OUR VISION
An active and engaged global alumni community committed to advancing the University of Arizona.

OUR MISSION
We will cultivate lifelong connections, strengthen commitment to the university and inspire advocacy, engagement and giving.

OUR VALUES
- **INTEGRITY.** Be honest, respectful and just.
  *We are committed to honoring and living our UA values with the Wildcat community.*

- **EXPLORATION.** Be insatiably curious.
  *We seek innovative and creative ways to engage alumni.*

- **INCLUSION.** Harness the power of diversity.
  *We foster belonging and respect to build an inclusive staff, campus and alumni community.*

- **ADAPTATION.** Stay open-minded and eager for what’s next.
  *We generate transformative change and foster lifelong connections.*

- **DETERMINATION.** Bear Down.
  *We champion university pride, heritage and traditions, preserving the Bear Down and Wildcat for Life spirit.*

- **COMPASSION.** Choose to care.
  *We are invested in the success and well-being of all alumni and students.*
THE ALUMNI JOURNEY
We will build a pipeline of engaged and connected Wildcats for Life.

UAAA will create an alumni community that connects Wildcats across generations and around the world to students, each other and the university.

BETTER TOGETHER
We will be a catalyst for collaboration.

UAAA will be the leader in alumni relations, expand the university’s reach and increase engagement through campus partnerships.

WILDCAT REACH
We will inspire our global alumni network to take meaningful action: advocate, engage and give.

UAAA will amplify and elevate the university brand and values and increase alumni affinity.

ORGANIZATIONAL IMPACT
We will leverage our expertise to drive organizational impact and sustainability.

UAAA will develop a culture of service and a high-performing administrative enterprise.

STRATEGIC OUTCOME
Alumni who are engaged are six times more likely to give to the University of Arizona than nonengaged alumni peers.
STRATEGIC OUTCOME AND GOALS

STRATEGIC OUTCOME
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UA STRATEGIC PLAN GOALS
Double the number of engaged alumni
Increase alumni giving rate to 12%

Goal: Increase the percentage of alumni who are engaged
Goal: Increase the giving percentage among engaged alumni
THE ALUMNI JOURNEY

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PILLAR 1

CONNECT STUDENTS TO ALUMNI AND A SUPPORTIVE WILDCAT COMMUNITY

1.1A Provide transformational learning opportunities for students and alumni: establish and execute a plan connecting students and recent alumni to the Alumni Journey and diverse Wildcat communities.

1.1B Engage volunteers to support student success: strengthen the UA’s integrated support ecosystem by providing diverse ways for alumni to support students through recruitment, retention and employment initiatives (scholarships, mentoring, career connections).

1.1C Deploy alumni leaders and engage professional community to position students for growth: maximize student and alumni connections (the Bear Down Network, Career Lab and Wildcat Mentor Society) to provide students with skill sets to lead in the Fourth Industrial Revolution.

PROMOTE LIFELONG ENGAGEMENT THAT LEADS TO GIVING

1.2A Drive engagement throughout the Alumni Journey: define the Alumni Journey based on alumni insights and cultivate experiences that drive alumni to participate.

1.2B Create valuable experiences that advance Wildcats along the Alumni Journey: plan microengagements and other points of entry to grow UA’s presence in strategic regional markets.

1.2C Promote alumni success through career resources and alumni networks: share expertise and experiences through the Bear Down Network, Career Lab and chapter network.

1.2D Establish pathways to giving: measure stages of engagement to determine readiness for investment.

BE THE HUB THAT CONNECTS ALL WILDCATS

1.3A Lead digital-age solutions for lifelong alumni connections: develop forward-thinking strategies that connect alumni through the Bear Down Network.

1.3B Create inclusive programs and communities that promote the Wildcat experience: maximize connections through regional outreach strategies and targeted chapter and club initiatives.

1.3C Provide innovative pathways for alumni to amplify their UA experience: create opportunities for alumni to expand their Wildcat network and share their journey (Career Lab, Alumni Travel, chapter network and signature events).
LEAD ALUMNI ENGAGEMENT COLLABORATIONS WITH CAMPUS PARTNERS

2.1A Drive alumni engagement outcomes through coordinated efforts: formalize and participate in strategic partnerships with key campus stakeholders (Athletics, Marketing and Brand Management, Career Services, Global Initiatives, colleges).

2.1B Drive alumni giving outcomes through strategic partnership with UAF: formalize partnership with UAF to develop strategies that support the UA strategic plan including increasing alumni engagement and giving.

INCREASE THE REACH OF COLLEGE-BASED ALUMNI RELATIONS PROGRAMS

2.2A Lead campus-wide alumni engagement services: expand University Alumni Partners and increase central services (funding model).

2.2B Promote and increase alumni engagement campus-wide: provide tools, best practices and creative opportunities to partner and develop a shared Alumni Journey (college-specific microengagements, signature events, national speaker series, awards program, Alumni Travel and career programming).

2.2C Measure campus-wide alumni engagement: train college partners and provide them with tools for tracking alumni engagement in a unified system.

MAXIMIZE UA ALUMNI GLOBAL NETWORKS

2.3A Develop alumni engagement strategy with UA Global: design creative ways to connect international alumni to the Alumni Journey (including giving) and implement alumni relations best practices in diverse communities.

2.3B Measure international alumni engagement: understand international alumni demographics and employ strategies to engage and measure success.

BETTER TOGETHER

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PILLAR 2
PILLAR 3

WILDCAT REACH

We will inspire our global alumni network to take meaningful action: advocate, engage and give.

UAAA will amplify and elevate the university brand and values and increase alumni affinity.

3.1 BE A CHAMPION OF UNIVERSITY BRAND AND VALUES

3.1A Increase UA brand awareness in key markets: share university brand and values in collaboration with campus marketing initiatives.

3.1B Drive UA brand affinity among specific alumni audiences: share messages and stories that align with UA strategic plan and brand.

3.1C Build awareness of alumni giving: promote university fundraising priorities through consistent messages of giving.

3.1D Partner in meaningful campus Marcom efforts: actively collaborate and participate in ONE marketing and communications community.

3.2 DRIVE LIFELONG ENGAGEMENT THROUGH A DISTINCTLY BRANDED ALUMNI COMMUNITY

3.2A Unite Wildcats: deploy marketing initiatives that build community and connect alumni to the university and each other.

3.2B Amplify alumni successes: execute campaigns that highlight alumni, demonstrate diversity and increase pride/affinity.

3.2C Enhance alumni connections to giving: define marketing plan with UAF to connect alumni to meaningful giving opportunities.

3.3 MOBILIZE ALUMNI TO ENGAGE

3.3A Inspire meaningful action: promote participation in the Alumni Journey through meaningful storytelling and access.

3.3B Lead digital-age marketing solutions: create digital experiences that empower alumni and intersect all programming.

3.3C Galvanize advocates and ambassadors: identify and steward engaged alumni throughout the Alumni Journey.

3.3D Extend reach and influence: expand alumni insights and research to identify alumni personas, strengthen messaging and enhance assets.

WILDCAT REACH
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ORGANIZATIONAL IMPACT

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4.1 BE A NATIONAL LEADER IN ALUMNI RELATIONS

4.1A Promote inclusive excellence: recruit and retain a diverse staff for the recognition and acceptance of the talents, world views, perceptions, cultures and skills of diverse communities.

4.1B Develop thought leaders and influencers: provide professional learning opportunities that position UAAA staff as university and national leaders in alumni relations.

4.1C Develop a culture of service excellence: implement staff development programs and opportunities that support core values.

4.1D Strengthen impact: magnify strategic priorities with annual program assessments and strategic plan alignment.

4.2 ADVANCE FINANCIAL STRENGTH

4.2A Expand business enterprise opportunities: develop a business plan that maximizes operational efficiency and identifies new sources of revenue.

4.2B Strengthen community business partnerships: develop assets and business opportunities for partners to engage with alumni audiences in meaningful and measurable ways.

4.2C Be entrepreneurial: align business partnerships to support alumni programming opportunities.

4.3 MAXIMIZE USE OF DATA TO TRANSFORM BUSINESS PRACTICES

4.3A Augment data use and accessibility: develop systematic data collection processes including establishing data points for year-to-year comparisons, empowering staff with core competencies.

4.3B Drive effective engagement strategies: deepen alumni insights and market research to support data-driven decision-making.

4.3C Demonstrate impact: analyze and show data trends that make connections between engagement affinity, advocacy and giving.

4.3D Maximize efficient use of data and alumni records: create a plan with the university and UAF to develop mutually beneficial data-usage partnerships.
ALUMNI ENGAGEMENT

1. Most Likely to Give
   Engaged and Informed Alumni

2. Engaged Alumni
   Attend events, volunteer, advocate

3. Informed Alumni
   Use Bear Down Network
   Engage on social media
   Open email
   Read alumni magazine

4. Nonengaged Alumni

Goal: Implement strategic plan to increase alumni engagement and the likelihood to give.