



UNIVERSITY of
SOUTH FLORIDA
Alumni Association

STRATEGIC PLAN



A
Preeminent Research University
and
AAU member
with campuses across the
Tampa Bay region, the
University of South Florida
is dedicated to empowering students
to maximize their potential
for lifelong success.

USF ALUMNI ASSOCIATION STRATEGIC PLAN 2024 – 2027

Our Mission

The USF Alumni Association enriches the lives of alumni and students through meaningful connections, shared experience, and continued engagement in the life of the university. Embracing our history and traditions, we foster pride, belonging, and community among alumni to ensure a bright future for USF.

Strategic Plan - Priority One

Build and Celebrate Tradition, Culture and Pride

- **Goal 1: Increase Visibility and Awareness of the USF Alumni Association**

- **Objective 1:** Conduct a communications audit to evaluate and optimize USF's communications channel mix so that it can more effectively reach more alumni.

Measurements

- Increase in number of social media followers from 230,000 to 275,000.
- Increase value and participation of alumni utilizing the USFAA website's "self-service" preference/information center.

- **Objective 2:** Establish key messaging and curated visual imagery that tells the story of the USF alumni experience and launch a marketing campaign to promote the USFAA to alumni, students and the USF community.

Measurements

- Increase connection to USFAA from 28% to 40% as measured by the Alumni Attitude Study.
- Conduct an annual alumni relations presentation/discussion with each USF college dean.

- **Objective 3:** Enhance the USFAA brand within the alumni engagement profession.

Measurements

- Participate as alumni relations thought leaders in five forums annually.

- **Goal 2: Champion the Interest of USF: Promote, Protect, and Preserve**

- **Objective 1:** Collaborate with USF Government Relations to establish and grow a network of alumni advocates who support, articulate and amplify USF interests.

Measurements

- Increase number of Digital Bulls by 10% annually.
- Increase number of Bulls Advocates by 10% annually.

- **Objective 2:** Collaborate with admissions to create visibility and interest in USF amongst prospective students and their families.

Measurements

- Growth of admissions in targeted segments through work of USFAA volunteers. Establish baseline for groups and track improved performance annually.
- In conjunction with USF admissions, create and implement a program that recognizes and honors legacy students.

- **Goal 3: Collaborate with Athletics to Facilitate Compelling Experiences at USF Athletics Programs**

- **Objective 1:** Leverage the opening of the new on-campus stadium to create new traditions and game experiences for alumni at on-campus games.

Measurements

- Create and implement a plan addressing the on-campus game day alumni experience.
- New tradition(s) established and launched at the stadium opening.

- **Objective 2:** Work with Athletics to identify, build, and promote alumni activities around key athletic games and initiatives.

Measurements

- Increase participation at out-of-town alumni pregame tailgate events by 10% annually.
- Promotion of key USF athletics initiatives through USFAA communication channels at least quarterly.
- Increase the number of participants at chapter/society watch parties for USF athletics events by 15% annually.

Strategic Plan - Priority Two

Evolve and Enhance the Relevance of the USF Alumni Association with Key Stakeholder Audiences

- **Goal 1: Engage Alumni and Students through Purposeful Activities and Meaningful Involvement Opportunities**

- **Objective 1:** Identify key alumni lifecycle stages and develop targeted programs for each stage.

Measurements

- Increase the percentage of “engaged” (excluding “somewhat engaged”) alumni over 55 from 34% to 45% as measured by the Alumni Attitude Study.
- Decrease the percentage of young alumni who indicate they are “not engaged” from 60% to 45% as measured by the Alumni Attitude Study.

- **Objective 2:** Leverage alumni expertise and resources to create opportunities for personal and professional connections, including those outside the Tampa Bay area.

Measurements

- Increase the number of one-on-one meetings with USFAA Groups personnel and alumni. Baseline to be established and goal to be determined.
- Increase the percentage of alumni who indicate that “programs are relevant to them” from 27% to 40% as measured by the Alumni Attitude Study.

- **Objective 3:** Increase the number and diversity of alumni and students who participate in USFAA activities.

Measurements

- Increase the number of events that include both alumni and students by 15% annually.
- Decrease the percentage of young alumni who indicate they are “not engaged” from 60% to 45% as measured by the Alumni Attitude Study.

Strategic Plan - Priority Two

- **Objective 4:** Elevate the role of the Student Alumni Association and USF Link mentorship platform in providing opportunities for students and alumni to connect.

Measurements

- Track attendance at all events for USFAA-led student organizations. Increase attendance by 10% annually.
- Focus on awareness for USF Link through targeted web stories and testimonials, including from the USF president's office.
- Increase the number of USF Link presentations to student groups by 20% annually.
- Grow the number of active student/alumni combinations in USF Link by 30% annually.

- **Goal 2: Amplify Alumni Engagement Opportunities Throughout the USF Community**
- **Objective 1:** Aggregate and promote opportunities for alumni connection and participation.
See "Measurements" below
- **Objective 2:** Develop and maintain a list of alumni speakers and their area(s) of expertise.
See "Measurements" below
- **Objective 3:** Develop, maintain, and promote a database that connects alumni to volunteer opportunities available through USFAA.

Measurements

- Conduct assessment of volunteer opportunities across USF and develop and implement webpage(s) highlighting and soliciting registration for volunteer opportunities.
- Work with all three USF campuses to develop a list of speakers and topics and establish a data repository where alumni can access this information.

Strategic Plan - Priority Three

Drive Inclusive Excellence and Sense of Belonging

- **Goal 1: Create Opportunities for Alumni to Share their USF Experiences and Perspectives**

- **Objective 1:** Solicit feedback from alumni and students and incorporate it into key decisions.

Measurements

- Conduct an alumni attitude survey every three years. Determine 10 key baseline measurements and look for improvement in every survey cycle.
- Evaluate the implementation of the oral history storybook (through PCI). Implement, if appropriate.

- **Objective 2:** Highlight and promote the stories and success of alumni from diverse backgrounds and experiences.

Measurements

- Produce 4-6 alumni stories per year for the website or USF.

- **Objective 3:** Expand interpersonal connections through meaningful interactions between alumni and USFAA staff.

Measurements

- Track one-on-one meetings with alumni and increase the number of meetings by 10% annually.

- **Goal 2: Be Reflective of the Alumni Population in our Programming and Leadership**

- **Objective 1:** Continue to create a welcoming atmosphere and suite of programs that generate participation that reflects USF's alumni and student populations.

Measurements

- Measurement of types of USFAA events, ensuring there are events with varied purposes that provide relevant and meaningful engagement opportunities.
- Increase the number of alumni survey respondents who indicate that USFAA activities feel “welcoming” from 80% to 90%, as measured by the Alumni Attitude Study.

Strategic Plan - Priority Three

- **Objective 2:** Continue to develop a representative volunteer leadership structure.

Measurements

- The Demographics of the USFAA Board of Directors should reflect the student and alumni populations, in terms of race/ethnicity, gender and age. Reported annually.

- **Goal 3: Support the Growth and Relevance of Alumni Societies**

- **Objective 1:** Increase participation in cultural and interest-based alumni society programs.

Measurements

- Increase attendee participation by 10% annually.
- Increase the number of cultural and interest-based society volunteer leaders by 10% annually.

Strategic Plan - Priority Four

Ensure the Health of the USF Alumni Association

- **Goal 1: Develop and Utilize Engagement Metrics to Drive Decision-Making**

- **Objective 1:** Identify a set of alumni engagement performance metrics and evaluation criteria. See “Measurements” below
- **Objective 2:** Create an alumni performance dashboard to monitor USFAA metrics that help inform the selection of future activities. See “Measurements” below
- **Objective 3:** Incorporate alumni engagement metrics, survey responses and focus group feedback to inform and refine USFAA strategies.

Measurements

- Implement metrics in accordance with CASE alumni engagement standards (*Volunteer, Experiential, Communications and Philanthropic*).
- Identify data fields and capture all event participation within the CRM.
- Create and implement a key metrics dashboard.

- **Goal 2: Continue Financial Stability and Growth**

- **Objective 1:** Increase the number of USFAA Life Members.

Measurements

- Grow life membership by 600 in year one, 700 in year two and 800 in year three.

- **Objective 2:** Pursue new revenue streams for the USFAA.

Measurements

- Raise \$750,000 in charitable contributions annually.

- **Objective 3:** Continue to reach annual financial performance goals.

Measurements

- Receive an unmodified (clean) opinion annually from a third-party auditor.
- Annual timely and uncontested filing of IRS forms 990 and 990T.
- Timely reporting of DSO financial statements with the university.
- Achieve operating mid-year forecasted budget net income/loss.
- Maintain minimum financial reserve balance of \$832,000.

- **Goal 3: Cultivate Active, Engaged, and Accountable Volunteers**

Potential Objectives:

- **Objective 1:** Expand and diversify the number, type, and duration of volunteer opportunities available to alumni and students.

Measurements

- Audit current volunteer opportunities to identify the overall number, type, duration, time commitment, scope, responsibility and required skills.

- **Objective 2:** Establish a volunteer pipeline that effectively recruits, trains, prepares and transitions USF alumni volunteers.

Measurements

- Create job descriptions for key volunteer opportunities.
- Evaluate and implement volunteer expectations and accountability mechanisms.
- Create and implement mechanisms for performance evaluation and feedback for key volunteer positions.

- **Objective 3:** Create success criteria and evaluation rubrics for key volunteer roles.

Measurements

- Create job descriptions for key volunteer opportunities.
- Evaluate and implement volunteer expectations and the accountability mechanism.
- Create and implement the mechanism for performance evaluation and feedback for key volunteer positions.

- **Objective 4:** Create a volunteer recognition program to express gratitude for alumni and student service.

Measurements

- Create volunteer recognition program.

UNIVERSITY OF SOUTH FLORIDA
ALUMNI ASSOCIATION

[USFALUMNI.ORG](https://usfalumni.org) | ALUMNI@USF.EDU