

Reed College Alumni Association

Three-Year Plan 2009 - 2012



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EXECUTIVE SUMMARY

This three-year plan ("Plan") for the Reed College Alumni Association ("Association") describes goals and initiatives that will guide the association's efforts during the period 2009 through 2012. This Plan is proposed for the consideration of the Alumni Association Board of Directors ("Alumni Board") and adoption at the Alumni Board's September 2009 meeting.

The Plan is comprised of six parts. Part I provides relevant background information for the benefit of members of the Alumni Board considering this Plan. Part II provides a discussion of strategic challenges facing the Alumni Board and the Association during the period of this Plan. Part III provides, in light of those challenges, a set of objectives to guide the Alumni Board in its governance of the Association. Part IV discussed initiatives in support of Plan objectives. Part V discusses the structure of the Alumni Board. Finally, Part VI provides a qualitative description of the desired relationship between the Alumni Board, the College, and various other offices and functions.

I. BACKGROUND

PURPOSE OF THE REED COLLEGE ALUMNI ASSOCIATION

Article II of the Constitution of the Alumni Association sets forth the Association's purpose: "The Reed College Alumni Association exists to foster the continuing welfare of both the college and its alumni by promoting mutually beneficial interaction and a sense of community among alumni and between the college and its alumni."

The Association's Constitution thus establishes the mission of the Association. An underlying premise of this mission, reflected in previous versions of this Plan, is that alumni who feel connected to the College and the greater Reed community will more enthusiastically serve the College as volunteers, donors, and ambassadors.

HISTORY OF THE THREE-YEAR PLAN

The Alumni Board adopted its first long range plan in May 1995. The plan included goals that complemented the Association's mission and helped mark progress toward achieving its vision. Specific projects and initiatives were established and prioritized with the intent to further develop the Association into an organization befitting both the alumni themselves and the greater Reed community – the College, its staff, and its students. The Alumni Board periodically reviewed and revised that plan during the 1995 to 1998 time period, and it provided overall direction to the Alumni Board and its committees.

In 1998, the Alumni Board reviewed the plan in light of its accomplishments, changing resources, and new priorities, and ultimately revised and published a long-range plan for the

2000 to 2005 period. Many of the goals set forth in the 2000/2005 long range plan were accomplished.

In 2003, the College's Director of Alumni Relations wrote and delivered to the Executive Committee of the Alumni Board a "Vision and Plan," which outlined a ten-year image for the association. The vision statement from the Vision and Plan stated: "From 2001 through the college's centennial celebration, the Reed College alumni association will emerge as an integral planning partner in helping further the college's mission. Using key principles as a guide, the focus of the alumni association has been on three main areas: alumni programs and services; college support; and information, communication and research." The Vision and Plan document set forth the following principles:

- Communication with alumni is consistent, multi-faceted and consistently reinforces key messages.
- Programming is content rich and continues to reinforce the life of the mind that alumni enjoyed as students.
- Engagement of alumni as volunteers extends the reach of the college.
- Both with the college and with each other, alumni are members of mutually supportive community.
- Alumni represent the outcomes that demonstrate the value of a Reed education and thus should be lauded and celebrated.
- Disciplined, Incremental Growth, Limited Focus.

The Executive Committee commended the "Vision and Plan" to the Alumni Board in June, 2003. With board input, the Executive Committee undertook an effort to rewrite the long range plan to align it with the Alumni Director's "Vision and Plan" and to focus the Alumni Board's attention on three areas: (1) Centennial Planning; (2) Reunions and Alumni College Programming; and (3) Ongoing Alumni Outreach, Communications, and Programs.

II.COMING CHALLENGES

THE COLLEGE CENTENNIAL

The College will celebrate its Centennial anniversary during the period of this Plan. For most of the past decade, planning for the Centennial has been a principal focus of the Alumni Board and the Association. Beginning early in this decade, the Association initiated its Oral History Program ("OHP"). The OHP has proven highly successful, collecting oral histories from virtually all of the surviving alumni from the early decades of the College as well as numerous alumni from later decades. The OHP has also served as a mechanism to connect alumni to the college as interviewees, interviewers, and interested readers of the compiled histories. Building on the

strength of the OHP, the Association has also sponsored an effort to prepare and publish a book based on the oral histories and supplemental historical research, to be published in conjunction with the College centennial. Finally, the Association, through the Centennial Planning Committee of the Alumni Board, has devoted considerable attention over several years to the development of programming for the Centennial celebration itself.

The College and the Alumni Board both recognize the Centennial as an important opportunity to strengthen the Reed community generally, and to strengthen connections between the College and its alumni specifically. Accordingly, a key objective for the Alumni Board during the period of this Plan must be to ensure that the Centennial-related projects of the Alumni Board are timely completed to a standard worthy of the innumerable hours that alumni volunteers have invested in them.

TRANSITION TO THE POST-CENTENNIAL ENVIRONMENT

The pendency of the Centennial has benefited the Alumni Association and the Alumni Board in important ways. Most significantly, Centennial-related projects, most notably the OHP, have inspired hundreds of alumni, swelling the ranks of alumni volunteers to the College. Centennial-related programming has drawn heightened alumni attendance at events both on campus and in the chapters, and the College and Alumni Board have established ambitious goals for attendance at the Centennial reunion. Finally, Centennial planning activities have fully occupied one of the Alumni Board's ~~three~~ operating committees (the Centennial Committee) and during the first portion of the period covered by this Plan will also require significant attention from the Alumni Board's other ~~two~~ operating committee (the Outreach Committee)s.

During the period of this Plan the Centennial will both come and go. In its wake, the Alumni Board will face a considerable challenge to maintain and increase alumni engagement with the College and Association-sponsored activities. The Alumni Board will need to refocus its Committees, find new projects to motivate alumni volunteerism, and identify new types of programming to attract alumni to events both on campus and in the chapters. Accordingly, a second key objective for the Alumni Board during the period of this Plan must be to transition its focus and operations successfully to a post-centennial environment.

ALUMNI GIVING AND THE CENTENNIAL CAMPAIGN

In recent years, the Alumni Board has avoided direct entanglement with the College's fundraising activities. Despite a general belief that alumni involvement in Association activities benefits alumni giving to the College, neither the Alumni Board nor any of its Committees have adopted objectives relating to alumni giving.

On top of its ongoing annual fundraising activities, the College has launched a Centennial campaign with a fundraising target of \$200 million to run during the period of this Plan. The College's Development Office has identified needs to heighten alumni engagement in

development and begun to develop alumni development committees in key cities, unrelated in any way to the Alumni Association.

The College-initiated development of alumni groups outside the oversight and sponsorship of the Alumni Association raises a long-term strategic question for the Alumni Board: should the Alumni Board maintain its historic avoidance of development matters, thereby risking diminished relevance to the college and leadership within the alumni community, or mitigate those risks by departing from recent tradition and seeking ways to constructively support the College's efforts to heighten alumni giving?

III. PLAN OBJECTIVES

Consistent with the purpose of the Alumni Association set forth in the Association's Constitution, and in light of the challenges set forth above, the following high-level objectives will guide the activities of the Board and its Committees during the period of this Plan:

1. Complete the Centennial-related program objectives of the Alumni Board:
 - Prepare and deliver transcribed alumni interviews to the College archives;
 - Publish a book based in substantial part on the work of the OHP in conjunction with the College Centennial Celebration
 - Draw at least 1,5000 alumni to the Centennial Reunion through a combination of attractive programming and heightened marketing:
 - Assist the College in developing appropriate programming for the Centennial Reunion;
 - Assist the College in developing and implementing chapter activities that will heighten interest in the Centennial and promote alumni attendance at the Centennial reunion.
2. Maintain a high level of alumni volunteerism and engagement with the College and with each other in the post-Centennial period:
 - Identify new projects to motivate and inspire alumni to become engaged with the College and the Association;
 - Transition the Alumni Board to new areas of focus appropriate to the post-Centennial environment, implementing those new areas of focus through a revised committee structure;
3. Continue to strengthen the chapter organization through the provision of programming support and assistance with leadership recruitment and development.

IV. PLAN INITIATIVES

Although early versions of this plan detailed Board initiatives with considerable specificity, the practice of the Alumni Board in recent years has been to require the chairs of each Board operating committee to propose objectives for their respective committees consistent with the current Three-Year Plan. Although those committee objectives contemplate a one-year time-period, while this Plan contemplates a three-year period, the current committee objectives form an integral part of this Plan and should be read in conjunction with it.

The proposed objectives of the 2009-10 Committee chairs are attached to this Plan as Attachment A.

V. BOARD STRUCTURE

The Alumni Board consists of: the four-member Executive Committee (President, Vice-president, Secretary, and Immediate Past President), 15 at-large members, four Alumni Trustees, up to two alumni appointed to the board for one-year terms at the discretion of the current president, and one representative from each recognized chapter, including the Foster-Scholz Steering Committee. In addition, it has been the practice of the Alumni Board to welcome attendance and full participation in its meetings and the meetings of its Committees by the staff of the Office of Alumni and Parent Relations, the coordinator of the OHP, the current host of the alumni web conference, and other alumni volunteers with key roles in projects sponsored by the Association.

The Constitution and Bylaws of the Alumni Association prescribe the establishment of the Executive Committee and a Nominations Committee to oversee the recruitment of the Alumni Board's membership and leadership, and permit the president of the Alumni Association to appoint additional committees and designate their members. To effectively coordinate its efforts, harness the talents of its members, promote responsibility and accountability, and develop leadership, recent presidents of the Alumni Board have adopted a five-committee structure, including a Nominations Committee, an Executive Committee, and three operating committees with oversight of Reed Heritage and Centennial Planning, Reunions and Alumni College Planning, and Alumni Outreach and Programs.

During the period of this Plan, with the passing of the College's Centennial anniversary, the Alumni Board's Heritage and Centennial Planning Committee will complete its mission. This Plan therefore envisions that, during the 2009-10 year, the Board will adopt a transitional committee structure, in which the former Heritage and Centennial Planning Committee will be consolidated with the Reunions Committee to form a single Centennial Committee. Thus, during the transitional period, the Board will operate with a four-committee structure, comprising a Nominations Committee, an Executive Committee, an Alumni Outreach and Programs Committee, and a ~~Reunions-Centennial~~ Centennial Committee charged with oversight of the Centennial

Reunion as well as maintenance and development of the reunions program other Centennial-related projects and goals.

Because of the transitory nature of the Centennial Reunion and the pending termination of the various Alumni Board initiatives associated with the Centennial, this Plan recognizes that the Alumni Board needs to devote considerable effort to long-term planning for the post-Centennial period. Accordingly, this Plan envisions that the 2009-10 President of the Association will appoint a special task force to develop and propose (a) a new Committee structure for the Alumni Board of Directors in the post-Centennial environment; (b) appropriate mission statements and major objectives for the newly constituted committees; and (c) any necessary or appropriate amendments to the constitution and bylaws of the Alumni Board, or this Plan, required to effect the transition to the new committee structure. Further, to ensure effective implementation of the required changes, this plan envisions that the 2009-10 Vice-president of the Association will chair the task force, which will also include the 2009-10 Secretary of the Association and such other members of the Alumni Board and alumni community as the President of the Association may designate.

VI. RELATIONSHIP OF BOARD TO REED COLLEGE

The alumni board maintains relationships with the Office of Alumni and Parent Relations, other organizations, including other offices of the college, alumni chapters, other alumni groups, and the Reed College board of trustees. These relationships are described below:

ALUMNI AND PARENT RELATIONS OFFICE

The Director of Alumni Relations and the staff of the Office of Alumni and Parent Relations provide a vital link between the Association and the College. Together, the Alumni Board and the Alumni and Parent Relations staff develop and deliver programs to Reed College alumni. Board members provide guidance, advocate alumni interests, and support the Alumni and Parent Relations office by organizing and recruiting volunteers for various activities. Rather than passing responsibilities on to the Alumni and Parent Relations Office, the Alumni Board typically takes responsibility for implementing and staffing programs that it establishes.

The Alumni Board serves in an advisory role to the College and the Office of Alumni and Parent Relations. The Alumni Board and its officers do not supervise the Director of Alumni and Parent Relations or any college staff members.

BOARD OF TRUSTEES

The relationship between the Alumni Board and the Reed College Board of Trustees is maintained primarily through the involvement of four Alumni Trustees who serve on both boards. The Alumni Trustees are charged with communicating the business, accomplishments,

and concerns of each board to the other. Members of the Executive Committee also communicate, as needed, with the Board of Trustees.

OTHER COLLEGE OFFICES

The Alumni Board often promotes ideas, policies, and initiatives to the various offices of the College. When doing so, the Alumni Board typically offers its own members as resources for executing its suggestions. In all instances, the Board seeks open communication and good relationships with all of the College offices, recognizing our common goals.

CHAPTERS

The Alumni Board currently sponsors geographically-based chapters in Portland, Seattle-Tacoma, San Francisco Bay Area, Los Angeles, Chicago, Boston, New York, Washington, D.C., and Europe (London). In addition, the Foster-Scholz Club functions as a longevity-based chapter.

These chapters and the volunteers who make them work play a vital role in the link between the college and its alumni. The chapters are largely self-organizing and operate with considerable independence from the Alumni Board, but the Constitution of the Alumni Association charges the Alumni Board with responsibility for recognizing chapters. The Alumni Board also endeavors to support the chapters both directly and through the provision of advice and support to the Office of Alumni and Parent Relations.

The Board maintains awareness of chapter activities through the reports of chapter representatives.

ATTACHMENT: 2009-10 COMMITTEE PLANS

EXECUTIVE COMMITTEE

The purpose of the Executive Committee is to provide leadership and strategic planning to the Alumni Board.

MAJOR GOALS

- ◆ Oversee strategic planning
- ◆ Focus the board on its primary goals
- ◆ Coordinate the efforts of the Alumni Board with those of the Alumni and Parent Relations office.
- ◆ Provide leadership training to board members and other alumni volunteers
- ◆ Improve the effectiveness of chapters.
- ◆ Coordinate board efforts with other offices of the College and the Board of Trustees
- ◆ Provide leadership training to Alumni Board and other alumni volunteers
- ◆ Manage the nominations process and publicity, including alumni recognition and awards
- ◆ Consult committee chairs on major decisions of the Alumni Board, and perform liaison to each committee.

TASKS FOR 2009-2012

- ◆ Seek Alumni Board approval for and begin implementation of this three-year plan.
- ◆ Oversee planning for new committee structure.
- ◆ Monitor completion of major Centennial initiatives, providing support and trouble-shooting as necessary and appropriate.
- ◆ Meet monthly to stay apprised of developments and ensure that the work of the Alumni Board progresses appropriately between formal meetings.
- ◆ Communicate board strategies and issues to other offices of the college

CENTENNIAL COMMITTEE

- ◆ Merge functions and responsibilities ofwith the former Heritage and Centennial Planning Committee and Reunions Committees to support the Centennial Celebration.
- ◆ Recruit and identify class reunion volunteers for 2011 and 2012 to the Alumni Office on or before the prior year's June reunions weekend.
- ◆ Discover & implement new and effective ways to increase attendance and awareness of Reed reunions – with the intention of maintaining the Alumni Office goals for reunions attendance.
- ◆ Assist in defining upcoming reunions content and activities.
- ◆ Support and assist as requested Alumni Board committee functions.
- ◆ Key milestones for 2009-10:
 - Recruit 2011 Centennial reunion volunteers, including class volunteers and department, event, activity, interest group, etc. volunteers and champions.
 - Finalize 2011 Reunion Calendar and events; recruit volunteers and event champions
 - Work with the Alumni Office on Centennial program implementation
- ◆ Anticipated milestones for 2010-11 and beyond:
 - Successful 2011 Centennial Celebration
 - Developing (with the Alumni office) a Reed on the Road (ROTR) Centennial Celebration, to take the Centennial to the chapter cities for those who could not attend on-campus events.
 - ROTR Centennial Celebration to be coordinated with the Chapter cities and Outreach Committee.
 - Extensive outreach to Chapter Cities (and beyond) with the ROTR celebration and more.

OUTREACH COMMITTEE

- ◆ Work with chapter leaders and Alumni and Parent Relations staff to increase chapter effectiveness, both through expanded alumni community participation in chapter events and increased informal and “virtual” interaction among alumni.
- ◆ Work with chapter leaders and Alumni and Parent Relations staff to improve communication with alumni about chapter functions and events, via e-mail and the web.
- ◆ Work with chapter leaders and Alumni and Parent Relations staff in non-chapter cities by fostering events such as Reed on the Road and fostering the use of on-line communication tools such as bulletin boards, Facebook, and Linked-in.
- ◆ Work with chapter leaders and College staff to foster alumni involvement in Admissions, Career Services, and Paideia.
- ◆ Work with chapter leaders and Alumni and Parent Relations staff to identify and communicate with potential chapter volunteers.
- ◆ Work with chapter leaders and Alumni and Parent Relations staff to review and assist as needed with chapter governance.
- ◆ Assist in identification and development of new chapters.
- ◆ Expand knowledge of “best practices” in operating alumni associations and integrate that knowledge into committee and Alumni Board activities.
- ◆ Work with chapter leaders and Alumni and Parent Relations staff to provide chapters with adequate budgetary resources and information.