

From Here Forward



Strategic Plan

APRIL 2022 – MARCH 2027

alumni**UBC**

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We respectfully acknowledge that the UBC Vancouver Point Grey academic campus is located on the traditional, ancestral, unceded territory of the x^wməθk^wəyəm (Musqueam), and UBC operations in Vancouver more generally are also on the territories of the Sḵw̱x̱wú7mesh (Squamish) and səʔilwətaʔɬ (Tsleil-Waututh). We respectfully acknowledge that the UBC Okanagan academic campus is situated on the traditional, ancestral, unceded territory of the Syilx Okanagan Nation.

We acknowledge that *alumni UBC’s* activities take place on Indigenous lands throughout British Columbia and beyond.



Self-Governed for More than 100 Years

On May 4th, 1917, just one year after the convocation of UBC's first graduating class, the University of British Columbia Alumni Association was established as the independent voice of UBC's alumni. Now known as *alumni UBC*, it was founded by a group of the university's earliest graduates.

More than 100 years on, *alumni UBC* serves a diverse, energetic, and growing global community of more than 385,000 alumni.

Collectively and individually, these alumni are making their mark on our society, economy, and culture. They share a vision for an exceptional UBC and better world, thus amplifying UBC's purpose.

Over the years, alumni engagement at UBC has grown, and in recent years it has undergone a metamorphosis:

- Alumni engagement has been built into the university's strategic plan, including its current one, *Shaping UBC's Next Century* (Strategy 18).
- On July 4, 2005, UBC "received the keys" to Okanagan University College's 105 hectare Kelowna campus, and UBC Okanagan (UBCO) was officially established as a separate entity, with a unique learning environment. On June 6, 2006, UBCO's first class of 470 graduates crossed the stage to receive their degrees. Today, additional alumni programming is offered for UBCO grads, in recognition of their tight-knit community and unique student experience.





- Constituent-based alumni engagement programs were introduced in 2008. Now all Vancouver faculties, as well as Athletics & Recreation and the UBCO campus, have alumni relations professionals. Support is also provided through colleagues residing in Toronto, Hong Kong and Shanghai.
- The university's *start an evolution* campaign (2011-15) was devoted to both fundraising and alumni engagement. Its goals were exceeded with more than \$1.6 billion raised and more than 55,000 alumni engaged in the final year of the campaign.
- The Robert H. Lee Alumni Centre was opened in 2015, providing a home on the Vancouver campus for UBC grads. Beyond being a place to socialize and remain connected to the university's cultural and intellectual riches, it's an iconic representation of the important role alumni play in the life of the university and the wider world.
- *Connecting Forward*, *alumni UBC's* strategic plan from 2017 to 2022, had the strategic imperative to broadly engage 50 per cent of alumni, while also doubling the number of alumni more deeply engaged. In the midst of the plan, like the rest of the world, *alumni UBC* was challenged by the COVID-19 global pandemic. Nevertheless, more than 177,000 (or 47 per cent) of alumni were broadly engaged, and more than 32,000 were deeply engaged. Here are some of the key achievements:
 - TREK magazine and TREK online were revitalized, resulting in annual online visits more than doubling to 125,000 (2019-22).
 - The *A Project* was created at UBC Okanagan to support micro-volunteering initiatives and has since become an entrenched program on both campuses (2019).



- The *alumni UBC* Student Alumni Council was launched on the Vancouver campus, aiming to connect students and alumni and foster campus pride (2020-21).
- The *alumni UBC* Career Development Program grew, with more than 25,000 alumni participating in programming (2021).
- Annual Volunteer Recognition Receptions were launched as part of National Volunteer Week, with accompanying social media campaigns (2017).
- The UBC Okanagan campus hosted its inaugural Homecoming, with more than 1,200 guests participating in programs intended to cultivate campus pride (2018).
- The *alumni UBC* app was launched to provide alumni easy access to their *alumni UBC* benefits – including special deals, and online journals – as well as to TREK magazine, webinars, and podcasts (2020).
- Event programming and global leadership volunteer engagement were moved online, allowing for greater global alumni participation (2020-22).
- The *UBC Okanagan Outlook 2040* plan gave UBCO alumni an exciting 20-year strategy to rally around (2019).





Looking to the Future

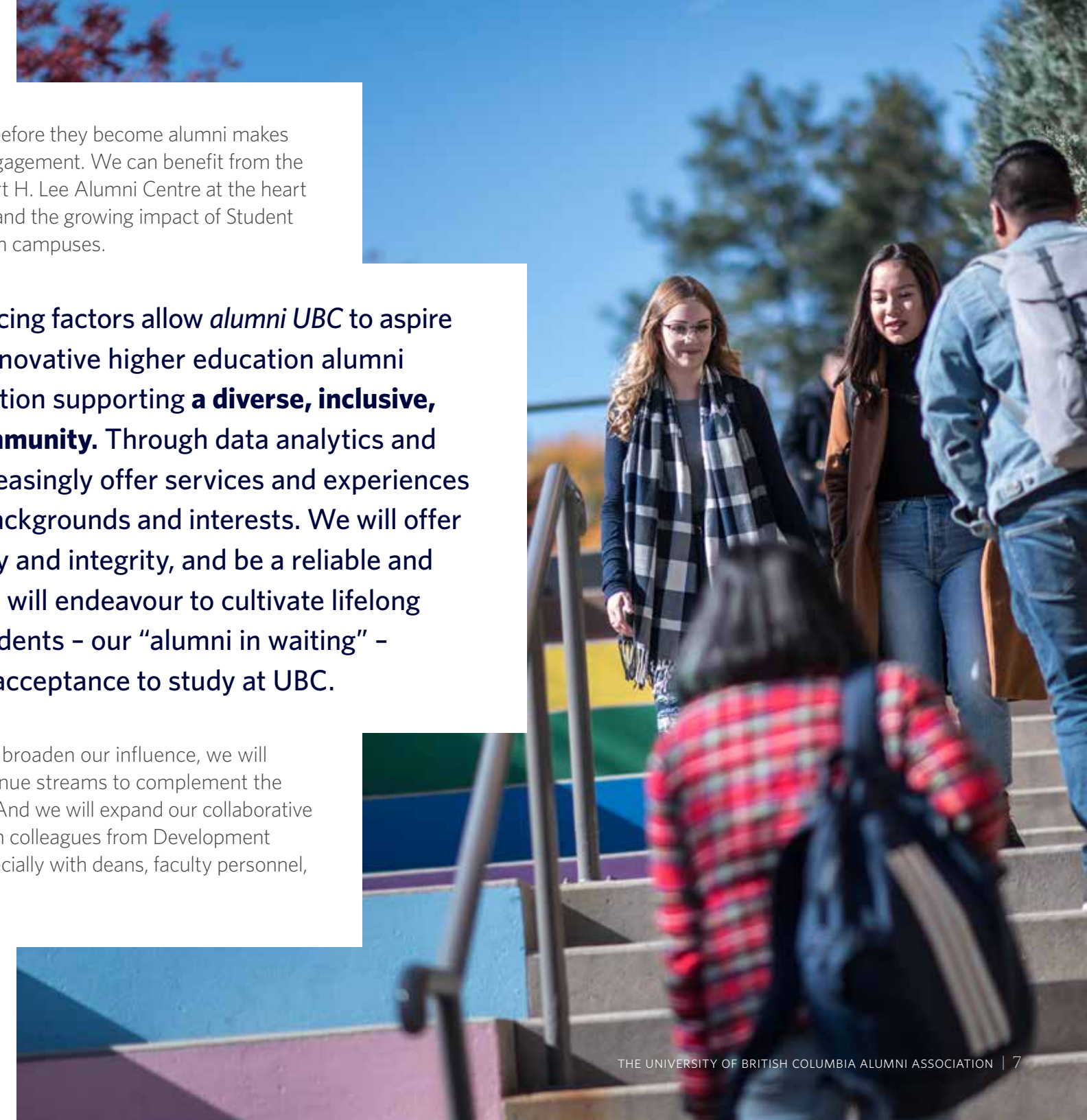
While *alumni UBC's* recent achievements are significant and impressive, and have extended its reputation as a leading and innovative higher education alumni engagement organization, there are nonetheless opportunities to do more. Programming could be more global in nature and capitalize on the recent adoption of virtual technology, and greater customization of our offerings is possible. There are many opportunities for future success:

- Societal values have changed and so has *alumni UBC's* constituency. For instance, alumni are increasingly diverse, and the average age is getting younger; half of them will be under 40 by 2025. *alumni UBC* must demonstrate leadership in Equity, Diversity and Inclusion (EDI) by respecting and acknowledging all generations, geographies, cultures, and orientations.
- Advancing technology is enabling higher-quality online experiences. This means that geography is no longer a barrier to alumni engagement, and we have an opportunity to engage our international and exchange students – whether they return home or remain in Canada after they graduate.
- Universities are perceived by most to be among the few remaining trusted institutions in society. By communicating the strengths of UBC as a top-ranked research university that leads the way in climate action and global impact, with a deep commitment to Indigenous reconciliation and a more inclusive and equitable future for all, we can better involve alumni in supporting its vision.

- Connecting with students before they become alumni makes it easier to build lifetime engagement. We can benefit from the now well-established Robert H. Lee Alumni Centre at the heart of the Vancouver campus, and the growing impact of Student Leadership Councils on both campuses.

The preceding influencing factors allow *alumni UBC* to aspire to be a leading and innovative higher education alumni engagement organization supporting **a diverse, inclusive, and proud global community**. Through data analytics and outreach, we will increasingly offer services and experiences based on individual backgrounds and interests. We will offer them with consistency and integrity, and be a reliable and trusted voice. And we will endeavour to cultivate lifelong relationships with students – our “alumni in waiting” – from the day of their acceptance to study at UBC.

To maximize our success and broaden our influence, we will continue to grow reliable revenue streams to complement the university's financial support. And we will expand our collaborative and effective partnerships with colleagues from Development and across the university, especially with deans, faculty personnel, and the UBC executive.



The Next Five Years

alumni UBC's strategic plan is coming to life against the backdrop of FORWARD, the campaign for UBC – the most ambitious fundraising and alumni engagement campaign in the university's history. It aims to double the number of engaged alumni and reach five million interactions, while raising \$3 billion to secure UBC's place as a changemaker in three key areas:



**Advancing
Healthy Lives**



**Creating Solutions
for the Planet**



**Shaping
Thriving Societies**

UBC will meet the future with urgency and optimism, and since UBC's future is in collective action, alumni will be a cornerstone of the campaign for UBC by amplifying the university's impact.

The relationship alumni have with UBC also serves *their* needs. They gain from *alumni UBC* programming, services, and benefits, and they can feel proud to be part of a global community that is creating positive change, and associated with an institution that stands for integrity, truth, and fairness.

alumni UBC's strategic plan has been developed to maximize the mutual benefits of alumni engagement for the university and its graduates.

Vision

An inclusive and globally engaged alumni community for an exceptional UBC and better world.

Purpose

To reach, inspire, and engage alumni through experiences for lifelong enrichment and relationships, and enable them to advance UBC's pursuit of excellence.



Core Values

Our core values are an extension of the Development and Alumni Engagement portfolio's values and those of UBC. The following three are vital to our success.

Collaboration

We come from different walks of life and work in different faculties based on two campuses. When we combine our diverse voices and views, we have more knowledge and information to share, which in turn amplifies our success.

The power of collaboration also extends beyond staff. We exist to serve our alumni. When they work with us to co-create engagement experiences, we can better serve them, and they can feel more strongly connected to us.

Agility

As a part of UBC, *alumni UBC* is committed to being a trustworthy voice in a world that is fraught with skepticism and mistrust. This will emphasize the importance of UBC's place in the world, especially when we act as newsmakers, not news followers.

It necessitates nimbleness, at the speed of now, in responding to issues of the day.

Inclusiveness

Everyone is different. Respect for all points of view helps create more inclusivity, but that's only the start. Respect can glue together diverse perspectives and experiences, but respect alone does not bring about change – which is our goal.

As thought leaders and innovators in Equity, Diversity and Inclusion (EDI), we will exemplify inclusiveness through policy and action.

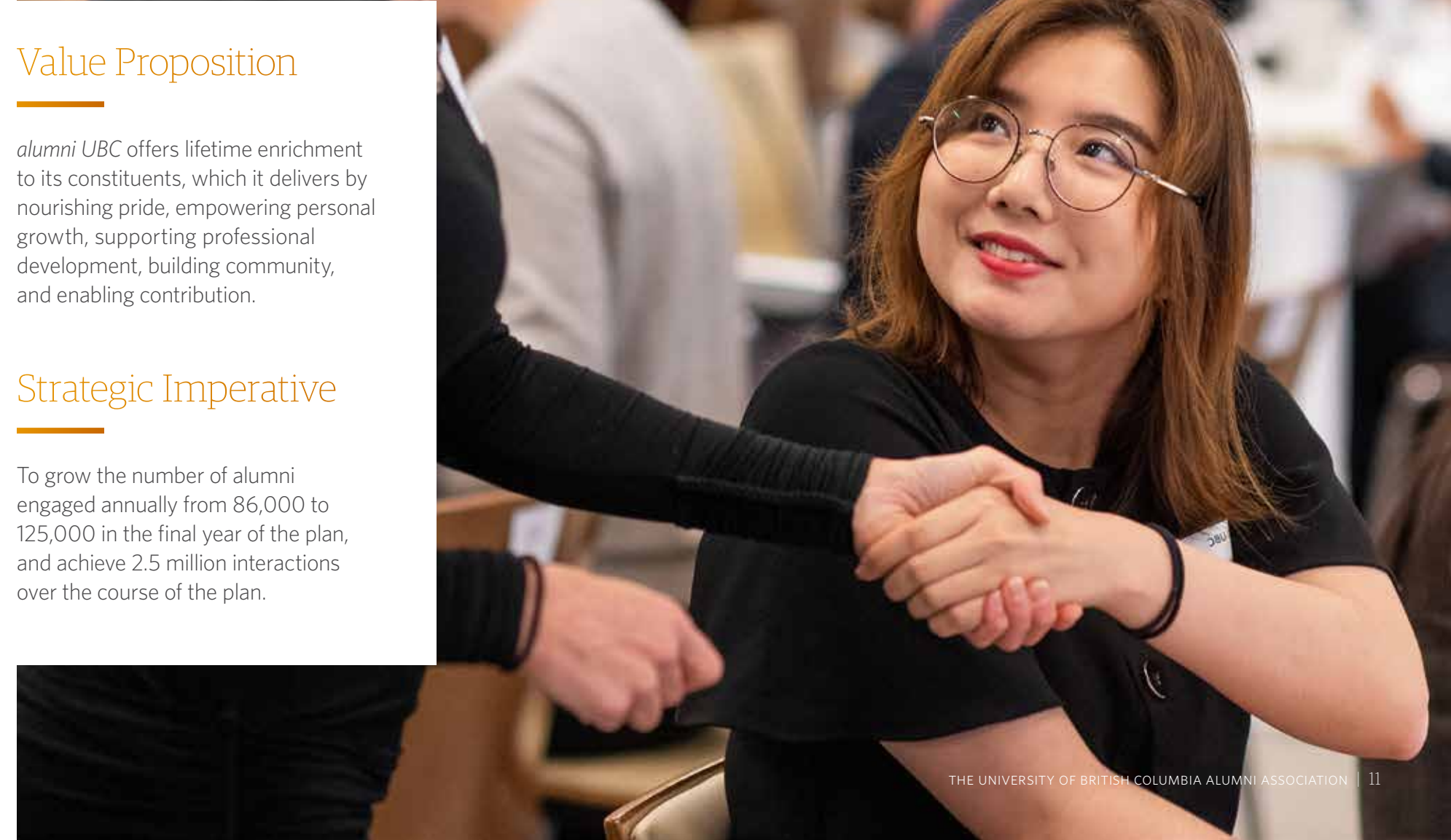


Value Proposition

alumni UBC offers lifetime enrichment to its constituents, which it delivers by nourishing pride, empowering personal growth, supporting professional development, building community, and enabling contribution.

Strategic Imperative

To grow the number of alumni engaged annually from 86,000 to 125,000 in the final year of the plan, and achieve 2.5 million interactions over the course of the plan.



GOAL 1

Alumni Engagement

Strategies

Contribution

This category captures philanthropy and volunteering – from alumni making financial donations to the many ways they can give back with their time, including taking on classroom support; serving as university advisors on committees or boards; mentoring and hiring students; volunteering in the communities where they live; and assisting with student admissions.

Why it matters

- UBC benefits from alumni expertise and success.
- Alumni benefit from feeling they are part of an institution inspiring people, actions, and ideas for a better world.

Sharing

Simply put, this relates to sharing content about the campaign areas of focus. It includes social media activity (posting, sharing, liking, and commenting), as well as sharing online magazine and programming content.

Why it matters

- UBC benefits from alumni influence at home and around the world.
- Alumni benefit by being part of an institution that stands for integrity, innovation, truth, and fairness.

Experiential

This covers both live and virtual event attendance, as well as meetings and other interactions such as course attendance. It includes knowledge exchange programs, career services, reunions, graduation receptions, the *alumni UBC* Travel Club, the Online Book Club, mentoring, and marquee events such as the annual *alumni UBC* Achievement Awards.

Why it matters

- UBC benefits from cultivating greater mindshare and influence among alumni.
- Alumni benefit through personal development and enrichment.

Media

With the ever-increasing use of digital communications, the consumption of media from UBC sources represents the largest form of alumni engagement and continues to grow. It extends across many channels, ranging from podcast listens and video views, to article browsing and social media engagement. As well as covering UBC matters, content also reflects the global alumni community.

Why it matters

- UBC benefits by cultivating a committed audience with ever-deepening knowledge of UBC's efforts to advance healthy lives, a healthy planet, and healthy societies.
- Alumni benefit by expanding their knowledge and feeling proud to be part of an accomplished global community committed to positive change.

Benefits and Transactions

Benefits and transactions through *alumni UBC* represent the second highest category of alumni engagement. There are many ways to participate, including accessing the UBC Library and online journals, downloading the *alumni UBC* app, using the services of *alumni UBC* financial partners (which in turn generates revenue to support alumni programming), or taking advantage of specialized benefits, such as preferential rates on campus venue rentals.

Why it matters

- UBC benefits from increasingly loyal alumni who are rewarded by remaining connected to UBC beyond graduation.
- Alumni benefit from practical benefits that enhance their lives.

GOAL 2

Operational Excellence

Strategies

Amplify UBC's Impact

By taking a proactive and inclusive approach to the promotion of UBC initiatives and programming, we are helping to advance UBC's purpose and campaign goals. We are also reinforcing UBC's reputation as a trusted voice by drawing attention to its comprehensive and independent assessments of issues, and its world-leading research in areas of local and global importance.

Why it matters

- *alumni UBC* is uniquely positioned to provide alumni with access to informative UBC initiatives and programs.
- Our efforts help build pride and stronger connections between alumni and their alma mater.
- In today's world, misinformation makes it challenging to have a reliable source of facts, giving added weight to information coming from UBC.

High Performance Culture

By evolving our work, deepening collaboration, and delivering a consistent and positive post-pandemic work experience, *alumni UBC* will be well positioned to build a dynamic, diverse, and inclusive team environment. We will create collaborative opportunities to achieve our ambitious goals, and we will actively work together to bring to life the tactics to achieve them. We will also strive to cultivate an effective workplace that adds to the enjoyment of the adventure we're on together.

Why it matters

- *alumni UBC* is in alignment with the university's commitment to Equity, Diversity and Inclusion.
- We can more easily attract and retain talent.
- A high-performing team will be more creative and responsive, using more readily available data for insights on decision-making.

Student Engagement

From the time students are accepted to study at UBC, we are building their awareness of *alumni UBC* and identifying opportunities for alumni to engage with them and support their learning. A key initiative is the recruitment of student leaders dedicated to connecting students with alumni and fostering campus pride. We will also endeavour to engage students in the communities where their natural affinities lie, such as faculties, varsity, residences, and student organizations.

Why it matters

- If we can successfully connect with our students, it will increase the probability of them becoming loyal alumni.

Innovation

The alumni relations landscape is ever-evolving, in part due to external factors such as changing demographics and increasing media clutter that make it more challenging to remain on people's radar. Therefore an innovative mindset involving new tools and ideas is necessary, not only for better performance, but also for remaining relevant. The opportunities before us relate in particular to offering more targeted services and experiences based on individual backgrounds and interests.

Why it matters

- *alumni UBC* retains thought leadership and influence in the higher education alumni relations space within Canada and the U.S.
- We can more easily achieve our goals and key performance indicators.

Revenue Development

alumni UBC is uniquely positioned to augment its budget through revenue from outside partners and clients. The main sources are space rentals at Cecil Green Park House and the Robert H. Lee Alumni Centre, our two award-winning event venues on campus; corporate partnerships that provide alumni with excellent benefits on important financial services; and advertising.

Why it matters

- Revenue-generating services offering good value for alumni are integral and expected by many, and it's a great way to engage alumni for the first time.
- Partnership revenue gives us the ability to expand our reach and programming without relying on increased support from the university.

Key Performance Indicators

The realization of the strategic plan will culminate in these priority outcomes among the alumni with whom we engage:

- They feel well served (through our engagement activities).
- They feel part of a diverse, inclusive, and thriving global community.
- They feel proud to be part of UBC.
- They perceive UBC as a trusted voice.
- They amplify UBC's impact (through being more inspired to donate, volunteer, and share stories of the positive things UBC is doing).

The metrics for each will be set and reported as part of *alumni UBC's* annual workplans, and they will be measured through annual alumni surveys.

