

2022-2026

# STRATEGIC PLAN

The JMU Alumni Association (JMUA) believes in the motto “Dukes from Day One, Alumni for Life.” Representing more than 150,000 Dukes, the JMUA endeavors to connect and serve all Alumni and to be the primary resource for Alumni engagement with James Madison University. The JMUA also works to champion the achievements of our Alumni, and to build a culture of sustained investment in JMU, its students, and its community through Alumni time, talent, treasure, and testimony. Together, JMU Alumni across the globe give back to the university in various ways with the desire to continue growing the reach, impact, and reputation of our alma mater. The JMUA has developed its strategic priorities with the intent to continue building on our previous successes, as well as to find new ways to connect and better serve our ever-growing membership.

The JMUA is a non-dues based organization, that operates in a unique interdependent model, where its work and resources as a non-profit organization come from a network of Alumni volunteers that works collaboratively with the university’s Office of Alumni Relations (OAR).

## Mission

To cultivate sustained engagement and investment in James Madison University.

## Vision

To be the leading connector and primary resource to meaningfully engage Alumni and build exceptional relationships with and among students, Alumni, and the university, in order to keep Madison Traditions alive for future generations.

## Priorities

- Dedicating
- Upholding
- Knowledge
- Elevating
- Serving





# BACKGROUND INFORMATION

The **JMUAA Strategic Plan for 2022-26** is broken into key components:

1

## **DUKES Theme**

Using the acronym DUKES, the strategic plan breaks the goals, strategies, and tactics for the next four years, into five thematic groups. This strategic plan is intended to be a flexible, living document, to adapt to the changing priorities of the JMUIAA and JMU, and serve as a foundation for strategic plans going forward. Therefore, just because there are charges and initiatives included in this iteration of the strategic plan, it is not intended for all of these to be done before 2026, and some of these items are continuations of work already being done by the JMUIAA.

2

## **Target/Goals**

Each area of the strategic plan has specific, measurable, relevant, and timely goals the Association hopes to achieve by 2026. Some of the goals and metrics are numbers the committee has developed, but part of the plan is to develop the means to measure things such as engagement and adjust the goals as necessary.

3

## **Directly Responsible Individual**

This is a list of committee(s), JMU employees, or partners who will help directly steward this goal as of the date of drafting. It is anticipated that the committee structure may change, but the plan is intended to be flexible with the needs and priorities of the Association and university.

4

## **Strategies**

These are broad ideas the Association will take to meet the goals stated.

5

## **Tactics**

This is a concrete list of actions the Association will take to support the strategy, while they may be broad at times, they will allow committees leeway in determining how to approach their goals.

6

## **Metrics for Success**

These are the metrics (qualitative and quantitative) that will help the board know if key milestones are being met. As stated above, some of these will need to be set as we work through the plan and adjusted as we determine how to measure success.

# D

## DEDICATING

### **Dedicating our Time, Talent, and Treasure to JMU Alumni, Students and Community**

The JMU Alumni Association is composed of alumni and staff dedicated to supporting James Madison University, its students, Alumni, and surrounding community, as well as to expanding the impact our Alumni have around the world. We are dedicated to empowering and uplifting everyone in the JMU community and making the Madison Experience last well past graduation.

### **TARGET / GOAL**

Increase Alumni engagement to 10% of active Alumni (approximately 150,000 as of November 2021); engagement would include, but is not limited to, contributing to JMU in the form of a donation, engagement with a chapter event, serving on a task force, or some other participation with a JMU-related initiative such as a sporting event, university steering committee, college advisory board, etc.

### **DIRECTLY RESPONSIBLE COMMITTEE**

Alumni Engagement Committee, Strategic Planning Committee, Office of Alumni Relations

### **STRATEGIES**

- Implement targeted social media programming and communication strategy to develop more active engagement with Alumni and increase Alumni philanthropy to the university.
- Engage in consistent and meaningful philanthropic efforts in support of the university as individual Directors and as a Board; support philanthropic efforts of Annual Giving and Advancement.
- Continue to develop and support the Graduates of the Last Decade (GOLD) and encourage engagement by those Alumni with the JMUA and JMU in all aspects.
- Maintain and increase opportunities for the Student Committee within the JMUA.
- Provide career building and networking opportunities that enhance professional opportunities for JMU students and Alumni.
- Mentor, provide opportunities to current JMU students, and empower them to become active Alumni, committed to “opening doors” for the next generations of students and fellow Alumni.
- Increase awareness, accessibility, and funding of scholarships for JMU students.
- Develop a strategy to increase student donors and promote a culture of philanthropy among the current student body.
- Assist in recruiting outstanding, diverse students to the university from across the nation and the world.

## TACTICS:

- ALL YEARS:
  - Promote engagement through JMUAAs social media channels, emphasizing philanthropic opportunities such as Giving Day, as well as signature JMUAAs and local/affinity chapter events.
- Year 1
  - Define what JMUAAs engagement means, set appropriate baseline/metrics, and share.
  - Increase opportunities for Alumni Chapters/Ambassadors/Affinity Groups and help them meet Chapter Handbook requirements for the number of events they are supposed to hold annually.
- Year 2:
  - Focus on students and graduates of the last decade to increase awareness of JMUAAs and opportunities for engagement with JMUAAs/JMU
  - Increase the engagement/opportunities for the Student Committee, mentorship opportunities, and focus on scholarships.
  - For GOLD, increased engagement through all channels
- Year 3:
  - Increase overall Alumni engagement for alumni 10+ years out of JMU by focusing on class reunions, continuing learning opportunities, and affinity partnerships/promotions for those groups.
- Year 4:
  - Increase Alumni involvement in the Admissions Recruitment Volunteer (ARV) program and other initiatives to support JMU.

## METRICS FOR SUCCESS

- JMUAAs Engagement
  - Percentage of Alumni giving monetary donation.
  - Percentage participating in chapter/affinity group event.
  - Percentage participating in a sporting event or university event.
  - Percentage serving on a task force.
  - Percentage participating in Reunion/Homecoming.
- Graduates of the Last Decade (GOLD)
  - Percentage of graduates of the last decade, who participated as defined by JMUAAs Engagement definition.
  - Increase engagement by X% (X of X number of Alumni) with a focus on career building and network.
- Alumni Chapters/Ambassadors/Affinity
  - Depending on the size of the group, ensure compliance with Chapter Handbook requirements for number of events and, depending on the size of the chapter, increase quality event offerings (use post-event surveys when possible) by at least 1 per year.
- Alumni 10-25+ years out of JMU
  - Increase class reunions participation by a to be determined amount
- Work with Admissions to determine current involvement in ARV program by Board members and Chapter Leadership, and all Alumni, and help to increase engagement in the program



# U

## UPHOLDING

### **Upholding our Traditions, Vision and Strategic Priorities**

Upholding the mission, vision, and strategic priorities of the JMUA is imperative in all that the JMUA does, and helps direct our programming, outreach, and engagement of Alumni around the world.

#### **TARGET / GOAL**

75%+ of Alumni who complete the Alumni Scorecard report that the JMUA upholds our traditions, vision, and strategic priorities through our programming.

#### **DIRECTLY RESPONSIBLE COMMITTEE**

DEI Committee, Strategic Planning

#### **STRATEGIES**

- Create and sustain awareness of the JMUA, its mission, vision, benefits, and value to the JMU community through programming and social media.
- Engage in focused development of JMUA Board Directors to be better advocates for the JMUA and university.
- Continue to develop and promote “Madison Tradition” programming.
- Support, strengthen, and develop new Alumni chapters and ambassadors.
- Recruit, support and sustain JMUA volunteers that reflect our diverse Alumni community and uphold the mission, vision, and strategic priorities of the JMUA.
- Build and maintain JMUA focused diversity, equity, and inclusion initiatives.
- Increase awareness, accessibility and funding of scholarships for JMU students to allow all students an opportunity to have a complete Madison Experience

## **TACTICS:**

- ALL YEARS:
  - Continued focus on the growth of DEI initiatives.
- Year 1
  - Develop strategy for capturing Alumni who are interested in JMUAAs volunteer opportunities and tapping them for roles in the JMUAAs or directing them to other Alumni groups on campus.
- Year 2:
  - Develop Alumni Scorecard that can be distributed to Alumni on an annual basis to measure our success in upholding the mission, vision, and strategic priorities.
- Year 3:
  - Create a board development program that can be used continually by the Board to continue growth of director relationships, leadership, and knowledge.
- Year 4:
  - Focus on supporting and further development of the “Madison Tradition” programming.

## **METRICS FOR SUCCESS**

- Creation of Alumni Scorecard.
- List of ongoing Board development opportunities, including those focused on DEI, university mission, vision and values, and JMUAAs mission, vision, and strategic priorities.
- Key milestones for Board development (Board meeting speakers, JMUAAs administration updates etc.).
- Number of volunteer opportunities, including potential Board nominations/ chapter leadership.
- Chapter strength measured by events, engagement of Alumni, scholarship opportunities, and alumni involved in leadership.



# K

## (BUILDING) KNOWLEDGE

### **Keeping our alumni informed of JMUA and JMU events and initiatives and building the JMUA's knowledge of alumni needs.**

"Knowledge guides our way" are words JMU Alumni sing proudly in our alma mater, and the JMUA strives to continue to build Alumni knowledge as well as its own institutional knowledge about how to best serve JMU and its community

### **TARGET / GOAL**

- 50% of JMU Alumni who answer the Alumni Scorecard are knowledgeable of upcoming Alumni events and initiatives
- Maintain affinity partner revenues and utilization by Alumni by ensuring Alumni are aware of partner benefits available, and increase revenue from those contracts by 15% of 2022 total income from such contracts to sustain operating expenditures supporting initiatives and community building.

### **DIRECTLY RESPONSIBLE COMMITTEE**

Student Involvement, Alumni Engagement, Finance

### **STRATEGIES**

- Serve as a valuable pool of Alumni talent and support for campus departments and school/college Alumni councils and boards.
- Collaborate with other Alumni boards and councils across campus to encourage investment in and support of the mission of James Madison University.
- Develop strategic partnerships with key stakeholders across campus to enhance our reach and engagement with prospective students, current students and Alumni.
- Identify and engage with affinity partners to provide meaningful services to Alumni and further the mission of the JMUA.
- Increase awareness of JMUA actions to increase diversity, equity, and inclusion efforts within the Association and encourage Alumni engagement with those efforts.
- Maintain methods to inform Alumni of JMU news, events, and accolades, and educate them on meaningful ways to engage with the university.
- Recognize and support Alumni-owned businesses across the country.



## **TACTICS:**

- ALL YEARS:
  - Continued focus on the growth of DEI initiatives and supporting those of the university the JMUA A agrees to support.
- Year 1
  - Analyze current contracts/ budget needs and connect with potential new affinity and business partners. Begin negotiations for affinity partnerships and continue development of Alumni-owned business partnerships.
- Year 2:
  - Focus on development of sustained social media programming/strategies to share JMUA A/JMU stories through JMUA A channels.
- Year 3:
  - Focus on development of key relationships with campus stakeholders and other Alumni groups across campus to build a network of Alumni knowledge and support as well as create a pipeline for Alumni talent to engage across campus.
- Year 4:
  - Focus on supporting efforts of university communications and engagement by determining best methods for that information to be promoted by the JMUA A.

## **METRICS FOR SUCCESS**

- Development of affinity partnerships that are meaningful and beneficial to the JMUA A and Alumni.
- Total funds received via affinity partnerships.
- Maintenance of JMU boards and councils database.
- Maintenance of Alumni-owned business database and continued growth and engagement by businesses.
- Utilization and continued growth of participation in alumni responses to the Alumni Scorecard once created.



# E

## ELEVATING

### Elevating Alumni

JMU Alumni make a tremendous impact on their communities and the world every day, and the JMUAA endeavors to celebrate their achievements while embracing their diverse backgrounds and amplifying the voices of our Alumni.

### TARGET / GOAL

Increase, year-over-year, the number of press mentions, social media impressions, and Alumni highlight stories via such channels to include, but are not limited to, Madison Magazine, JMUAA social media channels, email click-throughs, etc. Increase the impact of the JMUAA and elevate the JMUAA brand among Alumni, students, and the university.

### DIRECTLY RESPONSIBLE COMMITTEE

Student Investment, Alumni Engagement

### STRATEGIES

- Recognize and celebrate the personal and professional successes of JMU Alumni, faculty, staff and students through our awards program and other JMUAA resources.
- Provide opportunities and resources for Alumni to engage their passion for JMU, serving as advocates and ambassadors in their communities.
- Serve as a critical partner in the university's philanthropic efforts, raising awareness and encouraging investment across the Alumni base to help elevate the university nationwide.
- Create greater awareness and encourage support of Alumni-owned businesses across the country.
- Create awareness with prospective students of how JMU differentiates itself as an institution of higher learning.
- Develop partnerships with key campus stakeholders and Alumni to support Alumni career development and current student job searching and networking.

## **TACTICS:**

- ALL YEARS:
  - Continued focus on the growth of DEI initiatives.
- Year 1
  - Work with OAR to revamp Alumni Award programming and selection process.
- Year 2:
  - Focus on potential partnerships to increase student recruitment and promotion of JMUAAs/ JMUAAs Student Committee to current JMU students.
- Year 3:
  - Focus on growing/revamping Madison Network programming to support Alumni and current student career/internship opportunities.
- Year 4:
  - Focus on regular spotlights on Alumni achievements through all JMUAAs channels and soliciting such stories from all Alumni.

## **METRICS FOR SUCCESS**

- Sustainment/expansion of JMU Small business database
  - Number of Alumni-owned businesses listed
  - Interactions with the JMUAAs via various channels
- Annual distribution of Alumni Awards
  - Increased awareness and attendance of the Alumni Awards event
- Board Nominations metrics
  - Number of nominations (and tracking how these progress through process)
  - Increased variety in geography, age, career, diversity of nominees
- Engagement with social media posts and other communication efforts
- Growth and engagement with networking/career programming
  - Alumni postings in Handshake in the career center



# S

## SERVING

### **Serving all Dukes**

The purpose of the JMUA is to serve and empower all Dukes to create meaningful connections and opportunities to share their time, talent, treasure and testimony in order to advocate, serve, and contribute to James Madison University and the JMUA.

### **TARGET / GOAL**

Increase representation of underrepresented groups on the JMUA Board of Directors and in JMUA Chapter Leadership to reflect the Alumni population at large, and increase participation of all Alumni in JMU-related events.

### **DIRECTLY RESPONSIBLE COMMITTEE**

DEI Committee, Nominations Committee, Alumni Engagement Committee

### **STRATEGIES**

- Communicate and build community across generations with emphasis on digital and innovative tools.
- Increase value for our Alumni by gearing engagement programs to reflect their diverse needs to include a variety of networking, social, family, and spirit events.
- Engage with existing, informal JMU social networks and facilitate their re-connection with the university.
- Identify, develop and implement programs and events to serve the professional development and lifelong learning goals of JMU Alumni.
- Support and enable our chapters with the tools they need to successfully engage our Alumni.
- Support Alumni communities and encourage volunteer opportunities through JMUA and Chapter events such as the Big Event.

## **TACTICS:**

- ALL YEARS:
  - Continued focus on the growth of DEI initiatives and supporting those of the university that the JMUAA agrees to support.
- Year 1
  - Being a leader within the university of Diversity, Equity, and Inclusion initiatives through our processes and procedures and continuing work on board development related to the questions posed in the JMUAA Position Statement.
- Year 2:
  - Focus on the continued support and development of affinity chapters supporting underrepresented groups such as the Black Alumni Chapter and Lavender Chapter.
- Year 3:
  - Focus on supporting chapters to develop unique programming to serve all Alumni in their region/affinity group.
- Year 4:
  - Partner with key stakeholders on campus for development of lifelong learning opportunities for Alumni.

## **METRICS FOR SUCCESS**

- Number of lifelong learning opportunities available and participation.
- Number and percentage of Alumni participating with affinity chapters.
- Number of participants at regional/affinity chapter events.
- Number of nominations for JMUAA Social Justice Award.
- Percentage of diverse/underrepresented Alumni who are engaged.

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**JMU ALUMNI  
ASSOCIATION**