



# LAKEHEAD FOR LIFE

Alumni Engagement  
Plan 2019-2024



Lakehead  
UNIVERSITY

External  
Relations

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# I. Executive Summary

This Plan is based on the fundamental fact that the success of Alumni Engagement requires the effort of the entire University community.

This Alumni Engagement Plan (the Plan) addresses the University-wide goal to engage all alumni around the world. The Plan is a collaborative effort between the Alumni Association and External Relations, and was informed by the University's Strategic Plan (2018-2023), recent KCI (Ketchum Canada Inc.) institutional philanthropic campaign readiness analysis, existing campus partnerships and alumni volunteer leaders.

As set forth below, the Plan consists of five overarching goals:

- Affirm the Alumni Association and External Relations as the University's centralized entities for alumni engagement.
- Develop high-quality engagement opportunities and benefits that offer value to alumni.
- Create opportunities for alumni to connect with one another and with students.
- Develop and foster a culture of philanthropy within the alumni community.
- Support a dynamic Alumni Ambassador Program that provides opportunities, training, stewardship and recognition.

To attain and measure these goals, the Plan will focus on five pillars of engagement:

- Students
- Key Alumni Constituent Groups
- Alumni House/Alumni Commons
- Chapters, Programming and Regional Engagement Opportunities
- Alumni Ambassador Program/Volunteer Engagement

Supporting each pillar is a list of initiatives, desired outcomes and metrics. The metrics are important to track individual initiative, growth, and progress in each area of focus. The desired outcomes are benefits or changes resulting from efforts undertaken. The initiatives are specific activities to be performed or encouraged, ultimately resulting in one or more of the desired outcomes. The Plan includes an analysis of our Strengths, Weaknesses, Opportunities and Threats, a current snapshot of the demographic makeup of Lakehead's alumni population, and a description of our new alumni

engagement metrics model. Finally, our key indicators of success are comprehensive, qualitative measures that will be calculated on an annual basis to assess performance over the next five years.

Engaging our alumni means keeping them informed about their University, offering ways for them to participate in the life of their alma mater, demonstrating their Lakehead pride in a visible way, and investing financially in Lakehead's future. Our Alumni Engagement goals are ambitious and we are fortunate to have dedicated volunteers and skilled External Relations staff eager to accept this challenge. Funding will impact the timing and degree to which the activities can be implemented and the goals achieved. Accordingly, leaders of the Alumni Association and External Relations teams will work together with University leadership and campus partners to annually review and adjust the Plan to ensure that it continues to address current engagement initiatives and that our goals remain appropriate.

Alumni live at the heart of every institution of higher learning, serving as a critical bond between a university's academic community and the world in which it prepares its students to lead.

The Alumni Association of Lakehead University is well positioned to work in concert with the entire University community to celebrate the traditions of excellence and pride that are part of Lakehead University's past and present.

As the landscape of higher education continues to evolve, alumni have become a fundamental part of a university's brand experience, assuming roles as loyal advocates, ambassadors, and mentors who actively contribute to the way people think, feel, and act toward a university and the communities it serves.

Today, a university's relationship with its alumni is more important than ever. Universities are renewing their commitment to graduates—developing new ways to support their careers and well-being throughout their lifetime—and in return, alumni continue to positively share their alma mater's story, support it financially and with their skills and experience, and engage with current and future students.

## II. Introduction

Since 2012, tremendous progress has been made in establishing a collaborative working relationship between the Alumni Association and the University, under the leadership of the External Relations Vice-President. Staff resources have been enhanced to allow for greater programming and outreach. New traditions like the Convocation Scarf have been implemented to build pride in, and connection to, the University after graduation. Collaboration with Thunderwolves Athletics has helped add engagement opportunities around the province of Ontario (and beyond) at varsity away games. And communication with alumni, both general interest to all alumni and targeted based on faculty or department, has strategically increased from just twice a year to monthly or even more frequently.

From this solid base, Lakehead University will enter the next phase of alumni engagement with a formalized five-year strategy. A baseline of Alumni Engagement will be established, as identified in the University's Strategic Plan, and a steady increase in engagement over the five-year period is the goal.

### Lakehead University's Strategic Plan (2018-2023)

#### Local and Global Partnerships section:

- *We will enhance alumni engagement, which will be measured by an increase in total number of engaged alumni, as measured by a broad range of activities as identified in the Alumni Engagement Plan.*
  - § *Developing and implementing a multi-year Alumni Engagement Plan to expand opportunities for lifelong alumni engagement and affiliation, including opportunities to enhance the Alumni Ambassador Program (domestic and international) and the introduction of engagement criteria.*

In addition to meeting the goals set up in the University's Strategic Plan, the Alumni Engagement Plan will play a critical role in Lakehead's institutional philanthropic campaign. As identified in the KCI Readiness Assessment, "giving to universities is inextricably linked to alumni; however the nature of that linkage depends on age and stage of the alumni

base. Giving from alumni will be a cornerstone of a successful campaign for Lakehead University."

In the readiness report, KCI suggests an increased focus on growing and deepening relationships with alumni, and developing measurement metrics to gauge the success of the Alumni Association and alumni engagement activities.

KCI identified the University's need to develop and implement an overarching plan (3-5 year) for alumni engagement. The objective should be to gain a better understanding of team goals and objectives and the specific strategies that will support them.

- *Conduct a full database audit and analysis: To determine the accuracy, consistency and completeness of alumni records and put into place a plan for remedial action regarding lost alumni.*
- *Based on industry best practices: Develop measurable metrics to measure the level of engagement with the alumni population for the purposes of projecting philanthropic intent.*
- *Increase focus on GTA and Thunder Bay alumni: Recognizing that a large percentage of alumni live in the GTA and Thunder Bay, develop a specific strategy and plan to engage these groups.*
- *Create a plan for current students: Focus on current students in order to generate future philanthropic success by developing programs and events that enable students to interact personally with the Alumni Association.*

The approach and ensuing Plan outline a new way of thinking, organizing and measuring success for alumni engagement, which will better meet the needs of alumni, students and the University. The Plan is informed by data, trends, best practices and, most importantly, by alumni attitudes and perspectives. It is designed to foster broad participation and creative thinking, to encourage honest discussions and to strike a balance between aspiration and practicality. With the participation of the entire University community, our shared goal of greater alumni engagement will be realized and the Plan will be a tremendous success.



# A. GUIDING STATEMENTS – Alumni Association

## Alumni Association Vision

An engaged global community of alumni who support and advance Lakehead University.

## Alumni Association Mission

To provide a supportive alumni community where our members have opportunities to engage, celebrate, and share with each other their experiences and support for Lakehead University.

## Alumni Association Purpose Statement

As Alumni of Lakehead University we are proud to be exceptional and unconventional partners in the success of our Alma Mater.

We ENGAGE both students and graduates through events, chapters, recruitment, mentoring, and meaningful communication.

We CELEBRATE our Alumni through a comprehensive awards and recognition program.

We SHARE our time, talent, and treasure with the Lakehead community, and encourage others to do so through our actions as Leaders.

## Alumni Association Objectives (From Constitution):

Promote the interests and support the needs of Lakehead University alumni so that:

- The Association and its members (the alumni) enjoy extensive visibility across the university community
- The quality of programs and services meets the changing needs of alumni
- The Association is welcoming and inclusive of its diverse membership

Establish and strengthen bonds between alumni and Lakehead University (faculty, students, administration and friends) so that:

- A substantive number of alumni participate in activities and events
- The Association and alumni are an integral part of the campus communities

Promote and support Lakehead University as a centre of academic excellence by:

- Assisting in the recruitment and retention of students
- Encouraging participation in the advancement activities of Lakehead University
- Recognizing accomplished faculty, staff and alumni through an annual awards program

## B. SWOT Analysis

The following analysis, conducted by the Annual Fund and Alumni Engagement group, represents a snapshot of the current climate and internal and external factors impacting Alumni Engagement at Lakehead University.

### **Strengths (characteristics that give Lakehead an advantage over others):**

- Consistent national ranking as #1 Research University in the undergraduate category by Re\$earch Infosource
- Small, inclusive campuses
- Many internal faculty and staff have alumni connections or are alumni
- Alumni engagement included in University strategic planning (seen as valuable)
- Improved accuracy of alumni data
- 20% increase in alumni email addresses since 2017
- 26% increase in alumni employment information since 2017
- 11% reduction in alumni coded as lost since 2017
- Dedicated research, metrics and data entry position
- Solid infrastructure with core programming established (Chapters, regional ambassadors, events, student-alumni association - Orillia, Homecoming Weekend, Alumni Awards Dinner, Affinity Partners and member benefits)
- Campus climate receptive to partnership and collaboration
- Faculty Newsletters
- Lakehead Giving (crowd funding site)
- LUSAA – Orillia + collaboration with Simcoe County Alumni Chapter
- Talented and dedicated alumni leaders (Board members, Chapter members, Ambassadors, Past Presidents)
- Regular communication vehicles (Journey, E-Zine and Faculty newsletters)
- Strong and growing social media engagement with alumni
- Integrated strategic planning process between the Alumni Association and External Relations

### **Weaknesses (characteristics that place us at a disadvantage relative to others):**

- Lack of class identity among students and alumni
- Lack of structure to transition students to alumni
- Relatively low rate of engagement and giving, especially with younger alumni
- Slowly emerging culture of giving directed towards Lakehead among students and alumni
- Inability to automate the Alumni Engagement Metrics model
- Orillia alumni just beginning to establish careers

### **Opportunities (strategies that will position us for success):**

- Growing sense of alumni pride and engagement with the University
- Rising community pride and involvement
- Leverage social media to create excitement, engage and communicate with alumni and students
- Strengthen connections and increase the involvement of young alumni, international alumni and those living abroad, and alumni athletes
- Greater understanding of who and where our alumni are so we can target specific groups with key messages that spark interest, add value and inspire action
- Engage with students so they become active alumni after graduation
- Use alumni to support the University's Strategic Enrolment Management goals
- Leverage the Alumni Commons on both campuses to enhance alumni awareness
- Establish Alumni House as a central focal point for alumni and visitor engagement at Lakehead Thunder Bay
- Campaign: imminent and has opportunities as a result
- 55th Anniversary in 2020 = leverage

- More international students = more international alumni – global opportunities for engagement
- Heavy concentration of alumni in Thunder Bay/NWO (41% of all alumni) and in GTA/Southern Ontario (25% of all alumni)

**Threats (external factors that could prevent us from engaging increasing numbers of alumni):**

- Limited University resources
- Desire, but limited capacity to collaborate with other areas in the University
- Information and media overload on our students and alumni
- Competition for alumni time, talent and treasure (charitable gifts)
- Highly mobile alumni population (lose track quickly)

## C. Alumni by the Numbers

The chart below is a snapshot of the demographic makeup of Lakehead's alumni population as of

October 31, 2018. The numbers represent living alumni.

GRADUATES BY DECADE	
1960 – 1969	657
1970 – 1979	6,562
1980 – 1989	8,436
1990 – 1999	12,881
2000 – 2009	15,225
2010 – present	17,283

GRADUATES BY FACULTY	
Natural Resources Management	2,792
Science & Environmental Studies	9,243
Social Sciences & Humanities	12,328
Education	18,976
Northern Ontario School of Medicine	259
Health & Behavioural Sciences	12,175
Business	5,492
Engineering	6,222
Graduate Studies	5,562
Law	171

GRADUATES BY GEOGRAPHY		
International (excluding USA)		1,142
United States of America		728
Canada		54,320
British Columbia and Alberta		4,491
Saskatchewan, Manitoba, the Territories		1,506
Quebec and Maritimes		1,232
Ontario		47,109
Thunder Bay & Northern Ontario		25,724
GTA		8,739
S. Ontario (excl. GTA), Ottawa, Simcoe		7,010
Ottawa & E. Ontario		3,036
Simcoe & surrounding area		2,571



## D. Macro Measures of Success

Alumni Engagement is a service-oriented enterprise, striving to deliver quality benefits and programming to alumni of the institution. Lakehead University has established an Alumni Engagement Metrics model to measure, at the macro level, the success of our efforts. This model is based on industry best practices, and has been designed to capture the uniqueness of Lakehead and our alumni communities. It is intended to provide an overall indication of the engagement level of our alumni. 2018/19 will be the base year, and the macro level engagement measures below will be tracked in Colleague Advancement.

Although alumni engagement is essentially about creating an emotional connection with our alumni and increasing pride in their alma mater, there are quantifiable measurements that will indicate progress towards increasing that connection. Over the next five years, the University will utilize the new Alumni Engagement Metrics Model to identify the number of alumni with engagement points, and also the total number of points earned by alumni. The overall objective will be to increase both. First, we will establish a baseline of engagement, and then increase engagement year over year. Engagement will be defined by measurements based on Giving, Participation and Communication.

### Giving

Increasing both annual giving and consistent consecutive giving by alumni.

### Participation

Increasing annually the number of volunteers and event attendees.

### Communication

Increasing the number of alumni subscribing to our communication vehicles and voluntarily updating their contact information.

## Alumni Engagement Points Rubric (based on fiscal year)

### Giving (12 points)

#### Current Donor

- If a donor's last donation date is after 2017-05-01 - assign 4 points

#### Consistent Giving

- If a gift has been made two years in a row or more - assign 3 points

#### Recurring Donor

- Donor through Monthly Giving - assign 2 points or
- Donor through Payroll Deduction - assign 2 points

#### Increased Giving

- Most recent gift is greater than previous gift - assign 1 point

### Participation (6 points)

#### Volunteer

- Volunteered at Recruitment, OUF, other alumni/donor event in the last 12 months - assign 2 points

#### Event Attendee

- Attended varsity, donor, dinner, social, homecoming, convocation, other alumni/donor event in the last 12 months - assign 1 point

#### Alumni Board Member (ALBM Source Code, true or false)

- Served as member of Alumni Board in the last 12 months - assign 1 point

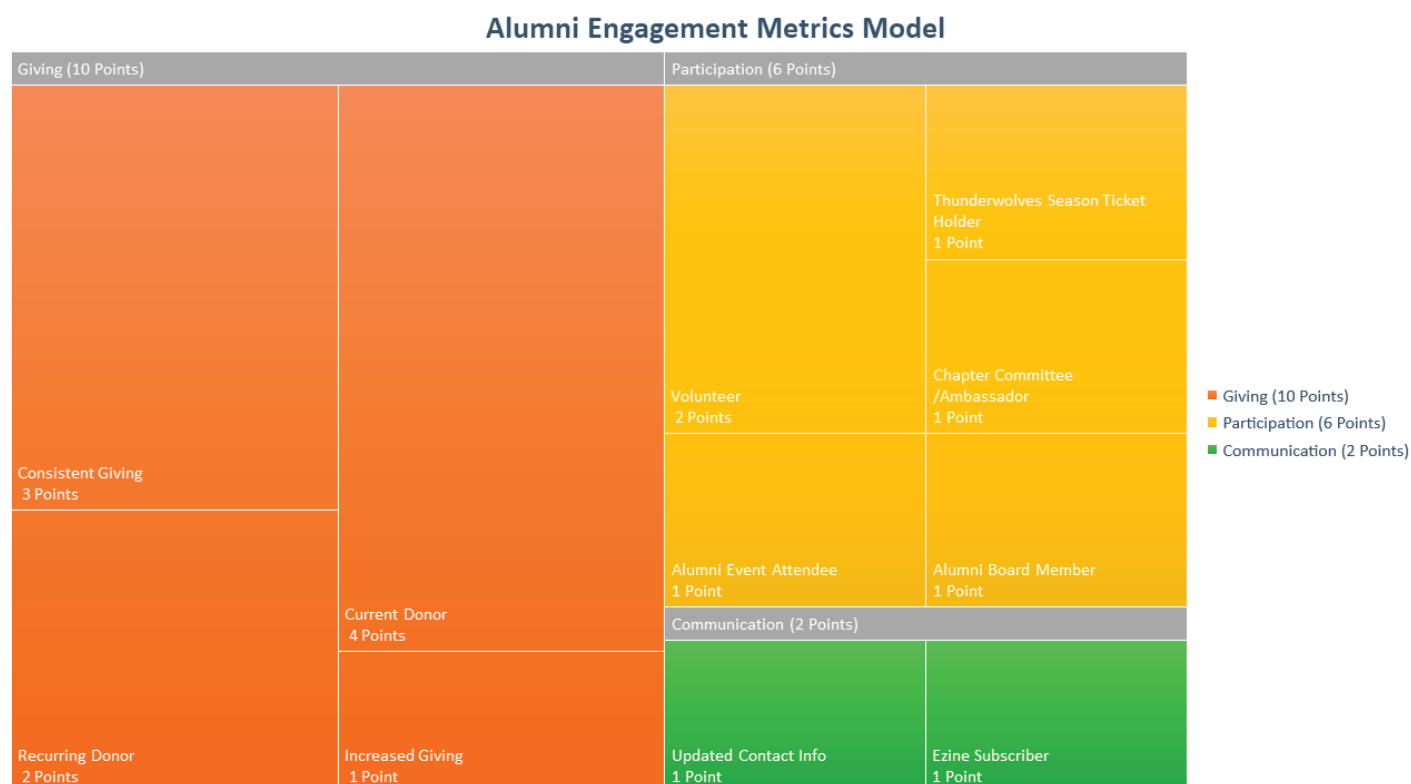
#### Chapter Committee/Ambassador

- Served as member of a Chapter Committee or as an ambassador in the last 12 months - assign 1 point

#### Thunderwolves Season Ticket Holder

- Season ticket holder for Thunderwolves Athletics - assign 1 point

# Alumni Engagement Metric Model



## Communication (2 points)

### Contact Information Update

- Reached out in person, through phone, mail or online to update contact information - assign 1 point

### Ezine Subscriber

- Subscribed to the Ezine - assign 1 point

## Tracking Other Alumni Engagement

There are a number of other forms of engagement we believe will be important in measuring our overall success. These measures are not held within the Colleague Advancement database and cannot be scored in the same manner as the metrics we

have outlined above. We will however still track the following data and determine progress made by reporting on it annually.

- Alumni participating in Affinity Programs
- Social Media Analytics such as, likes, reach, engagement, views and posts on platforms, including, but not limited to, Facebook, Twitter, LinkedIn, Instagram, and YouTube.
- Demographics of Journey Magazine recipients
- Alumni participation in Benefit Card program

# III. THE PLAN

## A. Overarching Goals for Alumni Engagement

- Goal 1:** Affirm the Alumni Association and External Relations as the University's centralized entities for alumni engagement.
- Goal 2:** Develop high-quality programs and benefits that offer value to alumni.
- Goal 3:** Create opportunities for alumni to connect with one another and with students.
- Goal 4:** Develop and foster a culture of philanthropy within the alumni community.
- Goal 5:** Support a dynamic Alumni Ambassador Program that provides opportunities, training, stewardship and recognition.

## B. Pillars of Engagement

The five broad overarching goals for alumni engagement can best be attained and measured if we organize the Plan into five pillars of engagement as described below. Taken together, these five pillars, which were chosen because of their importance to alumni and the University, define the overall direction for alumni engagement through 2024. Because of the interrelationships among these pillars, success in one area predicts success in the others.

It is important to note, as seen above, that these goals were developed from the Alumni Association's Guiding Statements as found in their Constitution. Success will be measured utilizing both Lakehead University's newly established Alumni Engagement Metrics Model (for macro measurements) and the key indicators for success based on the goals identified above (for the micro measurements and programmatic success).

### Pillar 1 - Students

The enterprise of alumni engagement commences when a student begins their Lakehead experience. Today's students are future alumni; as such, it is crucial that we use the time our students are on

campus to teach them about the value of the alumni community. Students who are engaged and involved during their time on campus tend to become more active alumni. The Alumni Association volunteers and External Relations team will engage students fully during their time at Lakehead by building long-lasting, quality relationships. Through our efforts, we will develop students to become supporters, advocates, and lifelong learners who contribute to and benefit from connections to each other and to the University. They will be **Lakehead For Life**.

### Pillar 2 - Alumni Constituent Groups

For the purposes of The Plan, the alumni community has been segmented into the following key constituent groups:

- GOLD (Graduates of the Last Decade)
- Experienced Alumni
- International Alumni
- Graduate Alumni

This segmentation allows us to develop programming and volunteer opportunities aimed at the constituent groups' unique needs, leverage their personal and professional life experiences and appropriately target messages to achieve a highly-customized approach to alumni engagement.

### Pillar 3 - Alumni House/Alumni Commons

Leveraging the new Alumni House (Lakehead Thunder Bay) and Alumni Commons on both campuses will increase the visibility, success and strength of the Alumni Association while providing opportunities for students, faculty and staff to become acquainted with alumni on a daily basis and vice versa. Alumni House will showcase the traditions and history of Lakehead University. Alumni House and the Alumni Commons spaces symbolize the important place alumni have in the life of the University..

#### **Pillar 4 – Chapters, Programming and Regional Engagement Opportunities**

Bringing Lakehead University to alumni across Canada and around the world through meaningful hands-on and virtual programming will increase engagement. We will leverage our world-class faculty and researchers to deliver knowledge-based programming. We will evaluate current programming and structure future programming to best suit the needs and interests of an increasingly broad and diverse base of alumni. We will build on the newly established varsity outreach program to engage our alumni in the communities in which they reside (primarily Ontario). The two primary focal points for regional engagement opportunities will be the GTA & Southern Ontario and Thunder Bay and Northwestern Ontario. Together, these two regions represent 66% of our overall alumni population.

#### **Pillar 5 - Alumni Ambassador Program/Volunteer Engagement**

Volunteers, especially Alumni Ambassadors, extend the reach of Lakehead University. They carry institutional messages, serve as advocates and increase pride. We will strengthen existing volunteer opportunities for alumni and identify new ones. We will improve and enhance the experience of alumni already volunteering, including developing strategies and processes for stewarding, training and recognizing alumni volunteers. In addition, the Alumni Association will continue to formally recognize Alumni Ambassadors and establish a formal Ambassador Program to encourage increased participation.

#### **PILLAR 1: Students**

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- Student organization leaders actively seek out External Relations staff and the Alumni Association to assist in planning events that connect them with alumni.
- Students have opportunities to interact and develop relationships with alumni throughout their student experience.
- Alumni return to campus as role models and to connect with students.
- Upon graduation, students understand how their relationship with each other and with Lakehead will evolve over the rest of their lives.
- Students develop a sense of class identity.
- Students develop a culture of giving back to their alma mater (e.g. Class Giving).
- Students attend events sponsored by the Alumni Association and campus partners.
- Students possess a sense of pride in the history and traditions of the University.
- Students understand the value of the alumni network.

Initiatives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Increase opportunities for students to network with alumni in person and virtually.
- Utilize campus partnerships to increase opportunities to bring alumni back to campus.
- Develop messaging through campus TV screens, computers, etc. to welcome students to campus and introduce them to the Alumni Association.
- Participate in Orientation/Commencement programming (in connection with Student Success Centre).
- Develop stronger relationships with Residence staff and assistants to gain better understanding of needs of students living on campus, and create specialized communications efforts based on feedback.
- Develop messaging via social media channels (organic – generated by followers and paid

impressions) that provide useful insights on the benefits of being alumni.

- Seek opportunities to showcase the alumni brand, such as increased visibility of the Alumni Seal on campus.
- Working alongside Enrollment Services, develop a communications plan to help assist with student transiting to graduate.
- Establish more affinity-based linkages between alumni and students.
- Enhance efforts to cultivate class identity before students graduate.
- Support programs focusing on personal and professional development topics for upper-year students (e.g. resume-building workshops, professional photo sessions, guest speaker series, industry nights, etc.).
- Identify key students (who served in leadership roles during their time at Lakehead) and use them in marketing strategies for new alumni (direct video messages, calls to action, donor appeals, etc.).

Metrics (Measurements of work related to directives or specific activities.):

- Number of students and alumni participating in networking activities
- Number of students participating in class giving/ annual giving
- Number of senior students participating in personal and professional development speaker series and workshops
- Number of graduating students who become Ambassadors or Chapter members

## **PILLAR 2: Alumni Constituent Groups - Graduates of the Last Decade (GOLD)**

### **ALUMNI WHO EARNED THEIR UNDERGRADUATE DEGREE WITHIN THE PAST 10 YEARS**

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- GOLD alumni:
  - o feel welcome in the Alumni Association and have an understanding of the resources and opportunities available to them.
  - o are aware of the various ways in which they may contribute.
  - o are aware of the affinity services and member benefits available to them through the Alumni Association.
  - o connect with alumni living in their region.
  - o engage with the Alumni Association via social media.
  - o take a leadership role in mentoring and engaging with students.
  - o are eager to return to campus for Homecoming.

Initiatives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Initiate a Welcome to the Family program for new alumni.
- Target, seek out and encourage GOLD alumni to participate in recruitment initiatives of Enrollment Services.
- Launch and grow the GOLD Speakers Panel Series in collaboration with the Student Success Centre.
- Increase GOLD alumni use of social media tools.
- Increase opportunities for GOLD alumni to return to campus to interact with students and each other.

Metrics (Measurements of work related to directives or specific activities.):

- Number of GOLD alumni:
  - o participating in Enrollment Services initiatives

- o attendees at GOLD Speakers Panel Series events
- o participating in other volunteer opportunities (OUF, Convocation)
- o attending Chapter and regional events
- o participating in the Lakehead Annual Fund
- o attendees at Homecoming (include Zero- & Ten-Year Reunions)

## PILLAR 2: Alumni Constituent Groups - Experienced Alumni

### ALUMNI WHO EARNED THEIR UNDERGRADUATE DEGREE MORE THAN 10 YEARS AGO

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- Alumni actively seek to hire Lakehead students and alumni for internships and jobs and help them build their professional networks.
- Alumni actively promote Lakehead to colleagues, family and friends.
- Alumni volunteer their time and financially invest in the University.
- Alumni return to campus for signature events such as Homecoming.
- Alumni not only attend but participate in the creation of Chapter and regional events tailored to this segment.
- Alumni are aware of the positive things taking place on both campuses and are supportive of the direction in which the University is moving.
- Alumni provide for a planned gift to benefit Lakehead in their estate planning.

Initiatives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Invite alumni to share expertise through speaking engagements, panel discussions, serving on Chapter Organizing Committees and the Alumni Association Board of Directors.
- Encourage alumni to stand for appointment to the Board of Governors.
- Build a culture of philanthropy.
- Leverage Lakehead's world-class faculty and

alumni to deliver meaningful and informative academic/educational programming.

- Increase opportunities for alumni to interact with other alumni in their own communities.
- Explore and launch an alumni travel program as a member benefit.

Metrics (Measurements of work related to directives or specific activities.):

- Number of experienced alumni at Homecoming and regional events
- Number of experienced alumni participating in volunteer activities like panel discussions and Chapters
- Number of alumni participants in the travel program
- Number of experienced alumni participating in the Lakehead Annual Fund
- Number of planned gifts

## PILLAR 2: Alumni Constituent Groups - International Alumni

### ALUMNI CURRENTLY RESIDING OUTSIDE CANADA

International alumni, especially those who came to Lakehead from abroad, have a deep connection to and affinity for the University. University is both a formative and transformative experience for our students, but even more so for our international graduates. Graduates from the 1960s to 90s have shared the life-changing stories of their incredible journeys to and from Lakehead University. Through proper and sustained cultivation, many of these individuals have the capacity for a major gift to the institution. In addition to major gift cultivation, we will identify and cultivate Alumni Ambassadors. These Ambassadors will be valuable influencers and connectors as the University enters into an Institutional Philanthropic Campaign. Finally, we will continue to foster connections to friends of the University with significant capacity or influence in their home countries.

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- Acquire accurate alumni contact information



in the Colleague Advancement database for alumni living abroad.

- Alumni actively seek to hire students and fellow alumni for international internships and jobs.
- Alumni assist students and fellow alumni to build their international professional networks.
- Alumni are proud of their alma mater and actively promote Lakehead to colleagues, family and friends.
- Alumni volunteer their time and financially invest in the University with both annual and major level gifts.
- Enhanced international recruitment by being advocates for Lakehead.

Initiatives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Develop processes to collect and maintain contact information for alumni living abroad.
- Develop targeted growth of international alumni activity in areas with high concentrations of alumni and in areas that are strategic to assisting with the University's internationalization efforts.
- Provide relevant programming and support for international alumni.
- Leverage faculty and staff traveling internationally as opportunities to connect with alumni.
- Create volunteer opportunities for international alumni.
- Increase coverage of international alumni in alumni web and print publications.
- Engage current international students so they become informed ambassadors after they return to their home countries.
- Enhanced Communication (general and personalized)
  - o Make sure alumni in identified areas receive Journey, E-Zine, and Faculty newsletters.
  - o Personal notes and outreach from Director, Manager and Associates.
  - o Sharing of current campus news and/or historical items that may be of interest to the particular individual.
  - o Requests to profile alumni in publications,

thereby gathering their stories.

- Identify, approach, cultivate and appoint geographic Alumni Ambassadors to assist with outreach and engagement activities.
- Utilize Lakehead in a Box to encourage both Ambassador led, and grassroots alumni events in the focus areas.
- Implement and utilize the Alumni Engagement Tool Kit (as developed by the Board of Directors) to assist Ambassadors with their engagement activities.
- Develop individual cultivation plans for major gift prospects identified through personal visits, Ambassador introductions, and other identification means.
- Regular promotion of Lakehead Annual Fund initiatives to our international alumni and donors. Special emphasis on:
  - o Food Security (positive reaction in April 2018)
  - o Giving Tuesday
  - o General Lakehead Giving initiatives
  - o Scholarships, bursaries and awards

Metrics (Measurements of work related to directives or specific activities.):

- Number of international alumni
  - o with accurate contact information
  - o volunteers including Alumni Ambassadors
  - o featured in University and Alumni publications
  - o participating in the Lakehead Annual Fund
  - o who make a major gift or planned gift
- Number of points of contact with international alumni

## **PILLAR 2: Alumni Constituent Groups - Graduate Alumni**

### **ALUMNI WITH GRADUATE LEVEL DEGREES**

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- Graduate alumni feel a connection to and pride in the University.
- The Alumni Association facilitates interactions

between graduate alumni and undergraduate alumni.

- Graduate alumni remain connected to their graduate program and the Alumni Association through regional chapter and campus programming.
- Graduate alumni stay connected to the Graduate Student Organization of their academic program as a mentor and resource.
- Increased and improved contact information for graduate alumni.
- Graduate alumni choose to financially support Lakehead University in addition to their undergraduate alma mater (if different).

Initiatives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Develop strategies to assist current graduate students with their programming by increasing graduate alumni participation.
- Incorporate activities of interest to graduate alumni in signature events like Homecoming.
- Increase targeted messages to graduate alumni regarding opportunities to return to campus and event notifications.
- Increase usage of social media tools.
- Encourage graduate alumni participation in regional and chapter programming.
- Encourage graduate alumni to serve on Chapter Organizing Committees, Board Working Groups and the Board of Directors.

Metrics (Measurements of work related to directives or specific activities.):

- Number of graduate alumni assisting with Graduate Student Organization initiatives
- Number of graduate alumni attending Homecoming
- Number of graduate alumni who actively participate in regional and chapter programming
- Number of graduate alumni participating in the Lakehead Annual Fund

### **PILLAR 3: Alumni House/Alumni Commons**

Desired outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take):

- Alumni House is a welcoming area on campus that develops a reputation for being the “first stop” for alumni visiting Lakehead Thunder Bay.
- Alumni House inspires alumni to feel proud of and connected to Lakehead University.
- Alumni House is a desirable location for important events, such as Alumni Association board meetings, small receptions and VIP visits to campus.
- Alumni House and both Alumni Commons enhance the visibility and importance of the Alumni Association and illustrate and strengthen its success.
- Alumni House and both Alumni Commons proclaim the University’s esteem for its former students—that symbolizes the critical place of alumni in the life of the institution and lends itself to visits by former students.
- Alumni House establishes a strong sense of University identity that reflects the image and community of Lakehead University.
- Alumni House and both Alumni Commons inspire deeper engagement, dedication and affinity among alumni and students.
- Alumni House allows memorabilia to be tastefully displayed honouring the University’s history.

Initiatives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Showcase Alumni House during large-scale on-campus events, such as Homecoming, Commencement, Move-in Day and Preview Days.
- Through a variety of print and electronic media, promote Alumni House as a “must see” location for alumni returning to campus.
- Include Alumni House on Admissions tours, in order to impress prospective students and their families and build early brand awareness for the Alumni Association and the value of the alumni network.

- Hold student programs and events at Alumni House in order to plant the seed for future alumni engagement.
- Hold alumni and other VIP meetings at Alumni House in order to showcase it and the success of our alumni and the value and strength of our alumni network.
- Continue to add to the Alumni Art Collection that is displayed in the Alumni Commons, Lakehead Thunder Bay.
- Continue to highlight Alumni award winners on the Recognition Walls in both Alumni Commons.
- Initiate an Alumni Walk of Fame as part of Alumni Commons Lakehead Thunder Bay.

Metrics (Measurements of work related to directives or specific activities.):

- Number of alumni visits to the House annually
- Number of special events held at Alumni House or in the Alumni Commons
- Number of distinguished Alumni added to the Alumni Walk of Fame each year
- Survey data indicating alumni satisfaction with, and perceptions of, the House

## **PILLAR 4: Chapters, Programming and Regional Engagement Opportunities**

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- An active and sustainable chapter program that provides valuable programming and opportunities that will promote our focus on engagement and philanthropy.
- Alumni actively engaged in Chapter and regional event programming, including varsity away games, where they make connections with other alumni.
- A broad range of regional alumni volunteer opportunities under the umbrella of the Alumni Ambassador program.
- Alumni actively engaged in activities with their respective affinity group (e.g. Varsity athletes), particularly at Homecoming, where they make connections with current students who share their affinity.

- Alumni express pride in their alma mater through their regional and affinity involvement.
- All chapters, affinity groups and Ambassadors present a unified brand and consistent messaging that fosters pride, excitement and loyalty among alumni.
- Alumni in the two most populous alumni regions, GTA/Southern Ontario and Thunder Bay/Northwestern Ontario, are specifically engaged with the University and fully supportive of an institutional philanthropic campaign.

Initiatives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Building upon the success of our varsity outreach and engagement efforts, continue to develop engaging and diverse regional programming that appeals to a wide range of alumni.
- Leverage Lakehead's world-class faculty and alumni to deliver substantive programming regionally and globally, both in person and virtually.
- Identify and promote regional volunteer opportunities and the Alumni Ambassador Program to alumni around the world.
- Working through the Board of Directors, identify major affinity groups and foster their involvement regionally and during Homecoming.
- Provide opportunities for Lakehead Technical Institute, Lakehead Teachers College, and Lakehead College of Arts & Sciences to connect with each other and the University.
- Establish more affinity-based linkages between alumni and students.
- Execute specific engagement initiatives for our two major alumni markets:
  - o Thunder Bay and Northwestern Ontario
  - o GTA and Southern Ontario

Metrics (Measurements of work related to directives or specific activities.):

- Number of:
  - o active chapters and affinity groups
  - o annual regional events, attendees, and first-time attendees
  - o affinity groups planning reunions during

- o Homecoming or at other times of the year individuals associated with affinity groups participating in the Lakehead Annual Fund

## **PILLAR 5: Alumni Ambassador Program/Volunteer Engagement**

Desired Outcomes (Benefits or changes resulting from efforts undertaken. Actions we want alumni and students to take.):

- Identification and appointment of Alumni Ambassadors in Canada and around the world.
- Alumni actively volunteer for University-sponsored activities and serve in volunteer leadership roles at all levels.
- Alumni Ambassadors lead chapters and affinity programs that engage alumni geographically or with specific interests and affiliations and assist in our efforts to promote volunteerism.
- Highly engaged Alumni Ambassadors serve as role models and inspire others.
- Alumni volunteers feel recognized and valued through a formal Awards Program.
- Alumni nominate fellow alumni for Awards.
- Alumni are aware of the positive things happening at the University and support the direction in which the University is moving.
- Campus community recognizes the value of alumni.

Initiatives (Specific activities to be performed or encouraged, ultimately resulting in one or more desired outcomes.):

- Build a culture of philanthropy - giving of time and talents to assist the University, students and fellow alumni.
- Provide a range of meaningful and diverse alumni volunteer opportunities and collaborate with campus partners to identify new volunteer opportunities.
- Alumni Ambassadors act as a point of contact in their geographic area for other alumni and students.
- Alumni Ambassadors assist the University by hosting engagement events.
- Alumni Ambassadors participate in the recruitment process by attending recruitment

- fairs, send-off events, and conversion activities.
- Regularly highlight Alumni Ambassadors and volunteers via University and Alumni Association communications including website (video testimonials), social media platforms and electronic and print vehicles.
- Regularly communicate with and cultivate alumni with volunteer interest for Ambassador roles.
- Provide orientation and training for significant volunteer roles including leadership roles.
- Support a visible and dynamic Alumni Association Awards Program that recognizes our most highly engaged alumni so that they might serve as inspiration to others and develop a plan to engage award recipients with their respective faculties and departments to ensure student access to accomplished alumni.
- Improve the stewardship of current volunteers so they deepen their relationship with Lakehead.
- Thank and recognize Alumni Ambassadors and volunteers.
- Track volunteerism in Colleague Advancement.

Metrics (Measurements of work related to directives or specific activities.):

- Number of:
  - o active alumni volunteers
  - o active Alumni Ambassadors
  - o alumni volunteers retained
  - o new alumni volunteers engaged and acquired
  - o people who attend Alumni Association Awards Ceremony
  - o alumni volunteers who participate in the Lakehead Annual Fund
  - o campus partners engaging alumni

## C. Key Performance Indicators (by Goal)

Our alumni engagement goals are ambitious and we are fortunate to have dedicated volunteers and a skilled External Relations team eager to accept this challenge. Funding will impact the timing and degree to which the initiatives outlined can be implemented and the goals achieved. The Alumni Association Board of Directors together with the External Relations Senior Leadership Team will take the lead reviewing, monitoring and updating this “living document” annually.

**Goal 1:** Affirm the Alumni Association and External Relations as the University’s centralized entities for alumni relations.

Key Metrics:

- Increase attendance at the Alumni Awards Dinner from 195 in 2018 to 300 by 2024, and increase overall Homecoming participation by 25% by 2024.
- Increase the alumni volunteer giving participation rate from 22% in 2018 to 44% by 2024.
- Increase the number of alumni events sponsored/co-sponsored by campus partners from 6 in 2018 to 25 by 2024.
- Increase the event attendee giving participation rate from 5% to 25% by 2024.
- Create new events held at, and increase visits to, the new Alumni House.

**Goal 2:** Develop high-quality programs and benefits that offer value to alumni.

Key Metrics:

- Increase the number of annual alumni attendees at Chapter and regional events from 1200 in 2018 to 2500 by 2024.
- Increase the number of annual events involving faculty members including lectures, panels, discussions, etc. from 0 in 2018 to 12 by 2024.
- Increase the number of alumni attendees at events involving faculty members in the ways mentioned above from 0 in 2018 to 250 by 2024.

**Goal 3:** Create more opportunities for alumni to connect with one another and with students.

Key Metrics:

- Increase membership in the Alumni Association’s LinkedIn groups from 4,026 in 2018 to 8,100 in 2024.
- Increase the total number of alumni chapters (regional/affinity), each with sufficient activity level appropriate to the size of its population base from 12 in 2014 to 20 by 2020.
- Measure and increase the total number of GOLD alumni engaged with the University (includes event attendees, volunteers, and donors) from 362 in 2018 to 980 by 2024.

**Goal 4:** Develop and foster a culture of philanthropy within the alumni and campus community.

Key Metrics:

- Increase number of alumni making an annual gift to the Lakehead Annual Fund from 982 in 2018 to 1,600 in 2024.
- Increase the number of alumni making monthly gifts to the Lakehead Annual Fund by 200% by 2024.
- Establish a Class Gift Program by 2020 and build the program through 2024 and beyond.
- Increase the number of Legacy expectancies from alumni by 50%.

**Goal 5:** Support a dynamic Alumni Ambassador Program that provides opportunities, training, stewardship and recognition.

Key Metrics:

- Increase number of Alumni Ambassadors from 17 in 2018 to 100 in 2024.
- Establish and begin annual recognition awards for Alumni Ambassadors and volunteers.
- Increase number of campus partners engaging Alumni Ambassadors.
- Increase the number of annual active alumni volunteers from 102 in 2018 to 250 by 2024.
- Increase the number of active Alumni Ambassadors participating in enrolment activities (Applicant Receptions, OUF, Open House Days) from 15 in 2018 to 40 by 2024.



# APPENDIX A - Geographic Concentrations

GTA and Southern Ontario (from the approved GTA Strategy)

- Largest concentration of alumni outside of Thunder Bay and Northwestern Ontario
- Active and engaged Alumni Chapter with a variety of programming for alumni
- Hub of staff support in the Lakehead University GTA office, with new resources added to engage in alumni relationship building
- GTA External Relations Associate implementing a plan of personal contact with GTA Alumni
  - o Reaching out to GTA alumni via email/ phone to set up personal visits
  - o Prioritizing alumni via giving history and reunion class years
  - o Building relationships with GTA alumni by connecting them to/with faculty-based projects, cases for support, faculty members etc.
- Potential to add Alumni Ambassadors in specific sectors to assist with campaign readiness and execution:
  - o Industry
  - o Government
  - o Education and Recruitment
  - o Faculty of graduation
  - o Decade of graduation
- Regional hub for varsity engagement activities with regular Thunderwolves appearances at local universities
- Focal Areas for GTA Engagement
  - o Varsity Engagement activities
    - Attendance at Thunderwolves games for basketball and hockey at Ryerson, York and the University of Toronto.
    - Pre- or post-game events with an opportunity to speak/engage with Alumni.
  - o Faculty specific engagement activities
    - After Business style mixers by faculty
    - Keynote speakers drawn from visiting faculty
  - o General engagement activities
    - Professional sporting events
    - Pub nights and gatherings

- Larger experiential events (Empire Sandy)

## o Recruitment Activities

- Ontario Universities Fair (OUF)
- Recruitment visits to high schools
- Applicant receptions

Thunder Bay and Northwestern Ontario (from External Relations Strategic Priorities 2019-2020)

- Largest concentration of alumni. Approximately 43% of the total population
- Home to one of our campuses with many on campus opportunities for engagement
- Varsity athletics enjoys positive community support and opportunities for collaboration
- Significant staff support to facilitate engagement opportunities
- Alumni are well placed in local politics (all levels)
- Most major employers in Thunder Bay are led by alumni (TBayTel, City of Thunder Bay, Thunder Bay Hydro, Confederation College, St. Joseph's Care Group)
- Thunder Bay Chapter and local Board members are available for volunteer opportunities and engagement
- Major local alumni programming such as the Golf Tournament, Homecoming and Convocation
- Significant opportunities to partner with recruitment in the region
- Focal Areas for Thunder Bay/NWO Engagement
  - o Thunderwolves Athletics
    - Hockey at Fort William Gardens
      - Utilize the alumni box to engage alumni
      - Continue to sell alumni scarves at the tuck shop
      - Explore advertising opportunities within the Gardens and Thunderwolves promotional material
    - Varsity games at the CJ Sanders Fieldhouse
      - Advertise at the Fieldhouse
      - Provide branded popcorn bags



- Hold an alumni night once per year
- o Established Programming
  - Convocation – marshals and other volunteer opportunities
  - Golf Tournament – alumni and community engagement opportunity
  - Homecoming – opportunity to invite alumni and the community back to campus to celebrate our anniversaries
- o Regional Outreach
  - Coordinate with Recruitment to engage alumni in regional communities of Northwestern Ontario
  - Continue to seek and appoint Alumni Ambassadors in regional communities
  - Offer formal engagement opportunities for alumni living in regional communities of Northwestern Ontario
- o Business Community
  - Map alumni working for major employers in the City of Thunder Bay and region of Northwestern Ontario
  - Engage with local employers with a significant portion of alumni employees
    - Hold a series of coffee breaks at these businesses, to gather contact information updates, and build relationships to further the institutional philanthropic campaign

# APPENDIX 2 - Action Plan

PILLAR	INITIATIVES	TIMING	PARTNERS	INVESTMENT
STUDENTS	1. Increase opportunities for students to network with alumni in person and virtually.	Year 1 (2019/20), ongoing	Student Affairs	
	2. Utilize campus partnerships to increase opportunities to bring alumni back to campus.	Year 1 (2019/20), ongoing	Student Success Centre	
	3. Develop messaging through Campus TV screens, computers, etc. to welcome students to campus and introduce them to the Alumni Association.	Year 1 (2019/20), ongoing	Career Services Zone	
	4. Participate in Campus Orientation/Commencement programming.	Year 1 (2019/20), ongoing	Enrolment Services	
	5. Develop stronger relationships with Residence staff and assistants to gain better understanding of needs of students living on campus, and create specialized communications efforts based on feedback.	Year 1 (2019/20)	TSC	
	6. Develop messaging via social media channels (organic – generated by followers and paid impressions) that provide useful insights on the benefits of being alumni.	Year 1 (2019/20), ongoing	Residence and Conference Services	
	7. Seek opportunities to showcase the Alumni brand, such as increased visibility of the Alumni Seal on campus.	Year 1 (2019/20) ongoing	Affinity service providers	
	8. Working alongside Enrolment Services, develop a communications plan to help assist with student transiting to graduate.	Year 1 (2019/20)	LUSU	
	9. Establish more affinity-based linkages between alumni and students.	Year 2 (2020/21) ongoing	Student clubs	
	10. Enhance efforts to cultivate class identity before students graduate.	Year 2 (2019/20),		
	11. Support programs focusing on personal and professional development topics for upper-year students.	Year 1 (2019/20), ongoing		
	12. Identify key students (who served in leadership roles during their time at Lakehead) and use them in marketing strategies for new alumni (direct video messages, calls to action, donor appeals, etc.).	Year 1 (2020/21), ongoing		

PILLAR	INITIATIVES	TIMING	PARTNERS	INVESTMENT
<b>ALUMNI CONSTITUENT GROUPS –</b> Graduates Of The Last Decade	<ol style="list-style-type: none"> <li>1. Initiate a Welcome to the Family program for new alumni.</li> <li>2. Target, seek out and encourage GOLD alumni to participate in recruitment initiatives of Enrolment Services.</li> <li>3. Launch and grow the GOLD Speakers Panel Series in collaboration with the Student Success Centre</li> <li>4. Increase GOLD alumni use of social media tools.</li> <li>5. Increase opportunities for GOLD alumni to return to campus to interact with students and each other.</li> </ol>	<p>Year 1 (2019/20)</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 2 (2020/21) ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 1 (2019/20), ongoing</p>	<p>Student Success Centre</p> <p>LUSU Recruitment</p>	
<b>Alumni Constituent Groups –</b> Experienced Alumni	<ol style="list-style-type: none"> <li>1. Invite alumni to share expertise through speaking engagements, panel discussions, serving on Chapter Organizing Committees and the Alumni Association Board of Directors.</li> <li>2. Encourage alumni to stand for appointment to the Board of Governors.</li> <li>3. Build a culture of philanthropy.</li> <li>4. Leverage Lakehead's world-class faculty and alumni to deliver meaningful and informative academic/ educational programming.</li> <li>5. Increase opportunities for alumni to interact with other alumni in their own communities.</li> <li>6. Explore and launch an alumni travel program as a member benefit</li> </ol>	<p>Year 1 (2019/20)</p> <p>Year 1 (2019/20), ongoing</p> <p>Ongoing</p> <p>Year 2 (2020/21) ongoing</p> <p>Ongoing</p> <p>Year 1 (2019/20), ongoing</p>	<p>University Secretariat</p> <p>Provost Office and Dean's Council</p>	

PILLAR	INITIATIVES	TIMING	PARTNERS	INVESTMENT
<b>Alumni Constituent Groups – International Alumni</b>	<ol style="list-style-type: none"> <li>1. Develop processes to collect and maintain contact information for alumni living abroad.</li> <li>2. Develop targeted growth of international alumni activity in areas with high concentrations of alumni and in areas that are strategic to assisting with the University's internationalization efforts.</li> <li>3. Provide relevant programming and support for international alumni.</li> <li>4. Leverage faculty and staff traveling internationally as opportunities to connect with alumni.</li> <li>5. Create volunteer opportunities for international alumni.</li> <li>6. Increase coverage of international alumni in alumni web and print publications.</li> <li>7. Engage current international students so they become informed ambassadors after they return to their home countries.</li> <li>8. Enhance Communication (general and personalized).</li> <li>9. Identify, approach, cultivate and appoint geographic Alumni Ambassadors to assist with outreach and engagement activities.</li> <li>10. Utilize Lakehead in a Box to encourage both Ambassador-led and grassroots alumni events in the focus areas.</li> <li>11. Implement and utilize the Alumni Engagement Tool Kit (as developed by the Board of Directors) to assist Ambassadors with their engagement activities.</li> <li>12. Develop individual cultivation plans for major gift prospects identified through personal visits, Ambassador introductions, and other identification means</li> <li>13. Regular promotion of Lakehead Annual Fund initiatives to our international alumni and donors.</li> </ol>	<p>Year 1 (2019/20), ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Ongoing</p> <p>Year 2 (2020/21) ongoing Year 1 (2019/20) ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 1 (2019/20), ongoing Year 1 (2019/20), ongoing</p> <p>Ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	Lakehead International	

PILLAR	INITIATIVES	TIMING	PARTNERS	INVESTMENT
<b>ALUMNI CONSTITUENT GROUPS – Graduate Alumni</b>	<ol style="list-style-type: none"> <li>1. Develop strategies to assist current graduate students with their programming by increasing graduate alumni participation.</li> <li>2. Incorporate activities of interest to graduate alumni in signature events like Homecoming.</li> <li>3. Increase targeted messages to graduate alumni regarding opportunities to return to campus and event notifications.</li> <li>4. Increase usage of social media tools.</li> <li>5. Encourage graduate alumni participation in regional and Chapter programming.</li> <li>6. Encourage graduate alumni to serve on Chapter Organizing Committees, Board Working Groups and the Board of Directors</li> </ol>	<p>Year 2 (2020/21) ongoing</p> <p>Year 2 (2020/21) ongoing</p> <p>Year 2 (2020/21) ongoing</p> <p>Year 2 (2020/21) ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 1 (2019/20), ongoing</p>	<p>Faculty of Graduate Studies</p> <p>Graduate Students Association</p>	
<b>ALUMNI HOUSE and ALUMNI COMMONS</b>	<ol style="list-style-type: none"> <li>1. Showcase Alumni House during large-scale oncampus events, such as Homecoming, Commencement, Move-in Day and Preview Days</li> <li>2. Through a variety of print and electronic media, promote Alumni House as a “must see” location for alumni returning to campus.</li> <li>3. Include Alumni House on Admissions tours, in order to impress prospective students and their families and build early brand awareness for the Alumni Association and the value of the alumni network.</li> <li>4. Hold student programs and events at Alumni House in order to plant the seed for future alumni engagement.</li> <li>5. Hold alumni and other VIP meetings at Alumni House in order to showcase it and the success of our alumni and the value and strength of our alumni network.</li> <li>6. Continue to add to the Alumni Art Collection that is displayed in the Alumni Commons, Lakehead Thunder Bay.</li> <li>7. Continue to highlight Alumni award winners on the Recognition Walls in both Alumni Commons.</li> <li>8. Initiate an Alumni Walk of Fame as part of Alumni Commons Lakehead Thunder Bay.</li> </ol>	<p>Year 1 (2019/20)</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 2 (2020/21) ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Year 2 (2020/21) ongoing</p>	<p>Recruitment Student Success Centre</p> <p>Physical Plant  LUSU</p> <p>President's Office</p> <p>University Secretariat</p> <p>Visual Arts Dept.</p>	

PILLAR	INITIATIVES	TIMING	PARTNERS	INVESTMENT
<b>CHAPTERS, AFFINITY GROUPS AND REGIONAL PROGRAMMING</b>	<ol style="list-style-type: none"> <li>1. Building upon the success of our varsity outreach and engagement efforts, continue to develop engaging and diverse regional programming that appeals to a wide range of alumni.</li> <li>2. Leverage Lakehead's world-class faculty and alumni to deliver substantive programming regionally and globally, both in person and virtually.</li> <li>3. Identify and promote regional volunteer opportunities and the Alumni Ambassador Program to alumni around the world.</li> <li>4. Working through the Board of Directors, identify major affinity groups and foster their involvement regionally and during Homecoming.</li> <li>5. Provide opportunities for Lakehead Technical Institute, Lakehead Teachers College, and Lakehead College of Arts &amp; Sciences to connect with each other and the University.</li> <li>6. Establish more affinity-based linkages between alumni and students.</li> <li>7. Execute specific engagement initiatives for our two major alumni markets: <ul style="list-style-type: none"> <li>o Thunder Bay and Northwestern Ontario</li> <li>o GTA and Southern Ontario</li> </ul> </li> </ol>	<p>Year 1 (2019/20), ongoing</p> <p>Year 3 (2021/22), ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 1 (2019/20) ongoing</p> <p>Year 2 (2020/21) ongoing</p> <p>Year 1 (2019/20), ongoing</p> <p>Year 1 (2019/20), ongoing</p>	<p>Recruitment</p> <p>LUSU</p> <p>Student Clubs and Societies</p>	
<b>VOLUNTEER ENGAGEMENT/ ALUMNI AMBASSADOR PROGRAM</b>	<ol style="list-style-type: none"> <li>1. Build a culture of philanthropy - giving of time and talents to assist the University, students and fellow alumni.</li> <li>2. Provide a range of meaningful and diverse alumni volunteer opportunities and collaborate with campus partners to identify new volunteer opportunities</li> <li>3. Alumni Ambassadors act as a point of contact in their geographic area for other alumni and students.</li> <li>4. Alumni Ambassadors assist the University by hosting engagement events.</li> <li>5. Alumni Ambassadors participate in the recruitment process by attending recruitment fairs, send-off events, and conversion activities.</li> </ol>	<p>Ongoing</p> <p>Ongoing</p> <p>Year 1 (2019/20) ongoing</p> <p>Year 2 (2020/21) ongoing</p> <p>Ongoing</p>	<p>Recruitment</p> <p>Athletics</p> <p>Aboriginal Initiatives</p> <p>Provost Office</p> <p>Research and Innovation</p>	



PILLAR	INITIATIVES	TIMING	PARTNERS	INVESTMENT
<b>VOLUNTEER ENGAGEMENT/ ALUMNI AMBASSADOR PROGRAM</b>	6. Regularly highlight Alumni Ambassadors and volunteers via University and Alumni Association communications including website (video testimonials), social media platforms and electronic and print vehicles.	Ongoing		
	7. Regularly communicate with and cultivate alumni with volunteer interest for Ambassador roles.	Ongoing		
	8. Provide orientation and training for significant volunteer roles including leadership roles.	Ongoing		
	9. Support a visible and dynamic Alumni Association Awards Program that recognizes our most highly engaged alumni so that they might serve as inspiration to others and develop a plan to engage award recipients with their respective faculties and departments to ensure student access to accomplished alumni.	Year 2 (2020/21) ongoing		
	10. Improve the stewardship of current volunteers so they deepen their relationship with Lakehead.	Year 1 (2019/20), ongoing		
	11. Thank and recognize Alumni Ambassadors and volunteers.	Year 1 (2019/20), ongoing		
	12. Track volunteerism in Colleague Advancement	Year 1 (2019/20), ongoing		

**EXCEPTIONAL. UNCONVENTIONAL.**



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