Executive Summary

On June 15 and 16, four members of the College of Health and Human Development Alumni Society Board of Directors and two ex-officio members met in State College, Pennsylvania, to draft the Board’s 2008-2011 Strategic Plan. The participants were:

- Kay Salvino, President
- Mark Mintzer, President-Elect
- Eileen Soisson, APG Committee Chair
- Chris Saello, Member At-Large
- Nan Crouter, Dean, College of Health and Human Development
- Abby Diehl, Director of Alumni and College Relations, College of Health and Human Development

In developing the strategic plan, the participants relied heavily upon input that was provided by Board members via a SWOT Analysis. Of particular interest were comments from Board members that actions taken by the Board in its 2005-2008 strategic plan allowed them to feel “part of a greater whole.” In other words, interactions with faculty and students in the College, tours of buildings and facilities outside of the College, and presentations from University administrators on wide-ranging topics, helped to make Board members better informed about not only activities within the College, but also about activities, programs, and issues pertaining to Penn State as a whole.

The resulting 2008-2011 strategic plan reflects the Board’s continuing interest in working with as broad a segment of the University community as possible and in utilizing resources from across the University in accomplishing its goals. The plan also reflects a recognition of the value to the College of a well-informed Board that is visible in the University community as a whole and within the College of Health and Human Development in particular.

Three main goals support the Board’s commitment to excellence and long-term success:

1. **Partnerships**
   - Strengthen relationships and create effective partnerships among the Board, the College and the University to refine existing programs.

2. **Affiliate Program Groups**
   - Continue to enhance the visibility and impact of the Affiliate Program Groups by establishing partnerships and building on past accomplishments.

3. **Development**
   - Complement and extend the College’s development efforts through advocacy and participation.
Unlike the 2005-2008 strategic plan, the 2008-2011 plan does not introduce new programs. Rather, it seeks to refine existing programs and establish partnerships that will allow the Board to strengthen the actions and autonomy of its committees and gain greater visibility across various University entities such as the Penn State Alumni Association. The Board’s record of success with its existing programs (such as the Mentoring Program), the strength of the Affiliate Program Groups, and the relative newness of other programs such as the Alumni in Student Recruitment Program, Distinguished Alumni Speaker Series, and Alternative Spring Break, merit the focus on these programs rather than the establishment of new ones.

The following plan describes the Board’s planning process and elaborates upon the three main goals described above.
**Who are we?**

The participants first reviewed the results of the SWOT Analysis submitted by Board members in advance of the meeting. Because a SWOT Analysis was also conducted prior to the 2005-2008 strategic planning meeting, the results of the two analyses could be compared with one another. The participants noted several key differences between the 2005 SWOT and the current SWOT:

1. Board members’ evaluation of internal communication was a notable weakness in 2005 and a notable strength in 2007. This is most likely a result of extensive efforts to improve information gathering and sharing between the Board’s biannual meetings, such as distribution of executive committee minutes and committee reports.

2. In the current SWOT, a small number of comments expressed disappointment in not being made to feel “on the inside” of some Board activities, such as being aware of “breaking news” in the College and understanding the Board’s awards selection process. As opposed to the 2005 SWOT, however, the current SWOT responses indicated satisfaction with their level of knowledge of the University as a whole and with being made to feel “part of a whole.”

The participants discussed and identified several key themes that emerged from the SWOT responses:

- Diversity on the Board
- APGs and the differences in history, engagement and degree of effectiveness and accomplishment
- Visibility/awareness of the Board and the APGs among students, faculty, and alumni of the College of Health and Human Development

**Where are we going?**

**Vision Statement**

“The Board of Directors of the Alumni Society of the College of Health and Human Development is dedicated to harnessing the talents, time, and resources of alumni to assist the College in achieving the goals of its strategic plan.”

**Mission Statement**

“The mission of the Board of Directors of the Alumni Society of the College of Health and Human Development is to facilitate and promote the participation of alumni in activities that support the College’s pursuit of excellence.”
How are we going to get there?

The discussion pertaining to the new strategic plan consisted of two main topics: a discussion of the current (2005-2008) strategic plan and emergent themes resulting from the SWOT Analysis responses. These two topics are discussed separately below.

**Current Plan**

In beginning to develop a new strategic plan for the time period 2008 to 2011, the participants reviewed the current, 2005 to 2008 plan, the main goals and strategic actions of which are summarized below.

Goal 1: To create new and innovative opportunities for engaging alumni
Strategic Actions:
- Alumni in Student Recruitment
- Distinguished Speaker Series
- Alternative Spring Break

Goal 2: To continue to strengthen the significant role of the Affiliate Program Groups
Strategic Actions:
- Retreat
- MACS Award
- Handbook
- Leadership Cultivation Task Force

Goal 3: To enhance the performance of and communication among the Board of Directors
Strategic Actions:
- Communication between meetings
- Diversity
- Orientation

**Emergent Themes**

The participants then identified themes that might serve as the backbone of the new strategic plan:

Collaboration          Excellence – “the best”
Continuation           Build to last (Depth of leadership/Systems
Petersen Society       and operating procedures)
Student-centeredness   Bringing alumni/students/faculty
together
Integration/coordination (of programs)   Succession
Alignment              Crossover themes
Mentoring              APGs (support/visibility/raising
Evaluation            standards)
Emerging themes in HHD


Goals
Three main goals support the Board’s commitment to excellence and long-term success:

1. Partnerships
   - Strengthen relationships and create effective partnerships among the Board, the College and the University to refine existing programs.

2. Affiliate Program Groups
   - Continue to enhance the visibility and impact of the Affiliate Program Groups by establishing partnerships and building on past accomplishments.

3. Development
   - Complement and extend the College’s development efforts through advocacy and participation.

Strategic Actions

Goal 1 – Strengthen relationships and create effective partnerships among the Board, the College and the University to refine existing programs.

Strategic Action 1a. Create a partnership among the careers committee, the APGs, the academic units of the College, and Alumni Career Services to evaluate and enhance mentoring programs (e.g., Mentoring Program, Alumni in the Classroom)

Measures of success
1. By September 2008, the president will appoint an advisory committee representing the careers committee, APG committee, the academic units, and Alumni Career Services to assess current mentoring programs and explore opportunities for strengthening/enhancing existing programs.
2. By the spring 2009 meeting of the Board, the advisory committee will present a progress report to the Board.
3. By the fall 2009 meeting of the Board, the advisory committee will present its final report including recommendations for further action.

Strategic Action 1b. Develop and strengthen ties between the Alternative Spring Break program and student organizations in the College of Health and Human Development and the University

Measures of success
Ongoing measures include:
1. Contact selected student organization(s) regarding future activities for the alternative spring break initiative in a timely manner. The timeframes for projects may vary from year to year depending on the scope of the project and the advance preparation required.
2. Seek feedback from partner organizations at the conclusion of all alternative spring break projects, with the intent of documenting best practices and maximizing efficiency.
3. Keep communication open with all potential student organization partners in order to facilitate appropriate future HHD-related projects.

**Strategic Action 1c. Explore opportunities for re-engaging the Petersen Society through a ‘pilot’ partnership between the awards committee, Petersen Society, and Distinguished Alumni Speaker Series**

**Measures of success**
1. During the summer of 2008, the awards committee, the president of the Board, and the director of alumni relations will meet via conference call to explore partnership opportunities.
2. During the fall of 2008, a letter will be sent to Petersen Society members detailing the partnership and outlining involvement opportunities.
3. The first Distinguished Alumni Speaker Series in which Petersen Society members will be re-engaged will take place in the fall of 2008.

**Strategic Action 1d. Continue to partner with the HHD Office of Undergraduate Education to assist the College in recruiting the best students via the Alumni in Student Recruitment program**

**Measures of success**
Ongoing measures include:
1. Each fall, Board members will be recruited by the Office of Alumni Relations to participate in the program.
2. In December of each year, participating Board members will receive information packets and may begin contacting students.
3. All students identified by the assistant dean for undergraduate education to be contacted will be contacted by alumni.
4. The director of alumni relations and the assistant dean for undergraduate education will evaluate the program annually and make recommendations for future actions.

**Strategic Action 1e. Establish a partnership between the ad hoc membership committee and the Alumni Association to enhance the membership penetration rate among HHD alumni**

**Measures of success**
1. By fall 2008, a representative of the membership committee, the director of alumni relations, and a staff member from the Alumni Association’s membership office will meet to discuss the committee’s proposals for Board action and to obtain feedback.
2. By spring 2009, the membership committee will present its findings from the meeting and recommendations for action to the Board.
3. By fall 2009, the Board will begin implementing at least one new membership strategy.
**Goal 2 – Continue to enhance the visibility and impact of the Affiliate Program Groups by establishing partnerships and building on past accomplishments.**

**Strategic Action 2a. Ensure that all APGs achieve the standards established in the MACS framework**

**Measures of success**
1. Work with APG leaders during 2008-2009 academic year to identify barriers to achievement of MACS framework.
2. Establish mechanism(s) of support for each APG based upon identification of barriers (ongoing).
3. By fall 2010, establish a list of “best practices” as identified through the APG Committee.

**Strategic Action 2b. Reinforce/strengthen department relationships by ensuring APG liaison participation in APG activities and communications**

**Measures of success**

**Ongoing measures include:**
1. APG presidents’ Board meeting reports will include the extent to which conference call minutes and work plans are shared with their faculty liaisons.
2. APG presidents’ Board meeting reports will include information regarding face-to-face contact with liaisons at HHD Alumni Board meetings and APG events.
3. Each APG will achieve 100 percent faculty liaison participation on conference calls.
4. APG liaisons will provide a link to student society(ies) in the affiliated academic unit.

**Strategic Action 2c. Utilize the recommendations in the APG Leadership Cultivation Task Force, presented to the Board at its spring 2008 meeting, to identify strategies pertaining to leadership cultivation and engagement**

**Measures of success**
1. Beginning in the summer of 2008, each APG president will share the final recommendations with his/her APG Board.
2. At the spring 2009 meeting of the Board, the APG Presidents will provide a report regarding how they are implementing the Task Force’s recommendations.
**Goal 3 – Complement and extend the College’s development efforts through advocacy and participation**

**Strategic Action 3a. Engage the re-established development committee in order to establish a Board-endorsed development initiative and leverage greater support of the College among HHD alumni and friends**

**Measures of success**

Ongoing measures include:

1. The development committee will report to the Board at each meeting on indicators of success.
2. The committee will establish a ‘referral process’ whereby Board members can notify the development office of potential donors.
3. The committee will collaborate with the director of development to develop initiative(s) for Board endorsement and support.

**Strategic Action 3b. Achieve 100 percent participation in Board-sponsored initiatives among all voting Board members**

**Measure of success**

Ongoing measures include:

1. Board members’ overall participation level will be tracked by the Development Office and the percentage of members participating will be reported upon at each biannual meeting of the Board. (Attention will focus on whether members are participating, not the size of the gift, and all contributions will be confidential. No one, other than development staff, will know who participated and who did not.)
2. The development committee will develop and implement a system whereby Board members are reminded of the 100 percent participation goal and reminded to make a gift if they have not already done so.
3. A member of the HHD development staff will contact Board members who have not responded two months prior to the end of each fiscal year (June 30) with a reminder about the goal.