinate with marketing and communications team to best place the stories
  - o Promote *Rollins 360* newsfeed for up-to-date news stories
  - o Re-design alumni website
    - ▪ AR staff creating new format for website
    - ▪ Alumni Board to test new site and offer feedback as plan is developed
  - o Utilize information available on alumni and survey results to segment and create appropriate content for alumni throughout the life cycle
  - o Continue with mix of print, online, and social media communication vehicles to spread the Rollins message and promote events and programs
- o FY15-16
  - o Explore international alumni communications and engagement opportunities
  - o Consider Class Agents to reach out to peers for Class News updates for magazine, especially focused on older alumni

Alumni Career Network
o   Rollins opens doors for its alumni throughout life, and an engaged alumni career network is crucial in today's highly competitive higher-education market
o   FY14 Goals
  o   Further build-out LinkedIn group and increase volunteers
  o   Achieve 10% adoption rate for the new Career Network App
  o   Select high-level recipients for Alumni Achievement Awards
    ▪   All alumni and AR staff nominations
    ▪   Executive Committee review and vote on top nominations
    ▪   Take recipients on the road or host them on campus to present
  o   Partner with International Programs on student career panel
  o   Invite former alumni board members to be ambassadors for the Career Network
  o   Utilize alumni survey results to strengthen our network and enhance our efforts
o   FY15-16 Goals
  o   Develop workshops (½ day to 1 day) as continuing education opportunities
  o   Consult with Crummer on a joint effort for Career programming
  o   Explore opportunities with corporate partners for mentor/academics/internships for Rollins students and alumni
  o   Connect Career Network with students through classes

Board and Association Governance
o   Maintaining a strong board ensures appropriate oversight for the association
o   FY14 Goals
  o   Prepare new member nominations representing the diversity of our alumni base
  o   Develop and implement New Member orientation
  o   Discuss succession planning for executive committee and future leadership
  o   Increase quantity of All Board Member communications
  o   Executive Committee to vote on Alumni Achievement Award nominations
  o   Determine All Alumni Annual Meeting- explore technology and time of year and day to increase participation
  o   Increase revenues through affinity programs
    ▪   Insurance
    ▪   Café Press online store
    ▪   Diploma Display
    ▪   Walk of Fame
o   FY15-16
  o   Consider ways to keep former alumni board members engaged and informed
  o   Solicit feedback on Alumni Board experience and make recommendations to improve the volunteer experience

Dual-Alumni and All-Alumni Integration
o   All graduates of Rollins have the "Big R" in common and incorporating Holt and Crummer alumni into the overall alumni engagement program will create more meaningful experiences for alumni
o   FY14 Goals
  o   Invite Crummer Alumni Board to participate in Volunteer Leadership Weekend
  o   Identify potential Holt alumni for Alumni Board
  o   Bring Crummer and Holt faculty on the road to Chapters and/or use as speaker with Rollins Off-Campus program

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- o FY15-16
    - o Explore One Alumni Weekend for all alumni
    - o Prepare integrated overall communications plan for Alumni

Prospective Students
- o For Rollins to be successful and sustainable, need to focus on attracting the next generation of Rollins students and alumni
- o FY14 Goals
    - o Mailing to alumni with high-school sophomores to educate them about Rollins admission standards and encourage them to consider Rollins
        - ▪ AR staff to implement
    - o Partner with Parent Programs on Summer Welcome Receptions
        - ▪ Alumni Board members to attend events in their area
    - o Develop family friendly programming to include Rollins alumni children, expose them to the benefits of Rollins early, and increase legacy interest
    - o Partner with RAN (Rollins Admission Network) volunteers to introduce latest scholarship recipients to the Chapter Councils
        - ▪ RAN program managed by admission
- o FY15-16 Goals
    - o Promote Duke Tips Model Summer Program for middle and high school students, overnight experience at Rollins
    - o Learn about Admission or Financial Aid program for alumni with high-school students, webinar or on-campus program during Alumni Weekend

Board Structure for 2013-2016

The Board of Directors, as specified by the RCAA By-Laws, have two (2) established standing committees and have determined the need for four (4) ad hoc committees. These committees are used to identify issues and opportunities, analyze options, make recommendations, and set the direction for the Alumni Association. Each of these committees is described below:

Standing Committees:
- • Executive Committee – establish RCAA board priorities and provide direction for board actions.
    - o Officers: President, Vice President, and Treasurer
    - o Two Members-at-Large
    - o Non-voting members: Three alumni Trustees
    - o Ex-officio non-voting members: Alumni Relations Department head
- • Governance Committee – ensure board actions conducted within the framework of the RCAA By-Laws
    - o Chair is appointed by Board President
    - o 3-5 members of the board, may include an officer
    - o Alumni Relations Department head may serve as advisor

Ad-Hoc Committees
- • Chapter Volunteers
    - o Focus on volunteer leadership identification, cultivation, training, and retention within highest priority for volunteers- the Chapter Program

- Finance
  - Monitor the financial condition of the RCAA and make funding recommendations for board sponsored actions
- Programming
  - Focus on both on- and off-campus programming for students and alumni throughout the life-cycle of a Tar
- Career Network
  - Focus on engaging volunteers, enhancing Linkedin participation, and developing relevant career-related programming

Expected Outcomes

Goals for conclusion of the strategic plan include sustained higher-level volunteerism, enhanced diversity in programming, increased participation from all alumni in events and programs, expanded alumni and student donor base, and overall improvement in level of alumni engagement. A scorecard of metrics will be utilized to track progress toward these goals (see appendix).

Appendix

Alumni Statistics

There are over 15,123 living alumni graduates of the undergraduate College of Arts & Sciences (A&S) and College of Professional Studies (CPS). In addition, there are 11,861 undergraduate alumni and 3,916 graduate alumni of the Hamilton Holt School (Holt) and 5,444 graduate alumni of the Crummer School of Business. The current student body is 1,884 for A&S and CPS, 778 Holt undergraduate, 259 Holt graduate programs, and 316 Crummer Graduate School of Business. Rollins alumni are 55% female, 45% male, spread across the United States and world (with 2% of alumni living outside of the US). Twenty five percent of undergraduate alumni are graduates of the last decade (see appendix for distribution by decade).

Undergraduate Alumni by Regional Chapter

Region	Totals	Undergraduate	Holt Undergraduate
Central Florida	7,472	3,114	4,358
New York	1,596	1,489	107
Tampa Bay	1,108	806	302
South Florida	1,107	978	129
Washington, DC	882	772	110
Boston	719	684	35
Atlanta	688	489	199
Jacksonville	642	386	256
Los Angeles	397	338	59
Philadelphia	375	340	35
Chicago	327	289	38
Charlotte	298	214	84
Cincinnati	288	250	38
Colorado	265	208	57
San Francisco	257	221	36
Dallas	199	150	49
All other areas	10,364	4,395	5,969

Arts & Sciences and Professional Studies Alumni by Decade

| Decade	% of Alumni Body
10's	9%
00's	24%
90's	20%
80's	18%
70's	14%
60's	9%
50's+	6%

Alumni Engagement Metrics FY13

Reunion Alumni Attendance
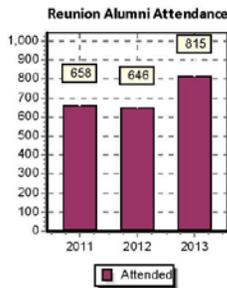
Year 2013; Alumni 15109; Rate 5.4%
Year 2012; Alumni 14770; Rate 4.4%
Year 2011; Alumni 14438; Rate 4.6%

Reunion Anniversary Attendance
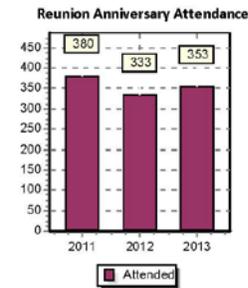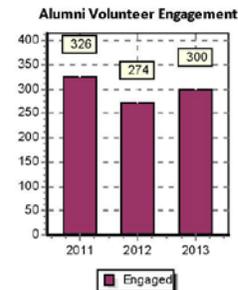
Year 2013; Alumni 2759; Rate 12.8%
Year 2012; Alumni 2595; Rate 12.8%
Year 2011; Alumni 2587; Rate 14.7%

Reunion Affinity Attendance
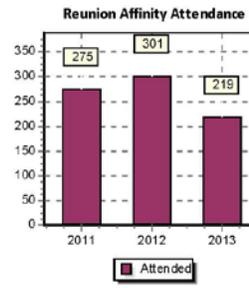
Year 2013; Alumni 2614; Rate 8.4%
Year 2012; Alumni 2699; Rate 11.2%
Year 2011; Alumni 2264; Rate 12.1%

Chapter Event Participants
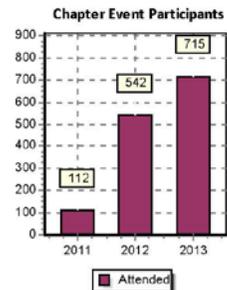
Year 2013; Alumni 10631; Rate 6.7%
Year 2012; Alumni 8983; Rate 6%
Year 2011; Alumni 8552; Rate 1.3%

Alumni Volunteer Engagement

Year 2013; Alumni 15109; Rate 2%
Year 2012; Alumni 14770; Rate 1.9%
Year 2011; Alumni 14438; Rate 2.3%

Senior Class Giving
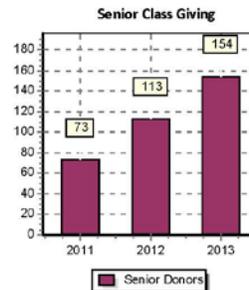
Year 2013; Seniors 335; Rate 46%   Amount: $2,978.45
Year 2012; Seniors 305; Rate 37%   Amount: $4,280.20
Year 2011; Seniors 390; Rate 18.7%   Amount: $2,926.00