



ALUMNI  
ASSOCIATION

# UOAA 2025 STRATEGIC PLAN



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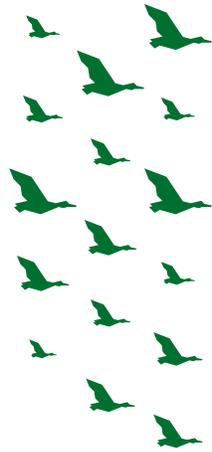
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## Executive Summary

The University of Oregon Alumni Association (UOAA) is a nonprofit organization governed by a board of directors and managed by a staff who are employed by the University of Oregon. The UOAA operates as an independent 501(c)3 but also interdependently as a department of the university's Advancement division. This document presents a strategic plan to guide the association over the five-year period from July 2025 to June 2030.

The previous strategic plan, adopted in 2020, focused on increasing the number of UO alumni who engage with the university and/or the UOAA each year. The objectives were largely achieved: As of 2024, alumni engagement had increased 70% over a 2019 baseline.

The 2025 plan seeks to build on the foundation of the previous one, maximizing the unique role alumni can play in making the UO a leader in career preparation, a primary goal of the university's own strategic plan. The "North Star" of the UOAA's plan will be to recruit and activate a cadre of at least 5,000 alumni career volunteers and to support 1,000 students with career-focused experiential learning interactions.

### Selecting Objectives

The sections below outline the context by which we selected the following five objectives for the coming years:

- Continue to engage large numbers of alumni into the life of the university.
- Expand the reach of alumni communications to share our remarkable stories.
- Leverage alumni volunteers to make the UO a leading university in career preparation and professional development.
- Create an outstanding employee culture that inspires great people to work at the UOAA.
- Provide the financial resources to prepare the UOAA for an even better future.

Compared with most public flagship university alumni associations in the U.S., the UOAA has a smaller staff and budget. Despite our limited resources, we are committed to growing our operations and providing excellent and continually improving service to one of the most loyal and enthusiastic alumni populations in the world. With the active engagement and support of the Oregon Duck community, we are confident that together we can achieve the ambitious goals listed here. Go Ducks!

## Key Performance Indicator, Objectives, Metrics, and Strategies

The UOAA adopts the following key performance indicator and five objectives for this 2025-2030 strategic plan:

### Key Performance Indicator

Recruit and activate at least 5,000 alumni career volunteers.



## Five Objectives

### 1. Continue to engage large numbers of alumni into the life of the university.

#### Metric:

- Maintain unique annual experiential engagement (as defined by the Council for the Advancement and Support of Education) of at least 5% of living alumni.

#### Strategies:

- Structure and activate informal alumni groups beyond chapters and affinities.
- Coordinate with and support UO schools and units on their alumni engagement goals.
- Increase intellectual and cultural alumni events.
- Continue to grow the class reunion program.
- Leverage the Portland campus as a venue for programs.
- Streamline the engagement of graduating students as they become alumni.
- Offer programming targeted to recent alumni in major markets.

### 2. Expand the reach of alumni communications to share our remarkable stories.

#### Metrics:

- Increase alumni email reach to 70%.
- Leverage text as a channel to reach 5% of alumni.

#### Strategies:

- Expand the reach of *Shout*, both internally and externally.
- Empower group volunteers with their own communication tools.
- Reach out to alumni when their contact information is incomplete.
- Launch an interactive communications program with students prior to graduation.
- Survey alumni to measure brand awareness and needs met.
- Develop alumni personas to guide and segment marketing.
- Update systems and protections around data security.
- Adopt leading technologies such as AI to connect with alumni across platforms and mediums.

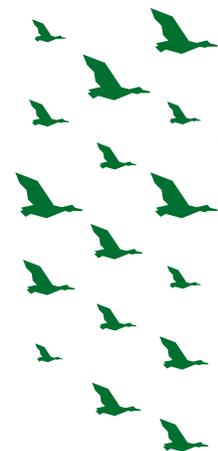
### 3. Leverage alumni volunteers to make the UO a leading university in career preparation and professional development.

#### Metrics:

- Recruit and activate 5,000 alumni career volunteers.
- Provide 1,000 student/alumni career-focused experiential learning interactions.

#### Strategies:

- Adopt and staff a career engagement platform.
- Collect data on alumni careers and industries.



- In partnership with the UO career center, establish the UOAA as the resource for students who want to reach alumni.
- Reduce financial barriers to student engagement.
- Amplify the reach of student programs in the career space.
- Increase opportunities for professional networking and for alumni to offer career support to fellow alumni.

#### **4. Create an outstanding employee culture that inspires great people to work at the UOAA.**

**Metric:**

- Achieve at least 4 out of 5 as a Grand Mean on the annual Gallup employee engagement survey.

**Strategies:**

- Recruit and retain a high-performing staff.
- Expand professional development opportunities.
- Grow the UOAA staff in proportion to our operations.

#### **5. Provide the financial resources to prepare the UOAA for an even better future.**

**Metrics:**

- Increase the UOAA endowment by 20%
- Increase revenues by 20%

**Strategies:**

- Communicate the value proposition of UOAA membership.
- Offer member pricing on most UOAA programs.
- Use AI and predictive modeling to target membership campaigns.
- Increase the number of UOAA-supported student scholarships and the size of the average distribution.
- Secure and increase business development partnerships.

## **Our Vision, Mission, and Values**

The UOAA's vision and mission statements were last updated and adopted by the board in 2019, and its values statements were revised and expanded in 2023.

### **OUR VISION**

Uniting and engaging Ducks in all stages of flight.

### **OUR MISSION**

The University of Oregon Alumni Association fosters lifelong relationships, deepens engagement, and advocates on behalf of the university and Duck alumni around the world.



## OUR VALUES

We hold ourselves to a standard of conduct that represents the UOAA and the University with the highest integrity.

### Community:

- We provide an inclusive community that connects our diverse members with one another and the university.
- We intentionally invite Ducks from all over the world to participate in our community, including alumni, students, faculty, and fans.
- We value and respect one another.

### Heritage:

- We celebrate the people, research, and influence of our institution's past and present.
- We acknowledge, challenge, and learn from our history.
- We restore and build upon our relationships, experiences, and memories to create a better future.

### Impact:

- We create a space for courageous, civil conversations.
- We apply our education to foster positive change.
- We actively support the next generation of Duck students and alumni.

### Fun:

- We demonstrate unabashed joy to be Ducks.
- We foster connections with one another.
- We provide opportunities for engagement and lifelong learning.

## Our Target Audience

As of early 2025, over 275,000 University of Oregon alumni live around the world. The UOAA considers all UO graduates to be alumni, as well as any student who has completed at least one year's worth of credits in a UO degree-granting program. The university hosts a limited number of certificate programs whose participants are also considered to be alumni. Tables in the Appendix demonstrate some of the demographic characteristics of this population.

Although alumni are the UOAA's primary audience, current students are another key population. The UOAA maintains a Student Alumni Association (SAA) as a way of engaging our future alumni while they are still on campus. The larger UO community is invited to join the UOAA as members, including faculty, staff, parents, family members, donors, fans, and friends. Nearly all UOAA programs are open to all alumni and UOAA members. A small number of programs are open only to students, alumni, and/or UOAA members.



## Context for the UOAA's Objectives

In developing the UOAA's objectives for the next five years, the board considered several strategic initiatives of both the university and the UOAA.

### University Initiatives

Four current and upcoming initiatives play important roles in shaping the UOAA's strategic plan: The UO's *Oregon Rising* plan, the move from the Pac-12 to the Big Ten Conference, the new UO campus in Portland, and the upcoming sesquicentennial anniversary.

### Oregon Rising

In 2024, the UO published a strategic plan entitled *Oregon Rising*. The plan articulates four key goals for the university to pursue over the next decade:

- GOAL 1:** Enhance pathways to timely graduation
- GOAL 2:** Become a leader in career preparation
- GOAL 3:** Create a flourishing community
- GOAL 4:** Accelerate the University of Oregon's impact on the world

Of these, the career preparation goal (Goal 2) explicitly depends on leveraging our alumni network, facilitating engagement between students and alumni, and establishing career communities to guide students. The UOAA will be a key partner in each of these efforts, and the UOAA's strategic plan aligns closely with this university goal. In addition, the UOAA seeks to promote alumni supporting fellow alumni in career development.

The UOAA also embraces Goal 3 and seeks to create a flourishing community, both for UOAA staff members and for our entire alumni population.

The UO is in the process of designing an ambitious comprehensive campaign that is scheduled to launch publicly in 2026 and run for several years after. The UOAA has a role sharing the narratives of the campaign with alumni, encouraging the university's graduates to provide the resources necessary to support the goals of *Oregon Rising*.

### The Big Ten Conference

In the fall of 2024, the university began its first year as a member of the Big Ten Conference. We have only begun to come to terms with the geographic shift from the Pac-12 to the Big Ten.

Our move to a new conference has facilitated increased efforts to engage alumni in the Big Ten footprint, especially with critical populations in Chicago, New York, and Washington DC. The move has also created opportunities for us to engage alumni in smaller markets across the Midwest. At the same time, we must face the reality that we have reduced our presence in several historical Pac-12 regions where significant numbers of alumni live, especially in the San Francisco Bay Area, and to a lesser but significant extent in Arizona, Colorado, and Utah.

Graduates of various Big Ten schools have formed combined alumni groups in some regions, a structure that had no parallel in the Pac-12. These Big Ten alumni groups can help the UOAA to engage alumni



in new markets, but they raise some structural, staffing, legal, and marketing questions for our association to address.

### **The Portland Campus and UOAA Alumni Atrium**

The UO's campus in Northwest Portland opened in 2022. In support of the new campus, the UOAA contributed a \$1 million gift to name and furnish the Alumni Atrium, a reception area outside a new event space in the main Library & Learning Center. The new campus greatly increases our ability to engage with over 50,000 alumni in Portland and to connect them with current students. We seek to promote the new campus in general and the Alumni Atrium in particular.

### **The UO's 150th Anniversary**

The university will celebrate its sesquicentennial over the 2026-27 academic year, and the UOAA will be a partner in designing and promoting this celebration. We hope this anniversary will be a special opportunity to engage and re-engage alumni.

### **UOAA Initiatives**

Several UOAA initiatives are also key to the development of this plan, including an opportunity to partner more closely with other UO schools and units, leveraging unofficial alumni communities, expanding our communication reach and channels, increasing revenue programs, and strengthening the existing relationship that students and alumni have with the university.

### **Partnering with UO Schools and Units**

The University of Oregon, like most universities, is decentralized, and individual schools and units have diverse approaches to alumni relations. In a few cases, units have established staff positions that engage alumni from that area. In other cases, units depend on the UOAA to help them engage their alumni. In all cases, there is an opportunity for the UOAA to partner more closely with other schools and units to better engage our alumni.

### **Leveraging Unofficial Alumni Communities**

The UOAA currently supports 42 regional chapters and affinity groups, official alumni communities that are outlined in our bylaws. Beyond these official groups, many alumni communities exist that are affiliated with the university but not chartered by the UOAA board. The UOAA may be able to support alumni in these unofficial groups to pursue our mission of fostering lifelong relationships.

### **Communicating with Alumni in New and Better Ways**

The UOAA's communication strategies are built primarily around email outreach, but the alumni database contains email addresses for less than 55% of all living alumni. To better engage our alumni, the UOAA needs the ability to reach a greater portion of them via email.

But email alone is not as effective of a channel as it once was. Younger alumni are less likely to use email as a primary communication channel, and alumni living in many parts of the world outside of the U.S. are better reached via various mobile apps. The UOAA will need to develop more communication channels outside of email.

### **UOAA Revenue Programs**

Over the past decade, the UOAA has grown its endowment by nearly 50%, which has allowed the



association to grow both its programs and staffing, as well as creating greater financial independence from the university. To continue expanding opportunities to engage alumni, the UOAA will need to grow its endowment and business development revenues.

### **Continuing a Lifelong Relationship**

The UOAA has an interest in pursuing two philosophical goals in achieving its mission. The first is that on an individual level, engaging alumni should not be a new endeavor; rather, the UOAA should be continuing and amplifying an existing relationship with the university that has been created during each alum's student experience. The UOAA can do more to engage students before they graduate and then to focus on creating a more seamless student-to-alumni transition.

Second, the UOAA faces a common assumption by alumni that its primary goal is fundraising. While support of the university is a part of the UOAA's mission, the association seeks to engage alumni whether they become university donors or not. One goal is to ensure that new graduates are invited to engage with UOAA programs before they are solicited for their first gift.

## **Appendix: Alumni Demographics**

- Unless otherwise noted, the data below were current as of November 4, 2024. Highlights from the charts below include:
- The alumni population includes 68% undergraduate alumni, 3% graduate alumni, 16% certificate alumni, and 14% who began but did not complete a degree-earning program.
- Slightly more than half of all graduates attended a program in the College of Arts & Sciences.
- The university and the UOAA share an alumni database, which includes address data for 95% of alumni, at least one phone number for 75% of alumni, and an email address for 54% of alumni.
- Nearly half of all alumni live in the state of Oregon. Over two-thirds of alumni live in Oregon, Washington, or California.
- By metro area, 20% of alumni live in Portland and 16% in Eugene. About half of all alumni live in the UOAA's top six markets—in order: Portland, Eugene, the San Francisco Bay Area, Seattle, Los Angeles, and Bend. The other half of alumni are greatly dispersed geographically across the U.S. and around the world.
- Internationally, the largest alumni populations are in China, Japan, Canada, Taiwan, Korea, Singapore, and Indonesia, in that order.
- The size of the student body has been increasing over time. About half of UO alumni have graduated since 2000.
- The UO student body has become more ethnically diverse over time. Forty-one percent of the most recent entering class identified as non-White, Hispanic, and/or multi-racial, compared to 15% of the alumni population. The UOAA does not have any ethnic information for 39% of alumni.

Note: This table includes degree earners only. It does not include certificate holders or alumni who started but did not complete a degree-earning program.

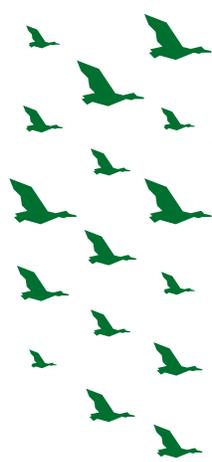


| TYPE OF DEGREE                   | NUMBER OF ALUMNI | PERCENT OF 275,117 | UOAA MEMBERS | PERCENT OF 20,874 |
|----------------------------------|------------------|--------------------|--------------|-------------------|
| Undergraduate Degree Only        | 184,988          | 67.24%             | 18,115       | 86.78%            |
| Graduate Degree Only             | 6,357            | 2.31%              | 357          | 1.71%             |
| Undergraduate & Graduate Degrees | 1,971            | 0.72%              | 419          | 2.00%             |
| No Degree on Record              | 38,274           | 13.91%             | 8            | 0.03%             |
| Undefined or Certificate         | 43,527           | 15.82%             | 1,975        | 9.46%             |

| CONTACT METHOD     | NUMBER OF ALUMNI | PERCENT OF 275,117 | UOAA MEMBERS | PERCENT OF 20,874 |
|--------------------|------------------|--------------------|--------------|-------------------|
| Paper Mail Address | 260,608          | 94.73%             | 20,749       | 99.40%            |
| Phone Number       | 208,097          | 75.64%             | 20,227       | 96.90%            |
| Email Address      | 149,786          | 54.44%             | 19,645       | 94.11%            |
| No Contact Info    | 12,360           | 4.49%              | 39           | 0.18%             |

| COLLEGE (AS OF 10/30/24)             | LIVING ALUMNI | PERCENT OF 204,939 |
|--------------------------------------|---------------|--------------------|
| College of Arts and Sciences         | 107,547       | 52.48%             |
| Lundquist College of Business        | 28,928        | 14.12%             |
| School of Design                     | 16,765        | 8.18%              |
| School of Journalism & Communication | 16,599        | 8.10%              |
| College of Education                 | 12,897        | 6.29%              |
| School of Law                        | 7,772         | 3.79%              |
| Human Development & Performance      | 6,168         | 3.01%              |
| Robert D. Clark Honors College       | 4,257         | 2.08%              |
| School of Music & Dance              | 3,127         | 1.53%              |
| Graduate School                      | 475           | 0.23%              |
| Other                                | 404           | 0.20%              |

Note: This table includes degree earners only. It does not include certificate holders or alumni who started but did not complete a degree-earning program.



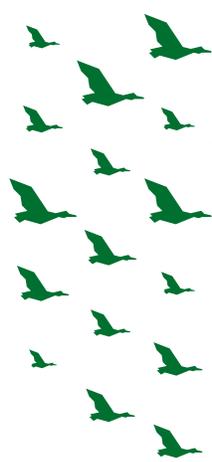
| TOP METRO AREAS | ALUMNI AS OF 11.04.24 | PERCENT OF 275,117 |
|-----------------|-----------------------|--------------------|
| Portland        | 55,284                | 20.09%             |
| Lane County     | 46,164                | 16.78%             |
| Bay Area        | 15,086                | 5.48%              |
| Seattle         | 10,602                | 3.85%              |
| Los Angeles     | 7,748                 | 2.82%              |
| Central Oregon  | 6,756                 | 2.46%              |

| TOP 15 U.S. STATES      | ALUMNI AS OF 11.04.24 | PERCENT OF 275,117 |
|-------------------------|-----------------------|--------------------|
| Oregon                  | 129,631               | 47.12%             |
| California              | 38,690                | 14.06%             |
| Washington              | 20,526                | 7.46%              |
| Colorado                | 4,538                 | 1.65%              |
| Arizona                 | 4,141                 | 1.51%              |
| Texas                   | 4,105                 | 1.49%              |
| Idaho                   | 2,895                 | 1.05%              |
| New York                | 2,672                 | 0.97%              |
| Hawaii                  | 2,607                 | 0.95%              |
| Florida                 | 2,307                 | 0.84%              |
| Nevada                  | 2,298                 | 0.84%              |
| Illinois                | 1,964                 | 0.71%              |
| Virginia                | 1,635                 | 0.59%              |
| Alaska                  | 1,579                 | 0.57%              |
| Massachusetts           | 1,493                 | 0.54%              |
| All Other States        | 22,412                | 8.15%              |
| All Other Countries     | 17,116                | 6.22%              |
| All Other Areas/Unknown | 14,508                | 5.27%              |



| COUNTRY                            | ALUMNI AS OF 11.04.24 | PERCENT OF 275,117 |
|------------------------------------|-----------------------|--------------------|
| China                              | 2,542                 | 0.92%              |
| Japan                              | 2,418                 | 0.88%              |
| Canada                             | 2,108                 | 0.77%              |
| Taiwan                             | 1,145                 | 0.42%              |
| Republic of Korea                  | 999                   | 0.36%              |
| Singapore                          | 825                   | 0.30%              |
| Indonesia                          | 652                   | 0.24%              |
| Germany                            | 628                   | 0.23%              |
| Hong Kong                          | 571                   | 0.21%              |
| Australia                          | 449                   | 0.16%              |
| United Kingdom                     | 422                   | 0.15%              |
| Thailand                           | 411                   | 0.15%              |
| France                             | 335                   | 0.12%              |
| Malaysia                           | 323                   | 0.12%              |
| Norway                             | 280                   | 0.10%              |
| United States                      | 243,493               | 88.51%             |
| All Other Countries Excluding U.S. | 3,008                 | 1.09%              |
| All Other Areas/Unknown            | 14,508                | 5.27%              |

| AGE          | NUMBER OF ALUMNI | PERCENT OF 275,117 | UOAA MEMBERS | PERCENT OF 20,874 |
|--------------|------------------|--------------------|--------------|-------------------|
| 19 and Under | 90               | 0.00%              | 0            | 0.00%             |
| 20-29        | 44,346           | 16.12%             | 7,129        | 34.15%            |
| 30-39        | 55,953           | 20.34%             | 3,361        | 16.10%            |
| 40-49        | 40,957           | 14.89%             | 2,163        | 10.36%            |
| 50-59        | 34,660           | 12.60%             | 1,902        | 9.11%             |
| 60-69        | 24,126           | 8.77%              | 1,685        | 8.07%             |
| 70 and Over  | 28,398           | 10.32%             | 3,234        | 15.49%            |
| Age Unknown  | 46,587           | 16.93%             | 1,400        | 6.70%             |



| GENDER           | NUMBER OF ALUMNI | PERCENT OF 275,117 | UOAA MEMBERS | PERCENT OF 20,874 |
|------------------|------------------|--------------------|--------------|-------------------|
| Female           | 137,738          | 50.06%             | 10,210       | 48.91%            |
| Male             | 136,562          | 49.64%             | 10,448       | 50.05%            |
| Other or Unknown | 817              | 0.30%              | 216          | 1.03%             |

| ETHNICITY (AS OF 10/31/24)            | NUMBER OF ALUMNI | PERCENT OF 274,571 |
|---------------------------------------|------------------|--------------------|
| Asian or Pacific Islander             | 17,927           | 6.53%              |
| Black/Non-Hispanic                    | 3,801            | 1.38%              |
| Hispanic                              | 7,386            | 2.69%              |
| Native American (American Indigenous) | 1,935            | 0.70%              |
| Other/Multiple                        | 9,195            | 3.35%              |
| White/Non-Hispanic                    | 126,566          | 46.10%             |
| Unknown                               | 107,761          | 39.25%             |

| UOAA MEMBERSHIP                                 | ANNUAL | LIFE   | TOTAL UOAA MEMBERS | PERCENT OF MEMBERSHIP |
|---|--------|--------|--------------------|-----------------------|
| FY17 (Living Alumni: 227,979)                   | 11,850 | 10,362 | 22,212             | 9.74%                 |
| FY18 (Living Alumni: 234,299)                   | 11,561 | 10,966 | 22,527             | 9.61%                 |
| FY19 (Living Alumni: 240,791)                   | 11,536 | 11,648 | 23,184             | 9.63%                 |
| FY20 (Living Alumni: 247,321)                   | 10,013 | 11,994 | 22,007             | 8.90%                 |
| FY21 (Living Alumni: 253,483)                   | 8,774  | 12,474 | 21,248             | 8.38%                 |
| FY22 (Living Alumni: 258,715)                   | 11,868 | 12,852 | 24,720             | 9.55%                 |
| FY23 (Living Alumni: 263,435)                   | 10,849 | 13,258 | 24,107             | 9.15%                 |
| FY24 (Living Alumni: 269,625)                   | 10,695 | 13,655 | 24,350             | 9.03%                 |
| FY25 (Living Alumni: 275,517)<br>as of 11.04.24 | 9,192  | 12,664 | 21,856             | 7.94%                 |