

*Alumni*

ASSOCIATION

**Inspiring Our Alumni.  
Supporting Our University.  
Bettering Our World.**

**A Strategic Plan for Engaging Santa Clara Alumni**



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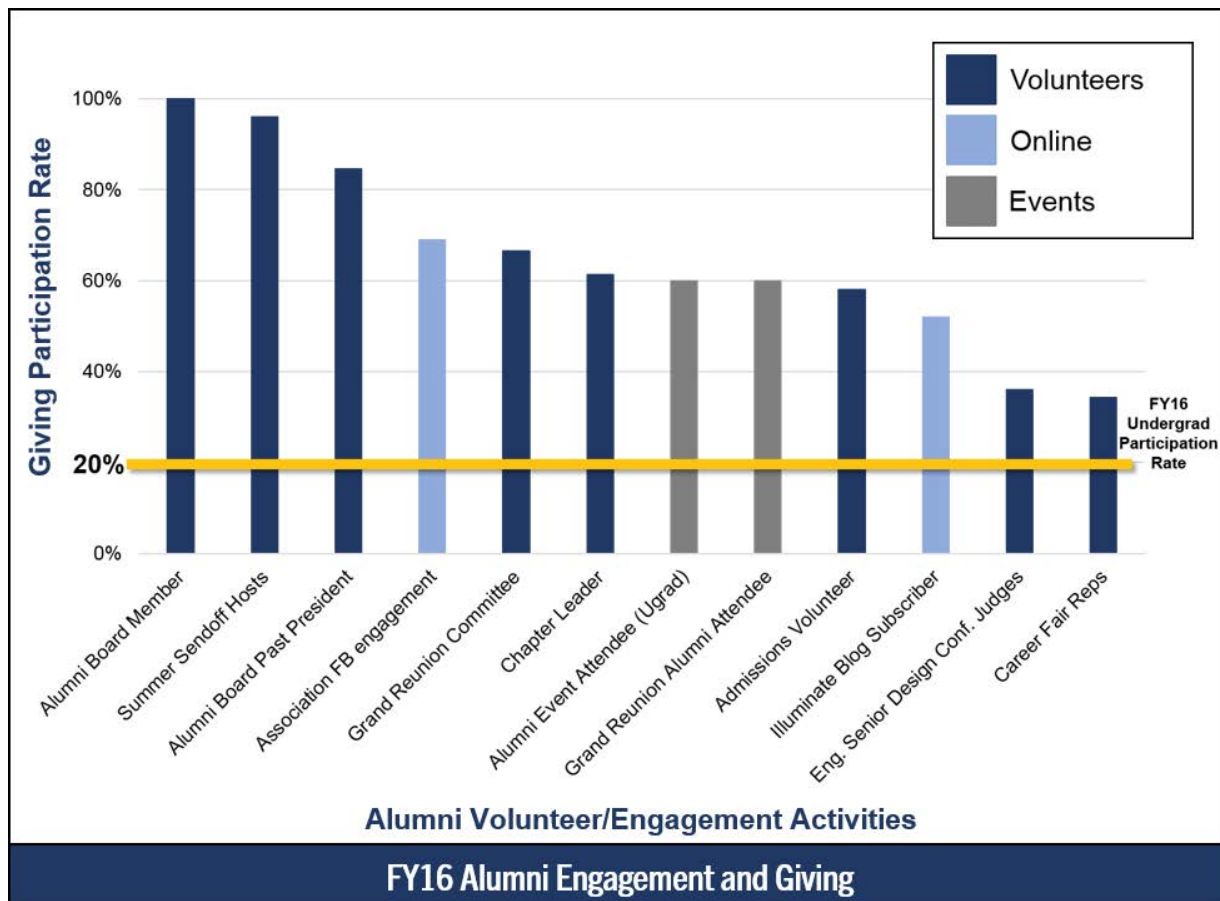
# Our Landscape

During the past several years, Santa Clara University has laid out a comprehensive blueprint for its future. Published in 2014, the Integrated Strategic Plan ([www.scu.edu/santaclara2020/elements/](http://www.scu.edu/santaclara2020/elements/)) defines a bold vision that reinforces SCU's mission and values while positioning us for growth and distinctive excellence. Fundamental to achieving this plan is the most ambitious fundraising campaign in our University's history.

To obtain baseline measurements and clearly understand the perceptions of our largest constituency, the Alumni Association commissioned an Alumni Attitudes Survey in 2015 (see *Appendix A*).

This survey, coupled with our 2016 analysis of alumni volunteer giving, identified a direct correlation between alumni **feelings about** the University and alumni **activities with** the University. More specifically, those who feel they are still part of the Santa Clara community, are **2 to 3 times more likely** to be engaged physically, digitally, emotionally, spiritually, intellectually, and philanthropically with the institution.

SCU's Integrated Strategic Plan	
<b>Goal 1</b>	Imparting a transformational Jesuit education
<b>Goal 2</b>	Fashioning a more humane, just, and sustainable world
<b>Goal 3</b>	Fostering innovation and entrepreneurship in service to humanity
<b>Goal 4</b>	Advancing contemporary theological studies, education, and ministry
<b>Goal 5</b>	Increasing diversity, access, and affordability
<b>Goal 6</b>	Enhancing Santa Clara's reputation and national visibility



# A New Vision

To proactively contribute to the success of the University's Integrated Strategic Plan as well as respond to the feedback and attitudes of our Bronco family, the Alumni Association is proud to offer a new vision for Santa Clara alumni.

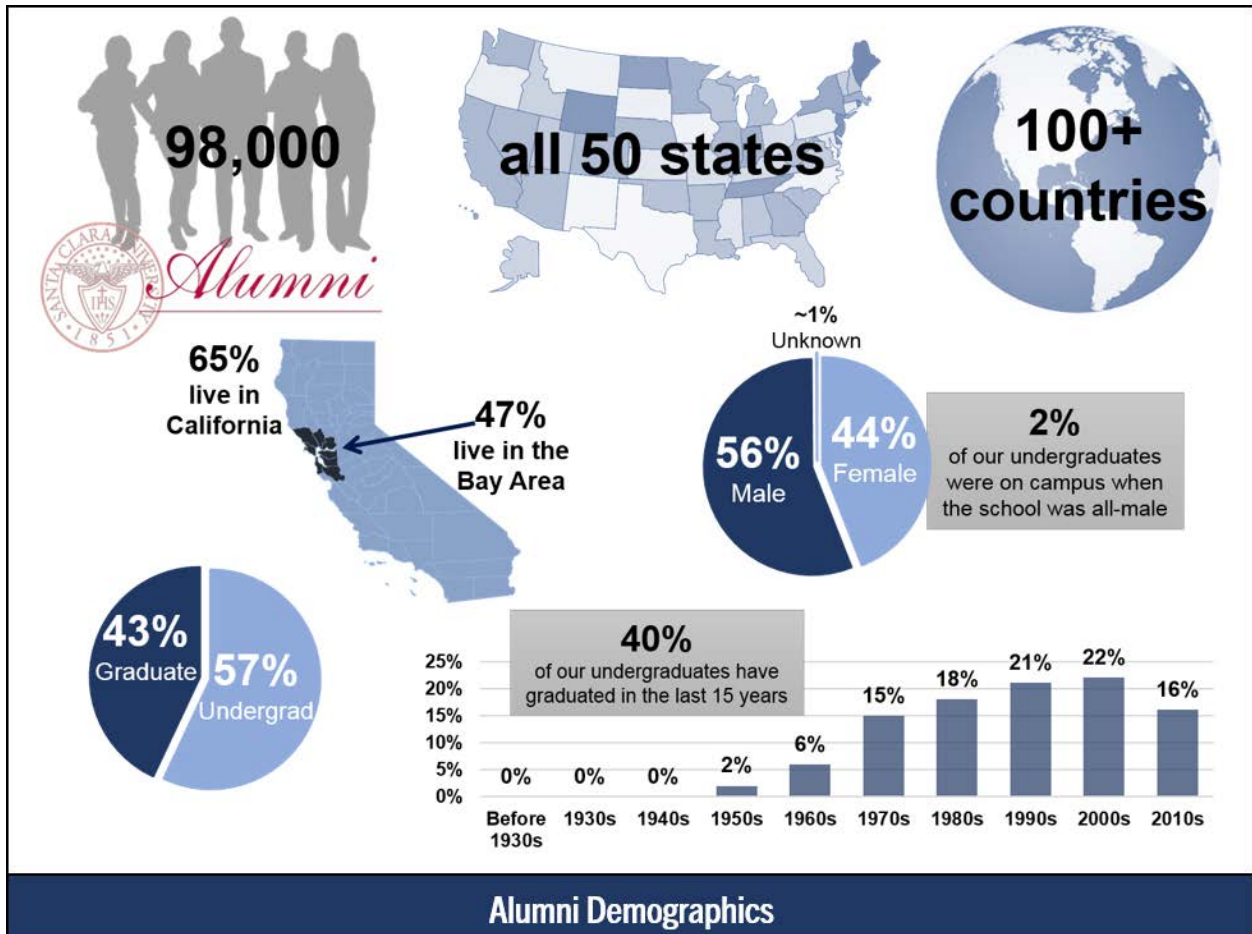
This document sets forth a roadmap for both **defining** and **enabling** meaningful change. Our goal is to inspire a revolution in the way SCU engages and stewards its alumni to advance Santa Clara's transformative goals.

# Our Alumni

“The real measure of our Jesuit universities lies in who our students become.”

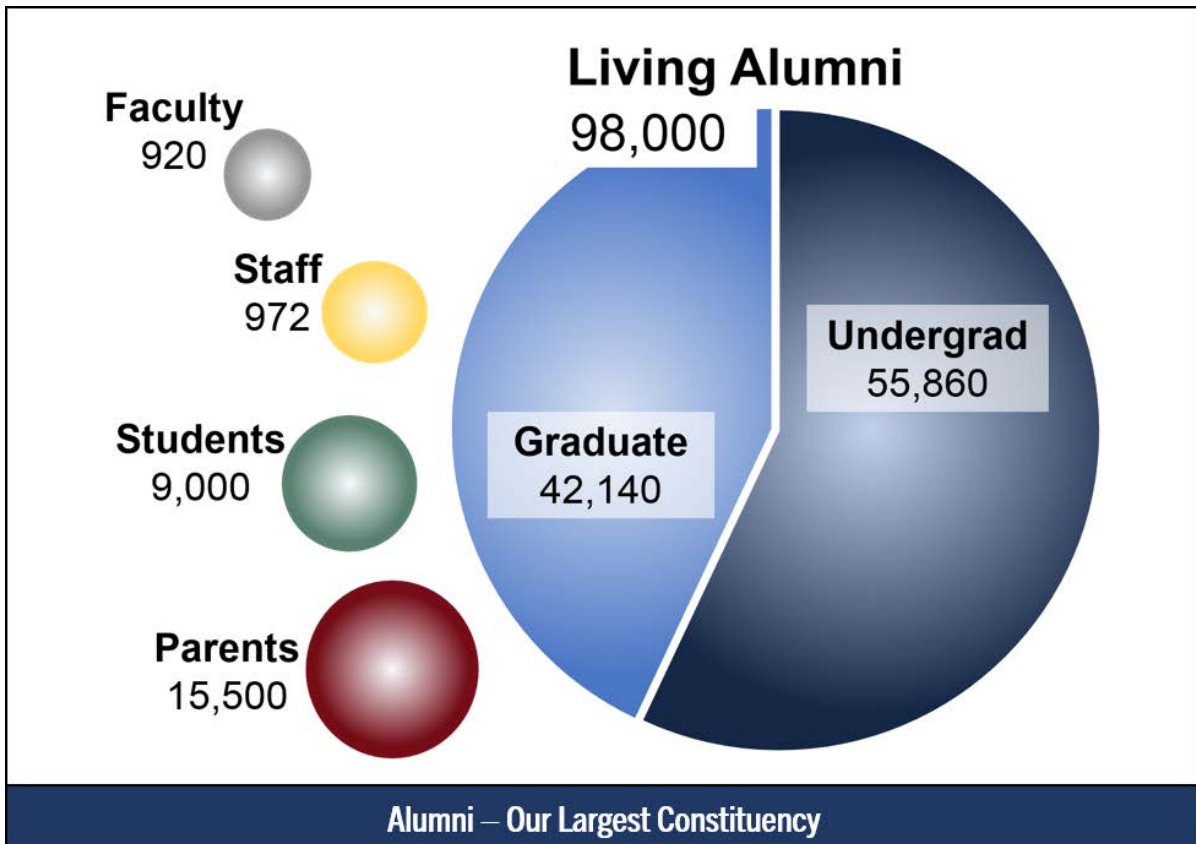
~ Father Peter-Hans Kolvenbach  
29th Superior General of the Society of Jesus

- 98,000 alumni living in all 50 states and in over 100 countries around the world
- 56% male, 44% female
- 57% undergraduate, 43% graduate
- 40% of our undergraduates have graduated in the past 15 years
- 2% of our undergraduates were on campus when the school was all-male
- 65% of all alumni live in California
- 47% of all alumni live in the greater Bay Area
- The University does not have complete race and religion data for our greater alumni community. However, we have included the full demographic profile of all alumni who participated in the *Alumni Attitudes Survey*, which includes self-identified race and religion data, in *Appendix A*.



In addition to their global presence, our Santa Clara graduates are valuable to the institution in three distinct and meaningful ways:

1. **WHO WE ARE | Lifelong Stakeholders:** Alumni are lifelong stakeholders and the University's largest constituency group. Regardless of geography, background, or career choice, Santa Clara Broncos are bound together by a shared experience that shapes who they are, how they think, and what they do. Our alumni remain part of the Santa Clara Family—connected to their education, the institution, and one another—for life.



2. **WHAT WE DO | Reflect the Mission:** Alumni represent the best of the University in their work, lives, and local communities; their very actions reinforce our values, and in doing so, enhance Santa Clara's reputation and national visibility while making our world a better place.
3. **HOW WE DO IT | As Passionate Contributors:** Passionate and proud of their alma mater, our graduates have the ability and desire to contribute to the University in many ways. Not just with dollars—but also volunteer time, jobs, internships, expertise, ideas, advice, goods and services, advocacy, resources, mentorship, classroom speakers, word-of-mouth referrals, athletic team support, student recommendations, research opportunities, networks, brand influence, and personal connections.

# Our Responsibility

Our alumni are passionate. There are no better fans of Santa Clara University – no more caring group of competent, conscientious, and compassionate leaders – each making his or her mark on the world in a unique way. Our opportunity and, indeed, our responsibility, is



to embrace these alumni as relevant and respected lifetime members of our community; as valuable—in both word and action—as the 9,000 currently enrolled students. Our strength lies not with separate alumni and student constituencies but one unified group of engaged and

appreciated members, brought together through their shared passion for a Santa Clara education, affection for fellow Broncos, the richness of our community, and a desire to build a more humane, just, and sustainable world.

We must inspire and energize this community to action. We must facilitate deep connections so our alumni care about what happens on campus, with their fellow alumni, and in their communities. We must show our alumni family that sustaining the Santa Clara experience for future generations advances the impact of our good work exponentially as new graduating classes fan out into the world. Likewise, we must provide our students with meaningful alumni interactions that demonstrate the value of their Bronco network while validating the benefit of a lifelong relationship with SCU. Only then will we build a movement of invested alumni who see their involvement with the University as an essential part of who they are and what they do.

With the Integrated Strategic Plan in place, the time is now for Santa Clara University to reimagine the role its alumni can play in achieving its bold vision. Doing so will enhance the vital relationship between alumni and their alma mater while delivering a strategic advantage for Santa Clara University in an increasingly competitive educational and professional landscape.



# Defining Change. Enabling Change.

In response to our changing world, and in support of Santa Clara's Integrated Strategic Plan, we must embrace a modern alumni engagement model based on timeless values and innovative concepts.

Our **Big Ideas** and **Key Priorities** are the foundational pillars of this Strategic Plan. They articulate the initiatives needed to inspire and mobilize our alumni. The outcome of these efforts will result in advancing the University's vision, emboldening our financial vitality, and successfully reaching our \$1B Comprehensive Campaign goal while enhancing Santa Clara's reputation and national visibility.

## **BIG IDEA #1: Once a Bronco, Always a Bronco**

To achieve Santa Clara's long-term goals, we must embrace our alumni as lifelong stakeholders in the University.

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“When so many of the civic bonds in our society have fragmented, colleges and universities should be binding agents, convening authorities to bring together people of talent at every stage of life. If higher education is going to thrive in the century ahead, it's time to think of college not as a life stage or a credential, but as a lifelong community for lifelong learners.”

~ Matthew Rascoff and Eric Johnson,  
"Reimagining College as a Lifelong Learning Experience"

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We must include alumni as a formal and integral part of our University ecosystem. We must facilitate deep engagement between our alumni and the University—reflecting a two-way relationship that develops, evolves, and matures throughout the many stages of life. This union will deliver an ongoing commitment from our alumni to the health of the institution and create lifelong advocates for SCU's mission and goals.

### **KEY PRIORITY #1: University Integration**

The University's approach to its alumni influences everything—what we do (and what we don't do), why we do it, and how we do it. Ensuring alumni achievements, viewpoints, and engagements are interwoven into the University's vision, mission, strategic goals, public communications, administrative management, and day-to-day workflows will allow our campus community to truly embrace alumni as lifelong partners while reinforcing the value of a Santa Clara education.

## KEY PRIORITY #2: The Bronco Journey

From the moment a prospective student considers attending Santa Clara, the **Bronco Journey** begins. Every encounter—from a student’s first-year application to his or her 60th reunion and beyond—offers a meaningful moment to deepen connection to the University. Identifying critical alumni touch points will allow us to better understand the journey and maximize every University interaction.

## BIG IDEA #2: Activate the Tribe

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“One of the most powerful of our survival mechanisms is to be part of a tribe, to contribute to (and take from) a group of like-minded people. Tribes can be powerful forces of influence and change because each one is a movement waiting to happen, a group of people just waiting to be energized and transformed. A movement is thrilling. It’s the work of many people, all connected. All seeking something better.”

~ Seth Godin, "Tribes: We Need You to Lead Us"

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It is time for us to assemble our SCU tribe, share our stories, and engage alumni in truly meaningful ways so they remain deeply invested in the future of Santa Clara.

Indeed, the more we allow our alumni to be involved in the direction of our institution, the closer our relationship will become. As Mark Zuckerberg said in a recent interview (*New York Times*, “Chan Zuckerberg Initiative Builds Political Muscle for Philanthropic Work,” 1/10/17), “You can make change, but in order for it to be sustainable, you need to build a movement to support it.”

As we pivot to the future, we must invest in our alumni by inspiring them to invest in us.

## KEY PRIORITY #3: The Bronco Brand Community

Some of the most successful companies—Lego, Starbucks, Harley Davidson, and Nordstrom—have active and engaged brand communities, which Harvard Business Review (“Getting Brand Communities Right,” April 2009) describes as “a group of ardent consumers organized around the lifestyle, activities, and ethos of the brand.” In recognition of our own group of “ardent consumers,” establishing a Bronco Brand Community will give alumni a platform to advocate for SCU in their communities while also giving them a welcomed voice to share ideas, opinions, and advice that informs University strategies and activities. By cultivating a sense of University citizenship among our alumni, we will develop stronger brand ambassadors for SCU.

#### **KEY PRIORITY #4: Spirit, Pride, History, and Tradition**

Accelerating our efforts to foster a deep sense of school spirit, history, and tradition among students and alumni will reinforce a culture of pride and commitment to other alumni, their alma mater, and to society.

#### **KEY PRIORITY #5: One Family**

With graduate and international alumni making up 47 percent of our alumni population, we have an opportunity to define a more intentional and integrated approach to engaging all alumni in the Santa Clara Family.

### **BIG IDEA #3: Surprisingly Relevant and Wildly Useful**

Ultimately, alumni judge Santa Clara by the role we play in their own success and advancement. We will gain their attention, trust, and support by being “surprisingly relevant and wildly useful” by providing opportunities for lifelong learning and personal and professional growth.

#### **KEY PRIORITY #6: Recent Alumni**

With over 40 percent of our undergraduate alumni having graduated in the past 15 years, it’s necessary to design an aggressive, collaborative, and comprehensive recent alumni game plan.

#### **KEY PRIORITY #7: Marketing & Communications —Reinvented**

We must create more personalized and targeted messaging, deliver relevant and useful content, build effective customer feedback channels, and strengthen our digital presence and online engagement.

#### **KEY PRIORITY #8: Regional Connections**

We can help all Broncos feel close to SCU, even if they do not live close to SCU, by offering geographically-focused events, communications, and digital connections.

#### **KEY PRIORITY #9: Professional Connections**

In addition to geographic connections, we will add value by engaging alumni around industry knowledge sharing, network building, and virtual and in-person programming.

#### **KEY PRIORITY #10: Diversity & Inclusion**

To affirm the value of all members of the SCU Family—regardless of race, ethnicity, sexual orientation, social status, gender, religion, age, or economic status—we shall pursue new programs and activities to engage alumni based on culture, identity, affinity, or interest with renewed focus on traditionally underrepresented or underserved groups.

#### **KEY PRIORITY #11: Student Engagement**

Those who have the best experience as students develop the strongest, most positive, and most steadfast relationships as alumni. Reevaluating and refining a comprehensive student engagement program is critical to our long-term success.

# Alumni Association Commitment

“ SCU is an excellent source of enrichment, both for young people starting out in life and alumni who benefit from an enduring positive influence. Great scholarship and positive socialization yield rich blessings. ”

~ 2015 Alumni Attitudes Survey Respondent  
Class of 1975, Male, Undergraduate, Arts and Sciences

**Vision:** We believe a strong Santa Clara Family makes the world a better place.

**Purpose:** It is the fundamental role of the Santa Clara University Alumni Association to foster passion for the University, inspire lifelong connections, and encourage Santa Clara values to live on within the SCU family while motivating alumni to participate fully in the institution as doers, donors, and ambassadors to others.

**Commitment:** The Alumni Association will, by 2022:

- Uniquely engage 35 percent of our contactable alumni (a 35 percent increase in the number of alumni currently engaged)
- Drive 1 million points of alumni engagement
- Deliver an annual Alumni Association Implementation Blueprint that aligns programs and achievements to the Big Ideas and Key Priorities set forth in this Strategic Plan.

Alumni engagement will be measured through event attendance, alumni leadership roles, volunteer activities, financial support, and online engagement.

**Outcome:** Achieving our engagement goals will assist the University in reaching the Comprehensive Campaign goals of \$1B raised and 28 percent undergraduate alumni participation in giving (an 8 percent increase in alumni participation and 51 percent increase in the number of donors), all while growing Santa Clara’s national reputation and visibility.

For the University	For Our Alumni
<ul style="list-style-type: none"> <li>• Passionate alumni contributors to SCU</li> <li>• Global advocates for social justice</li> <li>• Brand ambassadors who will enhance our national reputation &amp; visibility</li> <li>• Competitive advantage in the higher education market</li> <li>• More Broncos helping build a more humane, just, and sustainable world</li> <li>• Achieve the University's fundraising and campaign goals</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse activities and opportunities to connect with SCU and other Broncos</li> <li>• Personally relevant communications</li> <li>• Enhanced support for professional, social, service, and spiritual growth</li> <li>• A voice to share opinions, ideas, advice</li> <li>• A feeling of joy and connectedness as a valued, lifelong member of the SCU community</li> </ul>

# All in for SCU

SCU President Michael E. Engh, S.J., stated in his 2016 University Convocation address,

“In the heart of Silicon Valley and practiced in the art of Ignatian discernment, we are compelled to read the signs of the times, reflect on our circumstances, and rise more fully to our potential in service to our students and the world.”

Santa Clara is at a pivotal moment in its history, and our alumni are well positioned to help shepherd the institution through this exhilarating, but critical time of change.

We are confident this shift to embrace our alumni will transform our culture—adding depth to what it means for our tribe to be “all in for Santa Clara”—while making the experience sustainable for generations of Broncos to come.

# Appendix A: Alumni Attitudes Survey Infographic

## Alumni Attitudes Survey

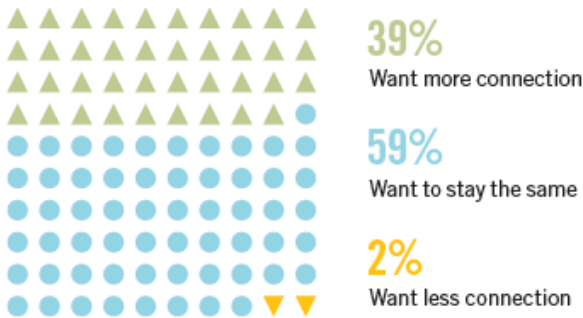


### OVERALL OPINIONS & ATTITUDES

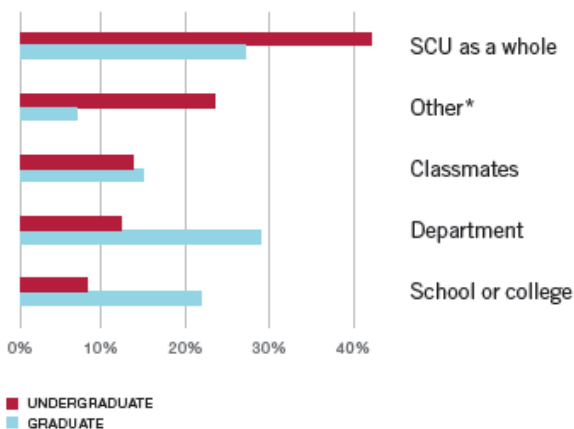
#### Student Experience

**92%** of alumni are **very** or **somewhat satisfied** with the overall experience they had as a student at SCU

#### Alumni Want to Be MORE Connected



#### Aspects of SCU Alumni Most Identify With



\*ex: sports team, student group, residents hall/dorm, center/institute

#### SCU Has Alumni "Mindshare"

**82%** say their current opinion of the University is **excellent** or **good**

**46%** of alumni say they mentioned SCU within the past week

**71%** of alumni feel a lifelong relationship with SCU is worth maintaining

"My time spent at SCU was the best time of my life. The relationships that were built will never be broken and always cherished." -'04

"I have become very successful in my career due to my academic background and good morals and a sense of community that I established at SCU." -'10

"SCU is an excellent source of enrichment both for young people starting out in life and alumni who benefit from an enduring positive influence." -'75

## OVERALL OPINIONS & ATTITUDES – continued

### The Value of Alumni Programming & Events

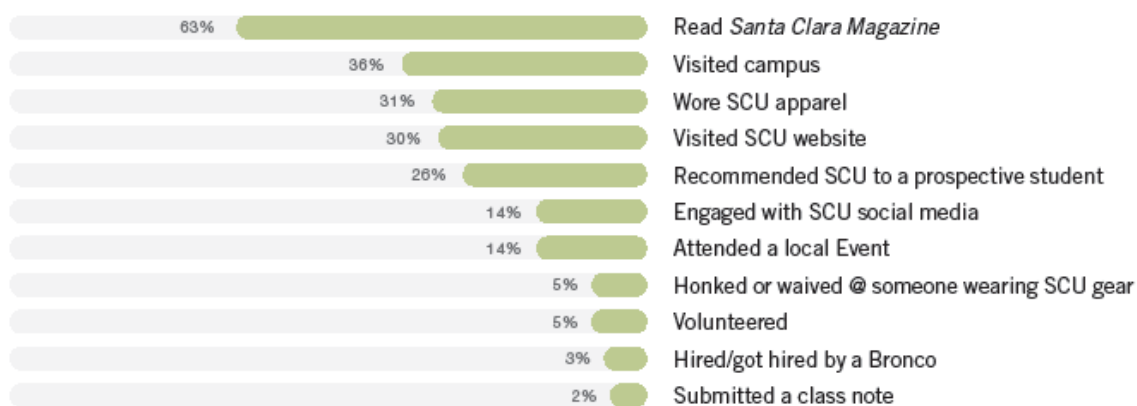
Alumni who feel they are still part of the SCU community are 2-3 times more likely to:

- ✓ Take great pride in their SCU degree
- ✓ Recommend SCU to a prospective student
- ✓ Have an excellent overall opinion of the University today
- ✓ Be donors
- ✓ Say SCU is one of the most important affiliations in life today
- ✓ Feel that a lifelong relationship with SCU is worth maintaining
- ✓ Feel SCU values its alumni
- ✓ Feel an emotional connection to SCU
- ✓ Feel SCU is part of who they are

 Only a third (35%) of alumni feel they are still part of the SCU community.

## ALUMNI ENGAGEMENT & INTERESTS

### Done in the Past Year or So



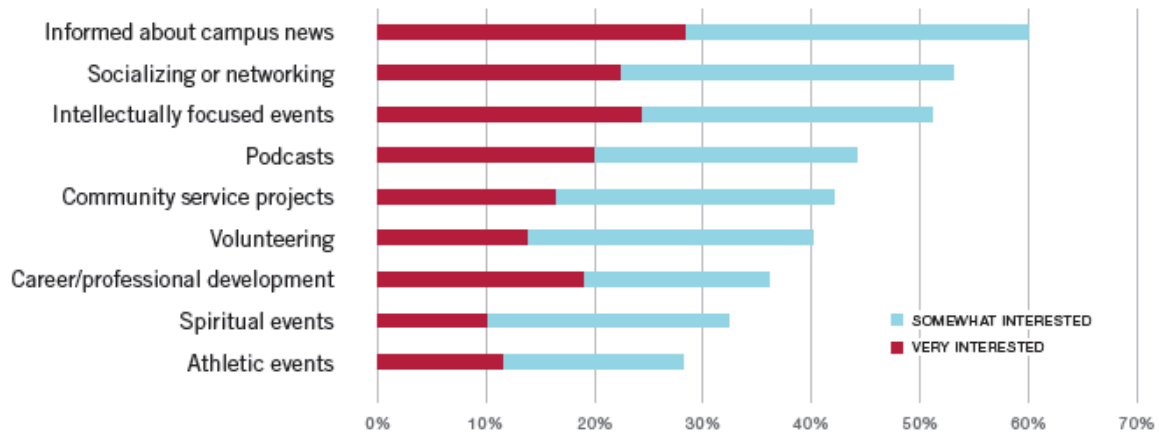
### Big Opportunity: Class Notes

 Only 2% of alumni self report submitting a class note in the past year.

"I always like reading about weddings that are happening in the Mission. I met my boyfriend at SCU, and I love reading about other peoples' love stories from SCU as well!" -'13

## ALUMNI ENGAGEMENT & INTERESTS – continued

### Interest in Ways to Stay Involved



## ATTITUDES ABOUT PROGRAMS & ACTIVITIES

### Program Diversity Is Key

#### “One Size Doesn’t Fit All”

No single form of involvement has universal appeal, but half of all alumni express great interest in staying involved in some way.



Alumni feel **more engaged** if they **live in an area with an active regional alumni chapter**

### MARKETING AND COMMUNICATIONS



#### Communication Channels Are Very Generational

Older alumni (60 and older) say that *Santa Clara Magazine* is their main source of news and information, whereas younger alumni (under 40) get their news primarily from friends and social media



choose **email newsletter** as their preferred communication channel for events and time-sensitive info



## ATTITUDES ABOUT PROGRAMS & ACTIVITIES – continued

### SOCIAL MEDIA

Social media is a positive driver to increase alumni engagement, including:

- Getting together in person with other alumni
- Attending Grand Reunion Weekend
- Attending SCU events in their local area
- Visiting campus



### There Is a Big Opportunity to Grow Our Social Channels

**48%** of alumni say they use social media to interact with other SCU alumni

**63%** of alumni are unaware of the Alumni Association's Facebook page

### CAREER PROGRAMS

Alumni Who Are Interested in Career and Professional Development Services are:

- Most interested in career networking opportunities (62%)
- Dealing with a career transition (38%) or building their personal brand (38%)
- Interested in having a positive online presence for their career (31%)
- Seeking guidance during their job search (30%)
- Updating their resume (28%)
- Looking for job interviewing tips (22%)

**55%** of alumni want career and professional development services or events from SCU

Not surprisingly, young alumni (under 40) are the most interested in career and professional development offerings.

## ATTITUDES ABOUT PROGRAMS & ACTIVITIES – continued

### DESIRED AFFINITY GROUPS

#### Possible interest-based affinity groups

- LGBTQ
- Older singles
- Widowers

"LGBT focused alumni groups would be great!" -'05

"The most important resource for me is building professional connections with alumni." -'09

#### Possible professional affinity groups

- Teachers
- Real Estate
- Technology
- Finance

"[I would like SCU to offer] in-person networking opportunities for alumni in similar career fields." -'10

"Opportunities for older singles to meet other singles!" -'72



**64%**

of alumni are interested in podcasts to stay involved with SCU



### VISITING CAMPUS

**36%** of alumni visited campus in the past year or so

**6/10**

alumni who came back to campus in the past year or so say **they just walked around and enjoyed campus**

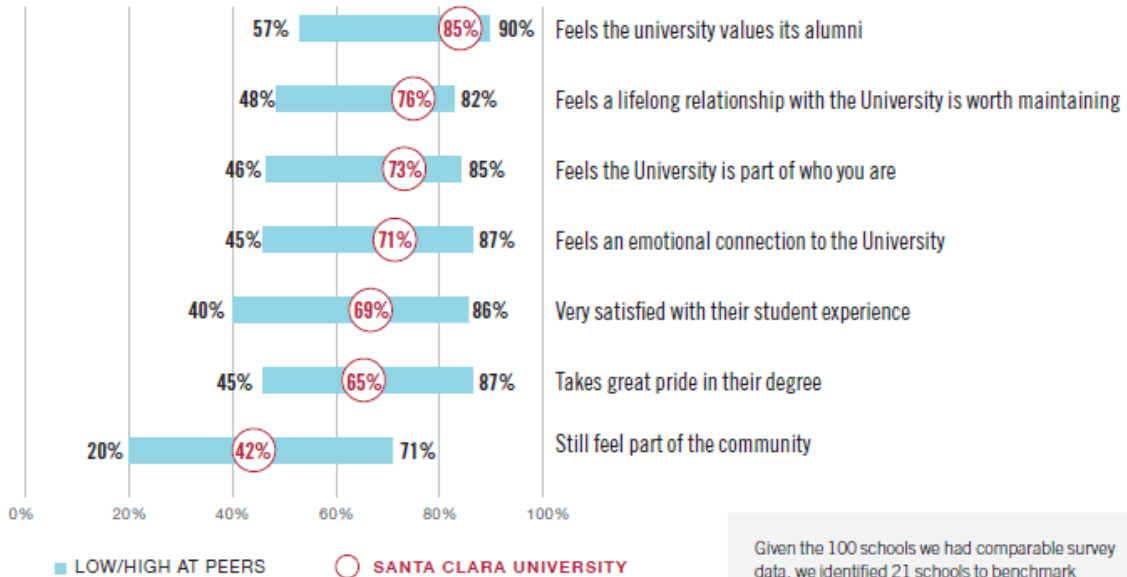
"I still visit campus, and it is simply beautiful and welcoming." -'90

"Taking this survey makes me want to visit the campus!" -'09



# HOW WELL ARE WE DOING – BENCHMARKING AGAINST OTHER SCHOOLS

## Alumni Feelings



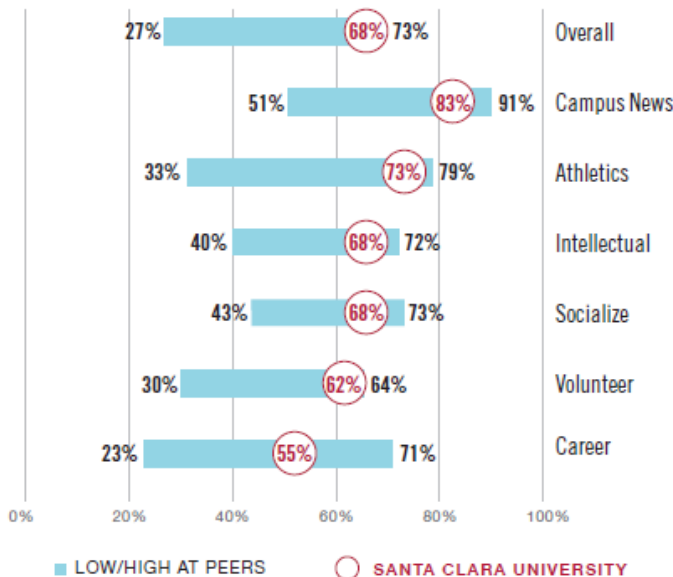
Given the 100 schools we had comparable survey data, we identified 21 schools to benchmark against that were:

- Mix of peer and aspirational
- Mix of large and small
- Mix of private and public
- A few Jesuit schools
- A few schools we compete with for admissions

Schools included in benchmarking assessment:

- Binghamton University
- Creighton University
- Hawai'i Pacific University
- McGill University
- Massachusetts Institute of Technology
- New York University
- Penn State University
- Regis University
- San Diego State University
- Stanford University
- Trent University
- University of Alaska Anchorage
- University of California Berkeley
- University of California Davis
- University of Colorado
- University of Minnesota
- University of North Carolina
- University of South Florida
- University of Virginia
- Wake Forest University
- Willamette University

## Alumni Programs



Since not all schools have graduate programs, we've only compared undergraduate data.

## HOW WE CAN DO BETTER

### How SCU Fits in Your Life Today



#### COMMUNICATIONS

#### Alumni Want MORE Communications

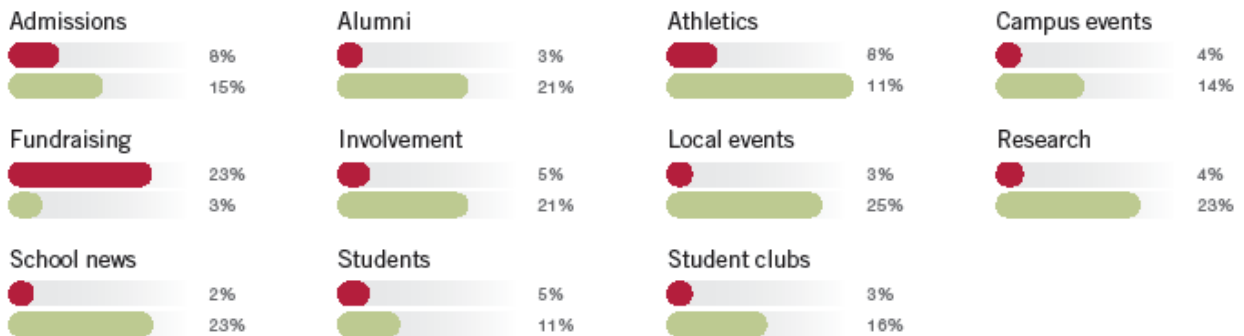
**25%** of all alumni say they don't receive enough information about SCU events in their local area, while just 3% say they receive too much.

#### Biggest Challenge: Awareness

**55%** of alumni who live in an area with an active chapter are unaware of the chapter.

### Feedback on Amount of Information Received from SCU

■ TOO MUCH ■ NOT ENOUGH



"I feel like we need to do a better job of promoting alumni events in local areas."

"Please reach out to alumni more about ways to stay engaged with the university—events, activities, volunteering, etc."

"I would love to be contacted more often about the events, etc., listed in this survey."

## WHAT WE LIKE TO HEAR

“Santa Clara is a special place. Strong academics, amazing people, amazing community. Most important—you become a Bronco for life. The connection alumni have with the university is unmatched. Santa Clara is family.” -’86

“SCU was the perfect undergraduate home for me — it broadened me academically, culturally, athletically, and socially. The campus is so rich in history and Jesuit tradition, while sitting in the heart of Silicon Valley. I chose SCU over an Ivy League option, and as I look back at the education I received, the relationship formed, and the path to happiness in life that SCU has given me, I know SCU was the school for me.” -’92

“SCU provided me with a solid education and numerous opportunities to learn, grow and challenge myself outside of the classroom, which has shaped me both personally and professionally. I left SCU with much more than a degree. The relationships I made at SCU, in through my subsequent involvement via alumni activities, are invaluable and I still maintain a close connection with some students, faculty and staff.” -’04

## SURVEY RESPONDENTS DEMOGRAPHICS

AGE	
Under 30	10%
30–39	17%
40–49	17%
50–59	20%
60–69	15%
70 and older	7%
No answer	15%

RELIGIOUS PREFERENCE	
Catholic	46%
Protestant	13%
Other Christian	8%
Jewish	3%
Hindu	3%
Buddhist	2%
Muslim	*
Other (specify)	3%
None	17%
Prefer not to say	6%

RACIAL OR ETHNIC GROUP RESPONDENT IDENTIFIES WITH THE MOST	
White/Caucasian	69%
Asian/Asian-American/Pacific Islander	13%
Latino/Chicano/Hispanic	6%
Mixed Ethnicity	3%
Black/African-American	2%
Middle Eastern	1%
Native American/American Indian	*
Other	*
Prefer not to say	6%

DEGREE	
Undergraduate/dual	54%
Graduate-only	46%

SCHOOL OR COLLEGE (OF EARLIEST DEGREE)	
Arts and Sciences	34%
Business	33%
Law	14%
Engineering	12%
Education and Counseling Psychology	4%
Jesuit Theology	2%
Pastoral Ministries	*

YEAR OF EARLIEST DEGREE (UNDERGRAD 1960–2014, GRADUATE 1965–2014)	
2005–2014	26%
1995–2004	23%
1985–1994	22%
1975–1984	19%
1960–1974	11%

GENDER	
Male	57%
Female	43%

REGION	
Local (driving distance)	57%
Non-local active chapter	33%
Elsewhere	10%

MADE A GIFT TO ANY SCU DESIGNATION IN THE PAST FIVE YEARS (SINCE JULY 1, 2010)	
Yes	25%
No	75%

ABOUT THE SURVEY: The Santa Clara University Alumni Association conducted a survey online from April 19–May 23, 2015 with a random sample of SCU undergraduate degree holders from 1960–2014 and graduate degree holders from 1965–2014.

1,817 alumni participated in the survey, which was an approximately 23 percent response rate.

For additional information about the survey, please contact Melissa Brotherton at [mbrotherton@scu.edu](mailto:mbrotherton@scu.edu).





*Alumni*  
ASSOCIATION



September 2017