



**FOREVER
FEARLESS**

IN THE PURSUIT OF EXCELLENCE
AND IMPACT FOR UNIVERSITY OF
MARYLAND ALUMS EVERYWHERE

THE UNIVERSITY OF MARYLAND ALUMNI ASSOCIATION STRATEGIC PLAN

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ALUMNI ASSOCIATION STRATEGIC PLAN

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DEAR MEMBERS OF THE TERP COMMUNITY,

When we embarked on the strategic planning process for the University of Maryland Alumni Association, our goals were clear: to advance the mission of the university and better connect and serve the diverse and evolving needs of our global network of alums. Tasked with these goals, we set out to create a forward-looking strategic plan to help Terps everywhere stay fearless, forever.

It is with extraordinary pride that we present *Forever Fearless*, a clear road map that acknowledges a heightened necessity for connection, collaboration and new platforms for engagement to drive positive impact in our communities and our world.

Over the last 12 months, our tireless committee members conducted numerous listening sessions with regional and affinity networks across the country, reviewed survey data and analyzed alumni relations benchmarking reports. We heard from key stakeholders on campus, including university leadership, deans, vice presidents and development officers, and consulted with an outside firm. The resulting strategic plan positions the Alumni Association as a partner and resource for Terps to pursue excellence and impact in every stage of life, and serves to further the mission set out in our university's strategic plan, *Fearlessly Forward*, to improve the lives of every person on Earth.

Whether it's finding a stepping stone to advance a career, a referral to do business with a fellow Terp, mentorship across disciplines, a new social connection, the chance to discover travel and new learning experiences or an opportunity to partner with others to make an impact in local communities and the entire world, we want our alums to think first of their Alumni Association.

GO TERPS!

AMY EICHHORST

Associate Vice President of
Alumni and Donor Relations;
Executive Director, Alumni
Association

JEFF RIVEST '75

President, Alumni
Association Board
of Governors

BERT WILLIAMS '96

Chair, Strategic Planning
Committee, Alumni
Association Board of
Governors

OUR VISION

We inspire lifelong connections with a global network of Maryland alums.

OUR MISSION

We connect, cultivate and channel the power of alums to enrich their own lives, advance the university and impact the greater good.

OUR VALUES

► MEANINGFUL CONNECTION

We establish meaningful engagement opportunities to connect students, alums and our university through curated programming aimed at advancing the lives of Terps everywhere.

► COLLABORATION FOR GOOD

We foster collaboration across all campus units and leverage the collective power of our alums to positively impact each other's lives and advance the public good.

► DIVERSITY, EQUITY AND INCLUSION

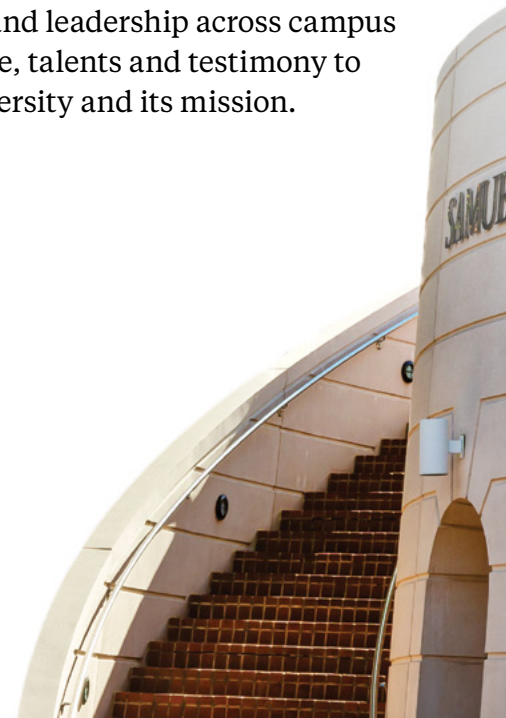
Diversity is integral to our excellence. We strive to be an organization where every staff member and engaged member of our community feels a sense of belonging. As representatives of the state's flagship university, we will be leaders in diversity, equity and inclusion initiatives.

► INNOVATION

As a leading institution for innovation, entrepreneurship and creativity, we will introduce innovative programming and increase accessibility to unique resources across the globe to better connect and serve our constituents.

► LEADERSHIP

Driven by our values, we provide leadership for a universitywide alumni relations strategy united around a common purpose: to strengthen the Terp community. We activate alums and leadership across campus to give their time, talents and testimony to elevate the university and its mission.



OUR PRIORITIES



**EMPOWER TERPS
TO LIVE A LIFE
OF MEANING
AND IMPACT**



**EDUCATE AND
ACTIVATE ALUMS
TO SERVE OUR
COMMUNITIES AND
SOLVE THE GRAND
CHALLENGES OF
OUR TIME**



**ENGAGE EVERY
STUDENT FROM
DAY ONE**



**FOSTER
TERRAPIN
PRIDE**

EL RIGGS IV ALUMNI CENTER

Empower Terps to live a life of meaning and impact

Help Terps connect their passion with purpose. Fuel personal and professional growth through meaningful experiences and unique opportunities to find and deepen relationships.



GOAL 1

Provide meaningful experiences for personal growth.

- ▶ Promote lifelong learning through access to contemporary academic, social and professional programs.
- ▶ Build a culture of volunteerism through training, recognition and engagement opportunities.
- ▶ Establish new partnerships to expand and improve resources and educational opportunities for alums.

GOAL 2

Provide alums with opportunities to advance in their careers and entrepreneurial pursuits.

- ▶ Create exclusive networking environments where Terps can support other Terps.
- ▶ Offer resources to start, advance or pivot careers and entrepreneurial endeavors.
- ▶ Facilitate virtual programs, expanding access to more alums globally.

GOAL 3

Provide community and connections across a multigenerational Terp network worldwide.

- ▶ Strengthen the power of the 405,000-alum network by building communities of alums, donors, parents and students across the globe.
- ▶ Further develop our robust networking program for alum-to-alum and student-to-alum career, industry, corporate and personal connections.
- ▶ Leverage digital strategies to increase the scope, scale and frequency of engagement with Terps everywhere.

Educate and activate alums to better serve our communities and solve the grand challenges of our time

Position the Alumni Association as a key connector between our global alums and the University of Maryland's mission of service and impact for good.



GOAL 1

Activate alums to Do Good in their communities.

- ▶ Nurture a culture of philanthropy, volunteerism and advocacy across our global network.
- ▶ Lead regional service activities in our communities and across alumni networks.
- ▶ Build and expand affinity groups around identity-based communities.

GOAL 2

Develop a pipeline of best-in-class volunteers to advance the university.

- ▶ Recruit alums with diverse talents, backgrounds and experiences and augment recognition programs to highlight accomplishments and achievements.
- ▶ Harness the collective influence of our alums to advocate for legislative support for our university.
- ▶ Recruit and cultivate Board of Governors members and network leaders to help shape the future of the Alumni Association.

GOAL 3

Connect Terps with faculty, staff and alum experts to empower an informed and active network of global citizens.

- ▶ Feature faculty and staff research and scholarship in Alumni Association programming.
- ▶ Share new knowledge discovered at our university with our global network of alums.
- ▶ Highlight alums who are working to solve the world's grand challenges.



Engage every student from day one

Foster a culture of loyal and connected alums through initiatives that engage prospective, admitted and current students.

GOAL 1

Support, develop and strengthen the Terp identity to enhance university recruitment efforts, from awareness to enrollment.

- ▶ Facilitate interactions between alums, parents and prospective students to attract the best and brightest students to the University of Maryland and provide a meaningful volunteer opportunity for alums.
- ▶ Connect with admitted students from the day they commit through the orientation process and first days on campus.
- ▶ Engage legacy students and families in campus programs, initiatives and communications to celebrate and build tradition.

GOAL 2

Connect with all 40,000 undergraduate and graduate students.

- ▶ Create and implement an outreach and awareness plan to educate current students about the benefits and available resources for young alums immediately following graduation.
- ▶ Launch events and other programming to connect student groups with alum groups and networks based on their interest and affinity.
- ▶ Establish a culture of lifelong engagement and philanthropy by supporting programming at key moments of student life, from Fall Welcome to Commencement.

GOAL 3

Provide students with the tools they need to find employment and business opportunities following graduation.

- ▶ Enhance partnerships with the University Career Center to connect students with alums across all industries and fields.
- ▶ Expand relationships with business and community partners to create more employment opportunities for graduating students.
- ▶ Increase volunteer engagement to support career placement of students immediately following graduation.



Foster Terrapin pride

Promote and amplify the power of pride to engage and connect Terps everywhere.

GOAL 1

Foster a deep sense of school spirit, history and tradition among alums through storytelling to inspire the highest level of engagement.

- ▶ Serve as tireless champions of our university and programs, to elevate the university's brand with a special emphasis on promoting success stories in research, the arts, multicultural community and student experience.
- ▶ Reflect the university's mission to "Do Good" in our communities and in our world.
- ▶ Develop and execute an integrated marketing and communications strategy to engage directly with alums and share stories of success and impact. Establish strategies to give voice to our global alums to tell their own personal stories.

GOAL 2

Instill pride in our university among our entire student body.

- ▶ Invest in programming and events designed to foster Terrapin pride in all current undergraduate and graduate students, cultivating the pipeline of engaged and connected future alums.
- ▶ Seek platforms to speak directly to students to tout the critical role of all alums and the Alumni Association.
- ▶ Leverage Alumni Association events and programming to include opportunities for students to showcase their achievement and accomplishments.

GOAL 3

Grow alum and student philanthropy to the university.

- ▶ Educate alums and students about the impact and importance of philanthropy to the university.
- ▶ Make joining the Alumni Association a core part of the Terp identity.
- ▶ Increase the number of alums who make an annual gift to the university.

CRITICAL ENABLERS TO BUILD A BEST-IN-CLASS ALUMNI ASSOCIATION

To reach the goals outlined in the strategic plan, the Alumni Association must build on its strong foundation to become a best-in-class organization.

▶ INVEST IN HIGHLY PROFESSIONAL AND MOTIVATED STAFF, BOARD MEMBERS AND VOLUNTEERS.

- Recruit and retain highly engaged board members and volunteers, and develop training and meaningful engagement opportunities for them to advance the goals of the university and the Alumni Association.
- Foster an environment for staff to promote professional development and career path opportunities, and promote a culture that places great significance on their emotional and professional well-being.
- Welcome staff members, board members and volunteers from diverse backgrounds. Embrace all voices, ideas and perspectives to foster a deeper sense of belonging within the organization.

▶ FOSTER HIGHLY COLLABORATIVE PARTNERSHIPS WITH KEY CAMPUS STAKEHOLDERS INCLUDING STUDENT AFFAIRS, MARKETING AND COMMUNICATIONS, UNDERGRADUATE ADMISSIONS, ATHLETICS AND OTHERS.

- Expand collaborative joint programs and events with key campus partners, particularly around marquee events such as Homecoming, Maryland Day, Commencement and Orientation.
- Develop an integrated strategy with the Office of Undergraduate Admissions to recruit and welcome prospective students from across the country.
- Extend member benefits through cross-campus and external partnerships.

▶ LEVERAGE TECHNOLOGY AND DATA TO INFORM AND IMPROVE ORGANIZATION-WIDE DECISION MAKING.

- Find and re-engage alums who have lost their connection with the university.
- Improve data collection to enable the Alumni Association to customize outreach communications and engagement programming based on alums' preferences.
- Track and analyze data and trends from all Alumni Association activities to ensure events and programming support strategic goals and objectives.
- Leverage social media platforms for more opportunities to engage alums and social listening tools to collect useful information that will inform future programming decisions and outreach communications.

▶ ENHANCE REVENUE STREAMS TO REINVEST IN ALUM ENGAGEMENT

- Continue to increase membership in the Alumni Association, which also grows giving participation by alums.
- Expand our portfolio of corporate partners and sponsors, which in turn provides greater benefits to all alums.
- Ensure that the Samuel Riggs IV Alumni Center—the home for alums—is the top event venue of choice for the campus, alums and the community.

FOREVER FEARLESS

It is the promise of the University of Maryland Alumni Association.



We are fearlessly committed to empowering Terps everywhere to pursue excellence, live a life of meaning and enrich the lives of others.

We engage every student from day one and inspire connections between Maryland alums that will benefit them personally and professionally.

We innovate to introduce new programming and expand access to Terp-led resources that will educate and activate alums to better serve our communities.

And we channel the power of Terrapin pride to advance the university and to make a global impact for the greater good, because we know that when we act together, we can be forever fearless. ➤



Three people are posing in front of a brick wall. The woman on the left is wearing a yellow and black checkered scarf and a red sweatshirt with a large white 'M' and 'ALUMNI' text. The man in the center is wearing a baseball cap and a red sweatshirt with a large white 'M' and 'ALUMNI' text. The man on the right is wearing a red sweatshirt with a large white 'M' and 'ALUMNI' text. The background is a brick wall with a list of names printed on it.

THANK YOU

STRATEGIC PLANNING COMMITTEE

Bert D. Williams '96, Chair
Albertina "Tita" Brett '98
James "Jim" Giangrande '90
The Honorable Jazz M. Lewis '11
James "Jim" G. Spencer '90
Susan A. Wood MBA '84
Shayan Zadeh M.S. '02

ALUMNI NETWORKS

Asian Pacific American Alumni Network
Baltimore Terps Alumni Network
Boston Terps Alumni Network
Frederick Terps Alumni Network
Howard County Terps Alumni Network
Jewish Terps Alumni Network
Latinx Terps Alumni Network
Montgomery County Terps Alumni Network
New York Terps Alumni Network
Northern Virginia Terps Alumni Network
Philadelphia Terps Alumni Network
Prince George's County Terps Alumni Network
University of Maryland Black Alumni
Washington D.C. Terps Alumni Network

ALUMNI ASSOCIATION BOARD OF GOVERNORS

Executive Council

Jeffrey "Jeff" A. Rivest '75
James "Jim" G. Spencer '90
Laurie A. De Armond '94
Kirk D. Bell '88
Theodore "Ted" A. Offit '77
Amy F. Eichhorst

Ex Officio Officers

Darryll J. Pines (President)
Matthew M. Hodge (VPUR)

At-Large Members

The Honorable Carlos F. Acosta '85, M.A. '91
Marguerita "Rita" M. Cheng '91, M.S. '93
Marina H. Cooper '03
Patricia "Patty" G. Cousins '87
Jason M. Feinstein '91
Ajay K. Gupta '95, M.S. '98
The Honorable Jazz M. Lewis '11
Catherine "Cate" Luzio '97
Nefretiti N. Nassar '10, M.S. '12
Wilson Wang '03
Bert D. Williams '96
Susan A. Wood '84
Derrin A. Woodhouse '95
Shayan G. Zadeh '02

Advisory Positions

James "Jim" Giangrande '90
Veronica Segovia de Bedon '04

Representatives

Thomas "Tom" P. Mullineaux '68
Matthew "Matt" J. Jones '15
Kevin M. Davis '02, M.A. '07
Brandon S. Cole '01
Jitin "Miki" Ahuja '97
Elizabeth "Betsy" L. Read-Connole '00
Barbara D. Friedlander '85
Eileen T. Sien '95
Sukhneet "Sukhi" Kaur '18
Catalina Mejia Arenas '18
Jameson E. Roth '17
Jessica "Jessie" E. Messier M.P.P. '19

Ex Officio Members

Jordan A. Goodman '73, M.S. '75, Ph.D. '78
Laura E. Chiriaco '08
Charles "Chuck" L. Rosenfield '81
Tamara L. Allard '20
Kislay Parashar '22
Ethan R. Jenkins '22



ALUMNI ASSOCIATION

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